

7 | 1988 | 1989 | 1990 | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 |

# BEYOND THE TOWER

THE HISTORY OF FLORIDA INTERNATIONAL UNIVERSITY

BY TOM RILEY

EDITED BY  
LILLIAN LODGE KOPENHAVER

1972 2002

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FIU *30<sup>th</sup>*

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ANNIVERSARY





BEYOND THE TOWER, THE HISTORY OF FLORIDA INTERNATIONAL UNIVERSITY, chronicles FIU's phenomenal development from an abandoned airport to one of America's most dynamic young public universities.

The year 2002 marks the 30th anniversary of the founding of Florida International University. Its founders and supporters fought long and hard to establish a major public urban institution in the city of Miami.

Besieged on many fronts by those who feared competition for students and resources, the institution and its leaders overcame all obstacles in their quest to develop and establish a major public research university in South Florida.

This is the story of FIU, its motivated students, gifted faculty, and dedicated leaders who made the university a reality and built it into what it is today.





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University Park  
Miami, Florida 33199

Riley, Thomas D., 1941–

Beyond the Tower: The History of Florida International University / by Thomas D. Riley.

Includes index.

ISBN 1-884342-02-7 (hardcover)

Printed by Solo Printing, Inc., Miami, Florida, U.S.A.

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PREFACE

This is the story of Florida International University—its history, its people, its milestones. A relatively young institution as universities go, FIU is 30 years old in 2002.

Those taking part in the celebrations at this anniversary have an opportunity to reflect upon the challenges, opportunities, struggles and achievements that have taken place at the university since its doors opened for classes in September 1972.

FIU was born as an experimental, non-traditional, urban university. In its earliest years the accepted academic philosophy of “publish or perish” was replaced with a revolutionary concept unique to FIU which emphasized teaching and service to the community above all. Over the past 30 years the university’s mission and objectives have evolved and changed, and as FIU has matured, it has metamorphosed into an international urban research university.

This is a story of that growth and evolution and the people who stepped forward to make this institution possible. The pages that follow tell the story of a crusade by men and women, armed with books, microscopes, ambition and unending dedication, who were determined to bring academic depth, community service and research excellence to the population of the South Florida area.

FIU’s founders laid a distinctive ideological and philosophical foundation for this evolution. Among the first words penned for FIU to live by were those outlining its simple but far-reaching goals: education of students, service to community, greater international understanding. These goals are as relevant today as they were 30 years ago.

This history is a tribute to the noble company who have made Florida International University what it is today, those who have loved, served and respected the institution, and to the thousands of students who have entered its doors and become a part of the university’s legacy.

THOMAS D. RILEY  
May 2002

INTRODUCTION



At the dedication of Primera Casa in 1972, my association with FIU began. After 30 years, FIU's dream is near fulfillment and many of its goals have been accomplished.

FIU was inspired by the dynamism of its first president, Chuck Perry, who challenged FIU to accept the grim political realities of its birth and turned those negatives into the beginnings of greatness.

FIU's fourth president, Mitch Maidique, brought to the university leadership and a sense of execution. He tolerated no small dreams and expected success.

Under President Maidique's leadership, FIU has followed an upward path of service to the students, to the community, to the state, and to the nation. The path of service is moving toward a crescendo of achievement in the early part of the 21st century.

So the shameful reality of being the United States' largest metropolitan area without an urban four-year public college has been replaced by the energetic, ever-changing challenge of FIU moving into the 21st century. FIU borders on being a great public research urban university.

I sensed a great need and a vacuum in 1972. I now sense the fulfillment of that need and the realization of achievement in the FIU of 2002.

This is a story of people. This is a story of faculty. This is a story of students. This is a story of politicians. This is a story of supporters. This is a story of business people and community leaders, many of whom have come to know and support the dream of FIU's aspirations to greatness.

From the vantage point of an observer and a supporter, it has been a joy to behold the metamorphosis of FIU from its embryonic beginnings to the great achievements of 2002.

ALVAH H. CHAPMAN, JR.  
July 2002

## FOREWORD

Mission: FIU in '72. Impossible? Yes, according to most observers in September, 1969, when Butler Waugh, Don McDowell, Nick Sileo, and I arrived in Miami on an abandoned airport with nothing but a vision, a dream, a commitment, combined with youthful energy, enthusiasm and excitement as we faced the awesome responsibility to create a new state university to serve Greater Miami and South Florida, the largest metropolitan region in the United States without a public baccalaureate degree-granting institution of higher education. From the very moment that the Board of Regents named me the Founding President of Florida International University, I never doubted that the task ahead could be accomplished.

As Tom Riley so ably describes in the following pages, the dream became reality in the fall of 1972. I have always believed that this remarkable achievement was a direct result of the hundreds of individuals who made this institution possible—in particular, the founding members of the faculty and staff and their families, the Dade County government, the business and professional community, the Florida Board of Regents, the Florida legislature, Govs. Claude Kirk and Reuben Askew, Miami-Dade and Broward Community colleges, vast numbers of interested citizens from Miami and elsewhere, the South Florida media, especially *The Miami Herald*, and, most importantly, the initial 5,667 students who joined this exciting, new, and “long overdue” state university on opening day.

We were very fortunate to attract a diverse group of exceptionally talented and hardworking faculty and staff to Florida International in the early days of “giving birth” to the university. Their spirit and determination created the environment, which made our initial academic and service programs and the original building and facilities possible. I shall be forever grateful to each and every one of them for making “FIU in 72” a promise made and a promise kept!

Now, the challenge is to focus on the future of an institution that has proven itself in its youth and must once again prove—and improve—itsself as the university grows to maturity. What will FIU be like in the next 25 years? 50 years? This is a “people’s university.” It always has been and should always be so. Programs, buildings, and funds will fill follow talented, creative, energetic, bright, and honorable individuals who are committed to meet the ongoing changing and growing needs of the various “communities” served. As they “reach for the stars,” the road map to the 21st century will become clear—and achievable!



While Florida International builds on its experience, it also must continue to maintain the standards of excellence that have been the fundamental cornerstone of the university's existence. To reach the next critical stage of FIU's growth and development, it will also take a re-dedication to our basic goals: education of students, community service, and greater international understanding.

Florida International University must believe in its "roots" in order to effectively challenge its people to plan for its "future." In doing so, the next several years will be a glorious time for this institution to lead, to inspire, to set new standards, as it becomes one of the world's great public universities.<sup>1</sup>

CHARLES E. PERRY

Rockwell, Texas, February 1997



## ACKNOWLEDGEMENTS

This book could not have been written without the assistance of Lillian Lodge Kopenhaver, the associate dean of the School of Journalism and Mass Communication at Florida International University.

Lillian did far more than edit this work. She painstakingly wrote, rewrote, changed and corrected the text while providing her own historical perspective to the manuscript. Lillian's knowledge and experience as a professional journalist and editor were indispensable.

Cheryl Duguid, my secretary during the time I worked on the book, did an excellent job in typing the original text. The final text was typed by Patricia Filipiak. Both deserve my deepest appreciation for their patience and helpful encouragement.

I am indebted to Florida International University, and particularly my boss of 17 years, Judith Blucker, the executive vice provost, who encouraged me in this effort and provided me with the time and university support needed. A special thanks to Mary Ann Wolfe for her assistance with the Perry years, and to Brian Peterson of the FIU history department, and Joyce Peterson, the associate dean of the College of Arts and Sciences, for reading and commenting on the final draft.

The FIU Archives provided all the research materials necessary. Vickie Silvera and Carmen Perez spent countless hours helping me with the project. The archives are a wonderful resource for all material related to the university.

Photography throughout the book was coordinated by Michel Upright and George Valcarce of FIU's instructional photography department.

The book was designed and composed by Alexandra Lange in FIU's Office of Publications.

Professional, technical, and production expertise were provided by Bill Stahl and Melisa Angulo in FIU's Office of Publications who spent many hours to ensure the quality and production of the book.

I am also most thankful to my wife Blanca for her help with the book, and everything else in my life.

THOMAS D. RILEY  
May 2002





CHAPTER 1  
THE BEGINNING

IT WAS A HOT, SULTRY MORNING IN THE SUMMER OF 1969; IT HAD JUST RAINED as it could only do in South Florida. The morning silence was broken only by the muffled sounds of construction in the distance. The smell of wet grass was sweet, clean, and fresh.

This was the morning that four young men who were to become the founders of a new university gathered at an old airport tower in a desolate area of southwest Miami, 10 miles from downtown, on the edge of the Everglades. The airport, once one of the busiest in the country, had not been used for years and sat idle and abandoned. It would soon become the site of one of the fastest-growing universities in the United States: Florida International University.

The university, of course, did not just happen. It was the culmination of the dreams, heartaches, sweat, tears, sacrifice, determination, and love of the thousands of people who created it.

Founding President Charles E. Perry expressed the feeling best: "It is impossible to exaggerate (and probably impossible to convey) the sense of unity and the team spirit that prevailed here at that time." Perry's recollections of "those golden early moments" were, he felt, worth recalling.<sup>1</sup>

The university had an historic beginning. On its opening day, September 14, 1972, Florida International University, a public institution and member of the State University System, enrolled 5,667 students, the largest first-year enrollment recorded by any of the more than 2,000 colleges and universities established during more than 360-plus years of higher education in the United States.

Those first students were all college juniors, seniors, and graduate students. The challenge of adding a lower division still lay 10 years ahead. On that memorable opening day in the fall of 1972, classes were met by professors who often were as young or younger than the 28-year average age of the student population; 93 percent held the Ph.D. The young university's president was 32.

The academic offerings of the new institution were impressive (perhaps a bit too ambitious, in the judgment of some) and included 93 bachelor's degree programs and 36 master's degree programs. FIU opened as an upper division state university, with a board range of programs for juniors and seniors and selected graduate programs. It was, however, authorized as a four-year university. The planned academic structure included one college, five professional

schools, two educational, service, and research centers, and a division for continuing education. Implementation of plans and programs were dependent upon funding and expressions of student interest, but plans included a College of Arts and Sciences, School of Education, School of Business and Organizational Sciences, School of Technology, School of Health and Social Services, School of Hotel, Food, and Travel Services, centers for Environmental and Urban Affairs and International Affairs, and the Division of University Services and Continuing Education.

The School of Technology and Engineering opened a year later in 1973. Ph.D. programs were planned for 1975. The university provided library facilities, a media center, limited food service, a bookstore, a security system, parking facilities, academic advising, registrar's office, financial aid, and an athletic program; all were located in two buildings, *Primera Casa*, the first building on campus, and the largest concrete structure in Florida, and the athletics building.

The founders of the university had been instructed by the Florida Board of Regents—itsself a recent development in Florida higher education, established in 1965—to build an institution that would serve the vast South Florida urban population. This was a remarkable challenge, considering that just three years prior to the opening of the university in 1969, the entire campus consisted of an abandoned airport control tower and a few old dilapidated, rusting airplane hangars.

The founders worked continuously for three years to develop a master plan, hire faculty and staff, and furnish and build the first major building on the 344-acre campus. All of this had to be done by the promised opening date of September 1972.

Charles E. Perry, FIU's founding president, made the following statement in 1970:

We have charted the beginning course for Florida International University. How wisely we have planned and how well we shall implement these plans will be measured by those who will later come to judge us. Undoubtedly, we shall alter our plans from time to time as we proceed, but the direction for this newly-born institution has become clear. Only history will prove if we have chosen the correct route—we think we have.<sup>2</sup>

Beyond the statistics, and behind the columns of figures, the graphs, and the charts, a serious history must grapple candidly with the valid standard by which any institution must be measured: How effective was it in meeting the needs it was intended to serve? Has the university honored its goals, objectives, and philosophy as described in bronze and laid in concrete on the west wall of the Charles E. Perry Building in 1972? The plaque reads as follows:



## GOALS OF FLORIDA INTERNATIONAL UNIVERSITY

Throughout all its programs, the university will adhere to three major goals:

**Education of Students** • To provide a university education for qualified students which (a) prepares them for useful careers in education, social service, business, industry, and the professions; (b) furnishes them with the opportunity to become effective members of the society; and (c) offers them an appreciation of their relation to their cultural, aesthetic and technological environments.

**Service to the Community** • To serve the greater community, with a primary emphasis on serving the Greater Miami and South Florida area, in a manner which enhances the metropolitan area's capability to meet the ecological, cultural, social and urban challenges which it faces.

**Greater International Understanding** • To become a major international education center with a primary emphasis on creating greater mutual understanding among the Americas and throughout the world.

If one compares Cambridge and Oxford at more than 700 years of age, or Harvard, edging toward 400, 30 years would not customarily be recognized as an epoch in the history of a university. Perhaps the judgment of history will need more years for a valid report on the successes or failures of FIU's founding fathers. For this 30-year-old university, it was, however, a span of time in which seemingly incredible things were somehow to be accomplished.

How did this modern-day university, one of the 25 largest colleges and universities in the nation with more than 32,000 students, 100,000 alumni, 2,500 faculty and staff, 3,272,415 gross square feet of physical plant, 573 acres, an operating budget of \$433 million, and more than \$60 million in sponsored research come to be?<sup>3</sup> How did it begin and grow? Most particularly, who were the people who took FIU from an abandoned airport tower to one of the largest universities in the United States?

Standing somewhat obscurely in the shadows of the Charles E. Perry Building, formerly Primera Casa, on the University Park Campus is a torch dedicated to the memory of state Sen. Ernest "Cap" Graham. The encryption reads:

Florida International University Torch of Knowledge, Service and Understanding. The Eternal Flame From This Torch Stands As A Constant Reminder of Florida International University's Commitment To Mankind. The Torch Is Dedicated In Memory Of Ernest R. Graham (1895-1964), State Senator From Miami, Who With Great Foresight And Wisdom First Introduced Legislation In The Florida Legislature To Establish A State University In South Florida. September 14, 1972.

It was an early dream of Graham that a public university be established in Dade County, and it was he who made the initial proposal to the Florida Legislature in Senate Bill 831 in 1942 to establish a state university in South Florida. This dream was unsuccessful until 1965.

Sen. Ernest "Cap" Graham and the Graham family continued to be among the most influential and important contributors to the development of FIU. Graham arrived in Miami in 1921 as the resident manager of the Pennsylvania Sugar Cane Company, at the time located in the Everglades. He, his wife, Florence, daughter, Mary, and son, Philip, came, to live on a houseboat on the Miami Canal where, according to Graham, "The alligators and Seminole Indians were pals of ours."<sup>4</sup>

Cap Graham was born in 1885, reared on a farm in Michigan, and served as a captain in the Army Corp of Engineers in World War I. He became involved not only with sugar planting in the Everglades but also with the real estate boom that had hit Miami in the 1920s. He preached the necessity of making pasture land for dairy cows on the lands of the Everglades. In 1931 the Pennsylvania Sugar Company abandoned the sugar cane growing experiment and Graham obtained a portion of its land to develop a very

successful dairy and beef cattle farm on the original Miami Canal site.<sup>5</sup>

His wife, Florence, died, not too long after, and in the mid-1930s Graham married Hilda Simmons. Their son, Bob, was born in 1936. That same year Graham became interested in politics; he served two terms as state senator and in 1944 he ran unsuccessfully for governor of Florida. He died in 1964. His love of politics, education, and Miami was passed on to his son, Bob, who became a state legislator in 1966, served two terms as governor, and was elected to the U.S. Senate in 1986.<sup>6</sup> Although Cap Graham's bill to establish a public state university in South Florida did not pass, the senator kept the idea of establishing one in South Florida before his legislative colleagues. Unfortunately for a generation of South Floridians, it was not until almost a decade later that the topic again received serious consideration.

Both higher education and politics in Florida had their origins in the northern part of the state. The unequal distribution of funding for education, social services, and general public amenities had, since statehood, favored North Florida. The University of Florida, and to a lesser degree Florida State University, had since their earliest development been the "flagship universities" of the state, dominating higher education. Their graduates had, until the present, contributed the majority of leaders to the Florida Legislature and the governor's office.

Higher education in Florida began in 1851 with the establishment of two seminaries of learning, which would eventually become the University of Florida and Florida State University. The original legislation authorized one on the east and one on the west of the Suwannee River. There was no state planning for higher education in Florida prior to the 1900s. During the 60 years between Florida's admission to statehood in 1845 and the Buckman Act in 1905, secession from the Union, the Civil War, and Reconstruction stifled economic growth.

Several institutions offering post-secondary education were founded in northern Florida. Competition for state money developed among these institutions and the Legislature became the final arbiter of educational policies and support. However, in 1905 the Legislature decided to end its direct control of the state's institutions of learning; the Buckman Act placed the governance of these colleges under the Board of Control.<sup>7</sup> However, Florida was the smallest and poorest state in the South, so progress was slow.<sup>8</sup>

The Buckman Act was important because the pattern it established persisted virtually unchanged for nearly half a century. The act abolished several minor schools and left the state with three public institutions of higher education—one for white males, the University of Florida in Gainesville, one for white females, Florida State College for Women in Tallahassee, and one for blacks of both sexes, Florida Agricultural and Mechanical College for Negroes in Tallahassee.

The Buckman Act segregated the races and the sexes because that was the fashion of the day, especially in the South. However, why did it place the state's colleges and universities in Tallahassee and Gainesville?

That was a rational decision based on the realities of the day. The 1900 federal census—the one available to lawmakers in 1905—placed Florida's population at 528,542. Of those, some 178,293—33.7 percent—resided in the 10-county area around Tallahassee or in the five Panhandle counties farther west.<sup>9</sup>

Another 214,413—or 40.5 percent—lived in the 10-county area around Gainesville or in the five counties to the north and east of it.<sup>10</sup>

Half the remainder of Florida's residents lived in the Tampa Bay area, and the rest were scattered over the vast, sparsely-populated areas of South Florida. Only 4,985 lived in Dade County, which then included territory that is now Miami-Dade, Broward, Palm Beach, and Martin counties.<sup>11</sup>

The Buckman Act's dual segregation may have been "irrational by modern standards," but the decisions on the number and location of institutions were defensible. South Florida was not being cheated.<sup>12</sup>

Private institutions of higher learning which existed by the first quarter of the century included Stetson University in Deland, which opened Florida's first law school in 1900;<sup>13</sup> Rollins College, which opened in Winter Park in 1885; and Edward Waters College, which had its beginning in the 1860s. The University of Miami did not open until 1926.

By 1947, Florida still had no medical school, no community college system, and no public university south of Gainesville. North Florida dominated higher education for the entire state.

In 1954, Florida's nine accredited private colleges and universities and three state universities, University of Florida, Florida A & M University, and Florida State University, had a combined enrollment of only 36,000 students and a total capacity of 38,000 students. The state universities were approaching the limits of land available for expansion and could barely accommodate enrollment growth of even modest size. The Board of Control, the forerunner to the Board of Regents, coordinated planning and policy decisions for the three state universities and initiated a comprehensive planning study in 1954. Late in 1956, the council delivered its report, "Higher Education and Florida's Future," which laid the groundwork for the expansion of Florida's community colleges and universities.<sup>14</sup>

The Brumbaugh Report, as it was called, proposed three new universities, the first to be established as soon as possible in the Tampa Bay area, the University of South Florida, another on the lower east coast, Florida Atlantic University at Boca Raton, and a third in the Orlando area, Florida Technological University, later renamed the University of Central Florida. Two more universities on the east coast, the University of North Florida at Jacksonville and Florida International University at Miami, and one to serve

the panhandle, the University of West Florida at Pensacola, were added to the plan as the population continued to increase.

As they were originally designed, four of the new universities, Pensacola, Jacksonville, Miami, and Boca Raton, were specifically intended to serve community college graduates and offer only the last two years of study for the bachelor's degree, plus some master's programs.

In the 1960 census, Palm Beach County's population was 228,106. Dade County, the largest county in the state, had a population of 935,047, more than twice the size of the next most populous county, Duval (Jacksonville), at 455,411.<sup>15</sup> Yet, Dade County had no public higher educational institution.

Of the 78,328 students enrolled in state institutions of higher learning in the fall of 1961, 26,993, or 34.5 percent, were enrolled in 15 private institutions of higher learning, with approximately half of these students attending the University of Miami.<sup>16</sup>

In addition to the University of Miami, there were 10 private degree-granting institutions operating in Florida: Jacksonville University, Stetson University, Rollins College, Florida Southern College, Florida Presbyterian College, University of Tampa, Barry College, Bethune-Cookman College, Florida Normal and Industrial Memorial College, and Edward Waters College.<sup>17</sup>

The Brumbaugh Report, approved in June 1961, provided a new educational plan for the university system; this was viewed in North Florida as a threat to the established power structure of the University of Florida.

One of the most important changes was the creation of the office of chancellor of the State University System. Roger Miller, in his history of Florida Atlantic University, described the times:

In 1961 the mere thought of such a change and its consequences sent tremors through the power structures of the older northern institutions. The president of the University of Florida had for many years occupied a position humorously compared to a poorly paid medieval pope. Historically, he had conferred with the chairman of the Board of Control, sometimes through the executive secretary of the board, as at least an equal. It is not entirely facetious to compare early UF presidents with dedicated clergy who sometimes took cuts in their own salaries, meager as they were, for the good of their school. Reciprocally, they were accorded great respect and deference by the board and others such as the governor, who almost never needed to be reminded that they knew next to nothing about the running of an academic enterprise. University of Florida graduates ran the state from the Capitol, from the governor's office to the Legislature. Furthermore, their constituents were often far more intent upon the success of the football team than upon the number of Nobel Laureates on the faculty.<sup>18</sup>

The power structure of the state was effectively in Gainesville and Tallahassee, but it was clear that changes were necessary.

The popular perception before 1962 was that the University of Florida did not need the state of Florida nearly so much as the state needed it. Howard Forman, a wealthy and powerful political leader from Broward County, said that “the nearest thing to a king in the state was the president of UF.”<sup>19</sup> In 1965, the Board of Control was renamed the Board of Regents which, until July 1, 2001, was the official governing board for the state universities.

In 1967, Broward Culpepper, the first chancellor of the BOR, saw the State University System through its first phase of tremendous growth under the BOR. A year later, his successor, Robert Mautz, former vice president of academic affairs at the University of Florida, commenced a second phase involving the development of more formal policies and an augmented staff to manage the network of universities as well as their interaction with community agencies, social systems, and state government. It was at this juncture that Charles Perry, FIU’s first president, began working in the Board of Regents office and became actively involved with the development of higher education in Florida, particularly in the Dade County region of South Florida.

By the mid-1960s Greater Miami was rapidly developing into a center for trade and commerce. The need for a public institution of higher education, capable of providing local residents affordable academic opportunities and assisting in the economic development of the region, was becoming acute.

Miami needed a public state university. The population of South Florida sustained the largest growth in the state, yet this major urban center, which included Greater Miami and Fort Lauderdale, was the last to gain a state university. In the 1950s and 1960s, the leaders of the business communities of Tampa, Orlando, Palm Beach County, Jacksonville, and Pensacola led campaigns to secure state universities for their cities. Miami’s political and business leaders did not.<sup>20</sup>

Historically, Florida public university education, research, and related services had evolved at a distance from the greatest concentration of industry, financial institutions, business, trade corporations, health centers, and transportation lines. Although more populous than 27 states, the city of Miami had fewer educational programs than any major metropolis in the nation. The limited number available were of recent origin and costly. Economic, cultural, and social advancement in Southeast Florida was restrained and undermined by the lack of academic programs.

During the 1965 legislative session, state Sen. Robert M. Haverfield, a former Dade County commissioner and later a third district court judge, called by President Perry, “The Father of Florida International University,” introduced Florida Senate Bill 711, the Haverfield Bill. The senator personally hand-carried the legislation to establish a new university in Miami to each of

the individual members of the Senate to assure its approval. He rapped on the doors of senate colleagues representing districts from Key West to Tampa to Jacksonville to Pensacola and persuaded 24 of them to co-sponsor his bill, which pointed out that "it was essential that higher education be afforded every high school student capable of undertaking advanced study if we are to survive in the atomic and space age."<sup>21</sup> The senator also noted that in less than a decade, more than three million people would reside in Dade County.

Haverfield further emphasized that there was no four-year degree-granting state university within 250 miles of Dade County. Section 2 of the bill stated that "the Board of Regents shall expend no funds for the planning or establishment of any other institution of higher learning not now authorized by law until a report of and plans for the establishment of an institution of higher learning in Dade County shall have been submitted to the Legislature prior to the commencement of the legislative session of 1967."<sup>22</sup> The Miami junior senator stated that "the demand of higher education requires and will continue to require more institutions which should be convenient to centers of population."<sup>23</sup>

Powerful senators supporting the bill included Dewey Johnson of Quincy, Robert Williams of Graceville, and George Hollahan, Dade's senior senator. Companion legislation was quickly introduced in the House by Reps. Murray Dubbin, Richard Pettigrew, and Robert Shevin. On May 26, 1965, the Haverfield Senate Bill 711 passed the Senate by a vote of 41 "Yeas" and no "Nays." The House of Representatives followed with its approval on June 1, and Gov. Claude Kirk, the first Republican governor since 1872, signed the bill into law on June 22, 1965.<sup>24</sup>

University of Miami officials, fearful of the competition of a public institution with affordable tuition, indicated that they would not oppose a state university in Dade provided it was not built or opened until after 1970; FIU opened in 1972. UM officials felt that by 1970 the push for higher education would be so great in Dade County that both state and private institutions would be filled.<sup>25</sup>

Therefore, in 1969 two new state universities were being born, one in Miami and the other in Jacksonville. One of the co-sponsors of the Haverfield Bill to create FIU was Sen. John Mathews of Jacksonville. Sens. Haverfield and Mathews reached agreement that the Miami bill would not be moved through committee until a similar Jacksonville university supported by Mathews had become law. The Mathews Bill establishing the University of North Florida in Jacksonville was approved at the same time as the bill authorizing FIU.<sup>26</sup>

Sen. Haverfield then looked to Dade County for support of the new university on November 15, 1966. A committee of prominent citizens was established, including, among others, Rep. Robert Graham, Sen. George

Holland, Jr., chairman of the Dade Delegation, and Metropolitan Dade County Mayor Chuck Hall, to provide for the establishment of a state university in Dade County.<sup>27</sup>

Florida International University was on its way, but no money had been appropriated for the university to begin operation. It was not until three years later, during the 1968 session, again through the efforts of Sen. Haverfield, Sen. Robert L. Shevin of Miami (later to become state attorney general), and Reubin Askew of Pensacola (later to become governor of Florida), that the funds were first approved, and then not until the closing days of the 1969 legislative session.

The original legislation authorized FIU to be a four-year institution. In a confidential letter, Robert A. Bryan, dean of faculty at the University of Florida, urged FIU's founding President Charles Perry to begin FIU as a four-year institution. He stated, "To become a true university, you will ultimately need a freshman class... I cannot believe that a two-year upper-division university has a promising future. You should then keep a plan ready for instant action which would allow you to begin a lower division."<sup>28</sup>

However, the Board of Regents staff and the early planning team decided to open FIU as an upper division and graduate institution. Publicly, this was stated to be because of the supposed high quality of academic programs offered by the community college system. However, the reality was because the University of Miami and Miami-Dade Community College did not welcome a competing institution.<sup>29</sup>

There was also great political pressure on early FIU supporters. Higher education in Florida had two camps. Some legislators and individuals in Dade County had a great interest in FIU and its future and wanted it to be a reality. Others, however, had different interests or a vested interest in continuing the power and prestige of existing universities. Thus, the newer institutions were seen as a direct threat to the older, established institutions.<sup>30</sup>

In an article in *The Miami Herald* in 1998, Charles E. Perry expounded on "the politics of bringing a new state university into Dade County." He stated, "It forced me and my colleagues to pretend to build a weak public university while plotting the strong one the community desperately needed." Perry promised less and delivered more. He felt it would have been a "political disaster to lock horns with those who had been fighting a state university in Miami since 1943."<sup>31</sup>

In 1971 the University of Miami's board of trustees and the community's corporate and civic leadership were virtually one and the same. The University of Miami had fought against the establishment of a public rival institution for three decades. Almost from the day the University of Miami opened in Coral Gables in 1926, the school was close to bankruptcy. Despite the community's strong emotional ties, it had not adequately financed its private university.



The University of Miami had little or no endowment, so was dependent on tuition. "There was great anxiety at the time and it was feared that a public university might be the death knell of the University of Miami," said Miami lawyer Richard Pettigrew, former speaker of the Florida House of Representatives.<sup>32</sup>

Miami-Dade Community College, which had opened in 1960 under the presidency of Ken Williams, who then became the first president of FAU, added to the opposition. "We had to give assurances that we weren't going to sink the University of Miami or hurt the community college," Pettigrew said.<sup>33</sup> MDCC agreed to a state university—as long as it would not take freshman and sophomores.

Mitchell Wolfson, long-term chairman of the MDCC board of trustees, told Perry, "We do not need a state university in Dade County."<sup>34</sup>

Local legislators gave UM enough guarantees to keep it from mounting a campaign to kill the plan to develop FIU. With just juniors and seniors, FIU would not be able to compete for students waiting to go to a four-year college. Nor would FIU have a medical, law, or engineering school. At the time Perry had little maneuvering room, Pettigrew said. Until FIU opened and began developing its own power base, UM and MDCC would retain enough power to kill the new school.<sup>35</sup>

"It was an interesting coalition we had to work with," Perry said. "The truth is that below the surface they fought us tooth and nail."<sup>36</sup>

"The story of FIU's founding is a tale of two universities—FIU and UM—and a city's difficulty in defining its own future," stated former state Sen. Jack Gordon. He continued, "Miami has been the largest city in America without a public four-year college. For three decades, while other cities demanded public universities, Miami's power structure resisted having one and, in fact, did not want a state university."

"Miami-Dade County is still paying for the delay," said Gordon, who began pushing for a state university for Dade in the early 1960s.<sup>37</sup> He was a member of the Dade school board at the time and was upset that Dade students, who wanted to earn bachelor's degrees, had to either leave home or pay tuition at private college rates.

Alvah H. Chapman, Jr., chairman of Knight Ridder Inc., the corporation that owns The Miami Herald, was the first powerful Dade business leader to publicly support FIU, Perry said. Chapman enabled Perry to gain access to Dade's corporate suites and helped build support and tolerance for the still-unborn school.<sup>38</sup>

"The story we all told early on was that the University of Miami was doing wonderful things, but it wasn't going to serve the total education needs of this community," Chapman said. "Miami had a lot of people who couldn't go to UM. They couldn't afford the tuition. Those people needed to be given

an opportunity to receive higher education in their community at a reasonable price with high quality.”<sup>39</sup>

From the day Perry arrived, *The Miami Herald* reported steadily on construction, organization, and the conferences sponsored by the new university. That, he said, provided FIU’s “best protection.” The more the people of Dade realized they were supposed to get a public university in 1972, the harder it would be for opponents to stop it.<sup>40</sup>

As Perry noted on numerous occasions, the university “was born in troubled times.” Not only did it face fierce political opposition from other institutions, but also it was quite likely that the late 1960s represented perhaps the worst of times to embark on this complex enterprise.

Student revolt surfaced first at the University of California at Berkeley, then swept across the nation. Students demonstrated against racism, sexism, the Vietnam War, military research, and the whole educational system. Protests were accompanied often by acts of disruption, vandalism, violence, and terrorism. Activists denounced ‘the Establishment’ and demanded justice and peace in society and a more decisive voice for students. Protests attacked autocracy in university administration, an archaic curriculum irrelevant to student needs, pedestrian teaching by professors more interested in their own research and professional advancement than in students and their learning, and obsolete parietal rules that seemed to demean students in their adult rights and identity.<sup>41</sup>

Many of Florida’s traditionally placid university students erupted in campus demonstrations against the Vietnam War in the early 1970s. Following the national pattern at major educational institutions, “the University of Florida was the scene of the state’s most turbulent disorders, provoked in 1970 by the student killings at Kent State and the U.S. invasion of Cambodia, and in 1972 by the U.S. mining of Haiphong Harbor in North Vietnam. Numerous student groups at Florida’s universities had been active in anti-war, civil rights, environmental, and feminist movements since the mid-’60s. Social activism on campuses declined after the winding down of the war and the coincidental Arab oil embargo and recession of 1973-74.”<sup>42</sup>

This was also the decade in which Cuba began to figure prominently, and permanently, in the fortunes of Miami and the nation. *The Miami Herald* characterized the time:

In 1961, a brigade of exiles lands in Cuba at the Bay of Pigs to reclaim their homeland from Castro. More than 1,000 men of Brigade 2506 are taken prisoner. In 1962, the U.S. discovers that the Soviet Union is using Cuba as a missile base.<sup>43</sup> President John F. Kennedy orders a naval blockade and demands the missiles be removed.

In 1962, the old Miami Daily News tower became known as the Freedom Tower, Miami's Statue of Liberty for the increasing number of Cuban refugees who were processed there. As fears of nuclear war grew, Soviet leader Nikita Khrushchev blinks and promises to remove the missiles in return for a U.S. pledge not to invade Cuba. Kennedy agrees to ransom the Bay of Pigs prisoners for \$62 million in medical supplies and food... In 1965 the Freedom Flights begin to bring refugees from Cuba. By the time the program ends in 1973, 340,000 exiles will have arrived.<sup>44</sup>

The city of Miami, the state of Florida, and the nation were changed forever. During these stressful times, the commitment to build a new university called for a large degree of optimism. In the late 1960s and early 1970s, it was hard to find anyone who was very optimistic about the future of the American university. In an enterprise keyed to human relationships where every goal was people-oriented, all of the people concerned with the academic world seemed at odds with one another. Administrations and faculties, student bodies and alumni associations, trustees, foundations, state boards, and legislatures—all were on the front lines of a conflict. While they were openly expressing their dissatisfaction with one another, the public was emphasizing its dissatisfaction with all of them. The very foundations of American higher education were threatened.

What some remember as student unrest, others perceived as mob violence and potentially lethal confrontations. What was seen by many of the student protagonists as a battle for a just, even noble, cause was perceived by much of the public as an outrageous example of student misbehavior.

Perry said, "Besieged and bewildered in tottering ivory towers on most American campuses, administrators and faculties in 1969 and 1970 were engaged in a painful struggle to maintain academic freedom and integrity. English majors among them may have been reminded of Matthew Arnold's 'Dover Beach' in a world that had 'neither joy, nor love, nor light, nor certitude, nor peace, nor help for pain,' and the campuses were the 'darkling plain swept with confused alarms of struggle and flight, where ignorant armies clash by night'."<sup>45</sup>

For families of men who had to abandon their studies to serve on the front in Vietnam, the student activists were an outrageous thorn in the side, and for legislators voting public university budgets, they were a possible land mine.

It was against this background of student unrest in the late spring of 1968 that Charles E. Perry first became involved with the proposed state university. Robert Mautz, chancellor of the State University System, asked Perry if he would be interested in becoming president. At the time, Perry was the special assistant to the governor for education and was not even sure if he

wanted to stay in Florida, let alone be a university president. Perry did, however, indicate to the chancellor that he was interested.

For many reasons, the offer to become president was not forthcoming, basically because the SUS was not ready to announce the presidents of either of the two new universities in Miami and in Jacksonville. In the meantime, Chester Ferguson, the powerful chairman of the Board of Regents, with the approval of Chancellor Mautz, asked Perry to become vice chancellor of the Board of Regents, a position Perry accepted in August 1968, moving from the governor's office to the BOR office.

Perry recalls this move to the board office as being a tremendous learning experience. As he became better acquainted with Chancellor Mautz, he quickly grew to admire and respect him since he worked so closely with him. He also gained additional experience at the highest level of university administration. His responsibilities in the board office in 1968 included the development of the first administrative and professional personnel plan in the state, development of an articulation agreement between the universities and the junior colleges, development of a federal government liaison system, coordination of private colleges with the SUS, liaison between business and industry, and development of SUS foundation programs. At the same time Perry was working on the formation of the Florida Higher Education Council. As vice chancellor, he was both involved and content with his work in the board office.<sup>46</sup>

In 1968, both Vice Chancellor Perry and Chancellor Mautz were encouraging the Board of Regents to appoint two out-of-state educators to the presidencies of the two new state universities; however, a full year passed, and it was evident that the Board of Regents was not willing to accept the candidates Mautz and Perry forwarded.

Finally, on July 11, 1969, after searching the country for two presidents, the Board of Regents appointed a president for the university in Jacksonville and Perry as president of the new university in Miami.

In selecting Perry, the regents had chosen one of their own. He had served a year as vice chancellor and a year in Gov. Claude Kirk's office and was experienced in Tallahassee politics. He understood the SUS and the budget and personnel process, and, most important, had the respect of the governor, the chancellor, and many members of the Legislature, an invaluable situation for the development of contacts and friends. These critical resources he would often call upon in the years ahead.

In his first statement to the press after accepting the presidency on August 1, 1969, Perry said,

To be named as the first president of the new university is not only a very great honor, but it also carries with it an even greater responsibility. A university is not built in a day, in a year, or even in a decade. Its creation is a long, arduous, and cumulative process, which will require

the dedicated help and support of all segments of the community. Each step taken must be designed as part of a firm foundation on which can be built a steadily increasing capability to serve the higher educational needs of the entire South Florida area. Achieving this goal will call for a total commitment from all those involved at every level of action. Dade and Broward counties already have several outstanding private colleges and universities. We are also fortunate to have two of the nation's most distinguished junior colleges, both experiencing continued, remarkable growth. Now we are embarking on the building of a new state university which will take its place alongside the private institutions and the public or junior colleges as a full partner in higher education for the Greater Miami area. In a changing world, the role of the university is changing also. It must equip itself to meet all of the new and varied challenges for which higher education must find answers.<sup>47</sup>

While on the chancellor's staff in 1968, Perry presented a position paper regarding the importance of the urban university, which FIU and the University of North Florida were to become. Among the points made were that two thirds of the American people were then living in an urban environment; the metropolitan complex was appearing everywhere. Each region found that it must attempt to cope with its problems through its own agencies, especially its university.<sup>48</sup>

Increasingly institutions of higher learning located with and in metropolitan complexes were perceiving and assuming a responsibility to assist in coping with urban and technological problems. This responsibility involved providing a full spectrum of higher education, from training technicians to training Ph.D.s in science, engineering, urban and public affairs, education, management, and various other programs. A faculty actively engaged in research on urban problems had special needs. The university would serve as a central repository for the information needed to give guidance to research and development and to provide an interchange of inquiry between faculty and leaders in industry, in social and public service, and in intellectual and cultural affairs.<sup>49</sup>

The needs of the Miami and Jacksonville metropolitan regions for undergraduate education, graduate programs, and research were readily apparent. The influence of these two regions reached far outside the state of Florida and, indeed, the nation. Consequently, the decisions made concerning the role and mission of these two new urban universities would have a bearing on the long-range development of not only the two metropolitan regions, but of the entire state.

One of the first priorities of the founders of this new institution in Dade County was to determine the actual needs of the community: What were the

current conditions of this urban area, and which were critical? In 1969, FIU's founders saw a community whose outlook reflected the successive waves of growth it had absorbed during two decades of uninterrupted expansion, but also a community as yet relatively unconcerned with its ability to handle still more.

They found a community concerned with reconciling the divergent elements that composed it, but also a community whose dominant white leadership and population were not yet really aware that two of these elements, the black and Latin populations, would settle for nothing less than their fair shares of power and influence.

They found a community that was successfully operating the nation's third largest public school system and its biggest junior college, but also a community curiously uncertain about what it might expect from its long-anticipated state university. Wherever the founders went—and to the extent their numbers permitted, they attempted to go everywhere—they found a community impatient to take advantage of every opportunity Florida International would eventually be able to offer.<sup>50</sup>

Clearly, the first need to be met by the new university was the creation of an upper division to take up where Miami-Dade and Broward junior colleges left off. Next would be the beginnings of a graduate school curriculum to meet at least some small part of the demand for advanced degrees.

What needs were equally real, if somewhat less apparent?

First and foremost was the need to shape a distinctly urban university, a university whose students would not be exclusively drawn from the ranks of four-year college students, but which would, instead, include people combining working experience and higher education over a five or six-year period.

That kind of university would have to keep its doors open not merely during the day, but for most of the night and weekends as well. It would have to accommodate to the realities of its urban students' schedules instead of the conventional pattern dictated by early American farm needs.

The university would have to package higher education in ways in which its customers—which was as good a definition of students as any other—wanted to buy it. It would have to be able to deliver the education about which its catalogs would talk. According to the founders, there was nothing worse than finding out that the courses so handsomely set out in the catalog were, in reality, nothing but paper courses, or that they were courses designed to attract so few students that they must inevitably close before classes began.

To serve the needs of its urban community the university would have to take education beyond the campus to the people who would find it difficult to come to them. From their point of view, all of Miami-Dade, Broward, and Monroe counties would be their campus. The curriculum would consist not merely of the normal rote series of courses, but of those that would be respon-

sive to what Chuck Perry and the founders expected would be customer demand, translated as student need.<sup>51</sup>

This, then, was the beginning of a new university, one destined to become a major force in higher education in South Florida, in the state, in the nation, and in the international sphere.



CHARLES EDWARD PERRY







CHAPTER 2  
THE PERRY YEARS

1969-1976

CHARLES EDWARD PERRY HAD JUST TURNED 32 IN 1969 WHEN HE WAS APPOINTED to lead the new state university in Miami. He became the youngest president ever selected in the state of Florida and the youngest public university president in the nation. Despite his youth, Perry had been preparing for just such an assignment for several years.

Growing up in Holden, West Virginia, in the impoverished coal country of Logan County, 68 miles south of Huntington, the state's largest city, Perry was born to two very demanding parents, both teachers. They required their young son to read an encyclopedia for at least one hour every day. They pushed, they scolded, they inspired. He excelled.

In his senior year of high school, Perry captained the football, basketball, and baseball teams. He was a Key Club International trustee, where he first met Bob Graham, later to be the two-term governor and current senator from Florida; he ranked seventh in the 500-student graduating class at Holden High School, then the largest in the state. He had matured early. His size in the seventh grade—five-foot-seven and 160 pounds—remained much the same for his lifetime. When Perry was a high school senior, then U.S. Rep. Robert C. Byrd, later the U.S. Senate's Democratic leader, offered him the district's principal appointment to West Point.

"I decided I just couldn't see the military as a full-time career," Perry said, "and besides that, I was very lucky to have had a number of offers for academic athletic scholarships."<sup>1</sup>

His father once sat in the West Virginia Legislature and spent the last 20 years of his working life as director of the Logan County Parks and Recreation Department. He had attended Bowling Green State University in Ohio and persuaded his son to enroll in summer school at his alma mater on a trial basis. He secured a basketball grant-in-aid and a partial academic scholarship and fell in love with the campus.<sup>2</sup>

Since he was too short for inter-collegiate sports at Bowling Green State, Perry played on the freshman basketball and baseball teams. To keep his grant, he became the kicker on the Falcons football team, a member of the Mid-American Conference, extra-point specialist, No. 29, the best in the school and conference's history up to that time. While still listed as a junior in the football programs of 1958, Perry wrapped up his degree in history and political science after three years at BGSU, still hoping to eventually get a law degree. Lack of money pushed him into teaching and coaching at a Detroit

high school instead, although he did enroll, part time, in the University of Detroit Law School.

During his first year of teaching, he received a phone call from the president of Bowling Green, Ralph W. McDonald. At first, this frightened the young teacher because he thought his degree might be reversed. Far from wishing to strip Perry of his degree, McDonald offered the 22-year-old Perry a post as the admissions counselor at Bowling Green, at a salary of \$4,200, plus a state car.

"I was awfully young for that kind of job, but I started losing my hair then and looked 42, so I fit in," Perry remembered. He climbed steadily up the administrative ladder, picking up a master's and beginning work on his doctorate at the University of Michigan's Center for Higher Education.<sup>3</sup>

At 23, he became the youngest admissions director in Ohio. That was when he met Betty Laird, a farm girl from Ashland, Ohio, who was president of her student government association at Akron General School of Nursing when she first met Perry at a high school college recruiting night event. Betty was representing her school along with the director of nursing who insisted on interviewing Chuck before they were formally introduced or allowed to date. Betty recalled that the nursing director took a great interest in her students, but somehow Chuck passed the test. Their first date which was to a movie had to end early since all female students had to be securely tucked away in their dorm rooms by 10 p.m. Less than a year after their first date they were married; they celebrated their 38th wedding anniversary in 1999.

By 1964 Perry was appointed director of development at Bowling Green and successfully directed a \$10 million fundraising campaign.

The following year he was named assistant to William T. Jerome III, BGSU president.

Betty Perry remembers the wonderful times they had at Bowling Green: the excitement of being involved with the university, and the gracious way Jean Jerome, who became her role model, and Bill Jerome treated the young couple. At Bowling Green they had very little money and both worked. All that one did in that small town revolved around the university and the friends made there.

Claude R. Kirk, Jr. then intervened in Chuck Perry's life. "In November or December of 1966, Perry recalls making a speech in Akron, Ohio, when a man came up to him and said, 'You've got the same kind of enthusiasm for education that Claude Kirk has.' Perry asked him: 'Who's Claude Kirk... Oh, yeah, he's Florida's governor-elect who's gonna marry that beautiful German girl.' We talked a long time; he was Dick Whistler (a BGSU grad) and had worked with Kirk at the American Heritage Life Insurance Company..."<sup>4</sup>

One week later a telephone call came from Gov. Kirk's Tallahassee office asking Perry to come to Florida. He declined; then a second call and a letter

came. "Kirk was a great salesman," Perry recalls, "so I decided to go down on a temporary basis."<sup>5</sup>

Perry first came to Tallahassee as a consultant on educational policy. In June 1967, he became the first special assistant for education to the governor in Florida's history. Some of the tense moments of his life soon came in the form of a bitter teachers' strike during which the exasperated governor called teachers "second-raters," and leaders of the strikers responded in kind.<sup>6</sup>

United Press International's veteran Tallahassee bureau chief Barbara Frye wrote of Perry's role in the Kirk administration:

The small but bustling young man from Ohio—he was 31 at the time—quickly became the most popular member of the governor's staff. Everywhere he went, he made friends for himself as well as Kirk. Throughout the nagging statewide teacher strike, he worked to keep communications open between the controversial governor and angry teachers, and emerged virtually unscathed, although few others embroiled in the mess managed to escape without deep scars.<sup>7</sup>

The lack of scar tissue elevated Perry still higher in Florida's educational hierarchy. One year after his arrival in Tallahassee, he became vice-chancellor of the State University System. In Tallahassee, he was seen as "a man to be reckoned with." When he became president of FIU in 1969, he switched his voter registration from Republican to Independent, although he says his wife Betty was still firmly Republican. "A university president, especially a state university president, has to deal with politicians and legislatures, and I can't let partisan politics interfere with my job."<sup>8</sup>

In June 1969, Vice Chancellor Perry wrote to Regent Julius F. Parker, Jr., suggesting several alternatives for the naming of Florida's two new universities. Perry stated that, historically, the naming of a college or university was a very important element in the total development of an institution's role and scope. In many cases, the institution's name determined its breadth or limitations. Perry pointed out to Regent Parker that in California and New York, institutions were called the State University of (state) at (city), in order to give the prestige of the state's major university to each of the existing units.

Perry was proposing the idea of naming the new university in Miami "the University of Florida at Miami," and the new university in Jacksonville "the University of Florida at Jacksonville." The problem, Perry recalled, would have been in re-naming FSU and FAMU, both in Tallahassee.<sup>9</sup>

Parker, agreeing with Perry, reported that in considering names for the Dade and Duval universities to propose to the board, a majority of the members of the BOR Building Committee found several objections to the past practice of regional names for state universities. He said the committee felt there would be several advantages to assigning system names to both the new

and newer existing universities in the state system similar to what was done in California and New York. Advantages included eliminating provincialism, providing identification which would be more easily recognized, and affording acknowledgment of the fact that Florida was developing a university system.

For these reasons, Parker said the majority of the members of the Building Committee proposed that the Duval institution be named State University of Florida at Jacksonville, that the Dade institution be named State University of Florida at Miami, and that names of the newer existing institution be changed as follows: State University of Florida at Boca Raton, instead of Florida Atlantic University; State University of Florida at Pensacola, instead of University of West Florida; State University of Florida at Orlando, instead of Florida Technological University; and State University of Florida at Tampa, instead of University of South Florida.<sup>10</sup>

A motion was made at the eventful Board of Regents meeting on July 11, 1969, by Regent Parker to name the two new institutions. The institution in Dade County would be named "the State University of Florida at Miami," and the one in Duval, "the State University of Florida at Jacksonville"; the other five state universities would be similarly named.

However, Regent Chester Ferguson, regarded as the most powerful member of the BOR, moved that Parker's motion be tabled; six regents agreed. Parker then moved that the Dade institution be called Florida International University. This was the only time in the history of FIU that it came close to being called "the University of Florida at Miami."<sup>11</sup>

After the controversy over the naming of the university, there was also considerable controversy over the acceptance of the actual site.

Parker recalled that the Board of Regents at its February 3, 1969, meeting had "accepted in principle the offer by Dade County of a 350 acres at the Tamiami Park location and 75 acres at Interama (North Miami) as sites for two campuses, with this acceptance to be subject to successfully concluding negotiations on an option to acquire 325 acres of the specified 400 acres of the Interama campus."<sup>12</sup> BOR Chairman D. Burke Kibler III called upon Regent Parker for a report of the Building Committee regarding sites for the new state university in Dade County. Parker said Interama had encountered several problems. Ownership of the property had been shifted to the county and litigation had developed, which, in his opinion and that of state Sen. Robert Haverfield of Miami, made it impossible for anyone to release the title to Interama.<sup>13</sup>

Since the Board of Regents was pressed for time in its efforts to get the university in operation by September 1972, Regent Parker, on behalf of the Building Committee, moved that the board accept the Tamiami Park site of 350 acres, take title to it, and work with architects with the express understanding that, in the event the county commission would not be able to

deliver the site at Interama, it would provide the board with a comparable, equal site of approximately the same acreage.

Ferguson stated, "Let's request Dade County to fulfill their commitment to provide the site at Tamiami, but if there is any delay in the fulfillment of the Interama commitment, we go ahead and build on the first available site at Tamiami." He added, "I am unwilling to tie the delay of the Dade County university establishment to a condition that Interama or a second site be presented before we move forward."<sup>14</sup>

Ferguson made a substitute motion that the "board officially notify the proper authorities in Miami that it had accepted finally and conclusively the Tamiami Airport site for one of the campuses for the new university and that the board instruct its staff to take the necessary action to implement the educational program there as early as possible." He said he would like to move further that the "board advise the county, but not as a condition precedent, that it desired the county to complete the second condition, but if some legal barrier prevented the county from delivering its commitment to the Interama site, that it substitute an appropriate location acceptable to the Regents."<sup>15</sup>

Chairman Kibler invited Sen. Haverfield to speak on the matter.

Haverfield said he merely wanted to bring to the board's attention the urgency which Dade County had for opening the new university and the necessity for getting started as soon as possible on the site which was then available.

"We do have one site available there; hopefully you will have the other available site," Haverfield said. "I think that if the board will go ahead and consummate its position with regard to the site that is available, and instruct the staff to go ahead, we can once and for all put this site selection to rest for Dade County and give us a higher education facility that we so desperately need."<sup>16</sup>

The Interama (North Miami) site was approved at the same time as the Tamiami site; however, Interama opened five years after Tamiami.

After its July 11, 1969, meeting in Jacksonville the Board of Regents accepted and took title to a minimum of 350 acres of the Tamiami Park site for one campus of the new Dade County university and proceeded with the building program initially at that site. The board also requested the Dade County Commission, "if it could not comply with its commitment to provide 75 acres then and 325 additional acres later at the Interama site for a second campus, to deliver an acceptable substitute site."<sup>17</sup>

In December 1969, the mayor of Metropolitan Dade County, the Hon. Chuck Hall, formally presented the deed for the Tamiami Campus to the Board of Regents.

One of the first things that the president of a recently-named but non-existent university has to do is find a team of individuals who are "equally as enthusiastic, committed, and, to use their own words, 'crazy' as he was."<sup>18</sup> Since Perry's appointment was not made until July 1969, it was impossible for

him to conduct a nationwide recruiting campaign. Consequently, Perry took it upon himself to look at the people close by, people he had worked with in the Board of Regents office.

In reality, what Perry did was to take three members of the chancellor's experienced staff with him. One was Butler H. Waugh, his executive assistant, an individual he felt could "relate to the academic community, write extremely well, and be bright and anxious to learn."<sup>19</sup> The new president was looking for someone who wanted to develop on the job and truly help build the new university. He believed Waugh fit the bill; he looked like, acted like, and was a scholar, but a scholar who favored sport shirts, jeans, or cutoffs.<sup>20</sup> He was by nature more thoughtful than outspoken, but when a critical decision needed to be made, the words flowed.<sup>21</sup>

The son of a coal miner, Waugh was born in Pittsburgh and graduated with a B.A. magna cum laude from Washington and Jefferson College in Washington, Pennsylvania. At the age of 25, he received his Ph.D. in English from Indiana University in 1959, one of the youngest holders of the doctorate in the history of IU. A Phi Beta Kappa, he had taught two years at Kansas and been a professor in the English department at the University of Florida for several years. He was brought to the BOR office to coordinate humanities and fine arts for the SUS. Waugh was the first person other than the president employed by the university. In 1971 he became the first dean of the College of Arts and Sciences, and is currently a professor of English at FIU.<sup>22</sup>

Perry was also very interested in finding someone who could run the business and finance aspects of the institution. There were several individuals on the board staff who could have fit that bill, but Perry chose Donald L. McDowell who had been comptroller at the University of Florida and was currently director of management information systems at the board office. McDowell was to become the mechanical mind of the group, in charge of facility planning and administrative affairs, including purchasing, physical plant operation, payroll, personnel, and auxiliary operations. At the board office he was also involved in establishing computer-based administrative systems, had responsibility for program budget development for the SUS, and developed the administrative procedure manual which standardized all financial and administrative methods for the state universities.

A native of Indianapolis, McDowell received a B.S. degree in accounting from Ohio State University in 1956 and had done graduate work at the University of Florida. Before joining the SUS, he was an accounting manager for the Chevrolet Division of the General Motors Corporation in Atlanta and Toledo.

The man in charge of spending money at FIU had an interesting philosophy—he begrudged every penny he paid. "When I'm spending tax dollars, I'm spending my own money," explained McDowell.<sup>23</sup> A robust man with a broad

smile and an ever-present cigar in his mouth, he had the task of parceling out FIU's \$10 million budget, supervising funds for capital construction, and overseeing all things non-academic.

A writer and poet at heart, perhaps McDowell's greatest attribute was his knowledge of the SUS and his contacts in the BOR office. He had the confidence of Chancellor Mautz and was viewed as the conservative influence in the group. He was often thought of as being "too dogmatic, restrictive, and aloof, but he was the realist, providing the stability and maturity that, according to his personal opinion, was certainly needed." His appearance was formal; he was conservative in dress, manner, style, and speech.<sup>24</sup>

For the next member of the team, Perry was looking for someone who could relate to the Miami community. The new president knew very little about Miami when he arrived on the scene and hoped to find someone who knew about the community. Nicholas G. Sileo, who received his Ph.D. in sociology about a year before and had been the coordinator of the social sciences for the SUS, was that person. Sileo had a very interesting background; a Baptist minister, by trade, which was certainly unusual for the son of an Italian immigrant family, and a graduate of Colgate Rochester Seminary, he came to Miami, served as a minister for a number of years, and then taught humanities at the University of Miami. He decided to go back to get a Ph.D. at Florida State and joined the board staff. But he wanted very much to come back to Miami. Perry wanted him to relate to the model cities people, to the ghetto, to the minority groups, to the area junior colleges, and to serve as a generalist in relations with the community as a whole.

A warm and personable man, Sileo was "the liberal of the group, the non-conformist, the rebel, the controversial figure." He became the first dean of students at FIU.<sup>25</sup>

The four members of the founding corps, when they began working together, did not know each other well, and were not sure they even liked each other. They represented a cross section of academic life. Their personalities, ideas, and temperament were often at odds with one another, yet they had two things in common. All were from middle-class families with limited financial resources, and all were products of the public system of higher education aimed at serving the greatest possible number of qualified students at the lowest possible cost.<sup>26</sup>

According to Sileo, the fact that they were from blue-collar families, not blue blood, thus willing to get their hands dirty and work hard as a team, attempting to understand the problems of their future students, was their greatest attribute.<sup>27</sup> They learned early on that, in order to survive, they had to work together. They spent hours at the former Tasty Inn Restaurant and Bar on the Tamiami Trail, drinking beer, agreeing and disagreeing, and often having violent arguments over issues.



Of the founding four, Waugh perhaps said it best: "Let's face it, not one member of the original planning team was noted for neat, orderly, bureaucratic, or plodding thinking, acting, or re-acting. Indeed, given the individual fluffy idiosyncrasies of Perry, and the highly contradictory lifestyles and habits of McDowell and Sileo, it is a wonder that anything ever got done at all."<sup>28</sup> According to Waugh, the explanation for their real progress lay in three related areas:

- the strange Marxian insight we obtained early that we were all educated products of a single social and economic class with a commitment to providing higher education opportunities for persons of our own kind (ah—the missionary zeal of poor boys re-inherited through education)
- the strange combination in all of us of a basic political conservatism and a social radicalism (much like the Jehovah's Witnesses—radical social thought and action combined with an almost child-like Fundamentalism)
- our basic, total commitment to the pragmatic value of effectiveness (William James via John Dewey via Martin Luther King) in evaluating, self-critically, our actions during the last year (many a violent argument lost its heat when we were called to our senses with the magic question: "What would be the most effective move?")

Waugh continued:

Each of us had combined his strengths with the strengths of the others; our individual weaknesses, apparent to each other, were subsumed in the hard work required to get the job done effectively, albeit often in a scattered, slap-dash, wham-bam-thank-you-ma'am kind of way. Our major strength together has been the fact that we have never been lacking in ideas—crazy and not-so-crazy—and we have been able to exist in a climate of openness that facilitated free exchange and, in turn, thought.<sup>29</sup>

No discussion of the founding of the university would be complete without noting the contributions of Dan D'Oliveira, Bill Jerome, and Glenn Goerke. In the development of a new university, a key professional is the architect and planner. At the time, Perry was looking for someone who understood the architectural end of it, but who was also a good planner. Perry recalled that they had talked to several people who had fine reputations as architects, but because of their financial requirements, were beyond what FIU could afford.

On a visit to Ohio, Perry stopped to see a friend, Paul Baldrige, director of planning for the state of Ohio, who mentioned a young man by the name of Dan D'Oliveira, indicating that he was just what Perry and FIU were

looking for. At the time, D'Oliveira was the campus-planning officer for the Ohio Board of Regents. With a bachelor's degree in architecture from the University of Cincinnati and a master's degree in architecture from Columbia, his experience was in planning. He was hired, and with the other founders, literally built both university campuses.

D'Oliveira's "handprint is on every building, every classroom, every road, every athletic facility, and every parking lot on both campuses. His knowledge of construction, his appreciation of aesthetics, his ability to bring people together and coordinate the efforts of the different departments were unique and extremely valuable." According to Perry, "Dan D'Oliveira did more for Florida International University than any other person involved in the development of the institution. His pride in his work, his love of the university and his fellow workers, was just tremendous."

Perry continued:

Dan was a wonderful man, and he had the temperament of an angel. I mean, think about having to work with that crazy Perry, 24 hours a day, seven days a week, 365 days out of the year, in planning the university. Now if there was ever a person in the world who had to live with that, never got away from it (other than Betty Perry), it was Dan D'Oliveira. He was a very special person and played a critical role in development of FIU. I am deeply sorry that he never had the acknowledgment he should have had.<sup>30</sup>

It is obvious to close observers that D'Oliveira's contributions were close to those of President Perry and the other founders.

Perry had also convinced William T. Jerome III, the president of Bowling Green State University with whom Perry had worked, to resign from the presidency and join Florida International University as a special consultant. Jerome, great grandson of William Colgate, founder of Colgate-Palmolive, and a relative of Winston Churchill, had been the president at Bowling Green.

Jerome earned his B.A. degree, magna cum laude, from Colgate University in 1941, attended Yale Law School, and received his MBA in 1946 and his DCS in 1952, both from Harvard.

From 1946-50, he served as assistant to the president of Middlebury College, then instructor and research associate at the Harvard Business School from 1950-53. From 1953-58, he was director of the Army Comptrollership School and associate professor of the College of Business Administration at the University of Syracuse; he then became dean and professor of the college.

In 1963, Jerome accepted the presidency of Bowling Green, where he remained until 1971 when he joined FIU. During his tenure at Bowling Green, the university constructed 11 buildings costing more than \$35 million,

including a 640,000 volume, ultra-modern library named in his honor. Also initiated at Bowling Green under his leadership was a university honors program designed to give top-ranked students the opportunity for independent study outside the classroom and a semester abroad program to put language students in direct contact with the people and culture of the country they were studying.<sup>31</sup>

Obviously he was experienced, knowledgeable, and committed to Perry and the new university. He said he was tired of being president and wanted a new challenge, so became FIU's first vice president for academic affairs. "I've had every job in academics except this, and it's the most sensitive job I've ever had... My job was to solve the problems." Interestingly, Jerome had been considered for and offered the position of chancellor of the State University System in 1967, and in 1968 when Perry was in the chancellor's office and looking for FIU, UNF, and FSU presidents, Jerome was seriously considered for those jobs, as well as for the presidency of the University of South Florida in 1970. He had been working with Perry since the early development of the university and, at the age of 53, became FIU's elder statesman.<sup>32</sup>

Perry received an honorary doctorate degree at the last commencement ceremonies that Jerome presided over at BGSU in 1970. Jerome stated, "I like to think of FIU as a sister university of Bowling Green, founded by Bowling Green people." In addition to Perry and Jerome, Doyt L. Perry, Bowling Green's director of athletics, accepted a lateral position at FIU, and Richard H. Konkel, a Bowling Green graduate, became an assistant to Jerome.<sup>33</sup>

Jerome was committed to the new and challenging thrust of the university. A strong advocate of the urban institution with its total commitment to the community, Jerome wrote to Perry one year after he became FIU's president:

Suffice to say that I am looking forward to getting back and wrestling the academic (and student affairs) programs into shape. You did a damn good job last year and I am proud of you! In the year ahead you will have to be even better because a great new university cannot be created by just ordinary men and women. You've got a good stable of young thoroughbreds, so if you ride them well there will be garlands enough for all. *Cheerio. Regards, Bill.*<sup>34</sup>

Jerome retired from FIU in 1998 as a distinguished professor in the College of Business Administration. His contributions to FIU were enormous, and along with D'Oliveira's, were, according to Perry and many others, never fully appreciated.

Another of the founders was Glenn A. Goerke, who joined FIU in April 1970 as dean of the Division of University Services and Continuing Education.

↓1

In early 1970 there was no room on campus big enough to accommodate a visiting delegation of state officials, so President Charles Perry met with them in the Florida sunshine.



↓2

An early planning session in October 1969 brought together university staff and architects and planners from Greenleaf/ Telesca, the Miami firm selected to help FIU's Master Plan.

↓3

Charles E. Perry stands in front of the tower in early 1970.





FIU's four founders,  
Nick Silco, Butler Waugh,  
Charles Perry, and Donald  
McDowell, share a discussion.



↓5

Chancellor Robert Mautz addresses a crowd at the groundbreaking ceremony on January 25, 1971.

↓6

FIU's official groundbreaking plaque is permanently placed in front of the airport tower.



↓7

Manning the shovels at groundbreaking are D. Burke Kibler, chairman, Florida Board of Regents; Charles E. Perry, president, FIU; U-Thant, secretary general, United Nations; and Rubin O'D Askew, governor of Florida.

↓8

U.N. Secretary General U-Thant receives the first honorary degree presented by FIU at groundbreaking ceremonies on January 25, 1971.







To provide space for employees on the Tamiami Campus, in late 1970 workmen put together the first modular building ever erected on a Florida state university campus.



↓10

Charles Perry addresses a crowd on FIU's opening day, September 14, 1972.

↓11

On opening day the goals of the university were embossed in bronze and laid in concrete at the entrance to Primera Casa.



## ↓12

FIU's first dean and assistant dean of the School of Hospitality Management, Gerald Lattin and Tony Marshall, were FIU pioneers.



↓13

Don McDowell, Chuck Perry, and Dan D'Oliveira stand in front of the PC Building.



## ↓14

Student activities staff, Geri Spurling, Lillian Lodge Kopenhaver, director, and a student assistant, share a moment in the Rathskeller with President Perry in 1974.

## ↓15

Students celebrate during FIU's Fall Festival, the university's first all-campus annual student activity.



## ↓ 16

Wayland Slayton, Celina Taylor, Howard Cordell, Charles Perry, Don McDowell, and Dan D'Oliveira officiate at the groundbreaking for the Athenaeum, FIU's library, in 1975.



## ↓17

Sculptor Al Urana created *Las Cuatro Razas* (The Four Races), which was installed on the facade of Primera Casa at an original cost of \$40,000.

## ↓18

Ron Arrowsmith, longtime business manager, and Dan D'Oliveira, campus planner, left their handprints throughout the landscape of FIU.



↓ 19

FIU's first vice president for academic affairs, William Jerome III, and Charles Perry reminisce at the rededication of the Charles Perry Building, September 19, 1994.





↓20

John Stack, Charles Perry, Harry Antrim, Tom Riley and Terry Spence attend the FIU 25th Silver Anniversary celebration in 1997.

↓21

Charles Perry is introduced by Hospitality Management Dean Tony Marshall at the FIU 25th Silver Anniversary celebration.

↓22

Betty Perry and Mary Ann Wolfe enjoy the reception at the Perry Building rededication in 1994.



Charles Perry and Mitch  
Maidique celebrate the  
rededication of the Charles  
E. Perry Building on  
September 19, 1994.



↓24

Sen. Bob Graham and Charles Perry converse at the FIU 25th Silver Anniversary celebration.



Prior to that Goerke served in the dual posts of director of academic program planning and coordination and director for continuing education for the SUS. At FIU he was involved in establishing programs in continuing education, extension activities, branch campuses, conferences, and institutes. In addition, he assisted in the preparation of the various academic programs and in recruiting FIU's first staff and faculty, a job he loved. In October 1970, he was the first acting provost of the Interama Campus and the first person in charge of planning efforts for that campus, assisting in coordinating activities with private and public agencies in building the Bicentennial celebration.<sup>35</sup>

Goerke's love was the classroom. He was a former teacher, counselor, and principal in the Michigan secondary school system and entered the Florida university system in 1963. He was the administrator of Project Head Start in Florida in 1964-65 and served as coordinator and administrator for the first Volunteers in Service to America (VISTA) in 1964.

At FIU he became associate dean of faculties and was the number two man in the academic hierarchy. A troubleshooter charged with satisfying egos and cooling tempers of the growing numbers of FIU faculty members, Goerke also worked with the deans and Jerome in developing FIU's overall academic program. The 41-year-old administrator had received his doctorate from Michigan State University and came up from the ranks of the educational system. He had a fine reputation at FIU and left in 1976; he became president of the University of Houston-Victoria in 1990.

The final professional brought on board in 1969 was a nuts-and-bolts newsman named Bob Folsom. A Florida State University graduate and editor of the FSU student newspaper, Folsom had been Sunday editor of the Fort Lauderdale News for 11 years. He was charged with overall press relations.

Thus the administrative and professional staff that the university started with in 1969 was in place. It had the kind of balance necessary at the time to accomplish the early planning and administration of South Florida's new university.

In terms of secretarial assistance, the first administrative assistant was Margaret McCollum, who had been assistant to the vice president of academic affairs at Florida State University for a number of years and was the kind of person who could run the administrative arm of any organization. Janice Rydel, who had taught shorthand and typing at Florida State, had a master's degree in business education, and was working at the Oceanographic Center in Miami, joined the staff as Secretary IV in order to get on the ground floor. According to Perry, she was the find of a lifetime.

Rosa Martinez, who had worked at the University of Florida, then moved to Florida Technological University (University of Central Florida), working for their business manager when they started, began working with McDowell.<sup>36</sup>

The founders decided to go with a very limited staff in the early days and to use consultants when necessary. In 1969 there were eight professionals and

four secretaries. The plan for 1970 called for the hiring of an additional 18 to 20 people, a vice president, deans, and various high-level administrative people. The following year, 1971-72, the intention was to bring on department chairpersons, program coordinators, and some of the lead faculty. After July 1, 1972, the plan called for adding faculty members who would teach in the fall of 1972.

After establishing the founding team, the next decision facing Perry was how to establish his planning headquarters. Perry recalled, "It was a hot July morning in 1969 when Don McDowell and I first arrived on the site of what was to become FIU's main campus. It was an old abandoned airport in the boondocks."<sup>37</sup>

In 1946, the Dade County Port Authority purchased land 10 miles west of Miami off the Tamiami Trail to be used for flight training for civilian aircraft and Sunday flyers. By 1961, "Little Tamiami," as the airfield was known, had become the second busiest landing field in the nation. In 1960 alone, Tamiami handled 321,805 landings and takeoffs, more than airports in New York, Washington, and Los Angeles, and even slightly ahead of Miami International Airport, which recorded 321,017 flights that same year.<sup>38</sup>

Because the two airports were only eight miles apart, the air traffic problems forced the Port Authority to move Tamiami some eight miles southwest. The new field, dedicated in November 1967, left Little Tamiami abandoned and useless. In just a few years, "the runways were lost amid the weeds that had enveloped the once busy airfield."<sup>39</sup> That was the condition that Perry and McDowell found when they drove an old state car out to Little Tamiami Airport, two miles from the nearest life. Perry said, "We came to the control tower on a dirt road, climbed our way up to the glass area, and looked out over the site that was to become FIU."

He continued:

We saw across the canal from the airport tower the small town of Sweetwater, a town established in 1941 by 26 property owners, 11 of whom were circus midgets, a town that by 1969 had a population of fewer than 3,000 citizens, a one-man police force, and a one-truck volunteer fire department. Jimmie's Bar, which was to become the local watering hole, was Sweetwater's only benefit to the university at that time. To get to Sweetwater from the Tamiami Trail, one had to drive across a creaking wooden bridge over the Tamiami Canal, single lane, one way at a time. With the opening of FIU, a modern concrete bridge was constructed at 107th Avenue. Looking south toward the city of Miami was SW 8th Street, which became the home of Calle Ocho and echoed the grandeurs of Little Havana. In Domino Park, men and women sat and reminisced about past times, drinking Cuban coffee and eating pastellitos.

Looking west out the Tamiami Trail, there was no turnpike

exchange, no shopping center to obscure the view of the Everglades. There was the University Trailer Park, the old Bar-B-Que Pit Restaurant, and the Miccosukee Indians. If they could have seen out Kendall Drive to the south they would have seen cows grazing in open country pastures and a two-lane, un-congested road that stopped at 137th Avenue, where civilization also ended. What was obvious to us as observers was the openness and the space of the area. There seemed to be more than enough land on which to build a university.<sup>40</sup>

Perry then had a flash of what was going to be. He said to McDowell, "This is where we're going to have our office, in the old airport control tower, and this is where we are going to begin building the university." On viewing what was to become the 344 acres of the Tamiami Campus, "McDowell recalled looking at Perry and thinking Perry was insane, asking himself what the hell he was doing there, why he had left his secure job in the BOR office, and wondering if he could get his old job back."<sup>41</sup>

McDowell recalls that what lay before them was "everything but a university: the rusty frame of an airplane, weed-covered runways, dilapidated airplane hangars, and an airport control tower that was badly peeling, abandoned and filthy." When McDowell wondered how they could possibly transform the control tower into a university site, Perry responded, "This tower will be the site of our first offices. This is where the university will have its beginnings."

It was Perry's first major decision for the university.<sup>42</sup>

The abandoned control tower was a mess, but it had space and was in the right location, the middle of the site for the new university. As they planned to move into the tower, Perry was negotiating with a group of bankers and savings and loan executives in Miami who were anxious and willing to rent space to the new university at a reduced rate in downtown Miami.

Perry recalls, "The easiest course in obtaining planning office space would have been to rent office space in a downtown building. Rent, however, would have cost us about \$5 a square foot, so we looked at the alternatives based on our needs." In the first year, he calculated the university would require about 3,500 square feet of space for offices.

"The cost of renting space in the first year would have been \$17,500. Instead, we renovated the tower building for \$5,000, and spent \$3,000 to rent trailers for four months. We saved almost \$10,000. On top of that, renovating the tower gave us a long-range benefit, because it was available for office space far into the future," Perry said.<sup>43</sup>

The new president wanted to be on the site of the new campus. According to Perry, this decision to begin operations on the 344-acre Tamiami Campus was the most important decision he made as president.

Another decision he made on that day was that the original old airport tower was never to be destroyed; it was to be a permanent fixture and to remain an important part of FIU and its history. He felt that every university needed its own "Ivory Tower."

Perry asserted, "The control tower would always be the most important building at FIU. It reflected the absolute, very beginning of the institution—how it started and where it started." Since day one, Perry's dream was that it be saved. He was the only president to be named at any of the new Florida institutions who didn't go to a fancy bank building or an office building for his first presidential office. Everything that went on was out there, "every shovel of dirt, every person who came to be recruited." Perry wanted to "feel and share the excitement of where this place was going to be."<sup>44</sup>

The founders moved into the control tower on September 2, 1969, and, once again, the control tower became the nerve center for a fast-moving operation. They painted it ivory, calling it the "Ivory Tower," at first in jest, but the name stuck. There was little furniture and no filing cabinets or phones. When it was necessary for someone to make a telephone call, he or she got in a car, drove down the Tamiami Trail, and conducted the university's business over the telephone of the Coral Park Delicatessen. There was no air conditioning, drinkable water, or security. They did have electricity, an entire army of Florida cockroaches, the rusted frame of an old airplane, and runways that were in usable condition. There was an old cardboard box that could be used as a desk, a few old chairs borrowed from Florida Atlantic University, and a desperate desire on the part of four young visionaries to create a university.<sup>45</sup>

That vision was expressed in the university's first major advertising campaign, bumper stickers which were placed on the university's four campus vehicles and on all employee vehicles, which gallantly proclaimed "FIU IN '72." The stickers were available 35 days after the founders first set foot on the site. Rosa Jones, current vice president of academic affairs, recalls when the "FIU IN '72" bumper stickers first came out, the Democratic Convention was being held on Miami Beach and everyone thought FIU was the abbreviation for a political candidate or some new third party. In those early days few knew about Florida International University.<sup>46</sup>

"I attempted to charge some hardware supplies at a local hardware store," said McDowell. "But nobody would trust me, or FIU. All I wanted was a hammer and some nails, but no one had any idea who we were or why we were there."

McDowell did some early scratching just to obtain services such as electricity, water, and telephones. "They all wanted deposits," he recalled, "and it didn't seem to cut any ice when I advised them the state of Florida did not pay deposits."<sup>47</sup>

Perry even fought for recognition within his own household. "My daughter was in the first grade," said Perry. "The teacher was asking the kids what their fathers did for a living. Then she came to Lynn who said, 'My daddy works in a control tower'."<sup>48</sup>

Perry recalled the first visit from his parents and his brother Jim:

Shortly after we got there, I was sitting in that old control tower and my parents had come down to visit. They had retired and were living in Orlando. On their trip back home, my dad told my mother that he thought that I had lost my mind. Shortly after their visit, my younger brother Jim came to visit me in Miami. He came out to see me at the new university. Finally after working his way into the old control tower, he found me sitting in my office, and so help me God, I've got an overturned wastebasket where my recently installed (non-working) telephone was and an old cardboard crate as a desk. My brother comes in; he looks at me, and he starts to laugh uncontrollably. I said, while pointing my finger at him, 'Jim, you can say any damn thing you want to say, but you can't laugh.'

The point about all of this was you had to believe. If you were not a believer, if you didn't have a commitment to the belief, a dedication to that belief, a zeal for that belief, whatever term you want to put on it, unless you were committed to a vision for the new university, it wouldn't happen. And it happened because of the people; it didn't happen because of anything else. It happened because of the people who came to FIU, the people who believed, who were the first, when there were four of us, and then there were 10, and then there were 20, and then there were 50, and then a hundred, and then 150, and now thousands. These were the people who did it. They worked out there, in trailers, in old military huts, old hangars, and all those things. It was a family; it was a love affair that we had for our mission, for our destiny, and that's what did it—it was the people who built FIU.<sup>49</sup>

It has to be remembered and appreciated that when they began the university, they were beginning from scratch. When they moved into town nobody knew what Florida International University was. The other side was that FIU had a clean slate. The founders were starting from scratch. The mistakes they made were theirs and no one else's.

Perry remarked, "It seems that it would be much easier, however, to run an ongoing university where you had people in jobs responsible for certain things, where you could actually be the chief executive officer."<sup>50</sup>

As the new president, Perry was responsible for everything, including setting up a burglar alarm system in one building, developing academic programs, doing public relations, buying furniture, planning the landscaping, fighting with architects, and checking budgets. He had to worry about



student personnel and be involved in determining what kind of student activities the university was to have. He was concerned with the development of the campus, the exterior as well as the interior. He had to be the ever-smiling, glad-handing fundraiser.

It was a job that required the founders to often work seven days a week, 12 to 16 hours a day. At FIU in those first years, there was no foundation or president's house—there was no president's anything. At Florida State or the University of Florida, when new presidents were named, they moved into a lovely house and everything was taken care of.

Betty Perry recalls moving at the age of 28 into a not-so-lovely small house and quickly having to function as the wife of the new university president. She had no experience at this, nor did Chuck. However, they were both young and in love and learning together that life was exciting, changing, and fun. Betty recalled that they were a novelty in Miami. Everyone wanted to meet these two young people who were in charge of a new university, and they in turn wanted to meet everyone. In addition to being the university's "first lady," at the time a wife's primary responsibility revolved around the home and raising the children. The wife was expected to complement and never rival the husband, so Betty cleaned the house, cared for their two children, Tom and Lynn, bought the groceries, prepared meals, and cleaned up after the meals.

Several times a week she cooked and cleaned for everyone from the mayor to the chancellor to the governor. She also drove the spouses of prospective deans around Miami to see the highlights, schools, and housing areas.

Betty Perry did everything required of a president's wife without any support. Chuck recalled that Betty began playing the role of first lady in a situation where "we didn't have a house; we didn't have any staff. We had no money; we had nothing and yet she played that role magnificently well. As I look back on it, I'm amazed as to what she was able to do."<sup>51</sup>

Betty Perry is an unsung hero of FIU. The guiding hand behind the man at the helm of the new university, she provided the love, stability, and understanding that enabled her husband to follow his dream.

Since there was initially no foundation, Perry often footed the bill for the entertainment they were required to provide on behalf of the university. Fortunately, the FIU Foundation was eventually created to provide limited funds for this essential part of the role of the president.

Recruitment was a major goal at FIU that first year, and the founders started from the top down, gathering deans and directing them to assemble faculty. Securing educators from around the world created another problem. The state paid tourist airfare and an \$18-a-day supplement to fly a prospective faculty member to campus. In Miami, especially during the season, the per diem didn't go very far. On several occasions Perry took out a personal loan to help pay for bringing deans and their wives down for a luxury look at Miami.<sup>52</sup>

The founders had six deanships to fill to be prepared for classes in fall 1972.

**School of Hotel, Food, and Travel Services:** It was early in 1971 when Gerald Lattin, assistant dean of the School of Hotel Administration at Cornell University, was contacted by the academic vice president of a new and not yet built university in Miami, Florida. There was an opening for a dean of the School of Hotel, Food, and Travel Services. Lattin ignored the letter. Then he received a telephone call from the president of Florida International University, Chuck Perry, who made a persuasive argument as to why Lattin and his wife Jean should visit Florida for a first-hand view of the university. As Lattin related it in the school's audio archives, "It was February; the snow was on the ground and the chill was in the air in Ithaca, New York, so, why not, it's got to be warm and we will take a look at it."<sup>53</sup>

The Lattins liked what they saw and heard. When Lattin asked Perry if the school was to be a department or an independent college, the president responded that it was to be independent. Thus, the first crucial decision was made that provided the organizational structure which would set the course for rapid growth and the early success of the school. The Lattins returned to Ithaca, but throughout the winter, and every time it snowed in the north, Perry telephoned Lattin to press him for a positive decision. At last he consented.

A young attorney on the consulting staff of Laventhol & Horwath's New York City office, Anthony G. "Tony" Marshall, was sitting in Lattin's office at Cornell University when Perry's call came through. That day two decisions were made that would impact the fortunes of the school for years to come. Lattin accepted and hired Marshall, who became the school's first faculty member.<sup>54</sup>

The Lattins moved to Miami in the fall of 1971, and work began on designing a curriculum, hiring faculty and staff, and recruiting students. Two fundamental principles served as the basis for the planning: The program was to be industry oriented, and the faculty had to have the necessary academic credentials and executive experience in the industry. Students would be recruited from Florida, from other states across the country, and from around the world. Local, national, and international companies would be invited to hire students and graduating seniors, and the administration and faculty would be active in local, state, and national professional organizations. Lattin sent a questionnaire to industry executives asking them to rate courses in the order of their importance to them, and then, armed with his extensive academic experience and industry input, he established a curriculum.<sup>55</sup>

Marshall reported to work early in 1972 and was appointed assistant dean; later he would be promoted to associate dean. Six full-time faculty and two adjuncts were hired. Among the founding faculty, Mike Hurst, a restaurateur who had moved to Fort Lauderdale to open a restaurant, agreed to teach for a year while the restaurant was under construction. Hurst stayed for 28

years, while pursuing his multifaceted career which benefited both students and the university. He passed away in 2001.<sup>56</sup>

Marshall, often called the Johnny Carson of FIU, explained that from the opening of the School of Hotel, Food, and Travel Services, their intention was to serve not only South Florida, but the nation and the world. Their school was unique, and developed its own culture, including operating its own placement service with students receiving an average of three job offers each at graduation. Currently known as the School of Hospitality Management, the school has always enrolled more international students than any other school within the university, and since its inception it has always ranked among the top three schools of hospitality management in the nation.<sup>57</sup>

**School of Business and Organizational Sciences:** John E. Lewis, who served as the first dean of the School of Business and Organizational Sciences, was the head of the business school and professor of economics at the University of Alabama in Birmingham.

Lewis began his career in higher education as a research associate in the School of Commerce at the University of Alabama in 1959, moving to Georgia State College in 1963-64 before becoming director of the Bureau of Business and Economic Research and professor in the College of Business Administration at the University of Tennessee in 1964. From 1966-68, he became associate dean, professor of economics, and acting chairman of the Department of Finance at Georgia State College. With all these degrees and experience, a lot was expected.

Lewis resigned after his first year as dean for personal reasons, so the school opened for its first classes with an acting dean, Bill Jerome, and a faculty composed primarily of young assistant professors who had recently graduated from premier graduate programs. During that initial year, a number of organizational changes took place, including the assignment of a new acting dean, the restructuring of the school, and the replacement of all former division chairmen with new personnel.

By the close of its first year of operations, the school had the second largest undergraduate business program in Florida, as well as the largest master's of business administration program. During its first two years the school planned and implemented a number of new programs, including a master's degree in health care and public administration and certificate programs in personnel management, real estate, and management information systems.

Robert W. Ellis, dean of the School of Technology, also took on the responsibility of temporary dean of business, replacing Jerome until September 1973, when George Simmons, former chairman of the Department of Management at the University of Massachusetts, joined FIU.

"Dr. Simmons was highly regarded in his field and brought a wealth of

experience to his new position," Perry said. "He had been actively involved in developing major international business programs and had taught in Latin America." Simmons was to remain as dean until 1982.<sup>58</sup>

**School of Education:** G. Wesley Sowards, who built a national reputation for his work at Stanford University, was talked into leaving a new post at Florida State University to head FIU's School of Education. Sowards was professor and head of the Department of Elementary Education in FSU College of Education from 1968-70. He had previously achieved a national reputation as a scholar in the field of education while at Stanford University from 1956-67.

Sowards had also been very active in the international field, serving as a member of the USAID educational survey team in South Korea, and as a curriculum consultant to the joint University of Tokyo/Stanford University Project on Education Reform in Japan. In addition, he was a U.S. delegate to the Third International Curriculum Conference at Oxford University.

Sowards served as president of the Florida Council of Elementary Education and had served on school study and survey teams in New York, New Jersey, Illinois, California, Arizona, and Pennsylvania.

The author of numerous books, articles, and papers, Sowards was a member of the Association for Supervision and Curriculum Development, American Educational Research Association, and the National Society for the Study of Education. He earned his master's degree and doctorate from Stanford and his bachelor's degree from Ohio Northern University. Paul Gallagher became assistant dean of the School of Education in January 1971.

Sowards had checked Gallagher out with Robert Morgan, head of the Department of Educational Research at FSU, and with Walter Dick, assistant dean at FSU who served as his dissertation chairman. They supported Sowards' judgment as to Gallagher's professional skills as an instructional systems specialist and his sense of responsibility.<sup>59</sup>

The only problem Sowards saw was that Gallagher probably would not stay long. In 2002, Gallagher is senior vice president for business and finance. Having held every major position at the university with the exception of the presidency, he began working at FIU when he was 26 years old and has known no other employer.

When FIU opened, the overriding aspiration of the School of Education was to develop, implement, and evaluate the effectiveness of performance or competency-based curricula for the training of educational personnel. It also had strong aspirations for developing the full-service role of the school and internationalizing its efforts.

When the school did open, its programs pursued goals that were developed to performance-based specifications and committed to individualizing instruction. They were also based on the benefits to be derived from less emphasis on campus-bound activities and more on increased study and

practice in the field. Instruction was characterized by a multimedia-based process with high self-instructional potential.<sup>60</sup>

**College of Arts and Sciences:** Butler Waugh, one of the original four founders, was named as the first dean of the College of Arts and Sciences, a position he held until 1975, when he resigned to become the first chairman of the Faculty Senate.

The largest academic unit of the university, the College of Arts and Sciences had from its inception been confronted with the difficult task of providing upper division and graduate instruction without having the broad base of freshmen and sophomores which would generate so many faculty positions on traditional campuses. In its early years, the college had few opportunities to attract massive numbers of students into basic courses, thus earning extra faculty positions that could be used in counseling, planning, administration, and research. The college had the added burden of articulating its courses to mesh with the great variety of community college two-year programs, as well as those of individual students who transferred from typical four-year institutions.

The university's thrust in the direction of internationalizing its curriculum when feasible resulted in a heavy load on the faculty of the Department of Modern Languages. It responded with "energy, initiative, and aplomb." In addition to degree programs in world languages, faculty developed a core of intensive language offerings that included credit instruction in Spanish, French, Russian, Portuguese, Chinese, and Japanese. These popular intensive courses were taught by native speakers with almost no English spoken during class periods.

The college's involvement in international programs included psychology projects in Colombia, Haiti, Guatemala, and Panama; sociology and anthropology projects in Central America and Asia; and the development of a program in Caribbean literature by the Department of English, which also arranged for the distinguished English poet George Barker to be a professor-in-residence for a full academic year. The American novelist James Jones also spent some time on campus in a similar arrangement.

The Department of Political Science had achieved popular success with its public affairs internship program, having provided opportunities for over 500 students to work and study in responsible positions in governmental and non-governmental agencies in the South Florida community.<sup>61</sup>

**School of Technology:** In 1972, Robert W. Ellis, former assistant vice president for academic affairs and professor of engineering at the University of South Florida, was appointed dean of the School of Technology.

Perry praised Ellis' "outstanding background" as both teacher and administrator.

"We are very fortunate to have a man of his knowledge and ability to head our technology program," Perry said.<sup>62</sup>

Ellis, 32 at the time, had extensive experience in planning and developing technology programs. At FIU he was involved in recruiting program directors and faculty, coordinating and developing curricula, and establishing close ties in the business community. He held a B.S., with honors in metallurgical engineering, an M.S. in engineering mechanics, and a Ph.D. from Virginia Polytechnic Institute.

The author of numerous articles and papers on technology, he had done technical consulting in the field of materials and mechanics, failure analysis, and composite materials and structures.

For Ellis, the decision to come to FIU as dean of the School of Technology was made because, as he put it, "I recognized the exceptional opportunity to take part in the design and development of a new major university. I felt that this chance would likely be one of the last of its kind in my career, and I could not ignore it... even though it meant leaving an excellent stable position with greater responsibility."<sup>63</sup>

The School of Technology represented a new and emerging concept in American higher education with the development of technical programs at the undergraduate level which had a strong orientation toward application, service, supervision, and industrial operations. Its programs were a response to the industrial and technical community of South Florida which, at the time, was dominated by small firms and service-oriented industries.<sup>64</sup>

Because of its need for extensive support facilities, the opening of the School of Technology was delayed beyond the opening of the university. Consequently, planning for its programs began in September 1972, and its first classes were held a year later in 1973.

The school included four divisions, each with a group of specializations. The Division of Environmental Technology and Urban Systems contained study tracts in pollution control, transportation, and planning. The Division of Engineering Technology offered engineering technology concentrations in mechanical, civil, and electrical. Within the offerings of the Division of Construction were the fields of housing, construction management, design, and construction engineering technology. The Division of Industrial Technology provided instructional courses in industrial operations, safety, and manufacturing.

**School of Health and Social Services:** The School of Health and Social Services made a determined effort to implement programs offering "a new mechanism for health and social service delivery, with unbridled emphasis upon the team approach to health care delivery and interdisciplinary education."<sup>65</sup>

The school developed a core curriculum within which future practitioners were trained as a team similar to functions in job situations. South Florida's social service and delivery systems were interwoven with the university's

programs. Through cooperation with existing community resources, duplication of educational facilities was minimized, resulting in closer involvement during the educational process for both students and health and social service employees.

A cooperative internship in dietetics was arranged with Barry College, the first such program in Florida history. The school established Florida's first placement component for an undergraduate criminal justice program and also participated in the Migratory Children Compensatory Education Program, conducting a successful police training program for the Miami Beach police force prior to the Democratic National Convention.

Vandon E. White made history by becoming dean of the School of Health and Social Services, the first black dean to be hired at a state university in Florida, except at predominately-black Florida A & M University in Tallahassee.<sup>66</sup> The author of three books on chemistry and biochemistry, White had been chairman of science departments at both Southern University and Alabama A & M College before becoming assistant dean of health-related professions at the State University of New York at Buffalo.<sup>67</sup>

The FIU founders, vice presidents, deans, and chairpersons made a concerted effort to recruit and hire black professionals at the university, but it must be remembered that FIU was beginning four short years after the passage of the Civil Rights Bill of 1965. Employment of blacks in southern universities in the late 1960s was extremely limited.

Prior to the civil rights movement in Dade County, blacks were truly second-class citizens. The "whites only" signs were as prevalent in Miami as in other southern cities. Blacks could not use public parks or other facilities; hospitals, hotels, public schools, and graveyards were segregated. Blacks could not vote, and black students could not attend the University of Miami or any of Florida's other state-supported colleges, except Florida A & M University.<sup>68</sup>

When a black student applied in 1949 to attend the University of Florida law school, the university system resisted. This type of resistance continued for nine years, despite the U. S. Supreme Court's 1954 ruling desegregating public education.

At one point in the struggle, the Florida Supreme Court upheld the denial of the applicant's admission. Years later, the university system would reward the justice who wrote the opinion, Stephen O'Connell, by making him president of the University of Florida.<sup>69</sup>

Florida was one of the last four states in the South to end racial segregation in its universities.

Social mores of the time dehumanized blacks, requiring them to defer to white people. Blacks were excluded from living in certain neighborhoods and many jobs were not available to them; they were excluded from most labor

unions. Blacks were required to ride in the back of buses in the South, including Miami. Blacks were not allowed to try on clothes at Miami department stores, including Burdines department store and Sears, while whites were permitted to do so. The only blacks allowed to use the elevator at the Burdines store were members of the Dorsey family, in recognition of D.A. Dorsey's financial help to the Burdines during the Depression.<sup>70</sup>

Bus segregation in Miami came to an end in 1957 when a federal judge ruled that bus segregation laws and ordinances in Florida were unconstitutional and therefore unenforceable.<sup>71</sup> This was only 15 years before the opening of Florida International University.

The Miami civil rights movement was marked by several significant events leading to the gradual breakdown of the city's long history of racially segregated public eating places. On March 11, 1960, when seven black clergymen led by the Rev. Edward T. Graham attempted a sit-in demonstration at the lunchroom of Burdines downtown store, the police denied them entrance.<sup>72</sup>

As downtown lunch counters were being desegregated in early August 1960, a group of 18 people were arrested for attempting to integrate the lunch counter of Shell City Store, a large department store in Liberty City.<sup>73</sup>

Even before the famous 1954 case of *Brown vs. Board of Education of Topeka* in which a unanimous Supreme Court struck down the 'separate but equal' doctrine in public facilities, Florida and several other southern states were under pressure to provide higher education opportunities for blacks; however, the separate-but-equal doctrine was still in effect. Accordingly, the state cabinet voted in October 1946 to provide scholarships for qualified black students so that they might attend out-of-state colleges that provided courses not offered at Florida A & M University, the state's publicly-supported university for blacks. The \$10,000 scholarships were offered in compliance with the U. S. Supreme Court ruling that the state must provide the same college educational opportunities for both black and white students.<sup>74</sup>

The University of Miami was racially segregated from its beginning in the 1920s. The university's athletic teams even resisted playing northern teams with black players. In 1946, University of Miami officials barred the university's football team from playing a Pennsylvania team with two black players; by 1950 the university was playing integrated teams. The University of Miami admitted its first black students in 1961 and hired its first black instructor in 1962.<sup>75</sup>

When several black students requested admission to the all-white main campus of the Miami-Dade Junior College, the school board allowed seven of them to register in the fall of 1960, thus establishing at Miami-Dade the first desegregated public community college in Florida and in the southeastern United States.<sup>76</sup>



The severity of the racial problem was apparent in 1970; a letter was sent from Henry King Stanford, president of the University of Miami, to the presidents of Barry College, Biscayne College, St. Thomas University, Florida International University, Florida Memorial College, and Miami-Dade Junior College. He stated:

We here at the University of Miami have experienced considerable difficulty in finding appropriate housing for black recruits to our faculty and staff. We have secured breakthroughs on occasions, but usually as a result of direct, specific action on the part of a university official. I am wondering whether you would join with me in signing a petition to the Greater Miami community, with this note, urging our fellow citizens to open up appropriate housing to black professionals. Please review this statement and let me know whether you will sign it and, if so, whether you have any additions or deletions to suggest. I believe a concerted effort by all of us heads of colleges and universities in the Greater Miami area will be helpful.<sup>77</sup>

However, the times were so conservative that it would be years before any real progress would be made in the community to resolve these issues.

An Interim Minority Affairs Committee was formed at FIU prior to its opening in 1971. McDowell met with Vandon White and Glenn Goerke to set up a procedure for a minority affairs program. At this meeting four major topics were discussed: the duties of the Minority Affairs Committee, its structure, the time frame for the first report, and a proposed budget.

All agreed that the duties of the Minority Affairs Committee should be as follows:

- to develop the goals and objectives of Florida International University with regard to minority relations
- to recommend policies and procedures for faculty and staff minority recruiting
- to recommend policies and procedures for minority student recruiting
- to investigate the feasibility of compensatory education for minorities
- to recommend university policies as they relate to minority groups in the community and develop guidelines to interface with such groups
- to develop a program of staff sensitivity training, if this is determined to be necessary
- to survey existing literature that has been prepared by the university for minority impact and recommend changes for future publications
- to determine the feasibility and viability of an office of minority affairs<sup>78</sup>

The committee agreed that the structure of the full Minority Affairs Committee should be quite broad. The following people would make up that

first committee: Vandon White, chairman, Ruth Weiner, Art Alamo, Dorothy Blakely, Jules Pagano, Don Mackall, Glenn Goerke, Don McDowell, and one member of the community, preferably a black male, to be recommended by White, and not involved politically or bureaucratically in the community. The committee was composed of five minorities, three blacks, two females, and one Cuban.

The Black Employees Association began at FIU in 1972, with the birth of the university. An association of faculty, support personnel, and administrative employees working for the improvement of African-descent employees at FIU, their ultimate objective was to create a working environment where all members of FIU, as well as those of the SUS, were afforded "equal opportunities for a more enriched, happy, and fulfilling future."<sup>79</sup>

In 1972 a small cadre of black faculty, administrators, and support personnel met and created the organization which now is a symbol of leadership, guidance, and support. Individuals occupying the post of president of BEA were Herman Dorsett, Bennie Osborne, Willie Williams, Betty Bigby-Young, Gregory Reed, Rosa Jones, Jackie Hartley, Dominic Mohamed, and Gene Pugh.<sup>80</sup>

In this period of firsts, the first university robbery occurred on Friday, October 24, 1969, when the control tower was vandalized, and half the entire university's property, valued at \$10,000—four of the seven typewriters, some office furniture, and the battery and tires from one of the two state cars that had been allocated to the university—was stolen. This event prompted McDowell to seek the services of a security alarm company; he recommended to Perry that an alarm system with additional lights was all that was needed.

Allied Control Systems, at a cost of \$460, installed the university's first alarm system at a monthly charge of \$33. This equipped FIU with an alarm for the four doors and 14 windows in the only building on campus. The theft was reason enough to request permission from the chancellor to assign the two state cars to staff members to be taken home so they would not be stolen. Chancellor Mautz agreed, provided the cars were only used for university business; they were to be signed out daily by the president. In a note for the files dated October 28, 1969, Margaret McCollum, administrative assistant to the president, wrote, "President Perry granted permission for both Don McDowell and Nick Sileo to drive cars assigned to them home tonight, as they are both on call."<sup>81</sup>

Another problem they encountered early on was airplanes landing on university grounds. On several occasions because of the increased activity around the control tower, pilots mistakenly took the FIU campus for an airport and tried landing on one of its many runways.

"While working early one morning, I heard the damnest racket," Perry said. "I ran to the window and spotted an old four-engine prop plane strain-

ing to get off the runway and over our tower.”

It turned out to be a Latin American cargo aircraft. The pilot, unable to speak English, had become confused over landing instructions and mistook FIU for Miami International Airport.<sup>82</sup>

Perry and his planning team considered this a possible health hazard; they also felt that it wouldn't help in the hiring and recruiting of faculty and staff if they were in constant fear of being killed by incoming aircraft. McDowell immediately placed huge orange drums on the runways to keep unwanted planes at bay.<sup>83</sup>

In fall 1969, the basic resources that the founders had available consisted of the action of the Legislature creating Florida International University on two sites, a portion of the old Tamiami Airport and some acreage on the Interama site; the subsequent first allocation of funds, \$225,850, for the beginning of the university; the services of Greenleaf/Telesca as planners, engineers, and architects, a selection that had been made for the university by the Board of Regents; and the planning assistance of the Center for the Study of Higher Education from the University of Michigan.<sup>84</sup>

These resources were brought together for the first time at the university's first formal planning session—the Duck Key Planning Conference held in April 1970, with the purpose of developing a master plan for the university. The conference was attended by 18 individuals from the university, Greenleaf/Telesca, and the Center for the Study of Higher Education; the latter facilitated the sessions. It was at this conference that the first university poem was written by John Diekhoff, entitled “Objectives.”

## Objectives

With urban students overly endowed,  
 This University will not be cowed,  
 For their improvement boldly undertakes  
 To make them rich enough to feed on steaks  
 And much concerned with creeping urban blight  
 Will give them skills to set the world aright,  
 To cure the ills of cities sick and sore  
 We undertake to open every door  
 To purify corrupt environments  
 And introduce a world of common sense.  
 Aware of international affairs,  
 We undertake to lessen Latin cares  
 And bring about a family of nations  
 Relieved at least of minor aberrations  
 Although with major problems unresolved  
 We may prefer not to become involved.  
 For governance we boldly introduce  
 A structure democratically loose,  
 Where every donkey has his chance to bray  
 And only Perry may pronounce a nay.  
 At institutional research behest  
 The sun that rises East will set in West  
 Providing light for young and eager old  
 Whose fully measured progress will be told  
 By IBM and stodgy ETS  
 A measured answer free of hasty guess.  
 The planning process must be right and tight  
 To schedule courses morning, noon, and night  
 And use the plant to busy full extent  
 By purpose or by lucky accident.  
 The final plans enunciated here,  
 Although precise and practical and clear  
 Will sure within the briefest moment's time  
 By carping critic be pronounced a crime,  
 And all our work to typists back returned,  
 By one man's fault our stipends all unearned.

JOHN DIEKHOFF

The Duck Key Conference was a no-holds-barred, around-the-clock marathon. Planning concepts and personal theories of higher education were “hurled across the conference table in explosive barrages. Egos were displayed and ruthlessly trampled upon during this display of academic firepower.”

Perry said, “We have to open in September of 1972, but how?”

He continued:

I’m committed to opening Florida International University in the fall of 1972 on the Tamiami Campus if we have to use pup tents, or if we have to go to temporary facilities some place, but we’re going to have a state university down here and on time. The people from this area deserve to have one. We have students galore—there are just thousands upon thousands of students in Dade County waiting for this public university to get here. I didn’t believe it when I first came down, but everywhere I go, I’m asked, ‘Dr. Perry, when are you going to open? We can’t wait. We’ve been out of junior college for a year or two years waiting for you. We can’t afford to go to the University of Miami. We can’t afford \$2,000 a year tuition.’ (Tuition at FIU when it opened was \$150 for undergraduates and \$175 for graduate students per quarter.) And on and on and on and on. Miami-Dade Junior College just went over 29,000 students this fall; Broward Junior College, which is our other feeder institution, had about 10,000 students this fall, so when we talk about being the fastest-growing university in the country from 1972 to 1980, that’s exactly what we mean, and that’s exactly what we’re going to be.<sup>85</sup>

The Duck Key Conference had to provide the framework and the plan of action on which to build the university. Perry presided over the conference by day and worked through the night to reconcile opposing viewpoints and smooth wounded egos. According to Perry and the participants, they came away from Duck Key with the basic blueprint for the development of FIU.

“The timetable and the magnitude of our problems were so immense that we had to know where we were going in great detail,” Perry said. He also wanted a master plan designed, but insisted that it be designed by the people who would administer it. Other boards of trustees and founding presidents had made what Perry called “disastrous mistakes” by hiring consultants to develop a master plan and then turning it over to people at the institution to carry out. “That’s a blueprint for failure,” he said.<sup>86</sup>

The result of the Duck Key Conference was a comprehensive master plan, which was immediately considered a classic document among the nation’s educators. This 138-page book, called *The Birth of a University and Plans for its Development*, was the blueprint that FIU was to follow in the years to come.<sup>87</sup>

It began with a philosophy and goals and objectives, then laid out plans for governance, academic organization and programs, faculty, students, management of resources, community affairs, and resource requirements with projections for nine years for space, staff, and faculty requirements, and a campus that placed it in relation to South Florida, the Dade-Broward area, and the area adjacent to the campus.<sup>88</sup>

The plan, referred to by some as “the Gospel According to St. Charles,” was heavily “Perryized.” There were “Perryisms,” a “cross between practicality, common sense, and hucksterism, everywhere.”<sup>89</sup> The plan said that the school would have a “compelling view” from the Tamiami Trail, so buildings were designed to show off the more imposing structures, such as the library and the student center. Perry’s own office was deliberately designed so visitors would look out over the beautifully-landscaped central court. The document was well received by the academic and business community.<sup>90</sup>

The newsletter of the National University Extension Association wrote: “The document, in its entirety, is one of the most remarkable plans for a modern American university in existence.”<sup>91</sup>

Fred F. Harclerod, president of the American College Testing Program, said: “A truly superb job of planning the total program, anticipating problems, developing areas of excellence and emphasis and then stipulating what resources will be needed to implement them.”<sup>92</sup>

“I congratulate you and your colleagues on the fine job you have done in such a short time. I sincerely hope that the resources are going to be forthcoming to enable you to move forward rapidly with your plans,” stated Winfred L. Godwin, president of the Southern Regional Education Board.<sup>93</sup>

“It is a brilliantly conceived plan,” concluded Robert A. Bryan, dean of faculties of the University of Florida.<sup>94</sup>

There were times, however, when Perry’s wisdom and the master plan were questioned. For example, the state balked at creating a School of Hotel, Food, and Travel Services. Perry was told a department would do, and there was no need for an entire school. But Perry felt the latter status suited Miami’s important leisure industries. “They would do it his way, or he would quit; this was one of at least five times he threatened to resign. He got his way.”<sup>95</sup>

He was proved correct when in 1974 the Hotel and Food Service Management Program in the School of Hotel, Food, and Travel Services was named a “Program of Distinction” by the Florida Board of Regents and received special funding to expand its activity.<sup>96</sup>

The school brought a different hotel industry executive to teach on campus each quarter. Full-time internships in Miami-area hotels, cruise lines, restaurants, travel agencies, and airlines were also initiated. The school had one of the largest groups of graduates of all hotel and restaurant programs in the U.S., and the Board of Regents commended them for winning national

recognition for innovative degree programs.

During this same period, another phenomenon was occurring. The university was bombarded by applications for faculty and staff positions. They were expected, of course, but no one expected to get them by the thousands. Approximately 40,000 applications were received from every part of the United States and Canada, from Latin America, and from overseas educators. Two full-time secretaries were assigned to reply to all the inquiries. With limited staff resources, the effort was monumental. The response forcefully reminded the early planners of the full dimension and impact that would be involved in all of their planning activities.

On September 24, 1970, the Greater Miami Chamber of Commerce sponsored "Florida International University Day" and officially introduced the university to the Miami community. The occasion was a luncheon at the Four Ambassadors Hotel at which the master plan, *The Birth of a University*, was officially unveiled. By that time, the founders were already projecting the second campus for FIU at the Interama tract in North Dade. FIU had begun to play a significant role in Greater Miami, and as 1970 drew to a close, the university assumed an identifiable role in the community.<sup>97</sup>

The year ended with the first all-university Christmas party. To accommodate the growing staff, the party was held in the ballroom of the King's Bay Yacht and Country Club. Following a cocktail hour at 7:30 p.m., the buffet menu included roast beef, lobster Newburg, roast capon, and wine.

FIU was not going to be just another university; it was going to be different. Perry stated, "We are building a new institution for a new era, for the future. If we try to build an institution that other people have already built, we are lost. The easy way to do it is the way everybody else has done it. Florida International University will be different-not just for the sake of being different, but to meet new challenges..."<sup>98</sup>

Unfettered by tradition, the planners brought a fresh and refreshing outlook to their thinking. The premier concern was the student; the university would be responsive to his or her needs in a world where change was the most constant element of all. Both relevancy and practicality would be brought to courses to link experience with theory to help students understand the social problems that were related to the careers they might choose. In the words of President Perry, "This nation cannot afford the luxury of universities which are aloof from the problems of society."<sup>99</sup>

Society meant that of the world, because "International" was the university's middle name and because the university was located in an international port at the gateway between the two Americas. Many courses and much research would be related to world problems, particularly those of Latin America.

The times also demanded a new kind of university president, a new kind of administration, and a new kind of thinking.

By Perry's own definition, "The kind of university president this day and age demand calls for a new breed: a person who came to the position in a different manner, a person who had a different outlook on higher education."

Perry continued:

I believe with every fiber of my body that the traditional white, Anglo-Saxon, protestant, upper-middle-class, white-collar control of American higher education is about to be over with.

The new university must be for the future... we are not building a university for today, nor for yesterday, but for tomorrow... the university has to remove itself from the ivory tower and get more involved in the problems of society. In fact, the university can no longer divorce itself from the problems of society.

Universities in the United States are going to have to start 'serving' if they expect to survive as viable and creative institutions in our American society. The new breed, the new institution is the urban service university and the new action oriented academic administrator.<sup>100</sup>

There would be mechanisms at the university for constant re-evaluation and criticism to ensure that academic programs would be responsive to the changing needs of the urban community. By constantly evaluating itself, FIU would seek to avoid those "rigidifying qualities inherent in institutional organizations and respond to the community, state, national, and international needs in ways which ensure that educational dollars are productively spent."<sup>101</sup> Perry told the faculty, students, and administrators that they were not to consider themselves separate from each other, or as superiors dealing with inferiors, but instead as "individuals in an academic community who share in common the responsibility for the success of the university's mission."<sup>102</sup>

That early desire to be a different type of university and to be involved in the community led to one of the most significant decisions made during the planning stage. FIU did what no other new university had ever done; in early 1970 its Division of University Services and Continuing Education began to offer a broad spectrum of programs two-and-one-half years before the first students arrived. FIU held more than 75 major conferences in the community on such varied topics as drug education, Latin American literacy, mass transportation, urban sprawl, zoning, pollution, and ecology. Workshops included training programs for leaders in the Model Cities communities, teachers of disadvantaged students, executives of airline food service companies, and programs for the men and women of the labor movement through the university's Institute for Labor Research and Studies, which started before the university opened in 1972.

A revival of labor programs occurred in the late 1960s and early 1970s, with FIU in the forefront. The Institute for Labor Research and Studies



continued to expand its educational, research, and consulting functions for labor, management, and government agencies. Highlights of the institute's first year included conducting the Florida AFL-CIO's annual statewide labor school. The institute's first international labor education program was conducted for the Bahamas Workers Council International and participation in the first project funded under the Intergovernmental Personnel Act dealt with labor/management relations in the city of Miami Beach.<sup>103</sup>

In establishing institutes at the university, a basic philosophy was followed: "All institutes should be expressions of the mission of the university as articulated in the master plan to provide educational service in the developing needs of the community."<sup>104</sup> At the same time, the idea was to broaden the horizons of the participants, to make them aware of the conditions affecting their lives and to help them so that they could help to build a better society.

On such a foundation, the first institutes at Florida International University were built. They included the Institute for Development of Human Resources, the Institute for Labor Research and Studies, the Institute for Women, the Institute Cultural Cubano, the International Institute for Creative Communications, and the Real Estate Institute.

Another community program was the first urban agent program in the nation. In earlier times, a major part of the job of W. D. Tolbert, FIU's first urban agent, would have involved leaning on a fence talking to farmers about crop rotation and fertilizer. But in a society becoming more and more urban, Tolbert's job took him not to the farm, but to the streets of the inner city where 20th century problems awaited solutions. As an urban agent Tolbert's job was the only one of its kind in the country.<sup>105</sup>

The urban agent served as a link between FIU and the community, assisting governmental and community agencies to secure educational resources that would help in the solution of their problems. The project was funded in 1971 by a \$26,067 grant from state and federal sources through Title I of the Higher Education Act of 1935.<sup>106</sup>

The job was actually a parallel to the agricultural extension agent that was so vital a part of American farm life. Land grant colleges, formed under the Morrill Act of 1862, had trained agricultural experts who went into the country and taught farmers how to rotate crops, use fertilizer effectively, and improve livestock.

As a state institution, FIU was a "land grant college in a modern sense. But because the university was part of a sprawling metropolitan area, FIU had agents to work on urban problems. Pipe-smoking Tolbert, whose hair was salted with gray at age 48, might be considered a prototype."<sup>107</sup>

Tolbert worked out of the Model Cities office on NW 27th Avenue, but his search for answers to urban problems took him to "endless meetings of

governmental and social welfare agencies, as well as into the streets to listen to the people who knew the problems best.”

“The first reaction of some of the people contacted is, ‘What are you bringing us?’ I tell them I’ve come to see what their problems are and to take them back to the university. I tell them that I’m there in a supportive role,” said Tolbert.<sup>108</sup>

A second urban agent to work with the migrant population was appointed in July, and in 1971, the urban agent program was selected as one of 25 exemplary projects in the nation for additional funding and expansion by the U. S. Office of Education. It was the only such program in Florida selected for review.<sup>109</sup>

Through a grant from the Knight Foundation, Inc., FIU then established the position of Hispanic Urban Agent, to serve the needs of the Spanish-speaking population in Miami. The agent worked cooperatively with public agencies to assess community resources and coordinate programs to meet the needs of persons served by the agencies.<sup>110</sup>

The university was making a commitment to its community. The Migratory Child Compensatory Program located in the School of Education was an illustration of the university’s commitment to helping understand and resolve some of the nation’s critical social problems. FIU was the Florida coordinator for this migratory program which was financed by a \$500,000 state education department grant; 35 specially trained social educators were assigned to 24 Florida counties to help migrant children. Information on each child was computerized and fed into a national center. Perry said, “Think about it; for the first time in our history, we in Florida will know as much about migratory children as we know about migratory birds!”<sup>111</sup>

In the summer of 1972, FIU entered into a joint venture with Florida Atlantic University, the Center for Environmental and Urban Problems, first located at Executive Airport in Fort Lauderdale. Their \$200,000 building was provided for with \$150,000 from the Broward County Commission and \$50,000 from the FAU Foundation. The land was donated by the city of Fort Lauderdale.<sup>112</sup>

The chief function of the center was research, with results available to public and private organizations, including all branches of state government. John DeGrove, dean of social science at FAU, was selected to head the center, which also had an associate director and six full-time staff members.

A special legislative appropriation of \$247,000 funded the original center.<sup>113</sup>

“The cooperative arrangements developed by Florida Atlantic University and Florida International University, at the time, were looked at as trendsetters for the State University System. As the educational needs of the area continue to increase, we must take advantage of every opportunity to make maximum use of our resources,” said Kenneth R. Williams, then president of FAU.

He continued: "FAU already had, and FIU was acquiring, a faculty with many specialties. We intend to complement the areas of service each university can provide and thus bring a greater variety of educational opportunities to all the people of this metropolitan area extending from Key West to Vero Beach."<sup>114</sup>

With FAU and FIU serving as an example of what a union of schools were able to accomplish, Williams was hoping that others might follow.

"Florida International and Florida Atlantic were both determined to undertake teaching, research, and community service on a cooperative basis and believed that other universities among the nine state-supported schools and the numerous fine private colleges in Florida would also find ways to do this," Williams said.<sup>115</sup>

DeGrove, an expert in the field of urban affairs, headed Gov. Reubin Askew's Resource Management Task Force, which was an outgrowth of the governor's Conference on Water Management for South Florida.

"We are going to be looking for problems that we could put the skills of our two universities to solving. I see the center as a catalyst for something that has to happen in South Florida. We have to begin to look at things from the point of a region as well as the cities. The center would be a regional stimulus to encourage that," DeGrove said.

"One of the general themes of the center was that we were going to try to work with the state in their programs to strengthen urban and environmental problems. For example, the Land Management Act that was passed—we hope the center will be of some help," DeGrove said.<sup>116</sup>

After 29 years DeGrove retired as the director of the FIU-FAU Joint Center in 2000.

Another way that FIU reached out into the community prior to opening was by becoming involved with the Democratic National Convention in 1972. On February 14, 1972, an innovative law enforcement project to provide special training for police officers for the 1972 Democratic National Convention began on Miami Beach, a joint effort of the Miami Beach Police Department and FIU.

Planning for the training project had been under way since November when the Miami Beach Police Department, under the command of Chief Rocky Pomerance, received a grant of \$395,424 to prepare police officers for the convention to be held in July on Miami Beach.

Commenting on the grant, Pomerance said that "99 percent of the grant is devoted to education and training, and innovative communication techniques."<sup>117</sup>

The grant—the first of its kind—was approved November 5, 1971, by the Law Enforcement Assistance Administration of the U.S. Department of Justice.

The opening training session was held on February 14 in the Cypress Room of the Miami Beach Convention Center. Speakers were President

Perry, Chief Pomerance, and other city and county officials. Professor Wayne B. Hanewicz of Florida International's criminal justice program directed the project.<sup>118</sup>

The university also became involved in the United Way in 1970 and was named a Program of Excellence of Dade County's United Way. The campaign among faculty and staff members was successful in achieving 121 percent of the goal the United Way established for the school. Contributions from employees increased from \$596 in 1970 to \$6,079 for the 1971 campaign. Dade's United Way was seeking a record \$6.1 million to help fund 44 country agencies in 1972.<sup>119</sup>

Early in its establishment, FIU actively enlisted the help of local politicians and cultural, educational, business, and media leaders. Some of the most influential people in the early days of FIU's development included business leaders such as Lester Freeman, president of the Greater Miami Chamber of Commerce; Arthur Simons, president of an advertising and marketing company, who also designed FIU's first logo and produced FIU's first promotional film, "How it will be"; Jack Gordon, then president of Washington Federal Bank; insurance executive Lester Johnson; and lawyer John Aurell.<sup>120</sup>

Federal, local, and state politicians included Murray Dubbin, Robert Graham, Robert Haverfield, and Govs. Claude Kirk and Reubin Askew. Educators included Robert Mautz, chancellor of the Board of Regents; Peter Masiko, president of Miami-Dade Community College; Henry King Stanford, president of the University of Miami; Pat Tornillo of the Dade County Teachers Union; Ed Wiggins, superintendent of schools for Dade County; Hugh Adams, president of Broward Community College; and Ken Williams, president of FAU.

According to President Perry, the university could not have successfully opened without the support of the media, and the response from the media was outstanding. It seemed like FIU was always on the front page of *The Miami Herald*. More than a million words had been printed or spoken by the media to tell the story of FIU prior to the university's opening. Two people from the *Herald* who deserved special attention were Don Shoemaker, the editor, and Alvah Chapman, then publisher, who, prior to the opening of FIU and ever since, was a continuous friend and supporter.<sup>121</sup> In 2001, FIU's Graduate School of Business was renamed the Alvah H. Chapman Graduate School of Business. And although not as powerful, Sylvan Meyer, editor of *The Miami News*, also supported the new public university at an intense level. Community leaders, business leaders, politicians, and the media embraced the idea of developing a new and different type of public university to serve Greater Miami and South Florida.

Community involvement continued with the formation of the first university foundation. President Perry knew that community contributions

would bring FIU not only financial strength, but commitments and friendship of alumni, as well as special friends of the university. In an effort to seek outside resources, especially much needed private funds, the first members of the FIU Foundation Board of Trustees were announced in February 1972. They included Marie Anderson, special projects writer, *The Miami Herald*; John Aurell, attorney; Bernardo Benes, vice president, Washington Federal Savings and Loan Association; Jordan Davidson, poet and philanthropist; Victor Eber, certified public accountant; Leon Ell, attorney and investment counselor; Thomas Ferguson, vice president, GAC Corporation; Gui Goevert, senior vice president, Merrill-Stevens Dry Dock Company; James Orovitz, real estate developer; Carolyn Pearce, member of the Florida Board of Regents; Frank Pearce, optometrist; Thomas L. Wolfe, attorney; and Sonny Wright, president, Universal Real Estate, Inc.<sup>122</sup>

The board was incorporated to encourage and administer all sorts of gifts made to the university, including financial and property bequests. The activities of the foundation since its inception have been of real significance in allowing the university to expand its capabilities and broaden its mission. It has also created an opportunity for community leaders to find a meaningful way to become involved in a direct and personal fashion with FIU. Older institutions have many advantages with respect to all manner of fundraising; newer ones, however, exerted a strong attraction since they would be shaped by the personal participation and support of individuals and businesses. The board had no policy-making authority, however.<sup>123</sup>

Perry emphasized that only through a combination of private donations and public funds would FIU be able to achieve its mission to provide quality education to South Florida. In 1970, a personal letter was sent from the president to prospective founders, asking for their assistance and stating early on that Florida International University was on target:

As you know, we promised Greater Miami and South Florida that the university would be ready to open in September of 1972. I am pleased to tell you that both the planning and implementation of those plans are on schedule.

We believe that our rare opportunity to build a new university for the future gives us awesome responsibilities: the most important—to create a university truly responsive to the needs of society. To build this kind of institution, we recognize that private funds must be obtained to supplement state support.

With this in mind, we are inviting a selected number of community leaders to become ‘Founders’ of the university. We hope you will join in this effort.<sup>124</sup>

The first fundraising campaign would raise \$75,000; the first donation

was \$500 from Gui Govert on May 1, 1970. That in itself created a problem; there was no university foundation bank account. One was quickly established. The first financial statement of the foundation in September 1971 was in the form of a memorandum from McDowell to Perry showing that the infant university foundation was off to a somewhat rocky start:

Attached for your information is a copy of the first FIU Foundation Statement. As you can see, in Unrestricted Funds we had a cash balance of \$3,286.40 and had allocations to deans, etc., for entertaining in the amount of \$5,011.11. We are in the hole without considering monthly expenses of the president, Kings Bay charges (first university Christmas Party), foundation expenses, special functions (president's dinners).

We must sit down and develop a strategy as to how we will meet these obligations. At the present rate, I think we will be in trouble by the middle of November.<sup>125</sup>

By 1974-75 the total amount of money contributed to the university was \$930,000.<sup>126</sup>

President Perry was also challenging and changing the old academic law of "publish or perish" with a new slogan, "service or silence." The concept was accepted and welcomed by a majority of the young faculty, who were eager to depart from traditional educational models. According to Butler Waugh, "It took a special kind of person to experiment in career development, and we were fortunate to get a young faculty, right out of graduate school."

While approximately 90 percent of the students were from South Florida, the majority of the faculty came from out of state. "Because of the soft economic market, we were able to get good, young, enthusiastic men and women from all over the country," said Waugh.<sup>127</sup>

Starting salary for faculty on opening day ranged from \$12,500 for the majority of junior faculty to \$24,000 for the highest-paid senior faculty. Administrative pay ranges were from \$14,000 for the university controller to \$38,000 for the vice president of academic affairs. The president received less than \$40,000. However, it must be remembered that in 1969 the cost of a three-bedroom house in Miami was \$16,590. The national average income was \$8,547. The purchase price of a new Chevy Impala was \$3,278. Minimum wage was \$1.60 an hour and a good bottle of French wine was \$3.79.<sup>128</sup>

Ninety-eight percent of the junior faculty had Ph.D. degrees. They were young, yet mature. As students, many had gone through the educational revolution of the 1960s, so they knew the meaning of student dissent. But they also knew how to bring about changes within the system.

Approximately one-third of the original faculty had lived abroad or had

substantial international experience. The president was acquiring a distinguished faculty and attracting people of spirit and imagination, several stated that Perry was the reason they came.<sup>129</sup>

The president said, "We have 4,700 faculty applications for 400 faculty positions. It is a new state institution in an urban area. Our faculty will be free. They don't have to 'publish or perish.' If publishing is what they want to do, that's fine, but they don't have to. If they are great teachers, we want them."<sup>130</sup>

In hiring faculty members, Perry insisted that his newly-hired deans ask two questions of each candidate: "Are you genuinely committed to teaching and to counseling students as individuals?" and "Are you willing to make the community and the world your campus?" The deans were familiar with the questions because they had been asked the same ones by Perry in their interviews.<sup>131</sup>

These new Ph.D. graduates, about 140, did not have a template of previous experience. At FIU, they "could experiment within the disciplines with non-conventional boundaries. The organization was non-traditional, with traditional values, and the faculty blossomed in that environment. That first faculty was the backbone of the university, and the pillars of the academic program."<sup>132</sup>

New and sometimes radical ideas were attempted. Some remained and were successful; others were modified or eliminated. There was, for example, the manner of planning the curriculum. Each of the academic deans, working with a core of faculty planners, was responsible for developing a basic curriculum plan and coordinating efforts among the several schools and the college. The Academic Council, under the chairmanship of Vice President Jerome, set overall policies pertaining to curriculum design in preparation for opening in September 1972, but responsibility was vested in the faculty and deans for approving individual courses and preparing course outlines.

Administrators felt that it was up to those teaching courses or heading departments to make the critical decisions on the courses to be taught. Therefore, beginning in 1970, faculty cadres were hired. Members of these cadres, if not exactly founders of the university, certainly qualified as pioneers who helped to shape its destiny. Those initial faculty were as follows:<sup>133</sup>

Arts and Sciences: Dean Butler H. Waugh, Harry T. Antrim, Richard A. Dwyer, Robert C. Fisher, Richard H. Konkel, Joseph D. Olander, Darden A. Pyron, Nicholas G. Sileo, Abraham M. Stein, Ronald S. Tikofsky, Dale Truett, Ruth F. Weiner, Francis Wyroba, and Florence L. Yudin.

School of Business and Organizational Sciences: Dean John E. Lewis, William R. Beaton, Gary S. Dessler, Frederick R. Durr, Earnest Friday, Richard W. Hansen, Harvey S. Hendrickson, James N. Holtz, Jan B. Luytjes, Lucian Palmer, Norman H. Ringstrom, and Efraim Turban.

School of Education: Dean G. Wesley Sowards, Joseph P. Arnold,

Dorothy T. Blakley, Stephen M. Fain, Paul E. Hartman, Paul D. Gallagher, A. Dean Hauenstein, Peter F. Oliva, Doyt L. Perry, Colleen A. Ryan, Carlos R. Schmitt, Robert Shostak, Donald C. Smith, Francis T. Sobol, Zola J. Sullivan, and Nicholas J. Vigilante.

School of Health and Social Services: Dean Vandon E. White, James L. LeGrande, David S. Shelton, and Betsy Smith.

School of Hotel, Food, and Travel Services: Dean Gerald W. Lattin and Anthony G. Marshall.

School of Technology: Dean Robert W. Ellis, Jr. and Ken Woolf.

Four additional staff members who had a tremendous long-lasting effect on the university were hired as administrators along with the beginning faculty in 1971.

Ronald G. Arrowsmith became director of administrative services, working with McDowell and in charge of purchasing, personnel, and accounting. McDowell called Arrowsmith "one of the most informed people on administration and finance in the State University System of Florida."<sup>134</sup> Arrowsmith, formerly university controller at Florida Atlantic University, had served in the finance and accounting department at the University of Florida. Arrowsmith was to become the backbone of administrative affairs until he retired in 1993.

In still another giant step for a state university south of the Mason-Dixon line, Perry tapped Ulysses Van Spiva, a black, as executive assistant to the president. The highly capable and personable Van Spiva had been assistant to the director of the National Follow Through Program, U. S. Office of Education in Washington, D.C., and assistant to the dean of the Stanford University Graduate School of Education, and dean of education at Old Dominion University.

Another key appointment was Keith W. Trowbridge, who served as director of planning and analysis, with the additional duty of executive assistant to the president. Trowbridge was a research analyst and campus planner in the Office of Institutional Research at Bowling Green State University for four years and also served as assistant director of institutional research at the University of Michigan.

Then there was the indispensable man at FIU, Terry Spence, another Ohio product who recalled sitting in his office at Case Western Reserve in Cleveland on a snowy December day. Spence was director of admissions and loved his job, but he also had heard of this new university in Miami. Then the phone call came that changed his life. He was invited to Miami ostensibly to discuss a paper he had written on admissions policies. Perry recruited him in 1971 and Spence held at least 12 different jobs at the university, making major contributions to the institution. He left in 1982 to enter private business.

The original faculty prepared position papers on courses planned for



their areas and discussed them in group sessions, usually at lunch over a hamburger or pizza. At one of these noon-hour conferences, the College of Arts and Sciences was non-traditional enough to raise more than a few eyebrows when it decided that it would not be necessary for students to take courses in a foreign language in order to graduate. Dean Waugh stated that the university "takes its international responsibility too seriously to think that it can be discharged by a simple, uniform requirement."<sup>135</sup>

The academic decision, however, that generated the most discussion and controversy was with regard to the grading system. FIU decided to experiment with two systems that had one thing in common: There would be no "F" grade. An ABC/NC system was established for the opening of the College of Arts and Sciences, the School of Business and Organizational Sciences, the School of Hotel, Food, and Travel Services, and the School of Technology. The School of Education, the School of Health and Social Services, and the School of Independent Study opened with an Honors Credit (HC), Credit (C), and No Credit (NC). "We felt that FIU should have the newest and most innovative trends in higher education,"<sup>136</sup> Dean Sowards said. These three schools primarily used the performance-based approach, thus making this system more viable.

"There was no middle ground between students' ability to complete the tasks in the module in education, for instance, or their inability to do so," Sowards said. "I think the credit/no credit grades reflect this fact better than the A, B, C, D, and F system that would result in unfairly indicating degrees of ability that don't exist."

Sowards said this non-traditional approach was also adopted because it was believed it would create a better learning environment. "Students usually spend so much time in a traditional grading system worrying about getting good grades, they don't learn," he said. "By giving out Credit or No Credit, students are more concerned about the education, not the grades."<sup>137</sup>

Waugh stated that the A, B, C, and NC system which the College of Arts and Sciences used was adopted to take advantage of the merits of both traditional and non-traditional grading systems.

"Many people felt that a complete switch to a non-traditional grading system would have been too extreme," Waugh said. "But they liked substituting an NC for a D or F, since it wasn't as punitive. They felt we should reward success, but not punish people for failure."<sup>138</sup>

The first university registrar, Ron Butler, said, "The new system suggests a 'performance-based approach' to higher education, where the goals and objectives of a course are described in 'performance terms.' Students will either reach performance criterion or they will not. There is no penalty associated with the No-Credit. The student only loses in time and money."<sup>139</sup>

Waugh pointed out the following advantages for the unique grading system:

- It provides for meaningful distinctions in achievement which students, parents, employers, and graduate schools appear to demand.
- It emphasizes positive aspects of giving knowledge for achievement by not giving a penalty for failing to achieve beyond the obvious loss of time and resources.
- It encourages students to learn for the right reasons, rather than to learn for an A, B, or C. It also encourages them to venture outside of their major field without the fear of a grade point average disaster.
- It applies equally to undergraduates and graduates, thus eliminating the need for two grading systems.
- It minimizes the threat of examinations and the temptation to cheat.
- It places the student and professor in a cooperative, as contrasted with a competitive, relationship.<sup>140</sup>

Perry stated, "We realize that our grading system puts us on the very cutting edge of practice in higher education. We know that this is exactly where FIU should be. We feel that this is where the Board of Regents wants us to be."<sup>141</sup>

There was strenuous opposition, however, from certain members of the BOR. Regent Julius Parker wrote to President Perry:

I'm enclosing a copy of a letter I have just sent to Burke Kibler, III, chairman of the Board of Regents, requesting that your proposed student grading system be on our workshop session in Boca Raton the morning of December 10, 1971. As I say in my letter to Burke, I am dead set against this type of grading system and although I like to think I have an open mind, I frankly don't believe there are any arguments in favor of the system which would convince me that we ought to institute it at any State University in Florida.<sup>142</sup>

FIU opened with the optional grading system.

Another variation from the customary academic pattern was the "competence" or "performance-based" study program adopted in the School of Education. Under this system, students were told at the outset what they must know and what they must be able to do in order to graduate. The goals, "based more on experience than theory, were continually updated by educators both on and off campus. Student evaluation relied more on observations in teaching labs than on paper-and-pencil tests."<sup>143</sup>

Still another departure from tradition was granting credit for life work experience, which appealed to many older students. The first external degree program in the state of Florida was approved and established at FIU.

Sometimes referred to as "the university without walls," this program was administered by the School of Independent Study and afforded students

unable to attend regular classes to earn bachelor of independent studies degrees. Controversial from its inception, the goal of the program was to provide Florida citizens the opportunity to earn a college degree while maintaining their positions. This was a self-directed, off-campus academic program, with no formal residence requirements, so students were not required to come to campus, although it was thought desirable for them to do so.<sup>144</sup>

Degree requirements could be met through on campus sources, from other accredited institutions of higher learning, from television, independent studies, or correspondence, or through cooperative education, short courses, institutes, workshops, conferences, or on-the-job experience, providing that all these venues could be evaluated in terms of competency achieved.

Students earned their degrees by a combination of independent study, media programming, testing, seminars, and short courses at locations away from campus. By the third year of the program, 271 students had graduated. By 1974, FIU had more than 1,200 students enrolled in off-campus credit courses.<sup>145</sup>

In addition, the Division of University Services and Continuing Education, established in 1971, worked with the deans of each academic unit to develop procedures for off-campus credit courses to serve the four-county area of Broward, Collier, Dade and Monroe. Requests for credit courses to be offered at locations other than Tamiami were directed to the dean of university services and continuing education. Decisions were contingent upon the availability of suitable instructors, adequate class enrollments, and the agreement of the respective academic dean to field the course. All necessary details were worked out jointly between the academic dean and the dean of university services and continuing education.

The division worked with virtually every unit of the university to provide a wide variety of conferences, short courses, seminars, and symposia to diversified audiences in Dade County, the state, the nation, and Latin America. By October 1972, more than 60 such programs had already been offered.

Enrico A. Giordano joined FIU in 1970 as associate dean of university services and continuing education. He had been coordinator for sponsored and international programs for the SUS, coordinating all non-credit activities, including university workshops and conferences, all grants and foundation programs, and international programs. It was his responsibility to establish programs in continuing education, extension activities, branch campuses, international conferences, and institutes at FIU.

The university was at the forefront in terms of experimental academic programming. FIU had taken a new direction by eliminating the language requirement, placing emphasis on service to the community in place of publish or perish, changing the grading system, granting life work experience,

adopting external degree programs, and providing off-campus credit.<sup>146</sup>

In 1971 FIU printed its 76-page introductory catalog which was written by Rafe Gibbs, author of the first history of FIU published in 1971, and by December 1971, 10,000 copies had been mailed to prospective students.<sup>147</sup>

Perry made the following statement in that catalog:

We hope that Florida International will provide what you have been seeking—new thrusts and new directions in higher education. Neither rigid in concept, nor fixed in application, this university has been deliberately shaped to be receptive to change, for in your future change will perhaps be the most constant element of all. FIU is dedicated to assisting you in responding effectively to mankind's mounting problems. The future—your future—will be bright, if you are equipped and motivated to make it so.<sup>148</sup>

As academic decisions were being made, and as people were being hired and curriculum developed, the age-old university problem of inadequate space was becoming critical.

In addition to the centrally-located Tower, which became the planning offices, there were deserted hangars, some rickety wooden structures, and several other buildings left at the former airport. In the first year, the older wooden buildings were torn down. The hangars and other structures that looked as if they could be used were left standing and renovated.

From the Ivory Tower, the university expanded to a series of five trailers housing 49 people as follows: Trailer 1, Division of University Services and Continuing Education; Trailer 2, Office of Academic Affairs and School of Health and Social Services; Trailer 3, School of Education; Trailer 4, College of Arts and Sciences; and Trailer 5, School of Business and Organizational Sciences.

The cost of these five double-wide trailers was \$80,000. All of the structurally sound buildings at the old airport had been patched up and put to use. The original library was housed in the old airport tower. It was so crowded that the library staff was forced to move to one of the old airplane hangars. A leaking roof was repaired and the hangar became known as the Tursair Building. Renovated at a cost of \$35,000, the building was carpeted, but fans were used for cooling instead of air conditioning. This area was used until the library moved, for the third time, to the Primera Casa Building in 1972.

Howard Cordell was the first director of university libraries at FIU, serving from July 1970 to his retirement in 1979. He had been director of library services at Cornell College in Mount Vernon, Iowa, from 1967-70, and head of the university library reference department at the University of Illinois at Chicago Circle. He was totally responsible for the development of the library operation, which included planning the library facilities, both permanent and

temporary, purchasing and processing a basic collection, and developing the necessary processing, cataloging and circulation systems.

Cordell, a native of Industry, Illinois, began his career at Western Illinois University where he was acquisitions librarian and assistant professor of library science from 1951-62. He taught in the Library School at the University of Illinois in 1962 and from 1963-66 was associate director of library services at FAU. He received his master's degree in library science from the University of Illinois and bachelor's and master's degrees from Western Illinois University.

According to Julie Woods, FIU's first archivist and currently director of libraries at FAU in Davie, Cordell supported the idea that the library should be coequal with academic departments on campus, that librarians were much more than clerks, and that the library was the heart of the institution. He strove to provide the best possible services to faculty and students alike, at the same time deploring the inadequacy of the book collection.

The first assistant librarian was Phyllis Cartwright, and the first reference librarians were Thelma Z. (Teddy) Kassner and Gilma Soto. According to Cordell, "One of the prerequisites for building a university library was luck." He said his first bit of luck was finding a book dealer who could fill an opening order for 50,000 volumes—the minimum list recommended for university libraries by the American Library Association.<sup>149</sup>

In 1971 books were arriving at the university library at the rate of about 1,000 to 1,200 volumes each week, shipped on approval, already processed and catalogued, from the Richard Abel Company. The library staff processed invoices and transported the books to the old garage on SW 107th Avenue for temporary storage. Several thousand volumes were stored there while reference books, periodicals, and abstract materials were maintained in the Tower.<sup>150</sup>

On February 10, 1971, FIU began its special collection by purchasing a collection of Latin American books from Curtis Wilgus, a retired University of Florida professor.<sup>151</sup>

Once the core collection was in place, Cordell sent his supplier a list of the various subject fields that would be offered at FIU; the supplier, in turn, sent copies of all new material on those subjects to Cordell on approval. What FIU wanted, it bought. What it didn't want, it sent back.

Next on the list was acquiring a basic periodical file and deciding what magazines and newspapers the university would subscribe to regularly. Then came the ordering of back files, either in bound volumes or on microfilm, and periodical indices for students to learn what the mass of magazines contained in the way of subject matter.

As faculty members were hired, Cordell began adding their interests in special material to his order lists. The library also began buying additional special collections in subject fields that didn't duplicate the basic collection, such as political science, art, and philosophy.

By 1973, the library had spent \$1.1 million on its book collection, and by 1975, Cordell estimated that the library had grown to more than 350,000 volumes. By 1974, Cordell's staff numbered 39; 11 were professional librarians. In keeping with the university's international commitment, of those 39 persons, 14 claimed fluency in foreign languages. An exciting day for the library staff was when a professor asked for and actually received a book. The next problem, however, was how to sign out the book. The first book the library received was a gift volume on Florida hurricanes. Cordell was a quiet, gentle, loving man who cared for his staff and was proud of what they had been able to accomplish. He loved FIU and his contributions and those of his early staff members had a tremendous impact on the university.

By 1970, the four hangers became, respectively, the physical plant building, the physical education and recreation building, the fine arts department, and the library, known as the Tursair Building. Something had to be done on a larger dimension, however, to accommodate the incoming staff.

In October 1970 a 13-man (they were all male) contingent from FIU toured the giant Behring Corporation Modiflex Assembly Plant in Fort Lauderdale to see the progress being made on the university's first new building—a two-story modular structure. Gerald K. Mason, vice president of Behring Home Division and director of Behring Corporation, guided the group around and explained procedures that were being used in the assembly plant.

The group, wearing colorful hard hats, toured the assembly line area and watched the building's first module, a rectangle measuring 12 feet wide and 44 feet long, being put together. It took 16 of these modules to construct the first building.

The modules were steel, welded together; to construct the floor, a thick sheet of plywood was placed over the steel, and carpeting installed over that. Asbestos paneling was used on the walls, with five-ply plywood, fiberglass insulation, and plaster used for the roof.

The site for the building was on the western side of the Tamiami Campus, directly across from the current baseball field. Digging of the pier footings began on Monday, October 11, 1970. The university purchased the two-story, 10,350-square-foot Modular Building for \$98,000, or \$9.87 per square foot. It was pre-fabricated, delivered by 16 tractor-trailers, and erected in a little more than 72 hours, over a weekend.

Instant Florida landscaping was added, and as the new occupants came to work the following Monday morning, they were greeted with new offices, blooming flowers, planted trees, and beautiful shrubbery. It was a first for the SUS, and a low-cost facility for FIU. The building housed 62 people, including the president's office, the deans' conference room, a staff conference room, and a mailroom.<sup>152</sup>

To FIU this building represented permanence, a place in which to establish

an operating headquarters and space in which to do the work that was now moving at a more rapid pace.

The building was introduced to the public via a faculty art show from Miami-Dade Community College, which caused one of the first major controversies on campus. The somewhat conservative Dean Lattin complained about the content of the art exhibit in a memorandum to President Perry:

In no way do I consider myself an authority on art, but I do believe I have some background with which to judge good taste in displays appearing on the walls of our administration building (modular building). The current display does not meet the minimum requirements of good taste, in my humble opinion.

It is offensive to me to have to walk past these examples of art. Since my work often forces me to be in the specified area, I cannot voluntarily avoid the displays.<sup>153</sup>

The controversy was taken up by one of FIU's first ad hoc committees; for the first time the question of academic freedom at FIU had to be resolved. The art stayed. The old Modular Building, W4 as it was eventually called, was around the university until 1997 when it was demolished; its last occupants were the athletic department and physical planning.

In those first years, the university staff was informed as to what was going on on-campus by the first voice of the institution, *The Ivory Tower*, which debuted in October 1970. It received its name from contest winner Bill Jerome. The university staff was still operating out of the tower, and the first issue noted that a contingent of staff members would soon visit the modular building, which was still on the assembly line in Fort Lauderdale.

Even in those early days, however, communication within the university community was a special concern. The first issue also expressed Perry's hope of being able to talk with everyone on the staff, especially with those whom he did not get to see on a regular basis.

In June 1973, additional information was distributed via *The Listening Post*, which was replaced in 1974 by *The Blue Bulletin*, which was published three times a week and provided a more detailed description of all types of events occurring on campus, including staff birthdays. These campus voices were typed on IBM Selectric typewriters, which, following the theft of three typewriters in 1973, were bolted to desks. In 1974, FIU had its first departmentalized stationery, and copying work was done at FIU's first duplicating center in Trailer Number 1, run by Juan Argudin, the first director of duplicating. To mail a letter in those days cost 10 cents and by 1973, it could be mailed at FIU's own campus post office which by then had its own zip code.

Perry's papers reveal his ideas regarding how simplistic the university was to be first organized in 1969-70:

One of the interesting things that I think should be discussed for a few minutes is the development of the organizational plan for the university. I completed over the last weekend an organizational chart which really is quite simplistic in nature, but I think if it can be worked out is very much in tune with relevancy and if we're going to be relevant, we're going to have to have an organizational structure that really meets the needs of the students and faculty. Basically, what it amounts to is having only one vice president, at least at this stage in our development and that will be the vice president for academic affairs. Reporting to the vice president for academic affairs will be the dean of students and the dean of faculty. Now, what we're trying to do here is to marry those two areas so that the student personnel and academic affairs areas will be tied together rather than forced apart by having two vice presidents in those areas. In addition to that, I'll have a dean of administrative affairs and a dean of university relations and a dean of university services. The deans that I have just talked about will report directly to the president.

One of the things that I also hope to do is have, in addition to the director for community affairs at the staff level, a director of planning and institutional analysis. This person will have the budget responsibility and preparation of the annual budget in addition to the office of institutional research and analysis at the staff level.<sup>154</sup>

In 1971 several university councils were set up: the President's Council, Academic Affairs Council, Public Affairs Council, Operation Council, and University Council. Of these, the most important was the University Council, established January 1, 1971, and composed of academic and administrative deans, directors, and department heads. Its first meeting was in the Bahia Honda Room at Danker's Inn on the Tamiami Trail east of the university.<sup>155</sup>

With regard to the management style of the university, perhaps two words describe it most effectively—"openness and involvement." In all decision-making, the goal was to be as open and direct as humanly possible. Perry said that "the basic organizational structure was intended to give maximum authority and responsibility for the educational process to the individuals directly responsible for the particular program."<sup>156</sup>

The SUS received a total of \$227.88 million for operations during the 1971-72 fiscal year, an increase of \$20.08 million or 9.66 percent over 1970-71 fiscal year.<sup>157</sup> In 1971-72, Gov. Askew submitted FIU's first budget request to the Legislature, a proposed general revenue budget of \$4.5 million.

Perry called the governor's recommendation a "vote of confidence" for the university and said, "We deeply appreciate his support and understanding," even though FIU had originally requested a budget of \$5.7 million for operations during 1971-72.<sup>158</sup>



The budget was broken down into \$3.5 million for salaries, operating expenses, and other institutional services, and \$1 million for library books and other educational media and equipment.<sup>159</sup>

Along with the hiring of faculty and staff, and development of the academic program, the university's early commitment was the building program itself. In a race against time, construction on the new campus rated a high priority.

The university celebrated the beginning of 1971 by having a formal groundbreaking on January 25, 1971, for the first major structure on campus, *Primera Casa* (first house, in Spanish), named by Betty Perry. As keynote speaker, President Perry had the option of securing either the President of the United States, Richard Nixon, or the secretary general of the United Nations, U Thant. Perry felt that FIU's middle name decided the matter. To emphasize the commitment to become a truly international university, Perry invited U Thant. He was told that there was no way possible that the secretary general would do this, since he was "constantly asked to preside over this type of event at established, prestigious institutions. To come to a deserted airport on the edge of the Everglades was out of the question."<sup>160</sup>

Perry would not take no for an answer. Through his political connections, he found that U Thant was a Cuban cigar smoker, so he sent the secretary general a box of Cuban cigars and asked for three minutes of his time. By the time Perry had finished speaking to U Thant, the secretary was looking forward to his Florida vacation.<sup>161</sup>

On the morning of the groundbreaking, as Perry was helping set up chairs for the ceremony, he looked down the Tamiami Trail. A police escort with sirens and red lights flashing was leading a caravan with the secretary general of the United Nations and the governor of Florida to campus. They were arriving two hours before the ceremony was to begin.

Perry, never at a loss for instant decisions, told Goerke to call the Miccosukee Indian Reservation and arrange for alligator wrestling, an airboat ride, and lunch. Perry welcomed U Thant and Gov. Askew and told them arrangements were made for them to view native Indian culture and a bit of Florida—the Everglades. When they arrived at the Indian village, everything was arranged. When Perry was asked what he would have done if Goerke had been unable to set up the events, he said that he probably could have gotten a job teaching high school in Naples, and he thought that would have been a good town in which to raise a family.<sup>162</sup>

U Thant loved his trip to the Everglades and complimented Perry for all the pre-planning. On that day, in Perry's groundbreaking account, a procession of stately dignitaries, conscious of the far-reaching importance of the occasion, wound its way to the spot destined to become historic to FIU to unveil the university's first plaque, located directly in front of the old airport tower. It reads simply:

## The Beginning

From the Earth that was turned here at Ground-  
 Breaking ceremonies, on January 25, 1971, Florida  
 International University grew into reality,  
 Participants in the ceremonies included:  
 Reubin O'D. Askew-Governor of Florida  
 U Thant-Secretary-General, United Nations  
 D. Burke Kibler III-Chairman, Board of Regents  
 Charles E. Perry-President of the University<sup>163</sup>

For more than 75 years, "the Miami Chamber of Commerce promised all new residents, businesses, and institutions, 'The Miami sun will smile upon you!' Thus was the case on January 25, 1971. On that day, nervous as expectant parents, Floridians young and old alike joined together on an abandoned airport field to give birth to one of Florida's first urban universities: Florida International University."<sup>164</sup>

Each of the more than 3,000 people in attendance held a small card signed by the president of the university saying, "Honorary Pioneer of FIU."<sup>165</sup>

At 11:29 a.m. Perry and U Thant each drove long-handled, gold-painted shovels deep into the drought-brown grass to symbolically start the construction of FIU. The groundbreaking also included many other state and local officials. The full assemblage of over 3,500 guests taxed the university's reception facilities, a large rented tent, to its limit. The Perrys were indebted to Mr. and Mrs. Frank Smathers who hosted a luncheon at their estate in honor of U Thant and the groundbreaking ceremony. Smathers was the only University of Miami trustee who ever did anything for the struggling new public institution.<sup>166</sup>

A fitting tribute was paid by Charles Whited of *The Miami Herald*, a columnist and long-time friend of the university. His description of the groundbreaking ceremony appeared in the January 26, 1971, edition of the paper:

Morning sunlight pierced an overlay of clouds and warmed the backs of 3,000 spectators massed on wooden chairs. A light breeze stirred the multicolored flags of nations, borne by uniformed Girl Scouts. The Carol City High School Band played appropriate ceremonial themes beside the temporary stage on wheels, brought in for the occasion. Park attendants tried to add a touch of splendor with potted palms around the stage, but without real success. Spread out on all sides were the acres of weeds, some of them newly burned off, and the empty runways with their cracks and chuckholes; and at the construction site itself, pile drivers and digging machines waited, their engines stilled until all the speeches had been made. Brooding down on the scene was the old

control tower. Once the nerve center of Tamiami Airport, it now provided temporary offices for Florida International University—a paper college about to become real. It was a bleak setting, then, for the birth of a great university, yet strangely stirring, too. The very bleakness seemed to lend dramatic effect to this day, Monday, Jan. 25—this day of groundbreaking. ‘Today,’ Charles Perry, FIU’s youthful president, said to the crowd, ‘I stand before you with a joyful spirit... Sixteen and a half months ago, we set up shop in that control tower. My first desk was a cardboard box, my first chair an overturned wastebasket.’ He had brought three aides with him from Tallahassee. ‘That’s all we have except for one other thing: a great enthusiasm to build a university of tomorrow.’ To legions of Dade County young people—today’s and generations of the future—it meant that at long last this, the most populous county in Florida, will have a state university. Some measure of the tremendous demand which FIU will serve was provided by Gov. Askew himself, when he said, ‘It is difficult to visualize, as we look across these open fields, that in less than a decade, this campus will be swarming with 20,000 students.’<sup>167</sup>

How right they were.

U Thant received the first FIU degree. His presence, more than anything else, put Florida International University on the map. The next day, newspapers around the country and around the world covered the story. U Thant didn’t realize how important it was to have someone like him there, but Perry did. It was a wonderful, exciting time to be able to have that groundbreaking and to say to the community and the world, “We are real.”<sup>168</sup>

One of the unique features of the groundbreaking ceremony was that it was a total university and community effort, an effort that involved very little money, but a great deal of volunteering. Many professionals from the community volunteered their services, for example, rising from a freshly-cut field of weeds, a large portable stage decorated with a collection of potted plants still had a blue sign reading Dade County Parks and Recreation Department. The university’s founders had left the words visible to honor the department’s kind donation. In fact, everything from the folding chairs to the limousine for the keynote speaker had been borrowed.

A public relations professional, highly respected as a speech writer for a former president, offered his assistance in writing and contacting the press.

An electronic company furnished sound equipment and technicians to tape the entire event and maintain sound systems.

The wives and daughters of consuls from 14 Latin American countries served as international hostesses and usherettes and later presented a 30-minute program of music and dancing from their native countries.

A local nursery and landscaping company furnished several hundred dollars worth of plants and other landscaping decorations and the personnel to arrange them properly.

The manager of a luxury Miami Beach hotel not only furnished the housing and food for the secretary general and his aides, but offered his Rolls Royce limousine and himself as a chauffeur.

A civic-minded housewife from Miami's large Cuban community coordinated international involvement, including relations with the consulates, and also, through various Cuban organizations, furnished mailing lists and Cuban food. Eight women from the community, representing several races, nationalities, and religions, and including Betty Perry, served as a Women's Advisory Committee, planning a reception for 2,500 people.

The Greater Miami Chamber of Commerce furnished its lists of 2,500 members, addressed the envelopes, and mailed the invitations.

The chairman of the board of a large banking group hosted a post-groundbreaking luncheon for more than 100 people at his estate to honor the secretary general, the governor, and university officials.

The area Girl Scout Council furnished 60 Girl Scouts and leaders to present a colorful ceremony featuring the flags of the United Nations.

A prize-winning high school band furnished music for the event. A former Cuban opera star, then residing in Miami, led the singing of "The Star Spangled Banner," all at no cost.<sup>169</sup>

Many other citizens of the Greater Miami area also assisted in various other ways.

The university had budgeted \$5,000 for the groundbreaking expenses. The total expenditure actually was \$8,874.94, with \$3,874.94 being donated to the university from private sources through the newly-formed Florida International University Foundation, Inc.

The actual planning for *Primera Casa* had begun within a few months of the arrival of Perry and his founding team in 1969, before there was a master plan for the university. Since they only knew in general terms what would be taught in the first building to be built on campus and what functions would be assigned office space in it, *Primera Casa* was designed for total flexibility.

On November 12, 1970, McDevitt & Street Company of Charlotte, North Carolina, became the low bidder on FIU's first structure. The company submitted a bid of \$5,295,000, in competition with six other firms; bidding went as high as \$6,034,000.

The bid process, which was held at the Holiday Inn on Brickell Avenue, was supervised by D. Neil Webb, administrator of the Division of Construction and Maintenance, Department of General Services, and John Pearson, South Florida zone director for DGS. Webb banged the gavel down precisely at 2 p.m., and the entire ceremony was over in 30 minutes.

Among the 41 people attending the bidding were Francis Telesca and John Greenleaf, Greenleaf/Telesca, the building's architects, George Peabody, project administrator, and William Trotter, director of estimating and specifications and business administrator for Greenleaf/Telesca.

Those from FIU were President Perry, McDowell, D'Oliveira, Trowbridge, and Folsom.

Norman Ford, estimator for McDevitt & Street, said the firm at the time was building the new Tampa International Airport in Tampa. In South Florida, he said the firm had built the J.C. Penney store in Dadeland and the Palm Club in Palm Beach, where the firm had a branch office.

McDowell asked when construction could begin; Ford replied, "We can start whenever you want."<sup>170</sup>

The building was an interesting concept in American higher education. Rather than being designated a library or classroom or administration building, this multi-purpose facility would always be flexible as long as the institution was in existence. Initially PC housed administrative offices, faculty offices, all academic offices, library acquisitions and offices, student services, food service, and everything else. It was indeed a multi-purpose, multi-function facility.

Perry remarked:

Presidents were often accused of having too much of an interest in building buildings. I suppose this is because in the sometimes hard-to-measure world of academe, buildings are all too frequently the only tangible accomplishments which mark the tenure of a university president. If, however, *Primera Casa* is ever perceived as my legacy, I hope it will not be for its massiveness—impressive though its 200,000 square feet of space may be—but rather for the attention which we paid to creating a human scale throughout this facility to match the concern for the individual student which had characterized all our academic planning.<sup>171</sup>

As part of the "humanizing" program for *Primera Casa*, a bold color and materials design was adopted for each floor. A distinctive signage program, using international symbolism for the building and the campus, contributed to a friendly and interesting environment for learning and living. Even though each floor of the building was the size of the playing field in the Orange Bowl, it was designed for total flexibility. Conversions could be accomplished in a minimum amount of time and with a minimum of cost. This was mandatory for an institution which had to be ready to open for 5,000 students and prepared to handle more than 20,000 in fewer than seven years.

Another unique feature of the building was that the first regional computer center of the SUS was housed there. The university got into the computer business early—on the second floor of the original control tower. The

seventh professional person hired at FIU was Edwin G. (Jerry) Edson, director of computers. For a while, he also acted as director of personnel, director of purchasing (he bought the university's first copying machine), and director of finance and accounting (he opened the university's first bank account). But basically, Edson was a computer man, formerly with FAU, and he lost no time in organizing computer operations.

At the time, the computer center served both FIU and FAU. The hope was that it would become a model for similar programs throughout the state.<sup>172</sup>

The floor plans for the new building began with the library, which took up the first floor and had a capacity for 155,000 volumes. A portion of the second floor was allocated for library facilities in addition to student services, academic offices, and classrooms. The third and fourth floors housed labs and classrooms. On the fifth floor were computer facilities, the president's office, administrative and academic deans, and office and conference space.<sup>173</sup>

The structure's foundation was laid in January 1971. Outside the building huge mounds of dirt surrounded the lake which had been dug behind the building, one of a number surrounding the inner campus, and part of the buffer zone separating the parking areas from the inner campus. The fill from the lake was used to raise the level of the building and to landscape and beautify the surrounding areas.<sup>174</sup>

With regard to parking lots, Florida International, certainly at the beginning, would be strictly a commuter college, with no dormitories. This meant that there would be automobiles by the thousands. Perry was determined to find a way to partially hide them. If his main guiding principle—emphasized in many speeches—was that “this nation cannot afford the luxury of universities which are aloof from the problems of society,” his second guiding principle was, “I will never surrender to the automobile.”<sup>175</sup>

To stress this, he frequently rode around the campus on a bicycle. And perhaps it was while cycling across the 344 wide-open acres that he decided there should be contouring of the land around the parking lots. This necessitated the digging of big holes to secure the earth needed for the mounds, and, of course, in Miami, a 20-foot-deep hole of considerable diameter turned into a lake.<sup>176</sup> So the once-level airport not only acquired earth mounds, but several lakes.

An interesting piece of FIU history occurred one morning at 2 a.m. when architect Francis Telesca was roused by a phone call from Chuck Perry asking him to add a whole new floor to the building, the fifth floor. Perry heard that there were some additional building funds available. Moving quickly, Perry, McDowell, Telesca, and D'Oliveira readied all the plans for the building, including the fifth floor, before the next Board of Regents meeting. The team spirit paid off and the Regents approved the plans.

Winner of a first place award in a national contest sponsored by the Construction Specifications Institute, *Primera Casa* also received the 1973 Award of Excellence for the outstanding concrete structure in Florida, and it was featured in *College Management Magazine*.<sup>177</sup>

As important as flexibility and serviceability was the desire that the building that “would have aesthetic value,” ... “built-in meaning and significance for the students, faculty, staff, and the people of Florida. To achieve a human scale and to emphasize the critical importance of the aesthetic, a noted artist and sculptor was commissioned to create and design a massive mural for the front of *Primera Casa*.”<sup>178</sup>

Bill Von Maurer captured the essence of the building in the *The Miami News*:

The building was massive, blocky, solid. It looked as if a mountain of stone had shuddered through the earth's crust. It was Miami sculptor Albert Vrana's task to humanize this giant cube, to ameliorate its ruggedness and to grace it with a feeling of academe.

Not an easy task.

Vrana, working with architect Greenleaf and Telesca, approached his work by first solving the problem of the repetitive, monotonous walls. The sculptor, whose genius was in his ability to work with concrete and to create new forms with it, designed huge abstract wall panels that were not only ornamental but load-bearing. The panels served as lintels cast with brackets to support floors at the second, third, and fourth levels. They are as structural as the walls themselves.

Molds for the panels were made of Styrofoam cut and glued in 400 four by 12-foot sections, seven of which made up a mold 12 by 28 feet. The molds were then sprayed to give the effect of eroded stone. The result was a panel 10 inches thick, weighing between 10 and 15 tons, depending upon size. Tied in place they gave the building a textured look, conquering the reiteration of blank wall.

All of this work was done at the building site in conjunction with the general contractor, McDevitt and Street Company.

Vrana's most challenging task, however, was under way at his South Miami studio. It was there that he created a metal and concrete sculpture for the face of the multi-purpose building that would not be dominated by it or become so massive that it became an entity in itself.

Vrana had demonstrated talent for levitating concrete, removing it from the more pedestrian uses for which it is known in construction and integrating it with metal.

It was this talent that he brought to bear in creating the bronze and concrete, three-dimensional, 80-foot sculpture he entitled *Las Cuatro Razas* (The Four Races).

Once again he used Styrofoam molds, as he did with the textured walls. Only this time he designed cement shells of great strength reinforced with wire mesh and sprayed with a charcoal aggregate of expanded shale. The shells were less than one inch thick when completed, almost indestructible and airy in appearance.

The shells were affixed to 31 abstract figures, constructed of architectural bronze sheet, hammered and brazed for texture and form. Standing five feet off the wall, the figurative forms weigh from 25 to 400 pounds and range in size from two by three feet to 16 by five feet. They are fastened to the concrete shell in an area 103 by 30 feet over the building's entrance between two stair towers.

Vrana said that he was inspired in designing his creation by the words of U Thant, secretary general of the U.N., at the groundbreaking ceremonies for the \$5.6 million building.

'It would not be enough,' Vrana explained, 'for FIU to be international in name only, but to be truly international it must recognize the opportunity to inject a mixing of culture in the life that surrounds it.'<sup>179</sup>

This influenced him to title the sculpture *The Four Races*. His hope was that the students would gain a new insight into the internationalism around them—different races and ethnic diversity. He chose the theme *The Four Races* because he saw "the lack of understanding between races as continually dividing the world's population." He explained:

With my sculpture for the Multi-Purpose Building, I have tried to show a three-dimensional contemporary interpretation of the four races of man. Interconnected, yet separate, with a common background. Some say this background resembles an urban skyline. I leave the viewer to his own personal and different interpretations. The relationship to a family concept, I think, is most strong. The sculpture also points out the division, yet the beginnings of understanding.<sup>180</sup>

When mounted on the building, the sculpture was flood-lit for maximum night effect. In an area poor in public art, *The Four Races* was "one of the most exciting workings in South Florida that the public could see at will. It also symbolized the new university's goal of becoming a cultural influence both in Florida and in other parts of the hemisphere."<sup>181</sup>

Kenneth Donahue, at the time director of the Los Angeles County Museum of Art, stated:

Vrana is unceasing in his investigation of space-mass relations. He was interested in new materials... he had even pioneered the use of new ones in the Southeast... but for him their intrinsic qualities are never an end, but a means. Each of his small sculptures is a discovery of some aspect of the



relation of space and mass and together they are preludes to his monumental sculpture... his major achievement: the fusion of sculpture and architecture in a manner rarely accomplished since the Baroque era.<sup>182</sup>

*The Four Races* is a constant, dramatic reminder that FIU serves all people—rich or poor, male or female, young or old—of all races. The sculpture cost \$40,000 at the time and the BOR originally refused to approve the project. It was again one of the times in which President Perry threatened to resign. He got his way, and the sculpture was completed.

While preparations were proceeding for the construction of the building, Perry and his crew were designing and implementing the construction of the second building to be built on campus, *Deuxieme Maison* (DM), French for “Second House,” a four-story classroom and office building.

The building, planning for which began in November 1971, was to be approximately 100,000 square feet in area and contain academic offices, classrooms, and lecture space. Architects were Anson, Grove, & Haack of Fort Lauderdale.

Located to the northwest of *Primera Casa*, DM, according to D’Oliveira, was compatible in design but different in character from the Multi-Purpose Building.

“A planning feature of the building was to bring the outdoors within the building. The office areas are on the upper floors and the classrooms on the first floor to work with the courtyard,” he explained.<sup>183</sup>

DM cost \$3,650,000; it was to be opened at the same time as, or shortly after, *Primera Casa*. One of the main purposes for the fast construction of the building was to solve the desperate need for classroom space on campus. However, it came in \$200,000 over bid.

This was a crisis situation. Perry and McDowell pored over figures late into the night. The decision: “Go ahead-build!”

With over 5,000 students expected to be taking classes, additional classroom space had to be found. The building was critical, and Perry was determined to open DM. Against the advice of legal counsel, and without board authority, Perry ordered construction of the second major building on campus. He was censured by the governor and Legislature and received a written reprimand from the chancellor. The building opened two months ahead of schedule. A brief informal ceremony marked the opening of *Deuxieme Maison* on Tuesday, January 9, 1972. Those participating in the ceremony included President Perry, Jerome, and Mrs. E. D. Pearce, a member of the Board of Regents.<sup>184</sup>

The new four-story building housed all faculty from the College of Arts and Sciences and the five professional schools, in addition to providing classrooms and two lecture auditoriums.<sup>185</sup>

Also under discussion and awaiting the beginning of construction was the third planned building on campus, the student services building, scheduled to be completed in 1974.

That was followed by the library, called the Athenaeum; the early version of this Greek word was applied to buildings in ancient Greece which were dedicated to Athena, the goddess of wisdom and the arts.

The opening of bids for the new library-auditorium building was conducted by Donald Z. Bailey, projects manager of the Department of General Services, on May 16, 1974, in Primera Casa Room 521.<sup>186</sup> The bid of \$4,544,500 was awarded to the low-bidder, the M. R. Harrison Corp of Miami.<sup>187</sup>

The library included interspersed open stacks and reading areas with closed alcoves for group study or typing. The combined curriculum lab and media center provided print and non-print resources for student use. One area housed specialized resources to support the university's involvement in international affairs and environmental and urban problems. The form of the new library followed its function as the central resource area for a growing student body of commuters who required efficient library services in the time they had between classes and jobs.<sup>188</sup>

The Athenaeum provided more than triple the space of the old library, then housed on the first floor of Primera Casa. The facility also had a 560-seat auditorium which was the only place on campus that could be used for large lectures, concerts, and musical entertainment.

The Athenaeum Auditorium was built as a separate facility, with the central corridor a unique feature, providing an entrance to either the library or the auditorium, the latter of which became known on campus as AT 100. The Faculty Convocation of 1975 marked the first event to be held in this spacious and attractive auditorium, which could be subdivided into three smaller spaces.

The next building to be constructed, *Viertes Haus* (VH), "Fourth House" in German, contained laboratory space for the School of Technology, faculty and staff offices, a film library, media services center, music and fine arts laboratories, and the second duplicating center on campus.

Following *Viertes Haus* was *Owa Ehan* (OE), meaning "Fifth House" in one of the Nigerian languages. The three-story building housed faculty offices, classrooms, and laboratory space for programs in the physical sciences, biological sciences, health sciences, and hotel, food, and travel services. Designed by Herbert Johnson & Associates of Miami, the concrete structure's main appeal was its central courtyard with 53,000 usable square feet of space; OE's total project cost was \$5.3 million.<sup>189</sup>

As part of the court system, *Owa Ehan* was built directly opposite *Viertes Haus*. In effect, it thus completed the third segment of two courts.

OE housed the first kitchen and dining room seating 45 for the School of Hotel, Food, and Travel Services, and for years served as the experimental dining room for volume feeding classes, originally taught in 1972 by faculty member Bill Morgan at the Lindsey Hopkins School in downtown Miami.

As the campus was being built, an early decision was made by the planning team that FIU would be in the education business only, not the housing business, not the food service business, not the bookstore business, and not the medical business. Private enterprise would provide all of these services.

Ron Arrowsmith, director of administrative services, reported that outside contracts had been awarded for the university's first food service and bookstore contracts.

The contract for FIU's first food service went to Servomation-Mathias, Inc., which was also serving students of both the University of Florida and the University of West Florida. Servomation pioneered the fast-food approach with experiences gained in operating under the trade named "Red Barn" and "John's Place."

July 24, 1972, marked the opening of the university food service, at the time located on the second floor of Primera Casa. During the first week of service, only a very limited menu was offered. As equipment problems were solved, the menu was expanded.

The bookstore was operated by the Missouri Book Company; founded in 1909, the company had operated bookstores at the University of Missouri, University of Colorado, University of Southern California, and Michigan State. Because this was its first bookstore in Florida, the company planned to make it a model operation.

The construction of the turnpike cloverleaf on the Tamiami Trail posed another interesting incident. The west Dade portion of the turnpike was under construction, to open in May 1974. When Perry saw the original plans, there was a southbound exit only, but no ability to get back on the turnpike to go north. He immediately called Jim Hunter of the Department of Transportation, and insisted that a meeting be set up with Jay Brown, the commissioner of roads. Perry was told nothing could be done, which was obviously the wrong thing to tell the young president.

He flew to Tallahassee, insisted on seeing the governor, and told him for perhaps the fifth time in his career as president of FIU that he would resign if a cloverleaf was not built close to the campus. Perry left Tallahassee with the new plans for the intersection of the cloverleaf. At the same time that the turnpike was opened, it was decided that SW 107th Avenue would be made the main entrance of the university. The state and county obliged, and in 1974, the road became four lanes.<sup>190</sup>

As construction continued on campus, negotiations were also under way for FIU to purchase the beautiful Biltmore Hotel in Coral Gables. For years,

the Biltmore was the place for socialites of the East Coast to go to dine and dance. Then the Biltmore went under financially and closed its doors. At the end of World War II, the federal government took over the vacant structure to operate it as a Veterans Administration hospital. In 1968, however, the Biltmore once again became an abandoned property—"until declared to be in excess of government needs."<sup>191</sup>

Developers had long sought the hotel and its grounds—especially the grounds—offering to swap sites with the government in Georgia and North Carolina. But Perry, after viewing the historical edifice and envisioning students and faculty and staff all over the place, developed a strong argument for the government to turn over the property to FIU. He pressed his case in Atlanta and in Washington, D.C.

Meanwhile, the city commissioners of Coral Gables decided that the public use of the Biltmore should be for the people of Coral Gables. The commissioners put in a bid for the highly valuable, if somewhat faded, property—and got it.

In withdrawing any claim for FIU, Perry did not feel that he had lost a battle. He had helped make the Biltmore a public issue.<sup>192</sup>

At the same time negotiations were proceeding regarding the Biltmore, the fate of the only center for public higher education in Dade County was being decided, the so-called "Downtown Center" or "The Ida Fisher School."

In early 1968, FAU received an allocation of approximately \$175,000 to open a continuing education center in Dade County; county residents voiced their outrage. They felt that this "hole-in-the-wall" operation, as they called it, would jeopardize the timely realization of a full-scale state university in Dade County.

The operation proceeded, however, and was located at the Ida Fisher School on Miami Beach. The Miami Beach City Council was exuberant. Mayor Jay Dermer privately assured FAU officials that they could ask for anything they wanted and made other efforts to induce the state to establish a four-year university on Miami Beach.<sup>193</sup>

The Ida Fisher operation opened in 1968, and at first was deluged with students. In 1969 FAU President Kenneth Williams and Perry met to discuss what should be done with the center. Perry recalled that Williams said that FAU wasn't going to continue operating the facility.<sup>194</sup>

The Board of Regents decided that FIU would assume responsibility for general credit-granting continuing education programs in its total geographic area in 1972-73. FAU would be responsible for the administration of the Dade center through 1970-71 as far as the undergraduate program was concerned, and FIU would assume total administration of the center in 1973-74.

FIU worked closely with FAU to identify students who had not completed degree requirements and both did everything possible to assist them to

complete requirements at FIU. It was decided that the undergraduate degree programs would cease after the 1972-73 fiscal year.

It was further agreed that no major capital investment would be made in the Ida Fisher School and all library books would revert back to FAU. A judgment would be made on the allocation of the center's equipment when the future role of the center was determined. By 1973 the center was closed.

In the late 1960s and early 1970s, there was also serious discussion about a merger between FIU and FAU to create a regional university. There was also discussion of mergers between FAU and the University of Miami, between FAU and Nova University, and between FIU and Nova University.

In 1968, University of Miami President Henry King Stanford, a very popular and colorful old-style academic leader who wore a flower in his buttonhole every day, called FAU President Williams and asked if he could meet with him. Williams and Roger Miller, FAU's vice president of business affairs, listened to UM's cautiously put message. UM wanted to know under what conditions FAU would be willing to merge with UM, with Miami becoming a Dade County satellite of FAU. UM gave the impression that they thought that their precarious financial position might be made much worse with the advent of a state university in Dade County and they doubted that FIU would be amenable to taking them into its structure. FAU administrators asked many questions, made no commitments, and parted on friendly terms, promising to stay in touch.

FAU officials discussed this with Chancellor Culpepper, Board of Regents staff, and board members. The reaction of the BOR was essentially positive. There was, however, no further contact from the University of Miami, and later when FAU inquired if there was continuing interest on UM's part, they received a negative answer.<sup>195</sup>

In this same general time period FAU received indirect and exploratory approaches from Nova University in Davie, which at the time was primarily a research and graduate school serving Broward County. If FAU acted expeditiously, they could acquire the university for \$900,000. FAU thought this would be a very smart move, providing FAU with a satellite in Broward County and some extremely valuable real estate. This, too, never materialized.<sup>196</sup>

A member of Nova University's board of trustees, at approximately the same time period, approached FIU officials about the possibility of selling or giving the existing Nova University property across from Broward Community College to the SUS. If this had occurred, FIU could have run a campus adjacent to BCC.<sup>197</sup>

A history could be written about the efforts—overt, conspiratorial, treasonous, legitimate, illegitimate, and, at least a few, well intentioned—to merge FAU with FIU, almost all of which had their basis in politics, power, and ego.<sup>198</sup>

According to Perry, members of the BOR, along with President Williams of FAU and his top staff, had approached him with the idea of combining the two institutions, with Perry as president, to form a regional institution. An FIU position paper stated the following: "As an alternative to the continued development of Florida Atlantic University on its present course would have been the consolidation of its programs with those of Florida International University. Such an alternative would have reduced the pressure on Florida Atlantic to meet projected enrollments in many program areas and would have allowed it to serve a specialized function in the totality of the South Florida region."<sup>199</sup>

At the time, some of the FAU faculty saw a merger with FIU as a solution to the slowness of growth of FAU and the passive style of its president.<sup>200</sup> FAU might, for example, be considered the north campus of FIU, since FIU, in its planning document, was conceived as a multi-campus university serving the Dade-Broward-Monroe-Collier complex.

If this merger had come about, both universities would have had one set of administrative officers. This streamlined arrangement made sense from a management and fiscal point of view and from the educational concept of a regional university serving a given population area. The implications of such an arrangement "suggested the possibility of cooperative utilization of staff and faculty which could have resulted in certain economies, as well as ensuring a total region philosophy."

The position paper further stated:

Although many administration functions would have to have been present on the Florida Atlantic campus, they would have been at lower administrative levels. In addition, academic program administration would have been less costly since it would have been possible to have deans and department chairmen serving both campuses, with assistants serving on each campus. Thus, high-cost administrative positions would not have been duplicated. The geographic location of Florida Atlantic would have continued to be a problem, however, even if the two institutions were consolidated. It would have been unreasonable to anticipate that students would commute 120 miles each day. But it was conceivable that a transit system could have been devised to allow the economical movement of students to the Florida Atlantic campus for particular quarters or days within a quarter. Courses requiring this particular capability of the Florida Atlantic campus could be scheduled there with bus service from the Tamiami or Interama Campus of Florida International. A regional state university for South Florida would have also solved the jurisdictional issue regarding Broward County between Florida Atlantic and Florida International. In addition, the future development of public higher education in the Naples and Fort Myers areas would be encompassed by this arrangement, as would all other future university development in South Florida.<sup>201</sup>

In a confidential letter to Reps. Robert Graham and Talbot D'Alemberte, Perry stated, "Although it may seem somewhat crazy, one of the major problems connected with the 'regional university' concept is the name. Because of that, I have given some thought to that issue and come up with a possible solution: Southeastern University. This institution would have several campuses: Boca Raton, Tamiami, Interama (FIU's North Campus), Broward, etc."<sup>202</sup>

Legislation which was eventually proposed by Graham and Myers (SB 831) to combine the two universities with one president in charge failed by a slim margin.

In a confidential letter to Perry and Williams, Chancellor Mautz stated that he had received letters from several legislators informing him that it was their intent that the two institutions operate cooperatively within the framework of a regional university concept, and that subsequent appropriations bill would reflect that intent. He said, "As you know, the legislative bill authorizing the Board of Regents to combine Florida Atlantic University and Florida International University did not pass, and the section in the general appropriations bill authorizing the Board of Regents to co-merge any two or more universities as they deem feasible was also vetoed by the governor."<sup>203</sup>

Mautz appointed a coordinating committee with Vice Chancellor Allan Tucker as chair to discuss the issue and asked Tucker to discuss with both presidents the composition of the committee prior to the appointment of its members.

The discussion regarding a merger of the two universities had been contentious and was addressed by each of FIU's presidents during his tenure. As recently as January 14, 1998, in a letter to the editor of *The Miami Herald*, Perry advocated the establishment of a regional university. In his letter, Perry said:

If Florida's political and educational leaders truly want to serve this vast area's higher-education needs, they must regionalize by merging the following seven institutions into one: Florida International University, Florida Atlantic University, the University of Miami Medical School, Miami-Dade Community College, Broward Community College, Palm Beach Community College, and Florida Keys Community College.

This would create an institution with approximately 175,000 students and an annual operating budget of about \$1.3 billion. By any evaluation, this would be a significant university.

Moreover, it would be able to compete with the University of Florida, Florida State University, and the University of South Florida. It also could have a law school, other professional schools, and, if wished, even a football team.

Most important, it would compete for academic funds, research grants, community-outreach programs, building funds and in other

critical academic areas that are beyond reach at present because of fixed statewide budgeting based on numbers.

Regionalizing also could save a significant amount of money by reducing various overhead costs. Regionalization is not a new concept in Florida; it is used in transportation, water management, and other important areas of state government.

We now need to regionalize in higher education, particularly in Southeast Florida. I could write a book about all the positive things that would result. My role here, however, is to introduce the idea and let those interested think about it and respond.

I know that this vision for higher education in Southeast Florida for the 21st century will be opposed by a great number of institutions and people who want to protect their turf. Yet the present system does not provide the quality of higher education that this vast region of Florida requires and should demand.<sup>204</sup>

In the 20-month period between the groundbreaking for Primera Casa and the official opening of the university in 1972, no more important issue was discussed than the relationship that the university would have with its student body. Perry, at a time in the history of the U.S. when the American public was skeptical and questioning the conduct of the majority of college students, insisted that students be involved in the decision-making processes of the university.

In 1970, two years before students were to arrive on campus, the president sent a letter to prospective students, inviting them to meet with him. Perry wanted to solicit their input for the master plan for the university in order to provide a student voice from the very beginning of the institution. Students were to be members of the major committees in such areas as curriculum, faculty searches, budget, athletics, and food service. He believed students were the reason the university existed, not the other way around.

The importance of students was related in Perry's first convocation address to the faculty in the fall of 1973:

We must not forget our first stated goal, that we are here, that we have jobs, that we receive paychecks as a direct result of the faith that students have in us as educators. If it weren't for students (young and old, black and white, rich and poor), we would not be here today. And it is important that we not just think of students in the traditional sense! I'm not talking just about full-time students, nor am I necessarily talking about baccalaureate degree-seeking students, nor master's degree-seeking students; no, I am talking about all students who are interested in learning, students who really believe that their race to learn has only begun.<sup>205</sup>



Before FIU's opening, one of the four founders, Nick Sileo, a strong advocate of student participation, was appointed dean of students; by July 1971, he had already spent several years in planning, staffing, and organizing his new division.

Sileo had maintained a pace that would wear out a good college miler. In addition to office routines and planning demands, he had visited more than 30 public and private universities to observe and evaluate student programs and organizations, always with a keen eye for the most original and imaginative efforts.<sup>206</sup>

Sileo inaugurated the Division of Student Services with five branches, each having a director. The Office of Student Records and Services was responsible for admissions, registration, and records. The Office of Admissions officially began its work of processing and admitting students on October 1, 1971, and for the 1972 fall quarter handled in excess of 9,000 applications. For the first year and a half, the processing of applications was conducted by a staff of eight, including the director.

Few areas of the university were required to function fully from the time they opened the drawers of their desks, but the Office of Registration and Records was one of them. It commenced its activities in January 1972, and students started registering for classes the next month. The first registrar was Ron Butler, and the first director of college and school relations was Doug Hartnagel.

The Office of Student Athletics and Recreational Sports was responsible for programs in intercollegiate sports, intramurals, special club sports, and general recreation; its first director was Doyt Perry, no relation to President Perry. The Office of Student Health and Welfare Services had the responsibility for counseling and guidance, financial aid, health services, career planning, and international student services; its first director was Don Smading. The Office of Student Social and Cultural Services was responsible for student organizations, student activities, student government, and publications; its first director was Terry Spence. By 1973 the Office of Cooperative Education was established; its first director was Dick Estadt, and Karel King, Olga Magnusen, and Patrick Russell were assistant directors.

In 1973, all full-time students spent \$10 of each quarter's tuition fee in supporting the Student Health Service. Located in Primera Casa, it provided emergency medical assistance for students, faculty, staff, and guests. The clinic had a waiting room, treatment room, office, and storage area.

Robin Oakie was one of two registered nurses who keep the health services offices open from 8 a.m. to 9 p.m. every school day, treating such conditions as colds, headaches, upset stomachs, and minor skin rashes. People with serious medical problems were referred to their family doctors or either of the two physicians on contract to FIU. An experimental, one-year medical con-

tract was issued on May 12, 1972, to L. A. Askowitz and Associates for on-campus health services.<sup>207</sup>

The operations of the Division of Student Services were based upon the assumption that these activities were an integral part of the learning process for which FIU had been established. Consequently, all student services were predicated on the assumption that they were academically-oriented activities demanding professional competency from staff members comparable to that required of faculty members. Recruitment for staff members would therefore be based on criteria which included as a major consideration a candidate's "knowledge about the human personality in a social setting, with the goal of working toward the ideal of helping to create sound human personalities in real social communities."<sup>208</sup>

In 1971, the first student activity fees were based on an estimated 3,000 full-time students, for a total of \$330,000 as follows:<sup>209</sup>

Student activities and union functions	\$ 25,000
ID cards (no pictures)	\$ 2,000
Health service (one nurse on campus)	\$ 100,000
Student government	\$ 5,000
Student publications (newspaper, no yearbook)	\$ 15,000
Intramural (recreational sports)	\$ 15,000
Lyceum activities (speakers)	\$ 25,000
Student recreational facility reserve	\$ 50,000
Intercollegiate athletics (no separate athletic fee)	\$ 60,000
Contingency reserve (10%)	\$ 33,000
Total	\$ 330,000

In 1972, Sandra Clark, the first woman to hold a major deanship at the university and the first female dean of students in the history of the SUS, replaced Sileo as dean of students.

Clark arrived in Miami on July 2, 1972, after driving 3,000 miles cross country and leaving behind her former position as special assistant to the vice chancellor for student affairs and dean for project planning at UCLA.

She brought to FIU a vast amount of experience, including service as a U. S. Office of Education Fellow during 1969-70, associate dean of students at UCLA from 1966-69, and dean of women at Hiram College from 1963-66. Clark received her doctorate from UCLA, her master's from San Jose State, and her bachelor's from the University of the Pacific.<sup>210</sup>

Now dean for 5,000 students, and one of the unique characters of FIU's early history, she turned some heads immediately when she began a student advisory board for the university. She talked about not liking international student clubs because "foreign students didn't come here to be together. They

came to be with us." She also discussed setting up career ladders for clerks and secretaries because, from her point of view, "Secretaries were supposed to help make policy and not just coffee." Finally, she said she'd like to be thought of as a consultant, and not a controller.

At 34, Clark was an independent, self-disciplined, let-the-chips-fall-where-they-may, self-determined woman who meant it when she said, "I've never let people say 'no' to me and stand in the way of something I've wanted to do if I thought it was an unreasonable 'no'." Her aggressive, sometimes abrasive, behavior was for the most part in defense of students for whom she truly seemed to care. She was what was needed, a student advocate, in the early years of the development of the university.

The Department of Campus Safety was founded in May 1972 as a branch of the State University Police; the original security of the campus had been the responsibility of a variety of individuals, including the founding staff.

In FIU's early years, security for the modular buildings was maintained by a private security service, FIU student help, and each FIU staff member. The private security service supplied guards from 5 p.m. Friday until 8:15 a.m. Monday. In addition, each night an unannounced patrol service was provided.

During the week, student guards maintained security from 5 p.m. to 8:15 a.m. in the Tower and the Modular Building, and patrolled the temporary library area housed in the Tursair Building.

But each university staff member was asked to provide the following services:

- In the trailers: The last person to leave was asked to check to see that the lights were out and all three doors and windows were locked.
- In the library: The last person to leave was to check to see that both internal receiving and main entrances were locked.
- In the mailroom and central receiving: The last person to leave determined that the large receiving door and the exterior doors were locked.
- In the Tower: One person was designated to see that all doors and windows were closed and locked and that the only alarm on campus was set.
- In the Modular Building: Security guards locked exterior doors at 6 p.m. and opened them at 7 a.m.

In 1972, the Department of Campus Safety began its police activities with five men: Edward Lee Brown, 26, who retired from FIU in 1997; Michael D. Barney, 21; Jeff Blackwell, III, 27; John P. Rizzo, 23; and Wesley C. Sutter, 36. They all attended the Dade County Police Academy to meet the requirements of the Police Standards Board.<sup>211</sup>

In the beginning, the department had only one unmarked station wagon with no emergency equipment. By 1974 there were 18 personnel and three marked vehicles with equipment to handle all medical emergencies including

minor fires. The station operated on a 24-hour, around-the-clock basis, providing various police and non-police services to the FIU community. Records show that from June 1972 until May 1974, Campus Safety officers answered more than 5,000 calls for police assistance of some type.<sup>212</sup>

Harcourt I. Clark, FIU's first director of campus safety, was formerly the shift commander of the University of Miami's security force, where he directed and coordinated various safety programs. He was named the most outstanding officer by the city of Coral Gables in 1964.

The major point of contention regarding public safety in the early years was the proposal in 1974 to change their uniforms from the original blue blazers and gray slacks to military, police-style uniforms. The officers were quite vocal and divided on the issue.

Many of the officers pointed out that if an individual was in need of protection it was much easier to spot a uniformed officer than one clad in a blue blazer and gray trousers. Joe Silas, an officer on the force, was strongly against the proposed change: "This is more or less a progressive, informal campus; a uniform would be out of place... (and)... would not be conducive to the type of atmosphere we have here."<sup>213</sup>

Perry, when asked by *The Good Times*, the student newspaper, to comment on the officers' uniforms, ended the debate: "My position on having traditional police uniforms for our Campus Safety officers remains the same as it has been for the past five years. That position is that our officers will wear blazers and slacks (or skirts in the case of female officers). As long as I am president, and have any control over the matter, our officers will not wear traditional police uniforms or carry guns."<sup>214</sup> The issue was closed.

The university's first chaplain, Rev. Galen Hora, the past parish pastor of Christ Lutheran Church in Greensboro, North Carolina, was appointed in 1971 to develop a program for campus ministry at FIU. By FIU's opening day, the Committee on Religion and the University was established and the beginnings of a campus ministry program were firmly in place.

By 1972, groundwork for the opening of the university had been completed. Academic programs were in place; faculty had been interviewed, hired, and, for the most part, assigned to offices, and student services and public safety were operational.

The questions and concerns that faced the university were numerous. How many students would there be in September of 1972? Where would the heaviest teaching loads be? Was there adequate space? FIU representatives had met with their counterparts in the community colleges and held sessions with prospective students. Information booths were manned by faculty and staff at metropolitan fairs. Faculty and staff had gone into the marketplace, setting up booths at shopping centers and reassuring the public that this was a real university, with a real faculty and real purpose.

University publications announced that more than a quarter million pieces of information were sent to prospective students and others. At first, there were just mimeographed fact sheets. That was followed by the first introductory catalog in December 1971, and a course description supplement; these two publications alone contain more than 300,000 words, and each statement which was made called for a decision.

All media were enlisted to inform the public of the opportunities at the new university, and cooperation was tremendous. More than a million words had been printed or spoken by the media to tell the story of FIU. The university's clipping files in the archives contained some 1,500 newspaper articles and 33 magazine articles.

More than 50,000 questionnaire cards were sent, asking prospective students to express their particular interests, with more than 15,000 returned. Six months before FIU opened, more than 5,000 applications for admission had been received, and they continued to pour in, 40 to 50 a day.

Excitement filled the air on opening day, September 14, 1972, when 5,667 students were registered, the largest opening enrollment of any of the more than 2,000 universities and colleges in the nation's history. The first undergraduate student was Richard Nicosia, and the first graduate student, 76-year-old Leon J. Ell. Faculty, staff, and members of the community gathered at the entranceway of *Primera Casa*. Students not scheduled for classes for several days were there already, and the crowd was estimated at more than 2,000.

The opening day audience heard a congratulatory message from the White House. President Richard M. Nixon stated:

The opening of each new educational institution is an important milestone in the growth and development of our nation. As Florida International University joins the American academic community, I am proud to extend a warm welcome to its administration, faculty, students, and friends, and to wish you every success in the ambitious goals you have set for yourselves.

Your outlook and your hopes for the future indicate that you're aware of your great responsibility, not just to your students and faculty, but to your local community, to your state and nation, and to the world at large.

I admire the responsiveness of your programs to the challenges of educational as well as community progress. I know that the same strength of purpose will ensure many years of healthy and constructive expansion for your institution and many significant contributions to those whose lives you touch."<sup>215</sup>

A proclamation was read from Metropolitan Dade County Mayor Steve Clark; other speakers included Floyd T. Christian, commissioner of education;

J. J. Daniel, chairman of the Florida Board of Regents; and Carolyn L. Pearce, Board of Regents member from Miami who was a special friend of the university and had watched the university grow from its inception.

Serving as master of ceremonies was Vice President Jerome. The invocation was given by Rev. Edward T. Graham, pastor of Mount Zion Baptist Church, and the benediction by Most Reverend Rene H. Gracida, auxiliary Bishop of the Archdiocese of Miami.

Florida International University was officially declared open at 10:57 a.m. by President Perry when he declared:

One thousand one hundred and sixty-five days ago, the Board of Regents charged me with the responsibility to build a new university. History will record that Florida International University was officially opened on September 14, 1972. The building process has begun and it will last forever, because it is the nature of a university always to be building—the mind, the body, the spirit. This is a proud and joyful moment in the life of this institution of higher education. But our work to date is only the beginning, for Florida International was conceived in the minds of men to serve mankind by constantly searching for truth and a better life. To these ends, as expressed in the university's three basic goals of education of students, service to the community and greater international understanding, we are totally committed.<sup>216</sup>

The ceremony featured the first lighting of the Torch of Knowledge, Service, and Understanding, in memory of the late state Sen. Ernest R. Graham. The four founding fathers, Perry, McDowell, Waugh, and Sileo, were presented with Founders Day plaques by the Board of Regents as a tribute to what they had accomplished in three short years. The ceremony also included the unveiling of the university's Goals Plaque, located on the main staircase of the PC Building, which had arrived less than two hours before the ceremony; the cement was still drying as the plaque, donated by Mr. and Mrs. Leon J. Ell, was presented.<sup>217</sup>

Blanca Bello Riley, a student and currently director of academic space utilization, scheduling, and analysis, attended the ceremony and classes on opening day; she recalled the excitement of being part of history in the making.

Everything even smelled new and clean. The day was beautiful; the sun was shining; people were so happy and smiling. We felt a sense of belonging. We only had one building, but it was ours, and we knew more were coming. We were a part of something new and wonderful. It is a feeling I will never forget. I was so proud to be a part of FIU. We really believed that it was our school. I remember the teachers were as excited as we were. They were telling us in class that FIU was going to be different and exciting.<sup>218</sup>

Gisela Casines, current associate dean of the College of Arts and Sciences, started classes as a junior that same week. “We felt really good about being a part of something that had such tremendous potential,” she said. “I was a student, on the outside, but I always knew that we wouldn’t stay a commuter school of 5,000 students.”

The first image that comes to Casines is of PC, the cornerstone of the university. “My most vivid memory is of the brightly colored walls,” she said. “We used to have reds and blues and all kinds of murals on them.”

Casines said having the entire university in the same building had a certain charm. “I guess the biggest difference was that there was a cozy feeling to having everything in the same place,” she said. “I liked the smallness of it, the intimacy.”<sup>219</sup>

Clair McElfresh, professor emeritus, recalled that opening day experience. “There was something very intriguing about giving birth to a university. That’s a very rare opportunity in a lifetime. There are very few people who are ever in on the ground floor of a university. I came here to FIU and taught an 8 a.m. class the first day they opened the doors.” McElfresh said that that first day of classes was one of the most memorable days in his life:

There was so much excitement. When they first started talking about the university, no one realized there would be so many students. We started with over 5,000 students; it was the biggest opening day ever for any university. That really demonstrated the need for a university in this community. Not only was the faculty tremendously excited, but every student was excited. There was so much hoopla going on. I’ll never forget it. It was just like seeing a baby being born and hearing its first cries... That day has grown into a total love affair for me with this place, and I mean that sincerely. FIU has been a tremendous growing and building experience that few people could ever have been a part of. You really had to roll with the punches. There were many projects where we went too fast, and you didn’t have time to breathe, and you worked all kinds of hours, but nobody cared. There was a camaraderie that you didn’t find in a lot of colleges that are very established. Everyone knew everyone’s name. You got to know everybody. There was a certain kind of rapport that went on for several years that couldn’t be matched anywhere. And the love affair grew.<sup>220</sup>

Carmen Brown, current director of admissions, was an FIU student and OPS employee in 1972. She recalled the tremendous excitement of being part of the opening of a new university and moving into her office in the new Primera Casa building. There was a letter of thanks from President Perry and a red rose on her desk, as well as on all the other desks in the building. “That’s the way things were done in those days.”<sup>221</sup>

Obviously things were not picture perfect on FIU's opening day. Art students found themselves painting inside old airplane hangers hastily converted into leaking classrooms. The hanger doors were always wide open to take advantage of faintly stirring breezes; there was no air conditioning. Music students often found themselves in hallways of buildings or forced to play outdoors. Janat and John Parker, FIU professors since 1972, remembered their offices being in an airplane hanger; when it rained on the tin roof, one could hardly hear. And on that opening day there were also computer glitches that sent students looking for classrooms to doors marked "restrooms," and students taking classes in the food service area, student lounge, or under the PC steps because no rooms were available.<sup>222</sup>

Prior to opening in 1972, the university's organization had reflected the planning mission of the institution. It was now time to organize for full academic operation. Thus FIU experienced its first reorganization.

In order to move closer to the academic administration concept as originally outlined in *The Birth of a University and Plans for its Development*, Bill Jerome, vice president for academic affairs, assumed a much broader administrative role during 1972-74, with an increased number of major university programs under his direction.

Specific changes in academic affairs included the appointment of Glenn Goerke as associate vice president for academic affairs and dean of faculties. In this position Goerke chaired the Academic Deans Council and worked closely with those deans and the vice president for academic affairs in developing the overall academic program of the university. Ron Butler was promoted to the position of assistant dean of facilities and university registrar. The entire admissions, registration, and records program was responsible to the office of the dean of faculties.

Another addition in academic affairs for 1972-74 was the appointment of the dean of the School of Technology, which completed the professional school leadership cadre as described in the master plan.

A new division, Special Programs, was added, with Jules Pagano as dean. This office assumed two of the major responsibilities that had been in the Division of University Services and Continuing Education, contracts and grants and independent studies.

The dean of environmental and urban problems and the dean of international affairs also reported to Jerome, as did Nancy Goodwin, coordinator of institutional research. The Division of Student Services was also added to the academic affairs portfolio, and the Office of School and College Relations moved from the Division of University Relations to the Division of Student Services.

The administrative affairs area had fewer changes for 1972-74. In 1974, McDowell was promoted from dean to vice president of administrative affairs,



becoming the second vice president at FIU. Richard Webster, the institution's first budget coordinator, was responsible to Administrative Affairs, as was FIU's first state-mandated internal auditor.

Changes within the Division of University Services and Continuing Education for 1974 consisted of contracts and grants and independent studies being moved out of the division and into Academic Affairs.

The primary change in the Division of University Relations was the movement of the Office of College and School Relations to the Division of Student Services. Rafe Gibbs, author of *Visibility Unlimited*, the first history of FIU, was named director of publications, in addition to being assistant dean of university relations and development. The alumni office opened in 1973.

The Office of Planning and Analysis in the Office of the President was decentralized in 1972-74. Institutional research was moved to Academic Affairs and the institutional budget responsibility placed in Administrative Affairs. This change more closely aligned these two functions to the primary areas of the university. Keith Trowbridge assumed the title of the first director of university planning, responsible directly to the president with the duties of long-range planning, coordination of the university's planning councils, supervision of the various coordinating councils, and university-wide tasks assigned by Perry.

During the 1972-73 academic year, Goerke was also named acting provost of the Interama Campus.

A University Council, established in January 1971, was given the mission of information dissemination, program coordination, and regular reporting from key areas of the university. There were also three decision-making councils, the Academic Council, the Administrative Council, and the Public Affairs Council.

The Academic Council consisted of Vice President Jerome as chairman, with deans Lewis, Sowards, Waugh, Goerke, and Sileo, and Cordell. This group was responsible for making recommendations on academic matters, including student affairs, to the president for confirmation.

The Administrative Council, chaired by McDowell, included Arrowsmith, D'Oliveira, Edson, Klinger, McCall, and Slayton. It, too, made recommendations to the president for final determination.

The Public Affairs Council, chaired by Olson, and including Folsom, Gibbs, Giordano, and Doyt Perry, was responsible for making recommendations to the president for all matters related to public affairs, general university relations, and other public relations programs.

In addition to these councils, a President's Council, made up of Jerome, McDowell, Olson, Goerke, and Trowbridge, functioned for day-to-day operational discussions and decisions.

Shortly after the official opening, students became involved in every aspect of the life of the university. One of those first involvements was a

school newspaper. Today the university has a School of Journalism and Mass Communication, but when FIU opened there were no journalism classes. There were, however, media-minded students. On November 17, 1972, *Action*, FIU's first student newspaper, was published. It wasn't large—four typed pages measuring only six by nine inches—but it was a beginning, just two months after the university opened. According to Charles Ilvento, current professor in hospitality management, and also the first adviser to the paper, and the first volunteer director of student activities, the “guys” in hospitality management started the school newspaper. Ilvento remembers going to see Perry with the idea of starting the paper. Perry told him to “go for it, but watch your ass and remember that it would be me who is the fall guy if anyone is sued for whatever reasons.”<sup>223</sup>

The first editor of the paper was Scott Jay, who in an editorial in the first edition complained about “the red tape which had delayed the birth of the newspaper for a few weeks.” To finance the paper, Dave Wilson, the first director of media and technical adviser to the paper, contributed \$250. The paper was put together in the first student activities area at the university, the student lounge on the fifth floor of PC, with students often working until 2 a.m. The first advertisements were sold to area dress shops by two student models who were also hospitality students. The newspaper was on its way.<sup>224</sup>

A university nickname and mascot were next on the list. The University Nickname Committee suggested the Ambassadors, Diplomats, Amigos, Suns, and Trailblazers. After much discussion on the names, Judy Blucker, a member of the committee, suggested combining “Suns” and “Blazers” to make “Sunblazers.” The name “Sunblazers” was selected for the FIU sports teams by an all-university vote on April 27, 1973. James Houk, an art major, won \$100 for his full color drawing of a Sunblazer, a nickname that lasted until 1987 when it was changed to the Golden Panthers. The mascot was called “Sun of a Blazer.”

In keeping with the democratic spirit of FIU, students became involved in university governance. One year prior to opening, an ad hoc advisory board on student services was created to include three students from each of the Miami-Dade Junior College campuses and Broward Community College, and three general representatives at large; all were students who had been in activities on their own campuses. The student services staff acted in a consultative capacity to assist the students in setting up a workable model of student governance. The process of forming FIU's first student government began October 11, 1972, with three meetings open to all students.

The advisory board held open hearings for students on the Student Government Association charter on February 26, 1973; the document was ratified on April 13, 1973, and the first student government election held on May 14, 15, and 16. There were 42 candidates running for office; a presiding

board was elected along with representatives for each of the individual schools at the university.<sup>225</sup>

Five students were elected by each of the schools or colleges to represent that school or college. The election to choose these representatives, called the associates, was held each first and third quarter (the university opened on a quarter system), with the term of office to be for one full year so that only half the senate would go out of office at a time. The twice-a-year election brought new people into the system to make SGA more challenging and more responsive to student needs.

In keeping with the early non-traditional approach of the university, the student government was also different, allowing for general student input, involvement, and voting in areas where students had traditionally been excluded. One of the ways this was accomplished was through what was called the University Forum, which met twice each quarter. In order to conduct official business, there needed to be a quorum of 100 students at each forum (often difficult to achieve); each had a vote on all business conducted. The first contested election for SGA chairperson was between Joe Kaplan and Obadiah Ferguson, with Ferguson emerging the victor.

Students quickly became involved, and by 1973, more than 40 student clubs started the process which led to official recognition by the university.

The university's 88-page student handbook, *The Source: A Guide to Student Life*, the work of students Griselle Rodriguez and Joseph Kaplan, the latter of whom later joined the College of Education as a faculty member, won the 1974 Florida Public Relations Association's first place for being the best student public relations activity in Florida. From the beginning, student activities became an important part of university life and tradition. The first major organized student event was called the "Orientation Festival of Activities," and was held on September 19, 1973. It was followed in October by the first Fall Festival, which quickly became one of the university's traditions. Hispanic Heritage Week, Homecoming Week, International Week, and Black History Week followed shortly thereafter.

The University Theater debuted its first production, *The Night Thoreau Spent in Jail*, on March 3, 1973. In announcing auditions, Phillip Giberson, FIU's first director of theater and a one-man staff, said, "The university was fortunate to obtain performance rights to this show, which was currently being made into a motion picture by Hal Wallis."<sup>226</sup>

Auditions were open to everyone and no experience was necessary. Opening night was a big evening for the university and community, and it was introduced in formal style by a black-tie preview for legislators, Regents, and members of Miami's Art League.

At 7:30 p.m. on January 28, curtain time for the play, guests in formal attire were milling around outside. President Perry stuck his head inside the

theater door, and reminded Giberson, high on a ladder still hanging a curtain, of the time.

Theater was actually a degree-granting program, part of the fine arts department which encompassed the visual arts, music, and theater and dance. In 1972, the department was divided into visual arts and performing arts, the latter of which included music, theater, and dance.

The first theater was the small studio facility in DM 150, which was actually a classroom with a conference room feel to it. VH 100, a bigger studio theater with a small scene shop and backstage area barely big enough for one dressing room, was first used in 1975.<sup>227</sup>

Theater productions from 1973-76 included *Marat/Sade* and *Godspell*, productions which stretched box office lines into the parking lot. Besides Tennessee William's *Night of the Iguana*, the department also brought in three local original plays, Mark Medoff's *When Are You Coming Back Red Ryder?*, Allen D. Kopenhagen's *Transparent Morning*, and Terry Twyman's *Tattoo*. The first faculty members were Giberson, Josie Helming, Joe Selmon, and Twyman.<sup>228</sup>

Not to be outdone, visual arts presented its first faculty-student art exhibition at the Miami Arts Center, with 239 pieces self-juried by the 107 artists involved. The format, said Frank Wyroba, department chairman, "was adopted after a series of open meetings at which it was decided that the most meaningful justification for a departmental exhibition would be an honest reflection of our collective efforts. Each student who submitted was assured that at least one work from each discipline would be exhibited after student-faculty discussion."<sup>229</sup>

Betty Perry was the artistic contact for the university in the community, working with all the arts and cultural groups. Perry stated in his memoirs, "The truth of the matter was Betty was responsible for us (FIU) having an art department right in the beginning, because most of us figured—hell, we couldn't afford it and we didn't want a bunch of artists running around."

Betty Perry searched Dade County for people committed to the arts; she would then convince them to "join her mission."<sup>230</sup>

In 1973, she was responsible for organizing Florida International Friends of Fine Arts. In a letter to all interested art lovers, she encouraged their participation, describing what was happening at the university and what the future held for the arts. The letter stated that during the summer a bulldozer had been moving back and forth between rainstorms, leveling off ground on which Vierdes Haus would open in just a little over a year. That building would have the space to develop the facilities Giberson wanted for his experimental theater, the wall space Wyroba had been looking for in art exhibits, and the storage rooms, practice halls, and performance areas for music students.

Art lovers were asked to join FIUFOFA partners on Wednesday, October 10, at 7:30 p.m. in the DM Theater to “set our goals so that we will be ready when the new building is ready.”<sup>231</sup>

Later that year, Betty Perry hosted a meeting at her home to include Wyroba, Giberson, Philip H. Fink, coordinator of music, and George (Ted) S. Peck, Jr., director of development. Scholarships were the main subject of discussion, but also covered were such needs as paid visits by guest faculty members, a concert grand piano, which the university didn't have, and a concert harp, which was also lacking.

The result was an organization for the patrons of the arts who formed an enthusiastic group with an enthusiastic name, Viva Las Artes, to promote interest in and financial support for the fine arts program at the university.<sup>232</sup> Their first presentation was an exhibition of African tribal art at Burdines Dadeland store on September 29, 1974. The exhibition, also sponsored by Burdines, was a benefit for the scholarship fund of FIU's Viva Las Artes. An international poster show was held in 1973, also with Burdines, which raised nearly \$4,000 for fine arts student scholarships at the university.

Patty Greer, former secretary to Wyobra, recalled the excitement and passion of the time: “We all worked together, the faculty, staff, and students. Everything we presented was new; every exhibit planned, each new play. It was wonderful. There was such cooperation, and Betty, she was so young and beautiful and a joy to be around, and a friend. My years at FIU were the most important of my life.”<sup>233</sup>

Since 1972 the Perrys have donated a piece of art every year to the Betty Laird Perry Art Foundation. On April 10, 1999, Betty Perry was honored at a formal black tie event when the university opened the Betty Laird Perry Student Gallery at the FIU Museum of Art, a fitting tribute to FIU's first patron of the arts.

Early FIU music students, like those in art, knew mostly makeshift facilities. They started out practicing in Primera Casa, but the sounds of their music didn't exactly soothe students—and professors—in adjoining classrooms. There were complaints.

Violin students began utilizing the stairwells of the building. When a non-music student occasionally chose to use the stairs instead of an elevator, he would be startled to find himself gliding down the steps to the strains of “Liebestraum.”

The Tower—the university's first administration building—was made available for music practice rooms. This facility provided isolation—and problems. No room was big enough for an orchestra or chorus rehearsal. So music faculty members—Fink, McElfresh, John D. Swan, and Jay Corre—had the unique experience of standing in a doorway between student and instrument-crowded rooms, and directing two ways.

"For small groups, however, the Tower was really ideal," said Fink. "The director could use a stairway as an elevated platform."

The main problem with the Tower came during heavy rainstorms. The upper, glass-enclosed part of the structure had developed some bad leaks, and water sometimes cascaded down the stairs. On such an occasion, one group of rehearsing students struck up "By a Waterfall."

With the completion of Vierdes Haus, the fourth major building on campus, music students were able to practice in rooms especially designed for them with soundproofing. But they hated to leave the old Tower. As one student put it: "The Tower has character."<sup>234</sup>

For its first performances, Florida International was able to muster an orchestra of only 15 members and a choral group of only 20. But in 2002—even with a steadily rising degree of selectivity—the orchestra numbered 50, and the choral group 35. In addition, there are a jazz band, guitar and piano ensembles, and woodwind and brass quintets. Actually, the orchestra reached considerably beyond the campus for its talent. Now known as the Florida International University Community Symphony Orchestra, the group includes doctors and lawyers as well.

But probably the most impressive musical feat of Florida International in its early history was assembling a harp trio for a concert. A university is generally considered fortunate when it has one harp player, but FIU began with three.

The music department's first brochure stated: "Performance is a must."

"We reasoned that people have to eat," said Fink. "Consequently, we held most of our concerts on the campus during the noon hour. And the musical groups were strategically situated on the main square between Primera Casa and University House, where the cafeteria was located. We caught our audiences coming and going."<sup>235</sup>

The status of women on campus was the concern of Charlotte Tatro, appointed in May 1973 as director of the newly-established Institute for Women within the Division of Special Programs. She had served as a member of the crime commission of Greater Miami, the Task Force on Women Prisoners, and the Dade County Comprehensive Drug Program. The institute was established as the first of its type in the nation, with the goal of being responsive to the interests of various groups whose activities involved women's concerns.

Elaine Bloom, Florida International trustee and hostess of WIOD's "Women's Powerline" radio program, was named assistant director of the Institute for Women in February 1974. Having also served as a consultant to a management firm specializing in the elimination of discrimination practices, Bloom brought her expertise to bear in the work of the institute.<sup>236</sup>

The emergence of women in higher echelon positions at FIU or any

institution of higher learning was a slow process in the late 1960s and early 1970s. Ruth Weiner was appointed chairperson of the Department of Physical Sciences. She may not have been the first woman in the nation to hold such a position, but she was certainly one of the few. As an added responsibility, she also became associate director of the Environmental and Urban Problems Center, headed by John DeGrove.

Florence Yudin was chairperson of the Department of Foreign Languages and the first woman to be named a full professor at the university. Yudin came to the FIU in August 1971; one of the first programs she implemented was designed to enable university staff members as well as students to learn a language in a short time through intensive instruction. Many staff members took advantage of the opportunity to acquire or improve their Spanish, a valuable language ability in South Florida's multi-cultural community.

Dorothy T. Blakley was assistant dean in the College of Education; Betsy Smith was assistant dean of the School of Health and Social Services; Phyllis Cartwright was assistant director of libraries; Bobbi Hardwich, the highest-ranking black woman at the university, was assistant dean of the Division of Continuing Education and coordinator for professional and developmental educational activities; Nancy Goodwin was director of the Office of Institutional Research; Doris Sadoff became the first woman director of purchasing in the state; Dorothy Honea was assistant to the president; and Sandra Clark was dean of students.

Marie Anderson, a leading Florida newspaperwoman and chairman of the Governor's Commission on the Status of Women, was named as the first dean of university relations, the only woman to hold this position in the SUS. She came to FIU from a distinguished career in media and public service where she had served as women's editor of *The Miami Herald*, and was selected as leading women's editor by the Greater Miami Press Association and numerous regional groups. In 10 of her 12 years as editor, the women's section won first prize for general excellence in the Florida Press Club's yearly contest.

Women held positions as associate deans, chairpersons, and deans. However, there were no women vice presidents at FIU until the appointment of Judy Merritt as the first vice president of student affairs in 1977.

On the evening of June 16, 1973, the hard work and dedication of everyone associated with FIU paid off as 191 graduates participated in the university's first graduation ceremony. The event was a major achievement in itself because the university's initial commencement had been planned for the following year when the first class had completed the full two years. Graduates had begun clamoring for a ceremony by the end of the first quarter.

Perry sentimentally insisted that the first graduation ceremony be held on campus, but the only place large enough was the reading room of the

library on the ground floor of Primera Casa, which was cleared and prepared for the graduates.

Summer showers did not dampen the spirits of the 1,500 people who filled the room. As the 191 graduates in caps and gowns began marching beneath the covered walkway leading from Deuxieme Maison to Primera Casa, lightning flashed and thunder crashed. Then it started to rain. One of the graduates began to mutter about “the weatherman who predicted better things for our day.” But a companion grinned, “Forget it. This is exciting weather—right in tune with this place. It would take a hurricane to dampen the spirit around here.” Perhaps no departing student would ever pay a finer—or more apt—tribute to his alma mater than that member of Florida International’s first graduating class.<sup>237</sup> The first degree was presented to Lawrence Cromwell.

Perry remarked that standing in the first new library on the ground floor of Primera Casa looking out at the first graduating class and handing those diplomas to the first graduates who walked across the stage was his most exciting, most rewarding moment as president.

He said:

Then, FIU got so big (maybe too big) that we had to have commencements at Hialeah Race Track, the Tamiami Stadium, and the Miami Beach Convention Center. But the first graduation was right here. When I said we’re going to have our first commencement here, I think a lot of people thought I had finally dropped over the edge. That I had finally committed the last crazy act on this earth. But I wanted to have that commencement right there. Because that’s where we started. What people don’t understand and wouldn’t have any reason to understand is the whole university when we started was right here in that one building.<sup>238</sup>

The president thanked the students in the first graduating class and commended them for “choosing to come to a new university, yet untried, yet untested; for your confidence in us, your faith that we should indeed provide a quality academic program. You have given to us every bit as much as we have tried to give to you. From you, we have learned to make the machinery of a university actually work.”<sup>239</sup>

By 1973, FIU had its first alumni and opened the first Alumni Office. Terry L. Spence, associate dean of student services, was named to begin developing the university’s alumni program. Plans included the creation of an alumni task force, alumni publication, and continuing education opportunities.<sup>240</sup>

Representatives of the College of Arts and Sciences and the five professional schools were appointed to serve as the initial Alumni Advisory Board. Their task was to work with the alumni director in planning for the direction and emphasis of future alumni programs.



The College of Arts and Sciences was represented by Gisela Casines, who was employed in the university's Intensive Language Program. Gregory H. Perry, who worked in the food service division of United Airlines, represented the School of Hotel, Food, and Travel Services. Miami Police Lieutenant William P. McClure was named to the alumni board from the School of Health and Social Sciences. Shirley Mae Lynn, an instructor at Douglas Elementary School in Miami, served for the School of Education. A Florida International senior, William S. Hopkins, was chosen to represent the School of Technology since he was among that school's first graduates. School of Business and Organizational Sciences alumna Lois M. Rosen was one of the school's graduate students working toward her master's in accounting.<sup>241</sup>

To give credibility to the new FIU degree, accreditation and recognition from distinguished academic associations was necessary.

During 1972-73, six university-wide task forces and many key personnel prepared evaluation reports and descriptive materials for review by the committee of the Southern Association of Colleges and Schools. The university was invited to become a candidate for accreditation during the annual meeting of the College Delegate Assembly of the Southern Association in Houston in 1972.

Perry appointed a university Southern Association Visitation Committee and met with them to discuss and design the strategy for achieving accreditation during the 1973-74 academic year. The committee consisted of the heads of the key areas of university activity, plus the leaders of the four governance senates. The selection of task force members was guided by two considerations, first, broadly representative of the entire university community, and, second, possessing the range of higher education expertise typically noted on accreditation committees.<sup>242</sup>

The committee did its job and did it well. A major goal of the university was achieved when the Southern Association of Colleges and Schools voted FIU into full membership at its 1974 annual meeting. The programs of study of the university were now fully accredited, assuring students and the university's various publics of the high quality of the university's academic programs, administrative organization, faculty and staff, library, physical plant, student services, community services, graduate programs, research, and continuing education programs.<sup>243</sup>

Achieving the university's goal of full accreditation was obviously a shared effort. Everyone cooperated throughout the entire process. The self-study report, prepared by Robert Fisher and the University Accreditation Task Force during 1973-74, was praised by the visiting committee. A special note of thanks also went to Richard Konkel who coordinated the accreditation effort.

In June 1974, McDevitt and Street of Palm Beach, the construction firm that built FIU's first building, *Primera Casa*, built the university's third struc-

ture, University House. The construction firm was low bidder among seven firms, with a total bid of \$2,911,000, \$200,000 under budget.

The new student center was opened and named University House by students. The three-story building northeast of Primera Casa provided more space for the co-curricular activities that were to occur on campus for years to come. The large cafeteria in UH replaced the makeshift facility in PC. It was called the colonial dining room and seated 250. The first menu consisted of hamburgers at 30 cents, hot dogs for 25 cents, chicken salad for 35 cents, Pepsi for 15 cents, and beer for 40 cents a can. A full dinner could be purchased for \$1.40. The first catered event in UH was a dinner to honor Mrs. E. D. Pearce, a long-time member of the Board of Regents who affectionately became known as "The Mother of the University." A plaque presented to Pearce by President Perry expressed the appreciation for her "support as a Regent, for her advice as a colleague, and kindness as a friend."<sup>244</sup>

A unique fixture of University House was the skylighted forum, which leaked every time it rained, and the International Hall of Flags. When UH first opened, a flag for each of the countries represented by a foreign student was flown in the UH Pit. This unique tradition continued for years.

The first floor of the new building had a coffee house and movie theater with terrible acoustics, along with a bookstore and the most popular place on campus, the Rat, short for Rathskeller.

The long, hot, dry summer of 1974 ended with the final opening of the Rathskeller which served beer, wine, soft drinks, and food, in addition to providing live entertainment and an atmosphere for relaxing and unwinding. Located at the northwest corner of University House, it was open from 11 a.m. to 10 p.m. Monday through Friday and was a part of the university food service, operated by Servomation.

The first scheduled entertainment was "Bob and Roy," who played at the Rathskeller kick-off party on Friday, September 27, 1974.

The interior of the Rat had been left unfinished on purpose. After the facility had been open for a month, a committee of students was appointed by SGA to work with university officials in deciding on decor as well as possible lighting, and stage and sound equipment that would complete the facility.

In trying to keep the tradition of a Rathskeller being located in a cellar, the east side of University House was below ground level. Stairs just inside the entrance led down to the tables and bar. The indoor seating capacity was approximately 85, which was always exceeded. The current computer center in the new Graham Center was originally the home of the Rathskeller. Outside the west entrance, which was at ground level, was a seating area with picnic tables for about 30 people. The east entrance opened on to a patio shared by the Rathskeller and cafeteria.

On the second floor of the University House was the game room, later named after its first supervisor, Porter Davis, another FIU success story. Legally blind, it took Davis more than three hours a day to get to FIU and return home. In the 10 years he was employed by the university, he never missed a day. He had a great love for students and started table tennis, checkers, and chess tournaments, which became popular events played in what he called the students' home away from home, their game room. Today the game room in the Graham Center is named after him.

Across the hall was the Student Activities Office which assisted student organizations to become registered, scheduled student activities, and reserved rooms for group events.

The school newspaper, *The Good Times*, and the school yearbook, *Elan*, were located in UH 212A.

The first yearbook, published in 1976, was named *Elan*, French for "vigorous spirit characterized by poise, verve, or liveliness of imagination." That volume was an 80-page pictorial history of FIU. The editors stated that the first volume was more than a basic guide to FIU, more than a schedule of events. It was a journey through an energy field of creative imagination, of hard work and enthusiasm.

According to the editor, the "significance of the publication would ultimately be realized with the passage of time. As inevitable changes occurred, both on the surface and internally, this assembled collection of photographs would be an important source of reference in establishing an awareness of FIU's past."

The book was to be considered "a gift from the graduating class of 1976, the veterans of the Bicentennial who withstood an onslaught of American patriotism in an economically burdensome year." The book was proof that FIU did exist in 1976 and was alive and well in Miami.<sup>245</sup>

The staff included Leonard Lang, project director; Ali Eshghi, art director; Nanette Bisher, managing editor; Kevin Cramer, business manager; Bill Ashton, layout, writer; and Lillian Lodge Kopenhaver, adviser.<sup>246</sup>

The Presidential Suite on the third floor of University House, currently called the Panther Suite, was a posh area reserved only through the president's office at a cost of \$50 and was used for entertaining VIPs, as well as holding dinner parties and cocktail receptions. The student services office complex was also on the third floor, including Foreign Students Services, with first director Maria Lavernia; Career Planning and Placement, with first director Dick Estadt; Financial Aid, with first director Don Smading, followed by Jack Agett; Veterans Affairs, led by Max Volcansek and Leonard Bryant; and assistant dean, Don Brusha.

A special tribute was paid to one of the original founders and the first official director of the Student Activities Office when, for the first time, the

*Elan* yearbook dedicated the 1979 edition to “an individual who had captured the respect and trust of students, faculty, and staff of the university.” The yearbook staff wrote, “With pride and gratitude the *Elan* dedicates this year’s book to Lillian Lodge Kopenhaver.”

“It is not too much to say that without Lillian’s help the *Elan* would not be possible. She has contributed many hours of her personal time advising and working with the yearbook staff. Lillian was right there with us, spending late hours in the office to insure that last minute details were completed before deadlines.”<sup>247</sup>

Kopenhaver came to FIU as the first official coordinator of student activities in 1973. She later became assistant to the vice president of student affairs, served in university relations as the director of information services and special events, and is currently the associate dean of the School of Journalism and Mass Communication where she was instrumental in starting the school. Kopenhaver has won numerous national journalism awards and was president of the College Media Advisers, the Association for Education in Journalism and Mass Communication, the Student Press Law Center, and the Greater Miami Chapter of the Society of Professional Journalists.

Kopenhaver has had a tremendous influence and lasting effect on the lives of a great many students at the university. A genuinely warm and friendly person, she initiated almost all student activities. She followed Charles Ilvento as the second advisor to the Student Government Association, helped begin all student organizations, the student newspaper, the *Elan*, Student Orientation Day, Fall Festival, International Week, Journalism Day, and graduation and awards ceremonies. In these, and many more, “she worked behind the scenes to make them all possible. Kopenhaver’s most important contribution has been and continues to be the involvement she has transmitted to the students. She has given students the opportunity to explore and excel in co-curricular activities. With her help, students had the chance to reach their full potential while promoting spirit at FIU.”<sup>248</sup>

By the late 1970s the university was beginning to form unique traditions.

Some may remember driving to campus when the campus consisted of trailers by the Tower. Then there are those who may remember when the campus was Primera Casa. Florida International University grew out of the Everglades as buildings grew up and people filled the empty classrooms and offices.

Traditions are creative ideas that become institutions. They’re passed down from one class to incoming students. One early tradition that was implemented through the efforts of the Student Government Association was what became known as the “Free Period.” When FIU opened in September 1972, classes were held straight through from 8 a.m. to 11 p.m. and there was no time for people to get together outside of classes. Faculty, staff, students,

and administrators needed time to get to know each other, time to grow together, so the Free Period became a part of life at FIU from 12:30 to 1:45 p.m. when no classes were scheduled.

International Week was another tradition that had its roots in the early history of FIU. Beginning as a rather modest affair, it had picked up momentum with each successive year. Events were bigger and more colorful and lavish, with parades, an art show, a fashion show, and grand finale featuring international musicians and dance troupes. International Week became the "I" in FIU.

Another foundation for a university is its alma mater. Music Professor Clair McElfresh wrote and composed the lyrics and music in 1975, with orchestration by Philip Fink, chair of the music department. It is sung at each commencement:

Hail to thee, dear FIU  
 With voices true we pledge to thee  
 All our love and deep devotion,  
 Humble faith and loyalty.  
 We will strive for understanding  
 And for peace and unity  
 We will search for truth and wisdom  
 We will always honor thee.

It was rededicated on November 3, 1988, with the following line added at the end: "FIU, Alma Mater, Hail, Hail to Thee."

There were, of course, some things that were constant for each newcomer to the campus, such as locating all the important places and finding out all the trivial things a new student or faculty or staff member needed to know. OE, PC, DM, VH, and UH were names of buildings; there was a difference between VH and UH; the bookstore, lunch, beer, movies, and free popcorn were conveniently all in one building, UH. There were six chickee huts located at each lake on campus.

Buses came in from SW 107th Avenue, the main entrance, to a bus stand in front of UH. Weekday bus service between the university and two shopping centers where downtown connections could be made began on July 17, 1972. The Metro Transit Authority shuttle No. 38 left Midway Mall in front of Richards Department Store every hour on the half hour between 6:30 a.m. and 9:30 p.m., and left from Primera Casa on the quarter hour. The same shuttle departed from the Westchester Shopping Center at the Westchester National Bank on the hour between 7 a.m. and 10 p.m. and left the university at 45 minutes past the hour. The fare was 30 cents.<sup>249</sup>

Cokes at the time were 25 cents in the machines; stairs were usually emptier and quicker than elevators; there were no football or basketball teams;

the university was on the quarter system and tuition was \$16.50 per quarter hour; bathrooms were everywhere and clean; pay phones were in the stairwells of PC; there were as yet no social fraternities or sororities on campus, only interest clubs; traffic only went one way in most places; there were lots of ducks who went in any direction they pleased; the fountain, recently completed in 1974 in the center of the campus, only came on at night; it rained every day in the summer at noon, but one could keep dry by going between all the building except PC and UH under a covered walkway.

In the mid-1970s, FIU didn't have computers, cell phones, Internet, or e-mail. When staff and faculty left campus, they went to Jimmie's in Sweetwater or to a new bar less than a mile from campus called My Place.

Campus organizations at FIU were now able to have meetings and activities in their own building. There were a total of eight conference rooms for faculty, student, staff, and community use, each with a geographical name and decorated accordingly.

Another memorable day in the history of FIU occurred on Monday morning, October 7, 1974, when automotive decal enforcement began. All motor vehicles using the decal parking areas had to have a parking sticker attached to their vehicles by that date, or the car would be ticketed. No one was towed in those days. The price of a decal for students, faculty, and staff was \$3 annually for one car, and \$1 extra for a second car. The fine for failure to have a decal was \$1 if paid to the cashier within three days; 153 tickets were issued on the first day of enforcement.

In its first years, the university also made its mark on the athletic fields. Doyt Perry became FIU's first coordinator of student activities and recreational sports. A legend in the Midwest, he had been athletic director at Bowling Green State University, and no college football coach ever retired with a better career-winning percentage. As Bowling Green's head coach from 1955-64, Perry's record was 77 victories, 10 losses, and five ties. His winning percentage ranked fourth all-time in collegiate football and propelled him into the prestigious College Hall of Fame. At FIU's first athletic news conference in August 1971, he was called upon by the president to make the major recommendations regarding the development of an athletic program.<sup>250</sup>

His philosophy of athletics was:

Basically, athletics teach valuable lessons of life that are key ingredients to success. An athlete learns the nature of fair and honest competition. Athletes learn to sacrifice for the good of the team and its goal.

He learns that he gets out what he puts in, that he must prepare in order to succeed, and that there is no limit to what he can achieve—providing he has adequate desire. Athletics also teach honesty, respect, and discipline.<sup>251</sup>

Perry originally reported to Wes Sowards, dean of the School of Education, in which the Division of Health, Physical Education, Recreation, and Athletics was housed. It was his responsibility to plan the intercollegiate athletic program and recruit coaches and athletes for the teams. When the university first opened, the original coaches had a dual role of coaching and teaching. In the School of Education, they were paid from the education budget, with all additional expenses for the athletic program paid by student athletic fees.

When FIU opened in 1972, there were five sports for men, baseball, golf, tennis, wrestling, and soccer; a basketball team would come later, and a football team much later. The university had seven full-time athletic positions, an equipment room manager, part-time sports information director, and part-time clerical help.

President Perry stated that FIU would not have a football team: "We can all go to the Miami Dolphins or the University of Miami football games." When Ed Pope, current sportswriter for *The Miami Herald*, asked the new athletic coordinator, Doyt Perry, why, with his experience, he was willing to come to FIU and not coach a football team, Perry remarked, with a huge smile and laugh to match, "Well, Chuck (Perry) won't be president of FIU forever. Then we'll play football."<sup>252</sup> It was 26 years later, in 1998, that FIU made its request to the Board of Regents to begin a football program at the university.

On January 19, 1973, FIU became a member of the National Collegiate Athletic Association (NCAA); shortly thereafter, Doyt Perry had a heart attack, forcing him to retire prematurely. At FIU's first annual sports banquet held on June 4, 1973, a tribute was paid to him as the university's first head of athletics and "the father of FIU's intercollegiate sports."<sup>253</sup>

In 1973 E. L. "Frosty" Ferzacca came to FIU to lead the young, struggling athletic department after an impressive eight years as athletic director at Eastern Michigan University. During his tenure in Michigan he brought the EMU team from an athletic unknown to a major college status and NCAA affiliation. In his last six years at EMU his teams won 16 national titles.

With his arrival at FIU, the athletics area became the Department of Intercollegiate Athletics.

Ferzacca left after only one year. He felt that two major accomplishments were the acceptance of FIU into the NCAA in Division II competition and the addition of women's varsity tennis and basketball.

In November 1973, President Perry announced the appointment of a nine-member Athletic Council to determine policy and make recommendations to him relating to the conduct of Florida International's athletic program. The first council, chaired by Goerke, reviewed and made recommendations regarding budget, foreign travel, and the development of all aspects of the athletic program.

The first Athletic Council members were McDowell; Sowards; Paul Hartman, chairman of health and physical education, recreation, and athletics; Frank Merchant, instructor in the School of Education; John Herbert, School of Business and Organizational Sciences; Tom Wonderling, baseball coach; and two students, Donnie Greenberg and Louis Fors. In addition, the dean of student services was named an ex-officio member of the council.<sup>254</sup>

The first contest ever played by a Sunblazers team was on September 23, 1973, one marked by injuries and rough play in which the soccer team defeated the University of Miami, 1-0. Besides getting the season off to a winning start, the game had historical impact because it went into the record books as the first intercollegiate athletic match participated in by a Florida International team. The team was coached by Greg Myers, FIU's first soccer coach, who had compiled one of the most successful records as a college soccer coach in the nation. Myers came from Davis and Elkins College in West Virginia, where he coached the soccer team to two national titles. The FIU soccer team finished its first season with an 8-4-1 record.<sup>255</sup>

Thomas H. Wonderling, formerly head baseball coach at Austin Peay State University, became FIU's first baseball coach in 1973, and in 1974 the third athletic director. Gerry Hunsicker, current general manager of the Houston Astros, began his career in sports management at FIU, working directly with Wonderling as assistant baseball coach and later assistant athletic director.

The first baseball game played by FIU was against the University of Miami on March 13, 1973, at Mark Light Stadium; FIU won. Danny Price played in the outfield for Coach Wonderling in that inaugural season and then returned to FIU to slide into the head coaching spot when Wonderling left the school; Price recorded the first hit in FIU history.<sup>256</sup>

Aside from having to play its home games at Tamiami, the baseball team did a bit more traveling than the Golden Panthers do now. The club made frequent trips to Central and South America to improve its play but, more importantly, to help the program.

"I felt baseball could be the premier sport for FIU, so we did everything in the early days that we possibly could to encourage the program to be one of the highest quality possible," Perry said.<sup>257</sup>

Initially, baseball and soccer teams had to practice and play their games on foreign soil since no facilities were available at the university. Tamiami Park, Miami-Dade North and South, and Kendale Lakes became homes for FIU squads.

All the Sunblazer teams finished their first season with an overall winning record, 66 wins, 56 losses, and one tie. That inaugural season saw teams in golf, soccer, wrestling, tennis, and baseball.



In September 1972 Judy Blucker, current executive vice provost for academic budget and personnel, was responsible for starting women's athletics at FIU. Named president of the Florida Association of Intercollegiate Athletics for Women (FAIAW), the state branch of the national AIAW, her responsibilities included presiding over the governing council in charge of establishing policies for women's intercollegiate sports in Florida in the early 1970s.

The physical education instructor and women's coach came to FIU via Broward Community College, where she served in the same capacity while studying for her Ph.D. from Florida State.

"My general philosophy in regard to women's sports was to promote women's leadership in all areas of the sport, including officiating, and to provide an opportunity to participate for everyone who is interested," she said.<sup>258</sup>

While attempting to upgrade every aspect of women's sports, Blucker wanted to guard against women's sports getting involved in the questionable activities that had, in recent years, downgraded men's athletics.

"I didn't want women going to the extremes that men did, or a coach to lose his or her job solely because he or she didn't have a winning season."<sup>259</sup>

When Blucker began women's sports at FIU there were 15 scholarships to be distributed in the three women's sports, volleyball, softball, and golf. She pointed out that in 1972, \$39,000 had been designated for women's intercollegiate sports as compared to \$50,000 for the men's sports.<sup>260</sup>

Blucker introduced women's volleyball, softball, and golf, first referred to as club sports, in 1972. By 1974 all three became the varsity women's program. Despite the program's short period of existence, she took the women's volleyball and softball teams to championship playoffs. The volleyball team was the 1975 and 1976 state champions and participated in the 1996 AIAW volleyball nationals. Women's sports were on their way.

When the Florida International athletic department added women's basketball to the intercollegiate sports ranks, the multi-talented Sue Uscier, named Broward Community College's Best Female Athlete, was selected as first head coach.

Perhaps the most recognized women athlete at FIU over the years was Pat Bradley. In 1973, she accepted a golf scholarship to FIU, and during that year either won or placed second in every event of the season. At the 1973 AIAW National Conference Championship, she was a medallist on the first day of play and was named FIU's first All-American student-athlete as a result. She became an LPGA professional in 1974 after graduating from FIU that spring with her B.S. degree in physical education. She has won more than 30 LPGA tournaments and six major championship titles, and her career earnings exceed \$5 million. In 1992, Bradley became the twelfth inductee into the LPGA Hall of Fame. To assist student-athletes competing on FIU's women's golf team, she established the Pat Bradley Endowed Scholarship Fund. Every

year, FIU hosts the Pat Bradley Championship, an intercollegiate tournament, as well as the Pat Bradley Celebrity Tournament, a fundraiser that benefits the university's intercollegiate golf program.

1975-76 was the most successful year in the university's four-year intercollegiate sports history. Not only was it FIU's first year of eligibility in NCAA Division II, but several teams finished as top national contenders.

Adding to this were the gains made by the department in areas of equality for women and improving the scope of recreational opportunities. In women's intercollegiate play, two additional sports were added to the varsity program, basketball and tennis, bringing FIU's total of varsity sports to 10, five men's and five women's. The women's program also received additional scholarship and operating budget allotments.

By 1976, the Sunblazers baseball team reached championship play by being invited to the NCAA regional playoffs. That same year, two Sunblazer pitchers, Dave Deacon and Mark May, hurled consecutive no-hitters, a feat rarely if ever matched in intercollegiate play.

In a less competitive arena, but equally as enjoyable as intercollegiate athletics, the university's recreational program was inaugurated on the night of May 14, 1971, with a free bowling party, beer, and food at the Bird Bowl Center on Bird Road. Goerke rolled the high game, 210. McDowell won the three-game series with 491.

Concurrent with the efforts to improve the quality of intercollegiate sports, progress was also being made in the development of recreational facilities. A concrete floor that was left when one of the old original hangars was torn down was turned into an outdoor court for basketball, volleyball, and paddle and table tennis. Maintenance supervisor Don Daymon and his staff cleared the area, then cleaned and painted lines on the court. All members of the university family were invited and encouraged to participate.

The first phase of the actual construction of recreational facilities was the \$500,000 complex on the west side of the Tamiami Campus which began in early October 1972. Phase I included an intercollegiate baseball diamond, a soccer field, six tennis courts, handball courts, and other intramural and recreational fields, as well as the renovation of some existing buildings for shower and locker rooms, gymnastic and wrestling areas, and equipment storage space. Phase I was completed April 1974.

The plan was drawn up by Edward D. Stone, Jr., Associates, planners and landscape architect firm from Fort Lauderdale.<sup>261</sup> Phase II, which began in 1975, included six additional tennis courts, giving the university a total of 12, all of which were lighted for night play.

An intramural field was constructed on the open area directly west of the Modular Building. Included in the project were several softball fields to accommodate both the intramural and women's softball intercollegiate

programs. A golf green with three pin placements constructed along with several different tee areas make it possible to play nine holes of golf.

The soccer field had already been completely enclosed with a chain link fence, and electric scoreboards for both soccer and baseball were up and in operation by November 1975. Four additional handball courts were constructed along with two outdoor basketball courts. Landscaping throughout the entire complex completed the second phase, and athletics were on their way in providing another aspect of university life for the FIU community.

By 1974, the university faced its second reorganization as three major administrative appointments were made. Harold A. Gram became vice president of administrative affairs; Milton B. Byrd became provost for the Interama Campus, and William A. Jenkins was named vice president for academic affairs. Jenkins was the first black educator to become a chief academic officer in the history of the SUS, with the exception of Florida A & M University, the state's predominantly black institution.

In his new position, Jenkins was responsible for the continuous development of the university's academic program. In addition, he assisted in the planning of the physical facilities for both the Tamiami and Interama campuses. He succeeded Jerome, FIU's first vice president for academic affairs, who became a distinguished university professor in the College of Business and Organizational Sciences.<sup>262</sup>

Gram was in charge of the institution's administrative and financial affairs, including budget management, purchasing, computer services, physical plant operations, payroll, personnel, security, and auxiliary operations, and physical planning of both university campuses. He succeeded McDowell, who accepted the newly-created position of executive director of operations at Vanderbilt University.

McDowell's departure was a sad event for FIU. It was the first by a member of the original three-man planning team Perry brought with him from Tallahassee almost five years before to found the university. In September 1969, when the first truck filled with desks and chairs and assorted furniture pulled up to the planning offices just opened in the control tower, McDowell was one of those who helped unload it.

From the beginning, McDowell watched the university grow into a giant operation and, first as dean of administrative affairs and later as vice president, he was a key decision maker in most policy matters. He administered a budget which grew from \$300,000 in planning money to more than \$18 million by 1974. From the Tower, the Tamiami Campus had grown into a physical plant valued at more than \$26 million. And from the four-member planning team, the faculty and staff in 1974 numbered more than 1,000.

The other two members of the original team, Butler Waugh, dean of the College of Arts and Sciences, and Nicholas Sileo, chairman of the

Department of Sociology and Anthropology, both spoke highly of McDowell's role over the years.

"Our success at Florida International is owing largely to Don's substantial presence and growing stature," said Waugh. "He knew the university's operation from soup to nuts. Rarely have I seen such a job so well done."<sup>263</sup>

Noting that helping to build a university was "an experience that none of us will ever have again," Sileo said that "McDowell's leaving was like a close family member deciding to break the circle. We shared the same agonies, the same joys, the good and the bad. It's remarkable that we held together for five years."<sup>264</sup> Chuck Perry cried when Don McDowell left. Perry, who nominated Gram as McDowell's replacement, called Gram "one of the outstanding administrators in American higher education who will make a great contribution to the university and the State University System of Florida."<sup>265</sup>

Byrd, the third appointment, was responsible for coordinating the development of the university's new Interama Campus, which was planned to open in September 1976 at the Interama site in North Miami.

"The Interama Campus provost position was a perfect match for Dr. Byrd and Florida International," said Perry. "He will be able to provide the necessary leadership for the most demanding task—and his abilities and experience will be extremely valuable to the entire university community."

"He has been a department chairman, academic dean, academic vice president, and president," said Perry. "More than all this, Dr. Byrd is an experienced planner and builder; his role in the development of Southern Illinois University, Northern Michigan University and Chicago State University gained him a substantial national reputation."<sup>266</sup>

Byrd's duties included recruiting faculty and staff for the new campus, developing curricula in concert with the university's academic programs and policies, coordinating the academic content staffing of the continuing education activities in that region, and assisting in developing the physical facilities of the Interama Campus. Volumes could be and eventually will be written about the development of the university's second major campus, which, since its official opening in 1977, has always been considered a stepchild to the campus at Tamiami. It has had five names as follows: 1970, Interama Campus; 1976, North Miami Campus; 1980, Bay Vista Campus; 1987, North Miami Campus; and 2000, Biscayne Bay Campus.

In the race against time, FIU officials never encountered more hurdles and hazards than they did in seeking to open a second campus at the Interama site in North Dade.

Interama, short for Inter-American Center Authority, was a long-standing dream, first described in the early 1920s to the Miami Chamber of Commerce by Mayor E. G. Sewell who thought that Miami should have a

center where “visitors could hear a Mexican marimba band, eat a traditional Chilean meal, and buy a earthen bowl made in Ecuador.”<sup>267</sup> Everyone thought it was a great idea, but for years, nothing was done.

Then in 1945 Miami bought a 1,700-acre tract in North Dade from the pioneer Graves family for \$490,000. The tract, at the time, was being considered for the new Miami International Airport, but that was eventually located on its present site, LeJeune Road.

In 1951, Miamians reconsidered dusting off Mayor Sewell’s idea for the peninsula, earmarking the site for a Latin American trade and cultural center, Interama. Years passed. Some landfills were made, but the land sat idle.<sup>268</sup> In the late 1960s FIU became involved. The original FIU planning documents indicated Perry was committed to the development of the Interama concept. He believed, as the Legislature dictated, that FIU would be a multi-campus university. Although he would have preferred a downtown Miami campus, politics and money dictated otherwise. The original concept of the Bicentennial Committee, established on September 11, 1970, by President Nixon, had also endorsed Miami as an official city for the 200th birthday celebration of the Declaration of Independence in 1976.

Interama was projected as a permanent international cultural and trade center, linking the two Americas, with FIU playing a major role. Perry related that the center was to have one of the most advanced international conference centers in the world, a series of community programs that were unique to Miami, and a wide range of academic programs for the area. FIU, early on, played a major role in the development of the original, 1,700-acre Interama site. The fact was, the Interama site was to have been the first campus of FIU. Chapter 554 of the Florida Statutes, the Inter-American Center Act, provided for the allocation of up to 400 acres for the development of a campus by Florida International University. In the original Interama legislation passed in 1970, 400 acres were transferred to the Board of Regents for a campus for FIU. The bill was submitted by Rep. Robert Graham and included a \$500,000 original allocation.<sup>269</sup>

With the funding of FIU, Interama received a big boost. A new and innovative institution focused on international affairs and meeting the urgent demands for an expanding urban center was of enormous importance to Interama. An educational institution would provide a solid image, a symbol of stability and prestige. FIU was immediately recognized as one of Interama’s most valuable assets, a keystone for the development of the Interama concept and focus. Thus, the second campus of FIU, located on the Interama tract in North Dade, took its name from the Interama site.

Academic planning for the Interama Campus began in August 1973 with the establishment of an Interama Campus Planning Office. Physical planning for the campus began in January 1974 with the appointment of

Greenleaf/Telesca, Planners, Engineers and Architects, Inc., the same firm that had built *Primera Casa*. In early 1974, an Inter-American Trade and Cultural Center building started rising on the site, but several months later construction stopped. All funds had been exhausted, and Perry was having trouble getting capital to start construction of the university's first building there. With the collapse of Interama, there would be no Bicentennial structures for residential use by FIU and the community.

Taking another course of action, Perry convinced the BOR and the Florida Legislature to pay \$2.7 million to buy the partially completed and debt-ridden Trade and Cultural Center Building. The state provided \$1.3 million to complete and convert this building to university use. Included with this transaction were 66 additional acres of land, raising the total campus acreage to 106.<sup>270</sup>

An architectural firm was appointed to design the conversion of the Trade Center, which was expected to be completed by March 1, 1976. The campus needed roads, parking lots, and sewage treatment facilities. Funds were committed and efforts to accomplish these tasks were ongoing. Funds for the operation and maintenance of the buildings and campus were allocated for the 1975-76 academic year, and a limited instructional program of 20 courses was to begin in April 1976, with faculty commuting from the Tamiami Campus. Everything was scheduled as planned until one day in October 1975, when President Perry received a letter from SUS Chancellor E. T. York, Jr. advising him that the BOR would be asked, due to lack of funds, to delay the plans for the Interama Campus for one year.<sup>271</sup> The official opening of Interama would occur during the first year of the administration of Harold Crosby, FIU's second president.

By 1975 growing pains had an effect on FIU. Waugh, the second of the original founders and the first dean of the College of Arts and Sciences, resigned to return to the faculty and immediately became president of the Faculty Senate. In his resignation letter to Perry, Waugh complained of the changes he saw in the university, "the bureaucratization and routinization," and the deterioration in budget support for arts and sciences programs and "faculty demoralization resulting from ambiguity in policy making and from contradictions in policy actions."<sup>272</sup> All was not well.

Ricardo Arias, chairperson of the Department of Philosophy and Religion, was named interim dean of the College of Arts and Sciences to succeed Waugh. Ulysses Van Spiva, who had been executive assistant to President Perry, was appointed to serve as interim dean of the School of Health and Social Services, replacing Vandon White, who returned to the faculty and is still teaching at the university.

As early as 1974, there were rumors of Chuck Perry leaving FIU. However, he decided to remain president, at least through 1975. He was

partly persuaded by a foundation vote to supplement his \$43,313 salary with \$18,000 a year in expense money.

The 36-year-old president said he began looking in October 1974 at "a couple of jobs outside education" after the BOR froze salaries of university presidents. Several members of the BOR and Gov. Askew encouraged him to remain at FIU.

Perry said his aggressive positions in building the new university on Tamiami Trail sometimes put him in direct conflict with state officials; he almost got fired or threatened to resign at least five times. Chancellor Mautz said that Perry fought for more money, personnel, and programs for FIU, while the chancellor's interests were in the entire system of nine universities. In response, Perry, an admirer of Mautz, said, "I've been the young Turk to challenge him."<sup>273</sup>

Mautz said Perry had done an excellent job of promoting FIU, one of the necessities at a new university. However, he said he knew that Perry had been job hunting and had considered leaving. His comment, when told that Perry had decided to remain, was simply, "Interesting, very interesting."<sup>274</sup>

The president said he looked for jobs outside education because "I have the best job in higher education today." Although he said he was offered one position at \$150,000 a year, and another heading a governmental commission, none of the jobs was "my cup of tea."

Perry said he had spent \$5,000 to \$6,000 of his own money each year since he had been president for university expenses that were not reimbursed by the state. Most universities, like FIU, had foundations composed of local citizens to promote the school and raise money to supplement state allocations.

By October 1975, Perry decided to resign the presidency effective in early 1976. In an open letter to the faculty and staff he stated:

Recent weeks have been a time of examination and re-commitment for the Perry Family and, as a result, I have decided to accept a position in private enterprise which will take us away from our many friends in this fine city and this outstanding institution of higher education.

After reaching this basic decision, I am resigning the presidency to accept a major position with the Charter Company... a multi-industry company, with over \$1 billion of revenue in 1974, engaged in the land, oil, money and communications industry and operating out of New York City and Jacksonville, Florida.

The excitement of such a change was overshadowed by the sadness of leaving so many wonderful friends and colleagues in Greater Miami. Change is the most consistent characteristic of our world in this era, however, and it is my earnest hope that the change ahead for the university will guarantee that generations of citizens will have the finest of educational opportunity, the most effective promotion of greater

international understanding, and the most needed services to our community. We wish you well and Godspeed.<sup>275</sup>

The 1975 graduation, FIU's seventh, was the last formal event of the Perry presidency, another unique experience for the university. Terry Spence, by that time assistant to the president, had been asking Perry for a copy of his speech to be given to the press. Perry continuously refused, only saying that he had something different planned for this graduating class.

As the president approached the lectern, he grabbed the microphone and jumped off the five-foot-high stage (Perry was only 5'7") to the floor below, to be among the graduates. He wanted to be with the students, and they loved it. The speech was their speech. Perry thanked them for coming to FIU, congratulating them and their families for what they achieved, and allowing them to tell how they felt about their alma mater. They felt great.

When leaving office, Perry was heard to have said, "Quit when you're ahead."<sup>276</sup>

Perry's announcement startled many, but Perry did not regret it. "Not for one minute," he said.

No matter how good a job a president thinks he's doing or how loved he or she may be, there's a life expectancy to the effectiveness of a university president and I think it's particularly true of founding presidents.

Florida International University and Chuck Perry were the same. I could not divorce myself from the institution. I slept it, I ate it, I drank it, I talked about it, I lived it 24 hours a day, seven days a week. I don't think a university can be planned, brought to life, and developed unless you have that kind of dedication.

I could have stayed there forever if I had wanted to. But institutions don't need presidents—especially founding presidents—who are very emotional and very involved in the details of the day-to-day operation of the university. Like a child, a university needs to grow and develop, and take additional steps. I was totally committed to the planning, birth, and early development of this institution. But if I had stayed longer, it would have been to the detriment of the institution because I would not have permitted it to grow and change in the manner in which it needed to grow and change in order to reflect a new dimension and new opportunities.

It is like having a baby. When the baby starts to walk you have to let it grow and develop. You can't always be hugging it and keeping it in a box. I felt that it was time to let go. I had accomplished my mission and, in my own mind if not in the minds of others, I had accomplished it successfully.



Nothing that I did before or afterward, nothing that I could ever do in my life if I lived a hundred lives, nothing could equal the excitement and the opportunity I had to be the founding president of FIU—nothing, nothing.

I was just too damn young to realize that it couldn't be done. And if you look at it in perspective in terms of the requirements, in terms of the magnitude of the whole thing, I was actually 31 when named president.<sup>277</sup>

When asked to recall the major problems he encountered as president, he said:

The big problem I faced as the founding president in our embryonic state was fighting the existing university system—the bureaucracy of having a very demanding and extensive body of administrators in Tallahassee who were making the major decisions for higher education from the chancellor's office. I understood why a great number of the decisions had to come from Tallahassee, but I always felt from the beginning that a new university had to be treated differently, viewed differently, by the institutional hierarchy of the state system. I never felt that the university system, or the Board of Regents, comprehended to the extent I did as to what I wanted them to do for FIU. Maybe I didn't do a good enough job of selling my institutional programs because they did not fully understand the complexity of a new institution, especially one in a major urban area with a mission somewhat unique. And, it was never really funded to the dimensions it should have been.

My major disappointment was with the lack of funding for the international programs we wanted. Many of the administrators in the SUS never related to this goal of FIU.

It could have been Florida Everglades University.<sup>278</sup>

Perry wanted a close link between Miami and Latin America, predicting at the start the growth of international business opportunities and import-export firms. His original master plan called for a Center for International Affairs "to gather information from Latin American research and study efforts and provide some focus for what has historically been a somewhat uncoordinated effort."<sup>279</sup>

So his major disappointment was that every year, from day one, he tried to get the state of Florida to fund FIU's middle name, "International." Every year, he lost the battle, he said.

Every penny that we spent on International, which was quite significant for us, we took from other places. The state never, ever, gave us a penny to meet our commitment to the initial I, or the word

International. I was extremely disappointed about that. Fortunately, that is the only thing I have any regrets or disappointments about. That's another reason why Florida International University had to develop as a traditional institution, because the state formula for budgeting and allocation, never, in my days, although it may have changed now, took into consideration any particular mission of an institution beyond the traditional formula—undergraduate, upper division, beginning graduate and so on. So that was my major disappointment. The other, though it may seem trivial, was that we never installed an escalator in P.C.<sup>280</sup>

Chuck Perry left FIU's presidency in 1976, but he was never really gone. His presence and the presence of the original pioneers who gave birth to the university are remembered every time a student graduates, every time a new academic program is added, and every time a new building is dedicated. The founding members of FIU are indeed fortunate they were part of a process that few people experience in life. They have all been indelibly marked by what took place in the first chapter of the university. If one person exemplified the feelings everyone had, it was Charles E. Perry.

Perhaps Spence described it best, "In the very beginning Chuck was the leader of a one-man band, and he blew his trumpet everywhere he went. It was often loud and off key, but people began to listen and the size of the band began to grow and the people began to believe."<sup>281</sup>

When Perry left office in January 1976, there were more than 10,000 students attending classes on a \$50 million campus which consisted of five major buildings and a sixth, Owa Ehan, in the planning stages. By the end of 1974, more than 2,200 degrees had been conferred. Students could choose from more than 134 degrees offered on campus, with 250 off-campus courses reaching an additional 6,500 students. The faculty and staff numbered 1,250 and the university was granted full accreditation by the Southern Association of Colleges and Schools. All of this was accomplished since the founders had begun seven years before, in an old abandoned airport tower.

In 1997 FIU celebrated its 25th anniversary the week of September 12, 1998. Jack Wheat, education writer for *The Miami Herald*, described the event:

A week's hoopla over Florida International University's 25th Anniversary boiled down to one overriding theme Friday. Thank you, Charles Perry. Scores of professors and staff who ordinarily would have skipped the annual faculty convocation joined the crowd in the Wertheim Performing Arts Center to honor the political wunderkind who was so determined to bring a public university to Miami that he told his staff they'd open in tents if necessary. They came even though Perry left FIU more than 20 years ago for a career in corporate suites around the country.<sup>282</sup>

At that ceremony, FIU President Modesto Maidique said that despite FIU's current booming development, the university was as much Chuck Perry's creation as it was 25 years ago. Addressing Perry in front of more than 350 people—many professors in brightly-colored hoods and robes signifying doctorates earned at universities around the world—Maidique said, "You are solely responsible for the synergy that became FIU." Normally subdued educators rose to their feet, clapping as Perry approached the podium to receive his honorary degree and again as he left.

"This community needed, this community deserved, a public baccalaureate degree-granting institution. We were going to give them one—and, by golly, we did it," Perry said, referring to then-intense opposition from much of Miami's civic leadership. He was also the same Chuck Perry who, as FIU president, made a point to drop by and spend an hour with each new employee.

Standing as a representative of the hundreds of faculty and staff who worked with him to get FIU going, Perry declared, "Without you, ladies and gentlemen, this place wouldn't be here today, nor would it be worth a damn. I wish you could be here with me, and all your names should be on this diploma."<sup>283</sup>



HAROLD B. CROSBY





CHAPTER 3  
THE CROSBY YEARS

1976-1979

IN 1976, RICHARD NIXON RESIGNED THE PRESIDENCY IN DISGRACE AND A Georgia peanut farmer named Jimmy Carter came out of nowhere to capture 18 Democratic primary elections and finally the presidency. Woodstock, the student massacre at Kent State, the SDS (Students for a Democratic Society), the Black Panthers, the Chicago 7, and the Vietnam War had all been part of the turbulent history of the '60s. By 1976 the country was attempting to move forward with a new beginning.

In the mid-1970s, two young engineers started a company to make small personal computers in a garage in Cupertino, California. By the early 1980s, Apple would rise to international prominence as the personal computer transformed American society.

Sony led the way in home entertainment with Betamax, the first videocassette recorder offered to the public. It was eventually usurped by the more popular VHS format.

In 1976, the "Wheel of Fortune" spun onto daytime TV. Other popular shows were "The Donnie and Marie Osmond Show," "Rich Man, Poor Man," "The Bionic Woman," "Laverne and Shirley," "All In The Family," and "The Gong Show."<sup>1</sup>

On the Fourth of July 1976, the nation—all 215 million—turned a youthful, vibrant 200. Seven million people lined the shore of New York harbor as dozens of tall ships paraded regally past an honor guard of 53 warships from 23 nations, with President Gerald Ford saluting the Armada from the *USS Forrestal*. In Philadelphia, subway riders spontaneously burst into a verse of "Battle Hymn of the Republic."

South Florida took part joyously in the Bicentennial Celebration. At sunrise, more than 1,000 people attend a prayer service on Fort Lauderdale Beach, while on Miami Beach, 7,141 immigrants swore allegiance in the second biggest citizenship ceremony in history, and 400,000 jammed the oceanfront for a thunderous fireworks display. At midnight, thousands of Cuban-Americans jammed Calle Ocho to sing "Happy Birthday, Dear America."<sup>2</sup>

In Florida Reuben Askew had succeeded the flamboyant Republican Claude Kirk as governor.

South Florida became the mobile home capital of the U.S. and Florida's population growth continued to mushroom, "increasing 26.5 percent, from 6,791,000 in 1970 to an estimated 8,594,000 at the end of 1978. Nearly 90

percent of the increase was from immigration. A significant characteristic of the newcomers was the continuing increase in the proportion of older people; by 1980, those over 60 had reached one fourth of the total, in contrast to one-tenth in the rest of the nation."<sup>3</sup>

A recent history of Florida characterized that growth:

By all odds the most significant new group in the population was the more than one half million persons of Cuban origin who lived predominantly in Dade County. A majority were refugees from the Castro regime in Cuba who arrived in the last 25 years. By 1980 they made up a majority of the residents of Miami and Hialeah. The newcomers moved rapidly into the economic life of the community and were credited with the revitalization of the inner city of Miami. They established numerous small businesses and professional associations, and together with others of Latin American origin began to move into such fields as banking and international trade. Many of the older Cubans did not attempt to qualify to vote. Some still dreamed of the possibility of returning to the Cuba they once knew.

By 1979 fewer than 100,000 had qualified to vote. In 1976, in response to a special effort to induce them in the Bicentennial year of the United States to become citizens eligible to vote, 25,245 took the oath of allegiance. Their children were growing up with bilingual education and were quickly entering into the political life of the community. In 1973 Dade County began to adopt bilingualism officially in a series of ordinances, and by 1979, three of the five members of the Miami City Commission were Latin.

This was a remarkable relocation of so many people in so short a time in so restricted an area. It was possible because the newcomers were largely from Cuba's professional and middle classes. These Cubans were better educated, more skilled and experienced, and more familiar with business methods and practices in this country than other immigrants.

They differed among themselves on such issues as the possibility of return to Cuba, of armed intervention, of United States recognition of Castro's government, of the possibility of ending the economic blockade, of the willingness of some of their numbers to negotiate with Castro for the release of family members and political prisoners, and even of the lifting of some travel restrictions between Cuba and the United States. In 1974 there was a wave of violence among the exiles, and bombings, threats, and intimidation unfortunately became a part of the Cuban political culture in South Florida.<sup>4</sup>

All of these forces had a tremendous effect on the State University System and Florida International University.



At the Board of Regents, E. T. York replaced Bob Mautz as the third chancellor of the SUS, and in the city of Miami, out on the still sparsely populated Tamiami Trail, Charles Perry, the founding president of FIU, resigned and began what was to become a very successful career in the business world.

Perry, the young and energetic first president of FIU, said of his pioneering days: "When I was privileged enough to be given the orders to create a university on the runways of an abandoned airstrip, I was too young to think that it was an impossibility and too old and stubborn to think it couldn't be done."<sup>5</sup>

Perry came to Miami to build a university. By 1975, after seven years at the helm, the founding president felt that he had accomplished his goal. Besides, not many individuals would pass up the opportunity of becoming president and publisher of *Family Weekly*, then the nation's fourth largest magazine with an estimated 11 million circulation.

Perry's legacy to the university was the establishment and development of a major public university in South Florida. He and the founders had gathered together a distinguished young, progressive, and liberal faculty of 310 full-time professors offering a broad range of academic programs that by 1976, with the addition of a bachelor's degree in earth science, totaled 135 degree programs.

By the time the next president was selected, FIU was a changed institution. The university had grown into its adolescence. Gone was the innocence of being an infant; FIU had to prove itself to the community, the nation, and the world.

The response from alumni, which numbered more than 7,000 in 1975-76, was a testimony to the success of the founders, and served as their first report card regarding the acceptance and progress of the university in South Florida. A survey conducted by the Office of Institutional Research reported that interaction with the faculty was the most rewarding aspect of life at the university. More importantly, 90 percent of those responding said they would start again at FIU. Of the graduate students, 80 percent said they would recommend FIU for professional training.

By 1975, the university registered a 10 percent increase in fall enrollment over the same period in 1974; 10,625 students were taking courses on the Tamiami Campus, while 1,296 were enrolled in courses in off-campus locations throughout South Florida.

At the same time, FIU announced it had surpassed the one million mark in credit hours taken by students since the university first opened for classes on a regular basis in September 1972.<sup>6</sup>

The 10 percent increase in student growth from 1974-75 was a slightly higher figure than was registered for the entire SUS for that year.

In announcing the fall quarter enrollment, President Perry said, "The university continued to indicate strong positive acceptance of Florida International within the Greater Miami and South Florida region."<sup>7</sup>

With Perry's resignation the search for his successor was underway.

In early November 1975, Bob Mautz, who had been a close personal friend of Chuck Perry's and a major supporter of the development of FIU, retired as chancellor of the SUS to become a scholar-in-residence at the University of Florida. He was replaced by E. T. York, former executive vice president at the University of Florida. One of the new chancellor's first responsibilities was to announce that a search committee would be formed to recommend a second president at the four-year-old public state university in Miami.

The position description for the new president called for a background of scholarly and administrative achievement, a proven capacity to exercise public leadership, and evidence of commitment to the international and community service dimensions of higher education. The selection process was conducted under the provisions of the Government in the Sunshine Law of the state of Florida.

While a permanent president was being recruited, Chancellor York recommended to the Board of Regents that Harold Crosby, 57, former president of the University of West Florida, be appointed interim president; the Regents approved the recommendation at their regular meeting in Boca Raton on December 2, 1975.

Crosby, who was currently serving as a Regents Professor at FSU, took over the reins of office from Perry effective January 1, 1976, with the intention of serving only as interim president.

There is some question as to the exact date of Crosby's presidency. Former President Perry wrote a letter to FIU's fourth president, Modesto Maidique, stating that he remained president, received compensation, and did transitional work through June 30, 1976.<sup>8</sup>

In announcing Crosby's appointment, York said, "We are fortunate to have a person of Dr. Crosby's background who has experience as president of an upper-level university who could fill this role for a period of time."<sup>9</sup>

At a meeting with the university community earlier that month, York announced that the person selected to serve as interim president would not, and he emphasized not, be a candidate for the permanent appointment.

In the meantime, the active search for a permanent president was underway. A 15-member search committee was appointed, with Ricardo Arias as chairman and Richard Konkel as executive secretary. A majority of its members were faculty and university staff, though various constituency groups were represented as well.

The committee stressed that it sought someone with "international experience and antecedents." The position was advertised nationally, and nearly 450 applications and nominations were received; some included just resumes, some letters of recommendation, and some both. The committee cut the number down to 40 on the basis of preliminary data.

Members looked for evidence of excellence in academic productivity and in administrative activity, and for indications that the nominee worked well with multi-ethnic groups. Ten candidates were selected for extensive interviews, and those were finally reduced to two, Glenn A. Olds, president of Kent State University, and Stanley Ross, vice president and provost of the University of Texas, Austin.<sup>10</sup>

However, the committee could not agree on a single person to recommend to the full Board of Regents as the permanent president of FIU. The committee wanted a candidate more knowledgeable about Florida and the way in which the SUS operated. The result was that in late August 1976 the committee recommended that Crosby, FIU's interim president, be made permanent president of Florida International University.

The BOR was impressed by Crosby's leadership and decided to offer him the presidency on a permanent basis. He agreed to the appointment, but made it clear to Chancellor York and the university community that he intended to serve for a total of three years and no more. He had observed the university since his interim appointment and had a clear vision of what he believed needed to be done to organize it for the next stage of its history.

Crosby had spent the better part of his childhood in the small community of Kissimmee, Florida. In the late 1940s this farming community had fewer inhabitants than many universities.

Crosby, a native of Jacksonville and a Floridian, an oddity in Miami, received his undergraduate education at Northwestern University. After service in the Air Force, he attended the University of Florida law school where he received his J.D. degree in 1948 with honors. As a law student at the University of Florida, Crosby was the first editor-in-chief of the *Law Review* and was named to the University of Florida Hall of Fame.<sup>11</sup>

From his graduation until 1955, Crosby maintained a private law practice in Pensacola. He served as a state circuit judge for five years, and then relinquished his judicial post to become a professor of law at the University of Florida. He quickly became involved in administrative matters as well as teaching, and assumed the assistant deanship of the UF College of Law in 1961.

The following year he was appointed dean of university relations and development, and in 1964 was named as the founding president of the University of West Florida, a post he held for 10 years, from 1964-74, retiring to the position of Regents Professor in 1974, where he carried out special assignments for the Board of Regents. He co-authored "Access to Knowledge," a comprehensive report on the ways life-long educational needs could be met within Florida.<sup>12</sup>

Crosby had also been chairman of the Commission on Educational Outreach and Service in Florida, and served as former chairman of the

Florida Endowment for the Humanities and the American Association of Upper Level Colleges and Universities. He was also a member of the executive council of the Commission on Colleges of the Southern Association of Colleges and Schools.

Crosby was also a serious candidate for the presidency of the University of South Florida when he was named the second president of Florida International University. He opened the school year with an address to a gathering of faculty, staff, and students in the Pit of University House immediately after his appointment, stressing the importance of maintaining good communications and promising to continue a policy of accessibility to the community.

Candidness and willingness to admit one's mistakes, Crosby added, were necessary in the process of searching for solutions. The new president said that "Florida was one of the less mature states despite its early European colonization, a have-not region," and that "a lot of work needed be done to improve the State University System."<sup>13</sup>

His first public statement included a call for renewed "energy, aggressiveness, and diplomacy."<sup>14</sup> The new president had inherited the young institution just as it was entering its "teen" years—and like all teenagers, FIU was eager to stretch its wings and fly. Crosby, who had assumed the role of stepfather, had to make some tough decisions early on in his administration.

The new president was a total departure from Chuck Perry. The enthusiastic vibrancy of the young founding president, and the reckless abandonment that had often characterized his administration, were replaced by the mature nature of the southern gentleman judge. Hal, as he was called, was impressive in appearance—tall, distinguished and presidential; he spoke softly, with a distinct southern drawl, and had a contagious smile, sparkling blue-gray eyes, and an air of stability, maturity, dignity, and strength. Perry had been warm, approachable, and physical; he grasped your hand, put his arm around you, and looked you in the eyes. Crosby was just the opposite; he was aloof and reserved, a picture of southern aristocratic society. The contrast between the unscholarly, worldly Perry and the scholarly, serious Crosby was dramatic.

At his first meeting with the Council of Deans, "those in attendance quickly realized that they had to listen carefully; they were dealing with an understated style, not overstatement. His was a steadying approach, concerned with quality. It was the clement style of a man who always had a smile on his face."<sup>15</sup>

One person described Crosby as "having an air of reverence about him, of respect obviously warranted because he had accomplished a great deal." He was "very much the judge, and a gentleman."<sup>16</sup>

His meetings were orderly, and while opinions were heard and considered, he would make and take the responsibility for his decisions. He would

proceed in the deliberate manner of a judge, setting a pace that was not flamboyant, but lively.

Crosby accepted the reigns of the university at a time of economic turmoil. President Perry left word to the entire FIU family that there was storm brewing on the horizon, and it wasn't a pretty one. The mid-1970s proved to be a time of relentless revenue shortfalls in the state's education coffers.

There were serious questions raised concerning the economic stability of the university and about when, if ever, the promised campus on the Interama tract in North Dade would be able to open. One of former President Perry's last acts as president was to announce a temporary hold on admissions projected for the fall of 1976 in light of the state's budget crunch.

Prior to leaving office Perry had written the chancellor and had sent a memo to the university community regarding the disastrous consequences a budget reduction would have on the university.

Perry had warned that the 1975-76 budget was going to be reduced by \$1.8 million. This amount, when added to the previous reductions, meant that the university would operate with approximately \$4 million less than requested for both campuses, a substantial amount when the budget in 1975 was less than \$25 million.

Perry stated, "The future of the university is in serious jeopardy as a result of the budget crisis."<sup>17</sup> He notified the chancellor that FIU would have 48 fewer faculty and staff positions to teach even more students. He stated that Interama would not open as planned, that personnel appointments to critical positions would not be made, that the university would close on weekends, that facilities would not be constructed, and that, whenever possible, administrators would teach.

Lack of funding was and is a continuous problem in the SUS. Crosby was, from his first days in the presidency until his resignation three years later, hampered by the constant search for funding just to keep the university alive.

Statistically, since 1968, statewide university headcount enrollments had increased almost 100 percent, while appropriations in non-inflated dollars had increased by less than 50 percent.<sup>18</sup>

In 1976, state appropriations to the universities were increased, but while the Legislature treated the SUS fairly in its distribution of limited resources, the increase was not even equal to the 1976-77 inflation rate. It, therefore, left unmet the backlog of needs created by the growth and inflation of recent years.<sup>19</sup>

During 1976-77, for the first time in the history of the State University System, otherwise qualified students were denied admission to Florida's public universities; enrollments that year did not exceed those of the previous year, despite a growing citizen demand for public higher education.

Also during that year, demonstrated needs for new and expanded

services, such as those identified in "Access to Knowledge," the report of the Commission on Education Outreach and Service, were not met.<sup>20</sup>

A special report predicted that the universities would continue to experience deterioration in program quality in such areas as larger classes and fewer course offerings, less personal attention and counseling, loss of many first-rate faculty and staff, inadequate facilities, equipment and supplies and out-moded library collections in some disciplines. In addition, the state's "renewed commitment to 'economic development' would be adversely affected by the deterioration of the quality of the programs at its universities."<sup>21</sup>

Despite efforts to improve the management and efficiency of SUS operations, the nine state universities were falling further and further behind in their endeavors to carry out the missions assigned them by the people of Florida. And Florida was falling further and further behind most other states in its commitment of resources to quality higher education. Indeed, Florida ranked significantly below the average in most areas of state support for higher education.<sup>22</sup>

According to a study reported in the March 8, 1977, issue of *The Chronicle of Higher Education*, Florida, the nation's eighth most populous state, had dropped to 33rd among the 50 states in allocation of "state and local tax revenue appropriated or levied for operating expenses of higher education."<sup>23</sup> In indices published elsewhere, Florida ranked 37th in per capita support for higher education, 40th in terms of support per \$1,000 of personal income, and 45th in use of "tax potential" for higher education. It was predicted that Florida's ranking would likely slip in the year ahead because in the past two years the "weighted average gain in appropriations of state tax funds for annual operating expenses of higher education was 28 percent nationally-but only about 6 percent in Florida."<sup>24</sup>

Chancellor York and President Crosby had come to office during one of Florida's most severe financial crises.

The situation was critical, and the public had to be made aware of the conditions. The new chancellor and the university presidents gave speeches and held public meetings throughout Florida to make the voting public aware of the less than admirable support given higher education in Florida.

The Chancellor and the presidents brought what was called their "Report To The People" to Miami on Wednesday, December 3, 1975. The public was invited to a town hall meeting held at the Dupont Plaza Hotel in downtown Miami. At that meeting Board of Regents Chairman Marshall Criser issued a statement supporting the report and explaining the aims of the program.

Criser said:

In the history of every organization and institution, there comes a time when that organization or institution reaches a crossroads and

begins a search for new direction. Florida has reached such a crossroads in higher education.

The State University System and the state Community College System from their beginning had maintained an open door policy. Any student with the ability and the desire had been able to gain entry into the system to progress as far as their ability and desire would take them.

The members of the Board of Regents, the presidents of the universities and the chancellor have a collective duty to inform the citizens of this state that the traditional open door may have to be closed. If the door is to be closed, what options do we face? Who will be given priority for admission? Who will be excluded, and what will be the consequences?<sup>25</sup>

The Report to the People program later received an exceptional achievement award from the Council for the Advancement and Support of Education. This national awards program recognized outstanding achievements in education and singled out the town hall meeting sessions as a superior program helping to set a solid foundation for the educational system.

Glenwood Creech, who had replaced Ken Williams in 1974 as the second president of Florida Atlantic University, expressed his anxiety over the funding for higher education. FAU, like the state's other eight public universities, was caught in a financial squeeze. Inflation, along with enrollments, had soared, while financial support from the Florida Legislature had failed to keep pace; FAU had also recently been told to return part of its allocation from the state.

In the two-and-one-half years since Creech took over as FAU's president, he said a combination of factors had led to what he considered "a severe deterioration" at FAU and the State University System. The result included an exodus of more than 40 professors, scores of course section cancellations, alarming increases in student-teacher ratios, and student and faculty morale that Creech said had hit "rock bottom." Such jolts to the 11-year-old university, Creech said, had been debilitating. "FAU is a fragile thing. It's like a transplanted tree. We're a seedling."<sup>26</sup>

For the first time in FIU's history, during 1975-76 enrollment growth was reduced substantially from prior years; enrollment declined from 10,625 in 1975 to 9,997 in 1976.<sup>27</sup> This slowing of the growth rate, when combined with rampant inflation, reduced significantly the real revenue available for operations. In addition, the Legislature continued to demand more and more services by writing in "earmarked" funding and special language in the appropriations bill.

Because of the morale problem created by the increasing demands, less real revenue, and the absence of salary increases, FIU lost many of its most capable people.

The new president faced a demanding public, a institution used to growth and expansion, a severe budget crunch imposed by the state, and, for the first time in the history of the SUS, a faculty demand for a faculty union.

The 1975 Legislature had placed a freeze on all faculty, career service, and administrative and professional salaries for the fiscal year. There were no pay plan adjustments or merit increases. A confrontation between the Legislature and state employees followed. The Police Benevolent Association won the first unit election for university police officers to become the first statewide bargaining unit among employees within the SUS. The drive for a faculty union followed.<sup>28</sup> The original leaders of the faculty union included Brian Peterson of the history department, Chuck Elkins of the English department, Brian Nelson of political science, Toby Berk of mathematical sciences, and Richard Klimmer of history.

In a candid memorandum addressed to faculty and administrative and professional personnel, York argued strongly against academic unionism for the SUS. A vote was scheduled for March 1976 to determine whether an exclusive agent would be the representative for collective bargaining purposes, and, if so, which one.

York strongly urged everyone to vote, stressing that failure to do so might result in decisions being made which could be contrary to the wishes of the majority. He stated, "I doubt if you will ever have an opportunity to cast a vote which will have a greater impact upon your personal and professional lives than you will have in these elections."<sup>29</sup>

York was convinced that unionism would turn collegiality into power politics and damage the image of faculty as professionals in the eyes of the students as well as the public. He noted that none of the more prestigious American universities, public or private, had accepted academic unionism.<sup>30</sup>

Crosby published his own 10-page memo on February 16, 1976; a nine-page memo followed on February 25, arguing against unions.

These efforts failed. In the election on March 2 and 3, 1976, faculty voted to be represented in collective bargaining by the United Faculty of Florida. The vote released by the Public Employees Relations Commission showed that 51.3 percent preferred the UFF; 15.3 percent preferred the AAUP; and 28.5 percent preferred no agent.

President Crosby released the following statement concerning the results of the election:

The results of the collective bargaining representation announced today are disappointing. Nevertheless, as I indicated earlier, we will accept the judgment of the SUS faculty members and other academic professionals who voted in the election—and carry out our legal responsibilities accordingly. At the appropriate time and place, we will begin the difficult and complex task of trying to negotiate a 'collective bargaining



agreement' with representatives of the UFF. We will make every effort to ensure that members of the university community are kept informed about further developments as they occur. Although I am personally disappointed, Florida International University will abide by the results and endeavor to make the new arrangements work effectively.<sup>31</sup>

The penny-pinching of the Legislature had finally produced a mood among educators that a unified and political approach to better pay and working conditions was the only way to bring increased benefits and recognition.

In 1976-77, personnel services, now called human resources, at each of the state universities began the year learning how to process new faculty employees under a first-ever faculty union agreement. Two new career service collective bargaining agreements were also negotiated that same year. Collective bargaining necessitated the revision of some career service rules and regulations and some BOR rules. All these changes required more reports from university personnel offices. Contract interpretation and administration were necessary under the several collective bargaining agreements.

In October 1975, the first meeting of the Faculty Senate, comprised of faculty members representing the various schools and colleges of the university, was called to order by Butler Waugh, its first chairman.

Historically, faculty senates dated back to the time when universities first came into place, according to Howard Rock, the 2001-02 chair. "The original faculty senates were made up of faculty members who basically ran their own universities, unlike today's state universities, which are governed by the bureaucracy. Today's faculty senate is more of a university tradition because it has very little authority as compared to the past."<sup>32</sup>

The original senate at FIU was comprised of Butler Waugh, chairman, Richard Huse, vice chairman, Toby Berk, secretary, Phil Giberson, Richard Kramer, and Betsy Smith. It served as the chief conduit of communication between the administration and the faculty, meeting with the president and other officials when matters of concern to the faculty arose.

Waugh felt that faculty needed more input into administrative policy. "We wanted to provide a medium of shared decision making where we would try to diffuse the decision making process," he said. "The faculty wanted to avoid a radical departure by the administration from the traditional forms of university life in terms of research, instruction, appointments and promotions."<sup>33</sup>

Waugh saw the UFF as the best conduit for accomplishing these faculty goals. Statewide unification of faculty and statewide collective bargaining powers were means to the end. He said, "As a union we will be a political force and that is important in a public situation. Our concern will be with political action. We hope to play a part in establishing policies through the Legislature and through the voice of the public.

"We (the faculty) are each responsible to the taxpayers, to our personal idea of a university, to our students, and to our professions. Collective action is the way to do it," he said. "Individually we are powerless."<sup>34</sup>

By 1976, the Career Service Employees Federation was formed with Alex Zyne as president of the FIU chapter. He said, "If we're going to improve the quality of work at the state universities, there has to be support for career service employees. They run the schools. They're the groundskeepers, the secretaries, the printers. Right now we do not have any input into decisions at all."<sup>35</sup>

After experiencing the dynamic leadership of Chuck Perry, the university community was collectively concerned as to the type of leadership that Harold Crosby would or could provide. In this time of economic crisis some wondered if the new president had the ability and desire to not only maintain the growth begun by Perry, but to expand and develop new programs, increase enrollments, and continue the physical growth of the university in light of the severe economic recession and the establishment of a new faculty union. A new personality meant a new style of leadership, a new direction for the university, and a significant change from the previous administration.

Shortly after assuming the presidency, Crosby opened the first of several administrative retreats. At the first, he called for an understanding of the real problems facing the university, a realization of the unique opportunity of those present to assist in the building of a new and great campus, the Interama Campus, and the need for a positive attitude and a spirit of cooperation and teamwork as the work progressed. Shortly thereafter he fired the majority of the original top administrative staff of the university. Noting that debate and disagreement were expected, and all views were to be given full hearing, the president requested that final decisions be supported vigorously to accomplish the objectives. Crosby underscored his belief that the Miami community needed every service FIU could provide.<sup>36</sup>

A major component of his new educational plan and one of the cornerstones of his administration was the development of what came to be called the Educational Consortium for Southeast Florida.

This consortium, which was to foster a working relationship among three institutions, was also supported by the BOR and by the presidents of Broward and Miami-Dade community colleges as making good economic and practical sense with a total of 80,000 students in a service area that covered 2.5 million people. What was sought was the most cost effective means for delivering education, and areas of agreement in looking for scarce dollars that could improve the political clout of the three. They were to work together in such areas as academic programming, joint facilities use, exchange of faculty, and consolidation of resources.

Guidelines were established to assist students during their four-year programs of study. The intention was that Miami-Dade Community College

would gradually offer courses at FIU's North Miami Campus, and that FIU faculty would gradually offer courses at the New World Center Campus of Miami-Dade. It was hoped that by 1981-82 students could begin or complete their entire four years of study toward the baccalaureate degree in selected programs at those two campuses. FIU was also planning four-year scholarships to encourage and reward student achievement.<sup>37</sup>

The career planning and placement offices of all nine campuses were open to students and alumni of the three institutions. Broward and Miami-Dade students could arrange cooperative education job placements in federal agencies through FIU. The schools were already sharing library and audiovisual materials, and were cooperatively purchasing supplies and jointly publishing program information. Students could attend cultural events on all campuses and were jointly scheduling performing groups and offering tickets to area cultural events at reduced costs.

The consortium was designed to extend the reach of those institutions, enabling them to serve the public more efficiently and economically. On paper it was a great idea. In reality it had several shortcomings. Two representatives from Miami-Dade and Broward community colleges joined the representatives from FIU, Robert Fisher and Duke Campbell, in the development of plans for the consortium. Among the many kinds of possibilities for consortium action were single admission for four or more years of college, joint facilities use, exchange of faculty to maximize educational opportunities, and consolidation of resources to benefit citizens. Consortium plans were presented and approved by the BOR at its September 17, 1976, meeting.<sup>38</sup>

Crosby then explained the second and perhaps most important goal of his administration, the implementation of a self-assessment study of the university. He felt that it was extremely important as he took up his permanent position to have a self-assessment of every aspect of FIU. The institution had grown rapidly, perhaps, in many minds, too rapidly. Since the pre-opening planning, the university had not analyzed itself as a whole, and in the fall of 1976 it was starting its fifth year of classes. Crosby felt there was a need to make a thorough study to see where the university was going, to review internal lines of authority and communication, and to explore how community needs were being fulfilled.<sup>39</sup>

The study was led by Steve Fain, currently professor in the College of Education; each unit and the university collectively had the opportunity to re-examine the objectives and determine "where we were, where we wanted to go, and how we were going to get there."<sup>40</sup>

The self-study would also help determine the structure of programming at the North Miami Campus, and help set the course of planning for offering courses downtown in conjunction with Miami-Dade Community College. Basic questions about the quality of university life, the general quality of

community life, the academic development of students, and the preparation of students for career and life were all being explored.

The non-traditional self-study of the university that was underway at the end of Crosby's tenure was one of the most important legacies that he left his successor. The outcome of the study was not completed until the presidency of Gregory Wolfe.

The next discussion, and by far the most important and controversial one, involved the new organizational structure of the university which made it less experimental and more traditional. Responsibilities were changed, departments dissolved, and people resigned or were fired or replaced. As a new administrative team replaced Perry's original staff, FIU was sometimes called Florida "Interim" University.

Under the new organizational plan, the Office of Community Affairs, the one that worked most closely with the Miami community, was abolished.

Crosby placed all academic activities under the vice president for academic affairs and then created a new division, Student Affairs, formerly Student Services, with a vice president to upgrade emphasis on such services as registration and records, financial aid, student activities, and athletics. The Office of University Outreach, all university-wide institutes, and the library were placed under Academic Affairs. Alumni affairs, development, university relations, and legislative and governmental relations were placed directly under the president's office. A new and controversial office, that of executive vice president, was created to ensure coordination between the campuses, to coordinate the activities of the three vice presidents, and to supervise institutional research, the International Affairs Center, the consortium and the FAU-FIU Joint Center for Environmental and Urban Problems.

Crosby said the reorganization would permit more equitable decisions for salary and promotions by establishing "criteria and processes for evaluating personnel."<sup>41</sup>

Glenn Goerke, vice president of community affairs, ended his 14-year association with the SUS. One of Perry's most valued and respected vice presidents and for years one of the main players in the development of the university, he was unceremoniously fired and became the first in a long list of casualties.

Harold A. Gram, also a Perry appointee, resigned as vice president for administrative affairs to accept a teaching position in the university's School of Business and Organizational Sciences, effective September 1, 1976. Ronald G. Arrowsmith was appointed vice president for administrative affairs, effective on that date.

The tall, lanky, somewhat abrupt, always serious Arrowsmith had been with FIU since 1970 and had served as director of administrative services and assistant vice president and associate vice president for administrative affairs.

Prior to coming to FIU, he had been assistant controller at the University of Florida from 1962-68, and from 1968-70 business manager and controller at FAU.

The appointment of Arrowsmith marked the continuation of a remarkable career culminating in the overall business managership of the university. Arrowsmith overhauled the controller's office, purchasing, and internal accounting systems. He set up indispensable instruments of budgetary control and served as supervisor of buildings and grounds. During what was to become one of the most significant periods in the development of the university, he became an "exceedingly able business manager" and a ingenious creative executive. He served presidents Perry, Crosby, and Wolfe. Arrowsmith was to hold this position until his retirement in 1991.

In Student Affairs, Sandra Clark, former dean of student services, and an FIU employee since 1973 who had been part of "Perry's inner circle," was given a position as Crosby's assistant. She left the university shortly thereafter.

After Clark's departure, Judy Merritt was appointed vice president for student affairs; she had been assistant registrar, and now became the first woman vice president at the university, and FIU's first vice president for student affairs. She resigned in 1986 to become president of Jefferson State Community College in Birmingham, Alabama.

William A. Jenkins, vice president of academic affairs, another Perry appointee and the highest ranking black administrator at FIU, said he was pressured into resigning from his position. "I had strong suggestions to resign," he said. "I think there's something of a local struggle going on in the university system. I was just one of a group that got caught up in that struggle."<sup>42</sup>

According to *The Miami Herald*, Jenkins was hired to "upgrade the university's status as an international campus."<sup>43</sup> He was the first black to be the top academic administrator of a predominately white university in Florida.

Jenkins' resignation took effect April 15, 1977, when he became a professor in the School of Education, a position he held until 1978. In a confidential letter to former President Perry, Jenkins stated, "At the moment FIU is in a state of turmoil, what with my imminent departure from this office and Crosby's 30-day health leave. Rumor, of course, has it that he will not be returning. I don't know about that. I do know that if all of this were engineered, it was successful. I have been sidetracked and will have little opportunity to replace him. It's all very lamentable, but not devastating, for life goes on."<sup>44</sup> Jenkins later became chancellor of the University of Colorado at Denver.

Ricardo Arias, at the time dean of the College of Arts and Sciences, assumed the post of interim vice president for academic affairs. Having also served as chairperson of the Department of Philosophy and Religion, he had a

reputation as an outstanding faculty member and was totally familiar with the academic programs and operations of FIU. Arias later returned to his home country of Panama where he served as its vice president in the 1990s.

Arthur W. Herriott, associate dean of the College of Arts and Sciences, and its current dean, was appointed interim dean.

Robert Fisher, director of the Division of Natural and Applied Sciences and chairman of the mathematical sciences department at FIU since 1971, was appointed vice president for academic affairs in April 1978.

In announcing his appointment, Crosby stated, "Dr. Fisher has ably served the university in the capacity of chairperson of the Department of Mathematical Sciences and of associate vice president for academic affairs since coming to the university in 1972. I know that you will all join me in congratulating Dr. Fisher on this appointment and in wishing him well in meeting the serious responsibilities of serving the university and the community."<sup>45</sup>

The newest rising star in Academic Affairs was Steve Altman, who was appointed assistant vice president for academic affairs and university outreach on an interim basis. Altman would have a tremendous impact on FIU and the SUS in years to come and would eventually serve as FIU's provost and vice president of academic affairs. Born and raised in Los Angeles, Altman received his undergraduate degree at the University of California at Los Angeles and his master's and doctoral degrees from the University of Southern California.

Altman was in charge of university outreach and most of the areas formerly housed in the Division of Community Services under former Vice President Goerke.

At the young age of 32, Altman had already been chairman of the Division of Management in the School of Business and Organizational Sciences for five years and was previously assistant dean in the School of Business at the University of Southern California.

A colorful man, charming, dark-haired, and bearded, with a mischievous smile and matching personality, he was chosen Outstanding Faculty Member in the School of Business and Organizational Sciences by the Student Government Association in 1977. A substantial record of publications was also credited to Altman who, at the time, was enthusiastic about his forthcoming book on organizational behavior which he co-authored with Richard Hodgetts of the management department. Altman left FIU in 1985 to become president of Texas A & I University.

In January 1978, James Mau was appointed dean of the College of Arts and Sciences. The picture of an academic dean, a tall, stately man, with a neat mustache and beard and a keen sense of humor, Mau looked the part of a philosopher, teacher, and administrator. He came to town in an old, un-air-conditioned Dodge touring car which became identified with him and his form of leadership—dependable, solid, reliable, and measured.

Mau received his B.A. from the University of California at Santa Barbara and his M.A. and Ph.D. from the University of California at Los Angeles, all in sociology. He commenced his teaching career in 1963 when he became an instructor of sociology at Yale University, subsequently becoming an associate professor of sociology and associate dean of the graduate school at Yale before coming to FIU. He received FIU's Distinguished Service Award in 1988.

The new dean became involved with the expansion of the North Miami Campus. At the time, plans progressed to have four majors there, international relations, humanities, psychology, and computer sciences.

Mau was excited about his new job. "There are great opportunities and challenges in the future of FIU. I'm looking forward to meeting with the students and faculty and getting to know more about them and the college. Taking on the responsibility of the deanship has been made easier by the help of such fine associate deans as Arthur Herriott and Janet Parker."<sup>46</sup>

Shortly after Crosby assumed the presidency, he announced that Milton Byrd, provost of the North Miami Campus and another Perry appointee, had accepted his invitation to assume a new role at the university. Crosby did in good conscience acknowledge that Byrd had directed the planning and developmental efforts of the North Miami Campus for two years, a period of uncertainty growing mainly out of a revenue shortfall and severely limited funding. Byrd brought his long experience and patient temperament to bear upon that and related issues.<sup>47</sup>

Byrd's new title, provost for university assessment and evaluation, became effective on January 1, 1977. This was a staff role reporting to the Office of the President; Byrd left shortly thereafter.

Robert Ellis, former acting dean of the College of Business and Organizational Sciences and, at the time, the dean of the School of Technology, agreed to serve as interim provost of the North Miami Campus, effective January 1, 1977. At the same time a search committee was established to recommend a permanent provost. Ellis himself was removed in 1977 after serving only nine months at the helm of the campus.

Changes continued as Crosby searched for his administrative team. Patricia Lutterbie-Hansen was appointed executive assistant to the president. A competent, knowledgeable, honest, and extremely capable administrator, she was to become one of the key administrators in the administrations of both Crosby and Wolfe.

A graduate of Harvard University, Lutterbie previously served as executive director in the Office of the President, as vice provost and associate vice president of Academic Affairs, as executive assistant to the president, and as assistant dean and assistant professor in FIU's School of Education. She had also spent nearly four years as director of graduate and professional programs in the BOR office.<sup>48</sup>

Crosby announced as part of the reorganization plan that Joseph Olander, special assistant to the Florida Commissioner of Education, had been appointed interim executive vice president of the university for a period of one year, effective July 20, 1977.

Olander, no stranger to FIU, had served as associate dean of the College of Arts and Sciences from April 1974 until March 1975 when he took over his post in Tallahassee. As assistant dean of the college prior to becoming associate dean, he had responsibility for developing academic programs and working with faculty in the development of committee structures for college governance. He began his career at FIU in 1971 as acting chairman of the Department of Political Science, with responsibility for developing the departmental curriculum and program and hiring the initial political science faculty.

A graduate of the University of Maryland and a native of Hazelton, Pennsylvania, Olander received his M.A. in English from Rollins College and his doctorate from Indiana University where his fields were political theory and methodology, public law and policy, and political anthropology.

Olander had been considered to replace Perry as president of FIU by a 15-member FIU screening committee after Perry stepped down. On the 14th ballot, he mustered an eight to seven majority, but was never recommended to the BOR, which ultimately named Crosby.<sup>49</sup>

From his first day on the new job, there was a controversy relating to his appointment. Marshall Harris, Dade County's representative on the Board of Regents, said he opposed the appointment of Olander and told Crosby so. Harris said he was bewildered by the insistence on Olander getting the job.

"I'm mystified by an administrator who says one thing on one occasion and another on another occasion," Harris said. "The president has already informed the faculty and staff that Olander would not be considered for the position. He has a public relations problem on his hands explaining what has changed since he made the first announcement."

Harris said he opposed Olander's appointment on two scores: first, the divisiveness it would cause on campus, and, second, Olander's lack of experience and proven academic ability.

"Especially when you have a president who is not himself a distinguished scholar, it is imperative that he pick a number one scholar to serve under him in the top academic position," Harris said.<sup>50</sup>

The Division of University Relations and Development was also reorganized under Terry Spence, who became its first dean in 1976. He was one of the only Perry appointees to survive the Crosby years. At the time there was no vice president for this area. Departments included the following: Development, Frances Koestline; Alumni Affairs, Marie Anderson; Information Services, Lillian Lodge Kopenhaver; Publications, Eileen



Marcus; and Special Events, Marlen Alba. Legislative information and university relations at the North Miami Campus were all placed within the Division of University Relations and Development which reported to the Office of the President.

Bob Folsom had served as director of information services for eight years up to that time but became another Crosby casualty. He told the South Dade News Leader that "this university is strewn with human wreckage; my case is only the latest one."<sup>51</sup>

By the end of the Crosby administration, four academic deans had resigned, bringing the total of administrative changes in less than three years to the removal or departure of three vice presidents, one provost, six deans, and four directors. The university was headed in a new and different direction.

There are a variety of reasons why Crosby changed his top administrative staff. Both anecdotal and documented evidence point toward a feeling in Tallahassee that the time had come to change the direction of FIU.

FIU had been a non-traditional, unconventional, unique, non-conformist university. Chuck Perry had challenged the system and won. But, by the time of his resignation there were signs of strain between him, the chancellor, and the BOR. The top administration had been hired by Perry. Crosby needed his own staff, one that would be more conservative, more traditional, and more in line with the power structure in Tallahassee and more comfortable with the new president.

Changes and reorganization also occurred in the structure of the university foundation. From an organization primarily concerned with fundraising, its board accepted the additional responsibility of forming a bridge between the university and the community.

Steps were taken to include additional business, governmental, and cultural leaders in the day-to-day activities and functioning of the university. The first advisory council was established by linking a group of international business and economic leaders to the newly-established International Affairs Center. An advisory council was also formally established for the accounting department, and it was felt that the growth of the North Miami Campus would be strengthened by the establishment of such a council, so one was formed to advise on the growth and development of that new campus.

By the end of 1978 planning was underway for additional councils to the schools of Business and Organizational Sciences, Health and Social Services, and Education.

Fundraising efforts, which up to this time were minimal, were strengthened when Crosby announced the appointment of Richard L. Biscomb as the first associate vice president and director of the development program. At this point, there was no vice president of development. Biscomb held degrees in economics and investment management and came to FIU from the

University of Louisville where he supervised a multi-million-dollar development program.

Donations to the FIU Foundation from 1969-76 totaled only \$1.9 million, with \$335,000 being raised in 1975-76. The original foundation incorporated in 1969 was composed of business and professional leaders of the community who had dedicated themselves to furthering the university by encouraging, soliciting, receiving, and administering donations for the benefit of the institution.

The Board of Trustees of the foundation was responsible for increasing private support to the university by 207 percent in fiscal year 1976-77 and increasing the number of Charter Club memberships for those who contributed \$500 or more, which provided for basic operations of the foundation.<sup>52</sup>

In 1979, J. Stephen Hudson, outgoing president of the FIU Foundation, turned over the gavel to Thomas D. Lumpkin. Serving with Lumpkin were Earl Powell, Catherine H. Fahringer J. Ernest Hartz, Jr., and FIU's Terry L. Spence as secretary and Ronald G. Arrowsmith as treasurer.

In 1979, new Tower Society members of the foundation, people who contributed \$20,000 or more, received the coveted "Towers," replicas of that landmark on the Tamiami Campus and a symbol of foundation and university goals. New members were Albert and Delores Goodstein; J. Edward Houston, Barnett Bank of Broward County; Nicholas Morley; Blanka Rosenstiel, the Rosenstiel Foundation; and Caroline and Jack J. Weiss.<sup>53</sup>

Reorganization and change at FIU were continuous, painful, and deliberate, and generally had a negative effect on morale within the university. On the positive side, the most significant achievement and contribution of the Crosby years was the development and the eventual opening of the campus in North Miami, planning for which had begun during the Perry administration.

Two separate master plans were originally developed for the university and presented at two different times. The Tamiami plan was called "Birth of a University and Plans for its Development."<sup>54</sup>

The original plans for the campus in North Miami were first put forward in 1972 with the master plan for the university. Called "The Growth of a University and Plans for its Interama Campus," it defined a service area of 1.2 million people, with 40 percent of that total living in Broward County as far north as mid-Fort Lauderdale. The six-year plan was originally developed with the intent of offering programs similar in scope to the Tamiami Campus.<sup>55</sup>

The site in North Miami was once projected to be a huge, bustling trade and cultural center to be known as Interama. "The 1,700 acres were known as the Graves Tract then, and they stretched from NE 135 to NE 163 streets. Work was begun; land was cleared, and a trade center was built at the water's

edge. When the Interama dream collapsed, this building became the first one on FIU's campus in North Miami. The three-story structure was originally designed to be used for exhibition space.

The university was the first resident on the Interama tract in 1974, followed by neighbors which included a Regional Waste Water Treatment Center, the Dade County Government Center where the county provided both police and fire protection, and a county sports complex with a football stadium and track facility.

The 1980 *Elan*, FIU's yearbook, described the area:

This area of land at the time was the largest open tract left in Dade County, and choicely located on Biscayne Bay. The land consists largely of red and white mangroves that take up the major portion of the area; one third of the area has been established as a mangrove preserve. The residents of North Miami made sure that the land was saved from commercial exploitation by digging down into their own pockets for a \$12 million bond issue in 1970. They were paying off the obligation at a rate of \$2,600 a day through the year 2001.<sup>56</sup>

To dissipate the images of controversy and failure surrounding the old Interama project, the name Interama Campus was dropped in 1976, and until February 1980, the site was known as the North Miami Campus.

As Perry and his staff had outlined the operation of the Tamiami Campus, Crosby and his staff developed the plans for the opening of the North Miami Campus. The earliest memo from Crosby to the university community outlined the goals this campus would have in its early stages.

At the first presidential retreat on September 10, 1976, Crosby stated that it was essential at the threshold of the opening of the North Miami Campus that FIU reconfirm its goals and set forth a comprehensive philosophy for educational delivery there. This philosophy, according to Crosby, should reflect the goals of the university translated to the unique mission and the unique setting of the new campus.<sup>57</sup> It was important to recognize at this juncture that the goals of the university as published in the 1977 original North Miami Campus catalog were the same three goals as those established by Perry in 1972 and placed on the exterior wall of the Primera Casa: greater international understanding, service to the community, and education of students.

The purpose of this educational commitment was to establish and influence the organization and development of all aspects of the North Miami Campus experience.

A statement of philosophy had to be generated from the academic mission set forth in a clear format of specific goals and objectives for all areas of responsibility involved in the realization of this new campus. These goals

involved some basic policy decisions which would govern the “spectrum of actions involved in the emergence of this new campus.” They included, but were not limited to, the following:

- What was the scope of academic program; what special programs were to be emphasized?
- What levels of instruction would be provided; what extent of graduate programs would be offered?
- Would there be housing and on which campus and how would it be funded?
- What about class sizes and mix, optimum faculty-student relations, formal and informal?
- What cooperative efforts would exist with community colleges?
- What types of community involvement and opportunities, local and international, were available?
- What about the architecture of the campus and its buildings, the theme and harmonic repetition of selected materials and finishes?
- What about recreational, intramural, and career sports, and water opportunities?
- What about the quality of campus life: commuter problems, social opportunities, scale of intimacy, relaxation?<sup>58</sup>

Crosby instructed Jenkins to conduct and organize meetings in consultation with the academic deans to develop curricular objectives for the North Miami Campus by October 20, 1976.

It was one thing to establish goals and philosophies for the campus; it was another to secure funding. The first funds available for the North Miami Campus were provided for in Senate Bill 1439, which in 1971 authorized the university to spend not more than \$85,305 of its funds for the purpose of planning the Interama Campus.<sup>59</sup>

Among his first tasks, President Crosby had to battle for legislative funding for this campus, located nearly 30 miles away from the Tamiami Campus and known as the “Siberia of FIU.”

During the winter and spring of 1976, Crosby worked with the North Miami City Council and the Dade legislative delegation to assure the future of the North Miami Campus. The big breakthrough came when the 1976 Legislature agreed to allocate \$3.85 million in special funding for operating expenses, to occur over a three-year period of time. The Board of Regents approved \$12.7 million in construction monies for the new campus; this included funding for Academic I, the first building constructed by the university on that campus to house classrooms, laboratories, office, and work space, and the construction of a student center to house a cafeteria, bookstore, recreational facilities, meeting rooms, a pub, and an auditorium.

The North Miami Campus was finally on the way to opening its doors to its first students and at last becoming a reality. In 1976, pre-opening curricular offerings included approximately 40 courses; however, because of a delay in completing the conversion of the Trade Center Building into instructional space, these courses were offered at two North Dade off-campus locations—the North Campus of Miami-Dade Community College and North Miami Beach Community School. MDCC North Campus library privileges were extended to the faculty and students and textbooks were sold at the locations of the courses. In 1976, there were approximately 700 FIU students enrolled at the two off-campus North Dade locations.<sup>60</sup>

As with any new operation, glitches were bound to occur. There were complaints from students regarding services offered at the off-campus sites. Carlos Romero, a student senator from the College of Arts and Sciences, expressed displeasure with the services offered to students: “There were no administrative services available to the students at NMB or Miami-Dade Community College locations, nor were VA facilities available.” He continued to explain that textbooks were sold only the first week of classes, thereby forcing students to drive down to the Tamiami Campus in order to drop-add or buy books.

“Another problem that faced the students,” Romero stated, “was there was no place to pay tuition; consequently, students were fined for late payments.” With minor problems such as these, the university continued to work toward the opening of the new campus.<sup>61</sup>

Funding was a continual problem for the NMC. President Crosby invited Chancellor York to speak at the 1976 spring commencement. He set up a meeting to include Marshall Harris, a member of the BOR, and state Sen. Jack Gordon before the ceremony, “at which time Gordon proposed the idea of using a special appropriation from capital funds for the library system. York committed himself to support the partial opening of the North Miami Campus in January 1977 and full-service opening in June of that year. Gordon agreed to support the necessary developmental funding for the campus and stated his intention to support the special library appropriation in the 1977 session of the Legislature. It was an excellent arrangement, and in the subsequent session FIU ended up with \$1,177,907 to help build its collection of back periodicals.”<sup>62</sup> Additional funding was allocated in October 1977.

On June 12, 1977, after almost 10 years of delay, more than 1,100 persons watched the dedication of the North Miami Campus, including the investiture procession of faculty, staff, students, and special guests passing from the main administration building, the Trade Center Building, to a large blue and yellow tent near the edge of Biscayne Bay. Ellis, acting provost of the campus, served as master of ceremonies, welcoming everyone from the same Dade County portable stage that had been used for the original groundbreaking ceremonies at the Tamiami Campus some five years earlier.<sup>63</sup>

Following the investiture, Crosby, Ellis, Commissioner of Education Ralph Turlington, and Regent E. W. Hopkins, Jr. turned spades of dirt to mark the groundbreaking for the \$8.1 million Academic I building on which construction began in July 1977. A new campus was born; Tamiami had a twin.

The North Miami Campus debuted with 1,332 upper-division students five years after the opening of the Tamiami Campus. The first student registered was Angela Thomson, a transfer from Miami-Dade's North Campus. The first FIU employees on the campus started work in November 1976. Charles McDonald of the Department of International Relations, the first faculty member there, still teaches at the campus. The first career service employee was Joe Levan, who retired in 1994.

Less than one year after its opening, the campus had more than 1,600 students, 25 percent of whom came from Broward County. About 12 percent were black and the student body was generally older than the 28-year-old average of the Tamiami students. On opening day, there were 22 areas of study offered at the North Miami Campus in the building designed and constructed as a trade exhibition center for the failed Interama Center Authority. The university, however, had renovated the Trade Center, which had been constructed in 1974, to become the hub of the campus; it housed classrooms, a bookstore, a media center, a computer center, student services, admissions and registration, business and financial services, and faculty and administrative offices.

The patio outside the Trade Center Building had a life all its own, with a view of the Intracoastal Waterway, a grassy expanse for lounging, and a wooden dock which extended from the shore of the campus into Biscayne Bay. The area provided a relaxing outdoor area for eating, studying, listening to a band or a speaker, or just contemplating the natural beauty of the campus.

In addition, the Trade Center housed a library with a collection of 20,000 volumes and ready access by shuttle service to the 250,000 volumes in the Tamiami Campus library. The Trade Center Building was the campus equivalent of *Primera Casa* on the Tamiami Campus, and, for a while, it served as the only structure on campus where the majority of university business was conducted. Six small modular buildings, some of which are still in operation today and in need of repair, were constructed to provide additional classrooms. The total cost of the Trade Center conversion and the purchase of six trailers was \$770,000.

In those first days faculty, staff, and students walked or ran from the dirt parking lot to the Trade Center, trying to avoid the original inhabitants of the site, sand crabs and droves of mosquitoes. The first parking lot constructed on campus was on the present site of the swimming pool and the Wolfe University Center. It had a short life since construction started on Academic I in July 1977 and on the Student Center in 1978.

North Miami Campus Physical Plant personnel supervised the construction of a par course, also known as the VITA course. This facility was received extremely well by local health and running fanatics throughout North Dade and South Broward counties, and served as a model facility.

In 1978, a fitness trail was added, featuring 20 exercise stations placed along a scenic running and jogging trail stretching three-fourths of a mile along Biscayne Bay behind the Student Center, Academic I, and the Trade Center.

As a tribute to state Sen. Jack Gordon of Miami Beach, who played a significant role in securing funding for the campus and its library, the university named one of its centers the Jack D. Gordon Institute for Public Policy and Citizenship Studies.

In August 1978, something unique happened in FIU construction history; faculty, staff, and "all persons deeply concerned with the construction of Academic One" were invited by Shafer & Miller Construction Co. to attend the topping off party for the first major structure built by the university on the North Miami Campus.

With the aroma of three huge kettles of freshly-caught snapper frying in the background, university administrators and North Miami Campus faculty and staff toured the building in a way usually reserved for construction crew members.<sup>64</sup>

Dan D'Oliveira, director of physical planning, was hoisted to the top of the building in a crane along with a palm tree which, as tradition dictates, was placed on the top floor of a building when the final floor was completed. After overcoming all fears of being lifted 60 feet into the air, D'Oliveira described the structure as a "magnificent building for a magnificent university."<sup>65</sup>

Academic I, designed by Ramon Pachecho of Greenleaf/Telesca Planners, Engineers and Architects, was to function for short periods of time with limited power consumption and minimal use of air conditioning. Several open areas, a skylight in the center of the building, and a sun louvre on the west side of the building provided natural ventilation and conserved energy.

In addressing participants at the opening ceremony, President Crosby said, "This is a tangible step which really marks the beginning of what is going to be a lovely university, without question. Academic I helps make FIU's physical presence in North Miami visible." Completed in April 1979, the three-story, \$8.1 million building contained classrooms, teaching laboratories, a computer center, and academic offices.<sup>66</sup>

A flag dedication ceremony was held at Academic I in October 1979 when Rep. William Lehman presented an American flag which once flew over the U.S. Capitol in Washington, D.C.; NMC was in Lehman's district.

To get students, faculty, and staff to the campus, Metro Transit Authority buses began hourly service to the NMC on March 28, 1977. Route

54 extended from NE 209th Street to NE 127th Street, with a stop at the NE 163rd Street Mall for interchange buses.

In July 1978, with shovels in hand, FIU officials and local government leaders held groundbreaking ceremonies for the \$4.2 million Student Center, the third building on the NMC; the structure was completed in November 1979, six months after the completion of Academic I.

Academic II, which included a substantial commitment of space for scientific laboratories, was in the planning cycle by the late 1970s, but was not completed until the Wolfe administration.

Of major importance to the population served by the North Miami Campus was the academic program and the plans for its expansion and development. Initially, programs in four schools located on the Tamiami Campus represented the ongoing program for NMC: humanities, international relations, psychology, business administration, accounting, international business, teacher education, criminal justice, and social work. Eight graduate degree programs were offered in the schools of Education, Business, and Public Affairs and Services.

Plans for offering degree-granting programs in the School of Hotel, Food, and Travel Services were being discussed in 1977-78 prior to the move of the school from Tamiami to the North Miami Campus in 1989.

New programs which would serve community needs and interests were being developed, notably degrees in mechanical engineering technology, electrical engineering technology, and civil engineering technology which were to be offered in the Academic II building planned for occupancy in 1981. Included in Academic II were laboratories for chemistry, geology, physics, and biology to accommodate a good many courses in these areas, but likely no degree programs. In addition, an engineering consortium approved by the Board of Regents and consisting of FIU, FAU, and the University of Miami had been established to offer engineering education in South Florida; its principal location was to be on the North Miami Campus. A degree program in environmental science was also to be offered when Academic II was occupied.<sup>67</sup>

While the North Miami Campus was in the midst of becoming operational, establishing its academic programs, beginning its building program, and providing student services, Crosby and his new administrative team were facing the equally difficult task of deciding how that campus should be organized and governed in relationship to the Tamiami Campus. Those decisions and questions have continued to the present time.

Decisions about the organization of the North Miami Campus were rooted in great part in the decisions of May 1977 about how the university as a whole should be organized. Crosby continued to move the university toward a more traditional structure in order to build what he felt would be a more



effective administrative team. With the re-assignment of Milton Byrd, the appointment of a new provost for the North Miami Campus was the concern.

What appeared to be happening was that the candidates for the job of permanent provost at that campus were viewing it as semi-autonomous, stand-alone campus, with its own administration, deans, and funding, reporting to the provost of the campus. The decision was made early on that the North Miami Campus would not be autonomous, that both campuses could not become rivals for the same resources; the priority became to integrate the activities of the two.

From its earliest development the organizational framework, academic programs, and identity of the North Miami Campus presented a continuous problem and challenge to the university. Crosby stated it best in an open letter to the university community in August 1977:

In one sense, the search for a provost had been a reflection of both the opportunities and problems inherent in the development of another campus of the university. The desire to grow, but the necessity to grow healthfully; the excitement about new program development, but the concern for existing program quality; the challenge of serving more citizens in South Florida, but the responsibility for serving them well; the impulse to create new vistas through the North Miami Campus, but the need to re-affirm the original vision of the Tamiami Campus; shaping the excitement of new personnel, but re-kindling the excitement of current personnel—these are some of the important paradoxes implicit in the development of our multi-campus university... What kind of campus do we want at North Miami? What kind of campus do we want at Tamiami? What do we want to stand for at this two-campus university? How can we best realize this vision? Deceptively simple in form, these questions require us to develop strategies to meet the challenges of (1) clarifying the major purposes of our two campuses, (2) planning for program development and program change in accordance with those overall purposes, (3) preparing for appropriate staff development without which programs can not be successful, (4) managing resource distribution in a multi-campus context, (5) seeking greater levels of public and private funding and of community support, and (6) fulfilling the need to nurture more adequate governance processes to ensure effective participation of all members of the university community in defining our collective future.<sup>68</sup>

The decision was made not to appoint a permanent provost. Instead, in September 1977, Patricia Lutterbie-Hansen was assigned to the North Miami Campus on a permanent basis until overall administrative changes could take place to create a unified administrative structure. This decision at the earliest period in the development of that campus resulted in a certain type of governance, continued over the years, often at the displeasure of those assigned to that campus.

From its opening day, the necessity of a student shuttle bus between the north and south campuses was clear. Many classes were held only at one campus, thereby forcing numerous students and faculty to travel frequently between campuses. It was estimated that more than half the students taking courses on the NMC when it opened were also enrolled at Tamiami.

In early 1976, questionnaires were sent to faculty and staff to determine interest in and use of a shuttle bus. At the time there was a one-passenger van traveling between campuses carrying mail and small equipment. Students or faculty were transported on a space-available basis with advance reservations. FITS (Florida International Transportation System) began in the summer of 1979 and regular service began September 22, 1980, to coincide with class schedules.

The FIU administration discontinued FITS at the end of summer semester 1991 due to budget cuts and inadequate funding. Several efforts to continue the service failed, and the shuttle ended in November 1991.

Renewed service began September 21, 1992, three weeks after Hurricane Andrew. Funding stemmed from a \$45 million grant given to the Metro-Dade Transit Emergency Management Agency. The service continues to transport students, faculty, and staff between the two locations and remains a financial problem in 2001.

As the North Miami Campus continued to grow, it immediately began fighting to gain its own identity, and, more importantly, scarce university resources. With the opening of the campus, non-credit seminars were offered by the university's Department of Conferences.

In 1977, operating under the Department of Conferences and the university's outreach umbrella, the Elders Institute was established, each quarter presenting a series of informal lectures designed to put people in touch with a particular aspect of the world, ranging from the arts to conversations with industry, government, and media leaders. The original cost for an eight-week course in 1977 was \$20; its first director was Edward Marcus, then Doris Bass. By 2002 the institute processed more than 3,000 registrations each year; instructors are university faculty, graduate students, community professionals, and retired experts.

The university's Institute for Women's Studies also formed a North Miami Campus branch and began providing programs of special interest to women. A local citizens committee was formed to stimulate an exchange of interest and concern between the community and the campus, and art exhibits, student activities, concerts, guest speakers, and movies attempted to bring student life to campus.

A unique event called the Sun Tan Jam began in 1976. Drawing enormous crowds, these free concerts were open to the public and sponsored by the Student Government Association's Social and Cultural Program Council, student activities, radio station Love 94, and Performing Arts for

Community Education (PACE). With the Miami Beach skyline for a backdrop, all one needed was suntan oil and a six-pack to enjoy some great music and a day on the bay.

Sun Tan Jams were reminiscent of the "good old days," with lawn concerts held on weekends. Stages were set up outdoors and everyone enjoyed the people and music from their own patch of grass. From modest beginnings with crowds of 5,000, the Sun Tan Jams at the North Miami Campus grew to attract more than 15,000 by 1979.

In October 1979, Love on the Bay, sponsored by Busch Beer and Love 94, rallied 15,000 concertgoers from Dade and Broward to hear Michael Johnson sing his romantic ballads. Richie Havens of Woodstock fame performed later in the year to continue another North Miami Campus tradition on the bayfront.

The first Student Activities Office on the North Miami Campus opened in the new Student Center in 1979. At the time there was only one Student Government Association, which was located at the Tamiami Campus, always a point of contention because it controlled funding for the NMC as well.

Students and faculty established several popular "watering holes" in the area. One was Big Daddy Flanigan's, where in the 1970s disco was what it was all about. Another, the Tin Lizzie, had tablecloths, a wine list, and real glasses, making it a far cry from Jimmie's in Sweetwater across from the Tamiami Campus. A local sensation was the Crazy Horse Saloon, which provided entertainment, especially for the ladies, with its all-male strip show featuring Felix, the Italian Stallion. It closed in the early 1980s.

There were also a number of wagering sports venues close to campus, including a horse track, a dog track, and the world's fastest sport-jai alai-and for shopping, the 163rd Street Mall was only six miles away.

In contrast to the campus on the bay, FIU's first born, the Tamiami Campus, sat to the southwest on the Tamiami Trail on the edge of the Everglades. In the mid 1970s there were no resident students, no night life, and no beaches, and the only boats were canoes or airboats. It was futile to even try to find a hotel; the most prominent was Danker's Inn on SW 8th Street, where everyone coming to the university for an interview was housed.

In 1976, Donn L. Ashley replaced Waylon Slayton as the second director of physical plant after spending nearly 25 years of service with the U.S. Navy as a civil engineer, manager, and administrator. Ashley supervised projects on the Tamiami Campus which tied together islands of previous and on-going construction with sidewalks, landscaping, and pedestrian lighting. Most noticeable were the landscaping and tree planting at the SW 107th Avenue and SW 117th Avenue entrances to the campus. In addition, the mounds along SW 117th Avenue were graded and sodded, and several clusters of native trees were planted.

A major beautification project was then undertaken in the quadrangle between University House, the Athenaeum, Owa Ehan, and a new visitors parking lot. The two-acre site was landscaped into a series of mild rolling areas covered with native ground cover; a series of sidewalks connected the buildings with each other and with the new parking lot, and the quadrangle was given a night plaza effect, with increased security and the installation of sidewalk light poles.

Physical plant surrounded the Tower with sod, native trees, both palm and flowering types, a small lake, and a series of planted mounds interspersed with coral boulders. Today the old airport control tower is the home of public safety, which has been housed there since the original founding staff departed in early 1972.

A third major beautification project was completed to the north of the Athenaeum between Viertes Haus and Owa Ehan. A very small, nondescript pond was enlarged into a beautiful lake and the remaining area between the buildings was landscaped; several Seminole chickee huts were placed around the new lake to provide informal covered seating areas. The vista over the lake, looking southwest from the Owa Ehan Plaza, is one of the prettiest in American universities today.

To the present day, each spring and fall, campus landscaping comes alive with multi-colored flowers carefully tended by the university's physical plant staff. Gardeners are a common sight all over campus, keeping the many small and large gardens neat and filled with every imaginable tropical plant. Lakes filled with ducks and other species of birds complete the campus' natural scenery and beauty. The beauty of the campus over the years is due to those early efforts of Ashley, Charlie Hennington, and physical plant.

Construction of buildings at the Tamiami Campus was minimal, but included the completion of the Athenaeum, a three-story library-auditorium complex. More than 100 persons were on hand February 14, 1976, for the dedication of the facility; former President Perry joined President Crosby.

The music department presented an original composition by Dominic DeGangi, and Barbara Kapkje played "Trumpet Fanfare" for the event held outside the new library.

David Apfelbaum, a hospitality major and chairman of the Student Government Association, presented a portrait of founding President Charles Perry on behalf of the SGA.

Perry's portrait was hung on the entrance wall of the Athenaeum's AT 100 for several years until it was moved in 1988 to its present location on the Wall of Presidents in the main lobby of the Charles Perry Building.<sup>69</sup>

By the late 1970s, the university was serving a very different type of student.

It was difficult to define the typical FIU student since the campus had a melange of age groups, occupations, and cultural and racial backgrounds. It

was a symphony of part-time and full-time students working at their own pace toward their personal goals.

The 1970 FIU yearbook, *Elan*, described the students:

FIU students were mature, serious-minded, and generally older. Most were enrolled part-time (in fall 1977, 63.3 percent), and many held down full-time jobs during the day while attending classes at night.

Coming from all walks of life, night students would descend upon the campus like a new breed. They were, in fact, unusually dedicated students. A profile of those attending evening classes showed that there were businessmen and women, bankers, housewives, blue collar workers, teachers, retirees, secretaries, and salespeople. They temporarily set aside their other responsibilities and took up their new role as students. Some were special or non-degree-seeking students. Others were juniors, seniors, or graduate students. Still others were seeking new 'mid-life' careers, having retired from one job or profession, or deciding that it was time to change from one type of employment to another.

One could not help but admire the determination of these men and women as they sought out fresh ideas and updated old ones. Some had not been inside a school, never mind a university, for 20 or 30 years. Thus they began classes with a little more than the usual trepidation of students accustomed to going to school.<sup>70</sup>

Statistics show that by 1979 more than half the FIU students were married; 52 percent were female, and the average age of the FIU student had increased to 29.6 years of age. Total enrollment was 11,614, of which 7,668 were part-time and 3,946 were full-time students.<sup>71</sup>

At a time when most people were unwinding from a day at work, school, or play, FIU evening students were still winding up. They were busy exercising their minds and bodies. The time of day was little more than a guide to when classes began and ended.

FIU had no housing at this time. Some students lived in Sweetwater, some in the University Park Trailer Park on the Tamiami Trail, some in Little Havana, and some in the newest area, Kendall Drive. Ninety-three percent of the students were residents of Florida, most from Dade County; 27 percent were classified as non-degree-seeking. Forty-three percent of all courses commenced after 5 p.m., with 51.7 percent of all instances of enrollment occurring in these classes. The university served a very atypical clientele.<sup>72</sup>

The pattern of student support services was also atypical. The Division of Student Affairs, under its first woman vice president, offered services beyond 9 p.m., including financial aid, veterans' affairs, and career planning and placement, which were given increased importance because of the older

and more independent nature of the evening student body. Services for evening students increased and offices often remained open until 10 p.m.

When the university opened in 1972, *international students made up 10.5 percent of the university's total enrollment; 52 countries were represented.*

The international mix in 1978 included 349 full-time students attending on student visas and 1,352 resident aliens, *predominately of Cuban origin.* The number of countries represented by international students had grown to 61, with the greatest number of students coming from Iran, Venezuela, Colombia, the Bahamas, and Nigeria.

The 349 students on student visas constituted 4.4 percent of FIU's full-time enrollment. This percentage was greater than the percentages for the two major state universities in Florida, the University of Florida, which had approximately 2.8 percent, and Florida State University, which had an international student enrollment of about 1.8 percent. The racial makeup of the student body in 1978-79 was 63.6 percent white, 22.6 percent Hispanic, 8.5 percent black, 1.4 percent Asian, 3.6 percent other, and .2 percent American Indian.<sup>73</sup>

The Multi-Cultural Center was established in 1978 to gather existing special language programs under one roof, and set some goals for improving individual knowledge and the general teaching of foreign languages. It included programs to teach foreign languages for special audiences such as airline attendants and medical personnel, and specialized in intensive language instruction in English and Spanish for international students and members of the community. The center would eventually have a certificate or degree program in translation and interpretation and hoped to develop a research capability in bilingualism, language policy, and planning.

The English Language Institute program had its beginning in the summer of 1978, operating within the College of Arts and Sciences, and over the years has taught close to 20,000 international students and professionals from more than 45 countries to master the English language.

Today the program offers classes in reading, grammar, writing, and conversation taught at six levels of proficiency. Language laboratory facilities are available in which students can increase their listening comprehension and verbal skills under the guidance of an instructor. Students normally take a full three-course load, but it is also possible for fully-admitted university students to take a course in a single skill.

The English Language Institute offered proficiency testing of both written and oral English as a support service for academic units throughout the university. Evaluative procedures were designed to fit the needs of individual programs or schools to assist them in the identification of individual students' levels of proficiency in English, and to place students in appropriate programs of study when needed. In addition, the institute regularly administered the Test of English as a Foreign Language (TOEFL).

As the university grew, it began to become more formal in organization, appearance, and tradition.

In 1976 public safety moved its reporting relationship from Administrative Affairs to Student Affairs; Tim Fenlon, the new chief, followed FIU's first director, Harcourt Clark.

In 1976 the dress and mission of public safety officers changed. In an effort to balance what was perceived as the need for a professional appearance while not appearing intrusive into campus life, uniforms replaced the original blue blazer and officers were armed; Perry had allowed no guns on campus.

The uniforms of road patrol officers rendered them easily identifiable as police officers, an identification deemed critical for the safety of the police officer as well as for the protection of the citizens served. It was felt that it was important that individuals recognized and understood that the individuals assisting them were fully empowered police officers. However, these officers did not carry chemicals, nightsticks, or long-barreled weapons, nor did they wear boots, bullet-proof vests, or 10-gallon hats.

The department also had a Class "A" uniform consisting of a tan blazer, pants, shirt, and tie which was used for internal university functions such as commencement and for protecting visiting dignitaries.

In 1972, when the university began operation, all campus facilities were contained in one building. Auxiliary services, which included self-supporting entities that sold goods and services at cost, started with a small bookstore, a quick-service cafeteria, and a two-man duplicating shop, run by Juan Argudin and Alex Zyne. With the opening of the Student Center on the North Miami Campus and University House on the Tamiami Campus, auxiliary services expanded its operations. At Tamiami, besides a bookstore and cafeteria, there was a presidential suite, a game room, vending operations, a Rathskeller, and conference rooms that were available to non-university organizations on a rental basis. Substantial money could now be made.

The first bookstore, located on the ground floor of University House, was a contracted facility offering a variety of supplies and FIU paraphernalia. It was a two-story facility, with the second level being a small, crowded balcony exclusively for textbooks. Sales at the bookstore for 1978 were in excess of \$1.5 million and produced a gross profit to the university of more than \$80,000.

In 1979, sales from the cafeteria, where a complete meal could be purchased for under \$3, the Rathskeller, and special functions were in excess of \$440,000 and returned \$40,000 in commissions to the university.

In 1978, expansion of the Rathskeller, paid for by the students, provided more seating and an improved atmosphere with the addition of a piano and additional sales. Vending operations on both campuses continued to increase, and a number of new vending locations were added for the convenience of

students, faculty, and staff. Each of these additional operations made a profit for the university.

Duplicating services increased its scope of services by expanding mailing label and stuffing capabilities after a move to a new 4,000 square foot facility, completed in late 1979.<sup>74</sup>

With a total operating budget for the year 26 percent larger than the previous year, the budget office assembled a \$34.5 million operating budget—the largest ever. Fiscal years 1976-79 were years of growth for the newly-organized office. At the beginning of 1979, Sid Walesh, the new director, tip-toed through an avalanche of data; it was baptism-by-fire as the extensively computerized budget building process dictated long hours of data generation and reconciliation in order to deliver a timely and accurate budget to the Board of Regents. The office was reorganized, resulting in greater responsibility and a larger role in overall budgetary decisions.

Jim Helm was the first official director of computer services. In 1976, computer services was comprised of 35 professional and technical people grouped into three major functional areas, production, instruction and research, and administrative support, with a budget for 1976-77 of approximately \$500,000.

The department had been operational since 1969, and FIU was the only university in the SUS to have never had handwritten business office records. FIU, in conjunction with FAU, led the SUS to the regional data center concept with the initiation of the Southeast Regional Data Center (SERDAC) in 1971.

During 1977-78, SERDAC completed a long-range hardware plant that included installation of a UNIVAC 1100/80 computer, a move which brought SERDAC to the forefront of educational computing, not only within the state, but nationwide. Two additional interim equipment upgrades were implemented during the year, which provided additional capability in addition to improving the stability of the system.

In anticipation of heavier involvement with the SUS computer network, SERDAC staff implemented a computer interface which permitted the UNIVAC system to communicate with the other four regional data centers in the state. In view of the differences in the hardware used at the various centers, this interface was a milestone for educational computing.<sup>75</sup>

On the west side of campus near the soccer field in 1976, the university provided space for the establishment of a child care center, starting from one trailer. The United Way and the SGA contributed to the operational funding of the center which served the children of faculty, staff, and students. Its first, only, and current director was Nancy Ponn who in 1999 was a nominee for the Presidential Award.

In 1977, the Florida Central Credit Union was liquidated, but through cooperative efforts the University of Miami Credit Union expanded its serv-



ices and welcomed the FIU faculty and staff to its membership. A good example of public and private university cooperation, they expanded their services to include students and today operate under the management of both institutions with offices at both campuses; members can refinance a house, get a car loan, or open a checking or savings account without leaving campus.

The three years that Crosby was at the helm of FIU were a short time in the history of a university. However, important contributions were made, with buildings constructed or planned, a new campus opening, and limited but continuous progress in the academic program.

Of particular importance was FIU's commitment to its international mission. At the first faculty convocation in the fall of 1973, President Perry discussed the significance of internationalism and the university's international mission.

Internationalism in Miami is not something that is aloof from our everyday living pattern. If you walk down the street, just beyond where we are sitting here today, on Tamiami Trail, it would be out of the ordinary to hear anybody speaking English. In fact, you almost have to be bilingual to get a job in this town. Dade County has been designated as a bilingual county and we should certainly attempt to be a bilingual university. But our internationalism does not stop with our Spanish-speaking population; it flows over to our black neighbors as well. The influence of the Islands and the Caribbean places internationalism at our doorstep—it is a part of us. In fact, it will be the sons and daughters of the white Anglo-Saxons who will be discriminated against in Miami's next generation if they are not bilingual, bi-cultural, or multilingual.

And what about the university's international mission? What does it mean? What should it mean? When we talk about the internationalization of the curriculum, what does that mean to you as a member of the faculty? Obviously, it means different things to different people. My definition may not be the same as yours. But I think it is important for us to realize the opportunity that we have for developing a truly international university—a university that will use the world as its campus, a university that will be just as concerned about the problems outside our political borders as we are about those problems within.<sup>76</sup>

For years, state funding was based on traditional subjects such as math, science, and English. Much to the disappointment of President Perry, the state never funded the special needs of the university, such as its international programming.

Crosby was insistent that the "I" in FIU be highlighted in the university's

curriculum. It was Crosby who reminded the FIU family that the young university should practice what it (at least on paper) preached, and so began a series of programs created to broaden the horizons and boundaries of the university.

Professors from Trinidad, Puerto Rico, and Cuba were hired, initially to enlighten future bankers and merchants about the infinite possibilities of dealing with the “other” Americas: Central and South. Ultimately, under Crosby appreciation for the rest of the world’s culture—the global community—was thematically incorporated in classes in the arts, sciences, and humanities. Another sign of this emphasis was the emergence of FIU’s Department of International Relations, originally established in the College of Arts and Sciences in September 1974 with Martin H. Greenberg, former chair of the Department of Political Science, as chairman.

The original faculty of the department included Anthony Maingot, associate professor, and an international authority on the societies of Latin America and the Caribbean; Herbert Hiller, assistant professor, who served for two years as executive director of the Caribbean Travel Association and was involved in global tourism; and Ralph Clem, assistant professor, who came from Columbia University and was a cultural and population geographer with special interest in ethnic minorities and nationality groups.

In 1976, a new chairperson, Ken Boodhoo, restructured the academic requirements for students majoring in international relations. “It was to be both a traditional and an innovative program,” he said. “Students were required to take three basic core courses: Fundamentals of International Relations, Theories of International Relations, and International Law.”<sup>77</sup> In addition, they took one area studies course, probably focusing on Caribbean or Latin American affairs.

In 1977 the department was looking toward the planned opening of the North Miami Campus and had approved courses in international relations and added teaching staff for that campus.

The Caribbean Studies Program was also developed, with a certificate program and the *Caribbean Review*, a university-based publication, revitalized under the joint sponsorship of Academic Affairs and the Student Government Association. The magazine was edited by Barry Levine of the Department of Sociology and covered a broad range of concerns from politics, economics, geography, and anthropology, to history, philosophy, science, and art.

In March 1972, during the Perry administration, the BOR approved the appointment of Jack Hood Vaughn, former director of the Peace Corps and former ambassador to Colombia and Panama, as dean of international affairs and director of the FIU Center for International Affairs. In these roles, Vaughn had the mission of broadening and strengthening international programs and relationships, with a particular emphasis on Latin America.



President Harold Crosby opened the North Miami Campus of FIU in 1977. The original plan called for 20,000 students by 1980 on 400 acres.



↓2

Harold Crosby, Robert Fisher, Judy Merritt, Duke Campbell, and Cindy Burton, SGA president, participate in groundbreaking for the North Miami Campus Student Center in July 1978.

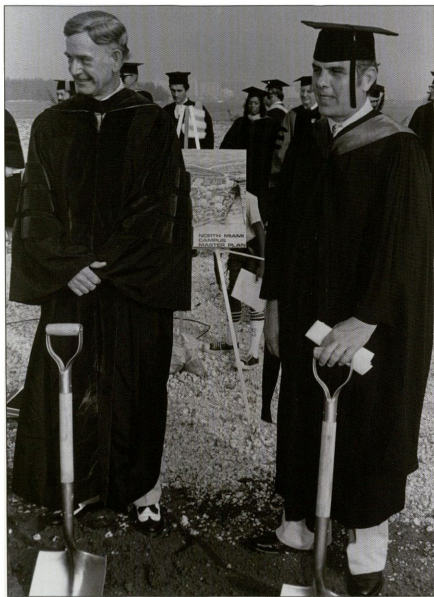
↓3

Harold Crosby speaks to those attending the library groundbreaking at the North Miami Campus in 1986.

M4

President Harold Crosby and Ralph Turlington, education commissioner, break ground for the \$8.1 million academic building at the North Miami Campus on June 12, 1977.







Judy Weech, current director of purchasing, receives her five-year certificate from President Harold Crosby in 1977.



↓6

President Harold Crosby  
talks with his administrative  
team, Patricia Lutterbie and  
Joseph Olander, in 1977.





The university was sponsor of the Orange Bowl Marathon during the 1970s and early 1980s.



Sharon Collins and Cookie and Harold Crosby share time with guests at a reception following the groundbreaking of the student center at the North Miami Campus in 1978.





↓9

Crowds of up to 15,000 attended Sun-Tan Jams held on the bay at the North Miami Campus from 1976-79.

↓10

David Lavin of the School of Business and Organizational Sciences dances with a clown during the annual FIU Roast which spoofed the entire university in the 1970s.



↓11  
 Harry Antrim, Steve Altman, Robert Winter and Clair McElfresh discuss plans for the beginning of the lower division at FIU in 1981.

↓12  
 Changing of the Guard: Harold Crosby welcomes new president Gregory Wolfe and his wife Mary Ann.



↓13

Presidents Charles Perry, Gregory Wolfe and Harold Crosby officiate at the groundbreaking of the Bay Vista Campus library in 1986.

↓14

Olga Magnusen and Patrick Russell, two of the original planners of the Career Planning and Placement Office, confer.



↓15

Provost Steve Altman confers with President Gregory Wolfe in 1982.

↓16

Paul Gallagher and Steve Altman discuss university issues in 1982.



Athletic Director Nancy Olson introduces FIU's first basketball coach, Rich Walker, to the FIU community in 1981.



↓ 18

John Stack, Jordan Davidson, Edna Jean Davidson and Gregory Wolfe attend a reception following the presentation of the Jordan Davidson Humanitarian Award in January 1982.

↓ 19

Holocaust survivor and author Elie Wiesel, left, talks with Sam Shapiro and Howard Rock of the College of Arts and Sciences at the Jordan Davidson Humanitarian Award reception in January 1982.



↓20

Deans Adam Herbert, Linda Simunek, James Mau, Peter Cistone, Anthony Marshall and Charles Nickerson meet with Robert Fisher, vice president for Academic Affairs, center, in 1983.

↓21

FIU's first NCAA National Championship trophy is presented to Gregory Wolfe in December 1982 after FIU defeated Southern Connecticut.



↓22

FAU and state officials join Gregory Wolfe for the groundbreaking ceremony for the joint FIU/FAU Tower in downtown Fort Lauderdale in July 1984. In the mid-1980s FIU/Broward enrolled approximately 2,300 students at two

locations in Broward County, the University Tower in downtown Fort Lauderdale and Broward Community College Campus in Davie.





↓23

Leaders of the International Affairs Center, William Leffland, dean, left, Tanya Saunders-Hamilton and Mark Rosenberg, right, meet with Gregory Wolfe and Steve Altman in 1985.

↓24

Mary Ann Wolfe, FIU's master of ceremonies during the Wolfe administration, opens International Week in 1983 in the University House Pit.

↓25

U.S. Rep. Claude Pepper and President Gregory Wolfe share a moment before the dedication of Academic II on the Bay Vista Campus in 1983.



↓26

Gregory Wolfe and Dan D'Oliveira discuss plans for university housing at the Bay Vista Campus.

↓27

The Latin American-Caribbean Center flourished during the Wolfe administration; Mark Rosenberg, current provost, was director.

↓28

Gregory and Mary Ann Wolfe and Betty and Charles Perry share a moment at the FIU 25th Anniversary Celebration in 1997.



The center was to provide a base for an international depository of research and study. Initially, it gathered information related to Latin American and Caribbean research efforts and provided a focus for what historically had been a somewhat uncoordinated effort.

In 1976, President Crosby instituted a national search for someone to direct the International Affairs Center following Vaughn's departure. The objective was to find the right person to turn the center into an entity that would promote internationalism throughout the entire university, aiding the development of individual programs across national boundaries and helping the university develop a sense of internationalism. In January 1977, K. William Leffland, formerly executive director of international programs at the University of Southern California, joined FIU as dean of international affairs and director of the center.

Leffland, 49 at the time, had spent 10 years in Germany and England working for the University of Maryland and U.S. government agencies. He had taught public administration and worked on environmental research.

Leffland's goal in 1977 was to get FIU involved internationally, especially in Latin America. "It has always seemed to me that a heavy international component was critical to the health of a university system," Leffland said.<sup>78</sup>

Later that year, Thomas A. Breslin, formerly of the University of Virginia and in 2002 vice president of research and graduate studies, was appointed associate dean of the center. Under this new leadership team, major steps were undertaken in collaboration with key faculty members to review current international programs, reorganize the center for future development, identify academic resources for international education, and acquire new funding for the center and its programs.

In 1977-78, a fine arts tour was conducted by James Couper of the visual arts department through Holland, Belgium, Italy, and France; James McArthur, assistant professor in the biology department, conducted a tour of the biological sciences in Jamaica, and R. V. Farrell, associate professor in the educational foundations department, conducted a tour focusing on secondary education in Colombia.

The university sponsored two faculty exchange activities, the first between the Educational Planning Office of Mexico City and the computer program of FIU's Department of Mathematical Sciences. The second was an exchange between the Probarium of the National Institute of Jamaica and FIU's biological sciences department. The university also conducted a number of cooperative instructional and training programs. With support from the Venezuelan Ministry of Education, George Sutija of the School of Business and Organizational Sciences coordinated a master's of business administration program on the campus of the Universidad del Oriente in Cumana, Venezuela. Emma W. Rembert of FIU's School of Education provided in-service training for childhood education in Bimini in the Bahamas.

The center facilitated the planning and developing of international programs, provided assistance to departments that wished to establish programs, and sponsored research, programs, and conferences with an international scope. It also coordinated contracts and overseas activities. It was a central impetus to education, training, and research programs in the Caribbean and Latin America, and also reached Europe, the Middle East, and Asia. The center acted as the central university resource on international programming, helping faculty turn their ideas and international contacts into programs.<sup>79</sup>

One of the major thrusts of the center over the past two years had been to develop stable, long-term education and training contracts in foreign countries for the residents of those nations. FIU administrators and faculty set up the programs, provided the materials, and delivered the teaching and training.

One of the areas of international study in which FIU faculty were playing an especially dominant role was international housing science. Professors Oktay Ural and Iraj Majzub were early developers of this interdisciplinary, international approach to solving the very basic problem of providing shelter in a world lacking adequate housing. *The International Journal for Housing Science* was based on campus, as were the offices of the International Association for Housing Science.

In the fall of 1978, the university formed an International Institute for Housing and Building to promote research on the subject following the return of Ural from two years in Turkey where he held a professorship in housing at Aegean University and an appointment as director of housing research for the government of Turkey.<sup>80</sup>

Renewed interest in the international commitment of the university was complemented by developments in each of the schools and colleges. Robert Fisher, vice president of academic affairs, felt the major accomplishments during the Crosby administration were the appointments of Leffland and Breslin and the strengthening of the funding for the International Affairs Center.<sup>81</sup>

The College of Arts and Sciences expanded with the addition of new programs, including master's degrees in mathematics and community psychology and a graduate program in physics in cooperation with FAU.

With the opening of the North Miami Campus, the College of Arts and Sciences initiated a program leading to a degree in humanities, an interdisciplinary curriculum with core courses in humanities and electives chosen from English, modern languages, philosophy and religion, history, and the fine arts.

It was also during this time that the degrees offered in the arts were divided. Two departments, one for performing arts and another for visual arts, were created. The performing arts department offered majors in applied music, conducting, theory and composition, musicology, and theater, and visual arts offered a major in that area.

The School of Business and Organizational Sciences under Dean George Simmons, its third leader, created a new finance department, as well as a program in international business focusing on dealing with multiple sovereignties and cultures, currencies, and legal systems.

A master's degree in accounting for the College of the Bahamas was being offered by FIU faculty on Fridays and Saturdays. SBOS also fared extremely well in the important test of placing graduates; it was among the top two or three schools nationally in the percentage of its accounting graduates passing the CPA examination.<sup>82</sup>

The school learned that on the state's first-time candidates' CPA examination, FIU significantly led all four-year, accredited, degree-granting colleges and universities in all categories. This was the second time in the last three nation-wide administrations of the exam that FIU graduates had attained this level of excellence. In one category there was a spread of nine percentage points between Florida International and the next-ranked university, and the nation's second highest score of the nearly 42,000 sitting for the examination was attained by an FIU student.<sup>83</sup>

The School of Education continued to develop under the leadership of its first dean, G. Wesley Sowards, who retired in 1978. During 1976-77, undergraduate students entering the program decreased, while enrollment in the area of graduate training for teachers was on the rise due to an increased emphasis on these programs. The school added degree programs in second language teaching, business education, and health occupations.

In 1978, cooperative efforts between the University of Florida and the School of Education produced the first two doctoral programs established at FIU; 28 candidates took classes in the fall of 1978. The first doctor of education degrees in either educational administration or curriculum and instruction had specializations in instructional leadership; students did all but one quarter of their study at FIU.<sup>84</sup>

The School of Hotel, Food, and Travel Services, under the continued leadership of Dean Gerald Lattin, was one of five schools in the SUS which earned the Program of Distinction Award for offering one of the best curricula in the state.

The school was also recognized by the leisure industry itself, as well as the academic profession, as one of the best in the nation. More industry-wide recruiters visited the FIU campus in 1977 in search of graduates in this field than even visited Cornell University, the nation's top hotel school.<sup>85</sup>

The school, which changed its name in early 1978 to the School of Hospitality Management, prided itself on being the most industry-oriented school of its kind in the country, with a well-regarded faculty that ensured the credibility of its program. One of the first schools within the SUS to be cited by the Florida Legislature as a Center of Excellence, the school had an

outstanding record of placement, which since its inception had been close to 100 percent, and it attracted, and continues to attract, the largest number of international students at the university because of its world-wide reputation.<sup>86</sup>

The School of Technology, under the direction of its original dean, Robert Ellis, had its engineering and technology programs accredited. One of the most significant programs housed in the school was the Drinking Water Quality Research Center created by the Legislature in 1977 in response to reports prepared by FIU faculty members in 1976 that were highly critical of the quality of water found in Dade County. By 1978, the center became the recipient of the largest federal grant ever awarded to FIU at that time, \$747,000.<sup>87</sup>

The university, with the support and approval of the BOR, established the Drinking Water Quality Research Center to investigate the hazards of the water people drink. The center was originally directed by Daniel Jackson, professor and director of the Division of Environmental Technology and Urban Systems, and a distinguished fresh water scientist who had published some 85 studies, including five books on the subject. He also directed the university's graduate program in aquatic resources leading to a master of science degree.

The School of Technology's first master's program was implemented in the field of environment and urban systems, and, finally, the Board of Regents approved a communications program for FIU; in 1978, the first communications degrees were awarded.<sup>88</sup>

The school had since grown in both enrollment and prestige, ranking high in a 1978 study by the Engineering Manpower Commission in New York. The commission's findings, which were accepted as official by many government agencies, ranked the FIU School of Technology's bachelor's degree program in combined engineering and industrial technology second in the nation, following only Southern Technological University.<sup>89</sup>

The technology faculty was termed "outstanding" by Ellis, who mentioned that three of the original group of 17 had gone on to be deans of other technology schools around the nation.<sup>90</sup>

A problem area inherited by President Crosby involved the nursing program, which was originally a part of the School of Health and Social Services. Raul Cuadrado, dean of the school, resigned to become a full-time professor, and Rosebud Foster, associate dean, was appointed interim dean, effective July 15, 1977. A native Miamian, she came to FIU in September 1973 from the University of Miami, where she received her Ph.D.

The School of Health and Social Services had opened in 1972 and included medical technology, social work, and nursing, in addition to criminal justice. All the programs in the school were able to obtain professional accreditation except nursing. The decision was made in early 1978 to change the academic philosophy as it affected the organization of the programs in the school.

The result was the creation of a new school, that of Public Affairs and Services, which was approved by the Board of Regents in July 1978. Its first acting dean was Betsy Smith and its focus was on the training of upper and middle government professionals. The social work program, along with criminal justice, public administration, and health services administration, became a part of the new school. All health-related programs, dietetics and nutrition, occupational and physical therapy, and medical technology were moved to the School of Technology. The nursing program was phased out in 1978, but immediate plans were made to establish a joint program in nursing with FAU based at FIU's North Miami Campus; it was restarted in 1982. By the end of the Crosby administration in 1979, FIU had schools operating on two campuses.

A unique program that helped raise interest in FIU becoming a four-year university was the Faculty Scholars Program, which was initiated in 1978 during the Crosby administration. Under the direction of Clair T. McElfresh, who retired in 1998 and holds the rank of professor emeritus, it provided an opportunity for well-qualified high school graduates to enroll directly in an upper division program and complete their baccalaureate degrees in two to three years.

A professor in the performing arts department, McElfresh was also a conductor and composer, and one of the leading all-state and district choral clinicians, having conducted in many states. He also participated in the International Festival of Casals in Puerto Rico and at Carnegie Hall in New York and conducted numerous church choirs.<sup>91</sup>

The creation of the Faculty Scholars Program was one of the responses of the university to a growing feeling among FIU faculty that cooperative educational programs with community colleges must be offered to the brightest students in the region if FIU were to compete equitably with four-year universities for the highest quality students directly out of high school.

In the fall of its inaugural year, the Faculty Scholars Program accepted 14 students into nine different programs in the College of Arts and Sciences and the School of Technology.

It was McElfresh who, as the first dean of undergraduate studies, helped FIU become a four-year university, but this would not occur until the presidency of Gregory Wolfe. However, the groundwork was laid in the mid-1970s. The move to four-year university status had the support of a majority of the faculty.<sup>92</sup> President Crosby expressed his views as follows:

First of all, I want to say that I am not a slave of Miami-Dade Community College. I'm not opposed to four-year status if it is feasible. At the moment we need priorities like expansion of the graduate and undergraduate programs. I think when we admitted the first Faculty Scholars Program students, FIU made a first step toward becoming a four-year school.<sup>93</sup>

In 1978 state Sen. Jack Gordon, at the invitation of a newly-formed group of FIU faculty, broached the topic of FIU becoming a four-year university, and spoke on the controversial topic at the university.

The leader of the FIU Faculty for a Four-year University (FFYU), Howard Kaminsky, a professor of history considered one of the nation's foremost medievalists, revealed the group's disappointment at Gordon's rather mild endorsement of the concept of a four-year program. In a carefully worded statement the day after Gordon's appearance, Kaminsky said:

While Senator Gordon's speech was neither clear in its formulations nor unambiguous in its meaning, it did contain ample passages supporting the development of FIU into—among other things—a full, four-year university. His references to actual or anticipated opposition from the Board of Regents and Miami-Dade Community College were certainly realistic, and we take them as marking out some of the lines along which our future activity will have to be pursued.<sup>94</sup>

At its inception FIU was authorized to be a four-year university. Brian Peterson, professor of history, released the following prepared statement:

Senator Gordon's speech was a very important proposal for a return to the original impetus of FIU as an urban-oriented university. His idea that a four-year college of urban affairs be established as a well-funded Center of Excellence for FIU is fine. However, we also need to move immediately to establish full programs for the freshman and sophomore years.<sup>95</sup>

The second part of Peterson's statement suggested that the FFYU would seek support from other members of the Dade Delegation, those legislators representing Dade County in Tallahassee, and would begin a grassroots campaign to gain support for four-year status.

By the mid 1970s Peterson, currently associate professor of history, had established himself as an outspoken leader of the faculty. Early on Peterson was involved in issues such as the faculty union, the development of FIU as a four-year university, minority concerns, and involvement in the Miami community, working with the Dade County School Board.

Peterson arrived at FIU in its formative years after receiving his Ph.D. in history from the University of Wisconsin at Madison. While at Wisconsin he met and married his wife, Joyce, who also graduated from Wisconsin with her Ph.D. in history and is now associate dean of the College of Arts and Sciences on the Biscayne Bay Campus and involved with all aspects of women's concerns on campus.

The Crosby years also saw the university establish several Center of Excellence programs approved by the Board of Regents. The program in



hospitality management was again funded and the International Banking Program was approved by the 1978 session of the Florida Legislature under the Center of Excellence program.

Created in July 1978 by the BOR under this program, the International Banking Center, led by interim director George Sutija, associate dean of the School of Business and Organizational Sciences, sponsored a conference on "Foreign Exchange Rate Forecasting," bringing five speakers from New York, two presidents of foreign exchange forecast companies and three vice presidents of major banks. Sutija and Frank Deastlov, a professor in FIU's Department of Finance and International Business, also participated. All seats were filled as local bankers and faculty flocked to the conference.

On the drawing board in 1978 was a master's program in international banking through the School of Business and Organizational Services in cooperation with the International Banking Center.

Research projects were coordinated through the IBC. FIU professors Jan Luytjes, Raul Moncarz, and Emmanuel Roussakis studied the impact of foreign banks on the economy, and Dean George Simmons and Deastlov looked at the problems of taxation of foreign banks.

In addition to the IBC office on the Tamiami Campus, there was one in downtown Miami's prestigious One Biscayne Tower. Sutija gave credit to the Downtown Development Authority for help in setting up this office. He said, "The DDA raised funds from the local banking community to provide equipment, furnishings and rental for the downtown office."<sup>96</sup>

In 1978 certificate programs at FIU were a combination of courses with a common base or interest, selected from one or more academic disciplines and so arranged as to form an area of academic concentration. Two types of certificates were awarded by the college or schools.

Academic certificates, interdisciplinary in nature, were awarded with the bachelor's degree or upon completion of an approved area of concentration to students already possessing a bachelor's degree. Professional certificates were awarded to a student upon completion of an approved area of concentration; these did not need to be interdisciplinary in nature or associated with the bachelor's degree.

Certificate programs in 1978 included Banking; Caribbean-Latin American Studies; Consumer Affairs; Emergency Medical Services; Ethnic Studies; Black, Jewish, Cuban, Comparative; Heating, Ventilating, and Air Conditioning Design; Industrial Safety; Insurance; Linguistics Studies; Management Information Systems; Marketing; Personnel Administration; Real Estate and Urban Development; and Transportation Management.

Five years after the university opened, it reached out to add yet another often neglected but essential facility, an art gallery, for which the fine arts faculty had been waiting. Repeated appeals had been made for a gallery on

campus. The opportunity finally came with the renovation of the first floor of Primera Casa following the library's move to its new building, the Athenaeum. The university committed substantial square footage to the facility. Frank Wyroba, chair of the art department, and James Couper, a professor in the department, worked with the architects to develop the design for the facility currently in use today. The gallery at the time was considered a large, spacious, and well-lit facility. Upon its opening in May 1977, Mellen Edwards of *The Miami Herald* said, "The gallery space itself is one of the better places for exhibition in this area—definitely the best of any of the campus spaces."<sup>97</sup>

The purposes of the Art Gallery paralleled those of the university: instruction, public service, and international understanding. It provided an opportunity for students and faculty members to share their creative work with each other and the entire campus community and displayed traveling exhibitions and experimental projects. Couper, who retired in 1999, was the first director. In 1976 when the gallery opened, some exhibitions included the following: *Lines of Vision: Contemporary Latin American Drawings*; *Alberto Giacometti: Draftsman and Sculptor*; *Select Contemporary Black Artists*; *Chinese Porcelains*; *The Nazi Drawings of Maurice Lasansky*; *The Texturology Series of Jean Dubuffet*; and the Annual Student Show.

In 1979, the Art Gallery snared the spotlight when the university sponsored a week-long seminar on film in conjunction with the first Greater Miami International Film Festival. A Festival of the Americas division presented films from Mexico, Colombia, Venezuela, Brazil, and Argentina. The seminar was the first ever offered in conjunction with a world film festival. The importance of the Greater Miami International Film Festival continued to grow, and in 2001, FIU became its main sponsor.

Internationalism in the arts also found a voice in the Department of Performing Arts. In lunchtime theater presentations directed by students, and in a major presentation of *Anastasia* in Spanish, audience, actors, and technicians learned that culture could successfully cross the language barrier, to the delight of audiences.

Life at FIU would be quite different without music and the contributions of the music department. Music is so much a part of every culture, and celebrating different cultures is so much a part of life at the university, so special functions have always included music. Music from around the world was a big part of International Week, and Black History Week and Hispanic Heritage Week had their "blues" and a Latin beat.

There was also mood music and music that made people want to dance. The FIU Jazz Ensemble, under Joe Rohm, gave weekly lunchtime concerts, playing arrangements of semi-classical and popular music in the UH Pit every Tuesday at noon. PACE concerts, another big attraction, brought folk, jazz,

and hard-rock groups to perform at FIU. Folk singers on Tuesday nights and the group "Gemini" on Thursday nights were familiar to Rathskeller patrons. The performing arts department presented student recitals and music concerts under the direction of Yoshi Obata, associate professor in the department; both were open to the public and free of charge.

On the other side of the campus, far away from the Art Gallery, music department, and theater, and catering to a different element of FIU students, faculty, and staff, was the small but energetic athletic department housed on the second floor of W4, the first modular building on campus, and directed by Tom Wonderling and his assistant, Gerry Hunsicker, who served as assistant baseball coach in 1975.

Since the opening of the university, intercollegiate sports had played a significant role in the life of the institution. After only seven years, athletics had a proud record, both on the field and in the classroom. In 1977-78, there were five men's NCAA sports, soccer, wrestling, baseball, golf, and tennis, and five AIAW women's teams, volleyball, softball, basketball, golf, and tennis.

In May 1976, the baseball team received its first invitation to an NCAA regional tournament. It was quickly eliminated, however, after losing games to James Madison (6-1) and Eckerd College (10-1). In June, the men's tennis team finished fourth in the NCAA Division II National Championships, the highest national finish yet for an FIU intercollegiate team. The squad's Steve Temple became the first male All-American in school history by virtue of outstanding tournament play.

In January 1977, women's tennis was started as an intercollegiate sport, and in November, the men's soccer team ended its best season to date, with a 17-2-1 record and its first NCAA post-season tournament appearance.

In 1979, for the second consecutive year, FIU hosted the NCAA Division II National Soccer Championships, but the FIU Sunblazers again did not participate.

Head soccer coach Bill Nuttall was named South Region Coach of the Year in 1978. In addition to his soccer duties, Nuttall was also appointed director of club and recreational sports in 1979.

Cindy Russo, currently women's basketball coach, began her career at FIU in 1979, replacing Rick Jendra, the first women's basketball coach. That same year Linda Miskovic took over the women's volleyball team, replacing Judy Blucker. The volleyball team under Blucker won its first back-to-back Florida Association of Intercollegiate Athletics for Women's State Volleyball Tournament in November 1976. In 1975, the Sunblazers had defeated Florida State University for the title, and again in 1976, they whipped the Seminoles for a second consecutive title.

In June 1978, after being ranked as the nation's top women's golf team, FIU finished third at the national championships, just five shots behind the

winners. Following in the footsteps of Pat Bradley, Becky Pearson became the university's second female All-American.

In May 1979, baseball enjoyed its most successful season to date, finishing with a 45-13 record. The team set or tied 93 school records en route to a No. 3 final season national ranking. Two players, pitcher Christ Lein and outfielder Joe Kubit, were selected as All-Americans, while outfielder Jose Fernandez was chosen to compete for the United States in that summer's Pan American Games.

The athletic department also co-sponsored a unique Miami event, the Orange Bowl Marathon, beginning in 1978. It was a humid, sunny day in Miami on Saturday, January 13, 1978, as 1,618 runners began the 26-mile course of the Second Annual Orange Bowl Marathon, hosted by FIU and sponsored by Dannon Yogurt.

People came to Miami from all over the world to compete in what was being called the nation's third major marathon, following only Boston and New York. Registration had increased 300 percent over the previous year, since South Florida was becoming the place to run in the winter. Even 1972 Olympic gold medal winner Frank Shorter came to run and practice for the 1980 Olympics.

Several FIU professors ran the 26-mile course, including Art Herriott of the College of Arts and Sciences and Don Wallace and Juan Villar of the School of Technology. The Division of University Relations and Development handled all registration and most publicity for the marathon, and the Department of Physical Therapy coordinated the aid stations and the wheelchair division of the race. FIU co-sponsored the event for three years.

As the Crosby term was coming to an end, built up frustrations, anger, and emotions were released amidst charges of racial bias and discrimination. The Black Employees Association cast a vote of no confidence in the Crosby administration, alleging discrimination in the hiring of top-level administrators at the university.

The first charge was the BEA claim that the procedures that allowed the consideration of John Carpenter's application as the second dean of the School of Education replacing Wes Sowards were "illegal."<sup>98</sup>

It was alleged that Carpenter's application was originally accepted over the telephone after the deadline, contrary to a memorandum from Chancellor E. T. York. The memorandum forbade the consideration of late applications unless the position was re-advertised for a minimum of one week.<sup>99</sup>

According to Willie Williams, former associate professor of math sciences, the deadline was duly extended in order to accommodate Carpenter's late application.

The affirmative action guidelines required an institution "to direct special attention to greater utilization of promotable and transferable minorities

within the institution." Williams argued that Bob Fisher, vice president for academic affairs, had neglected this guideline.<sup>100</sup>

Two blacks were among the final candidates recommended by the search committee for the position of dean of the College of Education, Ulysses Van Spiva, an FIU faculty member, and Eugene E. Eubanks of the University of Missouri.

Fisher, who made the ultimate choice, was accused of "acts of institutional racism" by the BEA; they claimed he participated in "unwarranted activities to try to appoint an illegal white applicant" to the deanship.<sup>101</sup>

In March 1978, 16 members of BEA filed a suit charging racial discrimination in Crosby's permanent appointments of Joseph Olander and Judy Merritt to upper-level administrative positions, Olander as FIU's executive vice president and Merritt as vice president for student affairs. Crosby was accused of side-stepping appropriate search and screen procedures and disregarding the advice of FIU's affirmative action committee in making these two appointments.

BEA faculty members, through attorney H. T. Smith, alleged "President Crosby's decision to make these high-level appointments without search and screen committees was discriminatory against blacks and other minorities."<sup>102</sup>

Crosby, in his defense, indicated he "went to four senates with the question of whether or not to use the search and screen or a shorter process." He added, "This was in the interest of stability."<sup>103</sup>

"As far as I'm concerned, we're going to do everything we can to help people who have historically been discriminated against do well in the best possible job," Crosby said. He expressed disappointment with the BEA vote. "I believed it would work out well. People fail to look at the whole picture," he said. "This university has done better, comparatively, than the other eight."<sup>104</sup>

The Board of Regents, for its part, acted to protect Crosby, Olander, and Merritt from personal liability by adoption of a "hold harmless" resolution to stand between the three and any financial loss resulting from the BEA suit. Adoption of the resolution did not affect the BEA's intention to press the discrimination suit. BEA attorney H. T. Smith, pursued the case for his clients and an agreement was reached between both parties to settle the case.<sup>105</sup>

As 1978 began to fade, the university continued its process of change with four deanships being vacant.

Applications were accepted for the position of dean of the new School of Public Affairs and Services; 80 applications were received.

Another committee was searching for a dean for the School of Business and Organizational Sciences, after the position was vacated by George B. Simmons who remained with FIU as a distinguished university professor of international business. FIU's business school was, at the time, the only U.S.

member of the Council of Latin American Deans of Schools and Administration.

Wesley Sowards surprised the FIU community when he announced his resignation as the dean of the School of Education effective January 1, 1979; he had been the school's only dean since September 1970.

Sowards said, "It was time for a change. Anyone being in a position such as mine for as long as I have ought to remove himself."

"I am pleased to stay on the faculty and work with the new dean," he said. "The most outstanding accomplishment of the School of Education in the past eight years is the pioneering of a competence-based approach to the preparation of education personnel."<sup>106</sup>

Bob Ellis, one of the founders, surprised everyone when he resigned as dean of the School of Technology to become the executive vice president and chief operating officer of the Detroit Institute of Technology.

Ellis' contributions to the university had been substantial; in addition to his duties in the School of Technology since September 1972 and as acting dean in the School of Business and Organizational Sciences, he had most recently served as provost of the North Miami Campus for nine months in 1977.

Ellis had been responsible for planning the programs and designing the structure of the School of Technology, which first offered classes in the fall of 1973, one year after the university opened.

In 1979, in an interview in his award and plaque-filled office, Ellis said that he had "accomplished just about every goal set in 1972." He stated that FIU's technology programs were accredited by the Engineers' Council for Professional Development, and the first master's degree had been awarded in June 1979. In addition, a communications program was inaugurated in September of 1975 as a separate degree.

Among the accomplishments Ellis felt best about were the development of off-campus and continuous education programs, and a sponsored research program with "FIU's highest amount of research per faculty member."<sup>107</sup>

Crosby, in turn, announced his own resignation effective January 1, 1979. He left behind a university fragmented with the changes it had undergone. Four of six schools were functioning under lame-duck administrators. In all, during Crosby's administration, more than a dozen top-level administrators had either resigned, taken lesser-paying teaching positions, or chosen to leave FIU. Former Vice President Glenn Goerke was to say, "I think Crosby did the job he was sent here to do. We've lost a lot of good people... Bob Ellis and others. I think there is a need for restructuring the university every six or seven years. There is a way to go about doing this and a way not to. I'm not so sure we went about it the right way."<sup>108</sup>

Senior Dean Gerald Lattin chaired the presidential search committee to select FIU's third president; 142 applications were received.

Minimum selection criteria set by the committee required that candidates should hold a doctorate, have a minimum of five years of experience in a responsible academic administrative position, have a minimum of 10 years of academic and/or professional experience, have been in a tenure-earning capacity at a college or university, have served as a classroom teacher at the rank of instructor or higher, provide evidence of scholarly achievement, and show evidence of community involvement.

The in-house candidate and favorite son for the position was Joe Olander, the 39-year-old executive vice president and daily working companion of Hal Crosby. The other four top candidates included Michael Marge, dean, College for Human Development, Syracuse University; Charles Neff, provost for academic programs, State University of New York at Albany; Edward Todd, provost/executive vice president, State University of New York College at Old Westbury, Long Island; and Gregory Wolfe, dean and professor of international relations, American University.

Olander had the support of powerful Florida Sen. Jack Gordon, Miami Regent Murray Dubin, and, according to a story circulating in *The Miami Herald*, Gov. Bob Graham. However, Olander did not have the support of Chancellor E. T. York, who threatened to resign rather than name a person he "could not in good conscience recommend" to the Board of Regents. York pointed to the candidacy of Gregory Wolfe, whose outstanding credentials, according to York, made him by far the best qualified candidate. York stated, "In my 25 years (in university administration), I've never been involved in a process where a person's credentials and qualities better qualified him for the job he's to fill."<sup>99</sup>

York was to prevail—much to the displeasure of the local political power structure and on-campus supporters of Olander.

On February 19, 1979, third President Gregory Wolfe met with members of the Dade legislative delegation, and by 5:30 that evening the one-time official of the State Department was presented to approximately 150 members of both the FIU and outside community at a reception held in the Presidential Suite.

Stung by his defeat in the battle to have Olander appointed to the presidency, Dubbin declined to introduce Wolfe, but called him "a deep thinking, visionary leader." Commented Dubbin, "I'm deferring to Chancellor York to make the presentation."<sup>100</sup>

Before the new president spoke, York and retiring President Crosby traded commendations. York called Crosby his long-time friend and a man to be distinguished as the only president of two Florida universities. It was then the new president's chance to speak.

A hush descended over the gathered crowd as the new president made his first address to the university.

"I'm here as a member of the team, not as the horse driver.

"I came here not as a campaigner, but as an appointee.

"The excitement of the political aspect (of the selection battle) only heightened the prospect of coming here to work; let's begin." The torch had been passed; a new era was about to begin.<sup>111</sup>

Crosby came to FIU when it was beginning a period of transition. The educational heyday of the 1960s and early 1970s had ended. Funding support disappeared with the recession, and suddenly the university was in a period of stress, trying to stretch scarce resources just to stay alive.

Crosby's regime was not a holding operation; it was a consolidation period, a bridge between the energetic building of the beginning of the university and an era of expansion and growth which he predicted would come after him. He had a resolutely fixed term in mind for himself. It was three years, or at most three years and a few days, and he made this known to anyone and everyone. He expressed no desire whatsoever for a longer time in his office or the desire to move to a higher office.

The departure of Crosby witnessed the opening of the North Miami Campus, a major accomplishment. Leffland and Breslin were beginning to establish the "I" in FIU and the drinking water and banking centers were operational, as was the Elders Institute. The first self-study of the university was almost completed after a five-year wait. The university had an Art Gallery and FIU's athletic teams were beginning to be winners.

Doctoral education was under way. A new school was added—Public Affairs and Services.

The size of the physical plant had increased in value to more than \$43 million, with an additional \$15 million committed for Academic I and the Student Center on the North Miami Campus. On the Tamiami Campus, the Athenaeum was completed. Enrollment was the fourth largest in the SUS with more than 12,000 students, and FIU was the fastest-growing institution in the system. By 1979, there were 10,000 alumni.

The university was seven years old; it remained upper division with limited graduate programs. There was no on-campus housing, but FIU was a bargain as far as cost was concerned, at \$247 per quarter. FIU's students were older, with an average age between 27 and 29; there were 108 more male students than female. The university had an operating budget in excess of \$26 million; of that, 63 percent was allocated to Academic Affairs. In 1979, there were 105 A & P positions and 456 full-time faculty.

The library, operating on two campuses, had a total of 360,924 volumes.<sup>112</sup>

More important, FIU had become a traditional university. The only experimental program that remained was that of the external degree which by 1979 had graduated 371 students; it would be eliminated by 1983.

The retirement of President Crosby marked the end of a brief, turbulent era, and his retirement opened the door for needed change.



In his resignation letter to Chancellor York, he stated:

I should like you and the members of the Board of Regents to know that my work here has been enormously interesting and rewarding. For that opportunity I am grateful to you. I should like also to express my gratitude to the many fine people in the university and in the larger community who have so warmly and generously given their friendship and support to the university and to me. They are responsible for the good things that have happened and for many treasured memories that will always enrich my life.<sup>113</sup>

The student government continued a tradition by presenting a portrait of President Crosby to the university. It is displayed on the Wall of Presidents in the Charles Perry Building.

Harold Crosby passed away in February 1996.





CHAPTER 4  
THE WOLFE YEARS

1979-1986

IN 1980 A U.S. ATTEMPT TO RESCUE AMERICAN HOSTAGES HELD IN IRAN ended in a tragic failure. The debacle helped to doom President Jimmy Carter's bid for a second term, and ex-actor and California Gov. Ronald Reagan was elected president in November 1980.

In Florida politics, Dade County land developer and state Sen. Robert "Bob" Graham was elected governor, the first Miamian ever to win that office; he assumed the post on January 2, 1979.

In 1980 Floridians elected a woman for the first time to the U.S. Senate, Republican Paula Hawkins. Two other women achieved important posts in the state; Barbara Newell was selected chancellor of the State University System, its first woman in that position, and in 1983 Helen Popovich was chosen president of Florida Atlantic University, the first woman to hold that position in a university within the SUS.

By 1980 Florida had a population exceeding nine million and became the eighth largest state in the nation. Between 1930 and 1980 no other state had matched Florida's 564 percent increase.<sup>1</sup>

By 1981 a small group of scientists working at the Boca Raton Campus of IBM created the first personal computer and changed people's lives forever, while in Orlando Disney opened its Epcot Center in 1982, drawing more tourists each year than there were Florida residents.<sup>2</sup>

In Miami, not long before quitting time on a hot May afternoon, Miami radio stations broke into scheduled programming to tell the city that four white Metro-Dade police officers charged with beating to death Arthur McDuffie, a black insurance salesman, were acquitted by an all-white jury in Tampa. Black media charged that State Attorney Janet Reno was racist and demanded her resignation. Liberty City and Overtown erupted in riots. Over a 72-hour period, police and black youths exchanged gunfire as the damage, mostly to the black community, exceeded \$100 million. By the time the rioting ended, the death toll reached 19, with hundreds injured. Dade County schools closed for three days and FIU closed for evening classes. Thousands of people around the county missed work. The riots had affected everyone, those living in the war zone as well as those outside.

On May 2, 1980, Fidel Castro told a cheering crowd in Havana that Mariel Beach was an "open road" from which Cubans could leave. Boats were filled by the thousands as refugees headed toward Key West. This third migration, the Mariel Boatlift of 1980, brought 123,000 more Cubans to U.S.

shores. Many were released from prisons and considered undesirable. South Florida's resources were strained to the breaking point. The boatlift, called the Freedom Flotilla, created joy, consternation, and political chaos, and increased crime in Little Havana, the area along SW 8th Street in Miami which was predominantly Cuban, with the result that by August 1980, robbery was up there by 775 percent, and in a year, auto theft rose 284 percent, and burglary, 190 percent.<sup>3</sup> As a result of the Mariel Boatlift, during the 1980s Florida had the highest crime rate in the nation.<sup>4</sup>

For years Cubans had been fleeing their communist island country, especially since Castro came into power in 1959; the majority settled in Dade County. Menus in many Cuban restaurants were in both Spanish and English. There were Latin clinics, newspapers, and banks, Cuban markets, restaurants, and schools. Because of the size of Miami, it was possible for people to live their lives totally within this subculture and never learn the English language or American culture.

Calle Ocho became Little Havana. At SW 8th Street and SW 19th Avenue, in "El Parque de Domino," Domino Park, men and women would sit and reminisce about the past while playing dominoes for fun or competition. Along the way, one could see them having their daily *café y pastelito*, Cuban coffee and pastry, at the typical Cuban coffee stands found on every corner of Calle Ocho.

FIU's Tamiami Campus is located farther west on SW 8th Street, just across a canal from the little town of Sweetwater, which was established at the turn of the century by "little people" from the circus. Since FIU had no dormitories until 1984, Sweetwater provided the closest available housing for students who wished to live close to campus.

Leaving the town of Sweetwater, the Tamiami Trail extends west, offering 70 uninterrupted miles of the Everglades and the Big Cypress Swamp. It is the sanctuary of wild birds like the Great Blue Heron and the quiet, treacherous alligator. It took 12 years to build the road across the swamplands of the Everglades, since it was necessary to dig a canal along both sides, not only for road material, but for proper drainage, blasting the whole way. The Trail runs from the city of Miami through the great sawgrass swamplands to Naples, where it joins a costal road north to Tampa.

Since 1947, one portion of the Everglades, indicated on the Trail by the Shark Valley entrance to Everglades National Park at the 37-mile mark, has been protected as a national park, the only one in South Florida. Further west along the Trail are the Miccosukee Indian villages, only 26 miles from the university.

A demographic study of Southeast Florida conducted in 1980 by Ralph Clem, associate professor in the Department of International Relations, showed the changing conditions of the area in the 1980s. Clem noted, "In

1950 Florida ranked 20th among the states in terms of population size," but by 1978-79, it had grown to the eighth most populous. Historically, additions to Florida's population had tended to be concentrated in a few counties, Dade and Broward, both of which had "witnessed massive growth on a scale unlike most other areas of the state." From 1960 to 1978-79 "well over one-quarter (28.8 percent) of the increase in Florida's population accrued in these two counties."<sup>5</sup>

The study further found that in 1960, the two combined accounted for 25.5 percent of Florida's population; Dade and Broward have ranked first and second, respectively, in population since the 1970 census, with Broward eclipsing Pinellas County for the second spot during the 1960s. By 1978, their estimated share had grown to 27 percent. Clem continued:

Population projections to 1990 made by the University of Florida Bureau of Economic and Business Research suggested that Dade and Broward counties would jointly account for between 26.7 and 26.9 percent of Florida's population in that year.

In 1970, well over half (669,563 or 54.2 percent) of all persons in the state of foreign birth or foreign and mixed parentage (1,235,983) lived in Dade and Broward counties. Of those, over three-quarters (515,045 or 76.9 percent) lived in Dade County... which had by far the highest percentage of foreign born individuals out of the total population for any county in Florida (24.2 percent); Broward County ranked second at 8 percent, equal to the state-wide percentage.

Of the population who were foreign born and of foreign or mixed parentage in southeastern Florida, those declaring Cuba as their country of origin constituted a plurality (33.2 percent); in Dade County alone, the Cuban share of those foreign born or of mixed parentage was higher (42.3 percent).

Dade County ranked first (by a wide margin) among counties in Florida in numbers of blacks, with Broward second. Dade and Broward counties combined accounted for more than one quarter (25.6 percent) of all blacks living in Florida. In terms of the racial composition of the population, blacks were 15 percent of Dade's population and 12.5 percent of Broward's in 1970...

Southeastern Florida had thus the largest concentration of people in the state, with the largest minority population. Within a 40-mile radius of downtown Miami in 1978, there lived an estimated 2.4 million people.<sup>6</sup>

Amid the national crises and the changing atmosphere of the community, FIU students balanced their studies with their consciousness of the nation's involvement in the Iranian hostage crisis, the presidential elections, and the flight of non-Hispanic whites in great numbers from Dade County.

Higher education had also changed in 1950; approximately one out of every 10 high school graduates continued on to higher education in the state of Florida at that time. By 1980, nearly one out of every two advanced their education beyond the 12th grade level. Many entered vocational training, but a good part entered college to improve their earnings and their overall enjoyment of life.<sup>7</sup>

By the 1980s, student attitudes were changing. Students were quieter, more studious, and more intent on getting good grades and securing lucrative jobs. Impressed by the success of many young men and women in banking, investment, and similar areas, they were eager to attain their degrees and get out into the world. The idealism of the 1960s and 1970s had been replaced with the reality of the 1980s. It was against this backdrop of changing conditions that the next major development was to occur in the history of Florida International University.<sup>8</sup>

The university was moving into a new era. By 1980, FIU was ready to enter a new decade without a cloudy recession on its back or the long disapproved myth that the university would not succeed. Serious problems, however, needed to be addressed. Morale among faculty and staff was low. Positions had been eliminated; many administrators had resigned or stepped down and returned to the classroom. At the same time an extensive self-study had begun. The university was in need of some healing.

As the Crosby years came to a close, the next new phase in the evolution of FIU was waiting to be written.

Gregory Baker Wolfe, an acknowledged internationalist and a graduate of prestigious Reed College with a Ph.D. from the Fletcher School of Law and Diplomacy, became FIU's third president. He was alternately described as "urbane," "witty," and "worldly and impressive." The newspapers called him "suave" and "movie star handsome." His resume read more like an Ian Fleming 007 movie script: intelligence analyst for the U.S. State Department, former captain of a PT boat during World War II, specialist for the Kennedy and Johnson administrations, and a linguist comfortable in Spanish, French, German, and Portuguese.<sup>9</sup>

The son of a Russian immigrant, at age 57 he was unanimously appointed at the February 16, 1979, meeting of the Board of Regents and assumed the presidency on March 4, 1979.

The appointment of Gregory Wolfe was the element FIU needed to enhance its international commitment. Upon his appointment as president, Wolfe received a telegram of congratulations from his personal friend, Secretary of State George Schultz.

His ties to the international community were obvious. A diplomat by profession, handsome and charismatic, he carried himself with the stature of a Kissinger and had the wit and charm of a Churchill and the charisma of John

Kennedy. One of those individuals whose presence was felt when he entered a room, Wolfe had served on the White House staffs of Presidents John F. Kennedy and Lyndon B. Johnson. He was responsible to them for negotiating the plans, financing formulae, and other requirements needed to get final U.S. Senate ratification of the Inter-State Compact between the District of Columbia, Virginia, and Maryland that created the rapid transit system for the national Capitol region.

President Johnson appointed Wolfe to the Foreign Service where he served four years as chief of the State Department's Latin American Office of the Bureau of Intelligence and Research, and also headed a mission to Brazil to inaugurate major reorganizations in American diplomatic missions throughout the hemisphere.

He was chief of the U.S. AID Special Mission on Industrial Development to Pakistan, a member of the OAS Mission to El Salvador on Human Resources, special representative of the United Nations Development Program to Israel to recommend industrial opportunities in the occupied territories, and project manager for the Center for International Management to develop industry and investment in West Africa.

Wolfe had also served as president of Portland State University in Oregon from 1968-74, during the Vietnam War, and was experienced in and had survived the campus demonstrations and riots that had rocked American higher education to its core in the late 1960s and early 1970s. During the height of the Vietnam confrontation he had threatened to resign rather than allow National Guard troops on campus as demanded by the governor of Oregon.

While at Portland State, Wolfe was responsible for instituting lower division programs and establishing graduate programs, including those leading to the Ph.D. He also built the first dormitories on campus and left Portland with a feeling of accomplishment. In his *History of Portland State*, published in 1999, Gordon Dodds evaluates Wolfe's tenure:

The clear conclusion about these years is that Portland State's president, other administrators, students, and faculty did on outstanding job in preventing violence, injuries to persons, and destruction of property. The context for the Portland State peacekeeping was the most emotional era in American history since the Great Depression. More than twenty-five hundred campuses were shut down in 1970. Students were killed and injured at Kent State, Jackson State, and the University of Wisconsin. Bombs were detonated in federal buildings and on campuses, including one at the University of Oregon that caused more than \$50,000 in damages. At Portland State, the only damage was in Smith Center, amounting to \$14,150, most of it wreaked by outsiders. Although Gregory Wolfe did not have the happiest presidency in



Portland State's history, he was a tireless (and within the University community, an almost completely successful) advocate of peace and the rational settlement of controversy.<sup>10</sup>

When Wolfe resigned as the second president of Portland State, he left an institution that had done surprisingly well in accommodating the great divisive issues of the early 1970s. The enormous potential for violence and permanent intellectual and social scarring arising out of the antiwar movement was largely avoided. Members of minority ethnic groups, women, and homosexuals made their case as equal members of the academic community.<sup>11</sup>

As any president must, Wolfe both initiated and reacted to events:

He was a courageous man who faced hostile crowds in the days of rage. He was intelligent and personable. Many faculty... saw him as an interloper from the East into their preserve (and) were put off by his style and elegance, his tastes and his friends... He never served beer at parties, they complained, only wine and champagne; he did not associate with the "jocks" either at the university or in the Portland community; he insisted on academic excellence, on developing programs that were competitive with the best in the country.<sup>12</sup>

All that experience would be vital in his new role at FIU.

Before arriving at FIU, he had most recently held the position of dean of the School of International Services at the American University in Washington D. C., and had also served on the faculties of Tufts University, Massachusetts Institute of Technology, American University, Pomona College, and Claremont Graduate School.

Wolfe had written extensively for official and public purposes and he published in journals, co-authored books, and directed special studies; for instance, his series of reports on the Greater Boston Economic Base won him the Fruin-Colnin Award from the Municipal League for distinguished contribution to metropolitan understanding.

At FIU he was tailored for the part of the new president and the university welcomed him and his charming wife, Mary Ann, with open arms. At their first official function, held in AT 100 on March 18, 1979, the new president introduced his wife to the university community as the "lovely Mary Ann." Paul Gallagher often commented that when Greg Wolfe was hired, the university received a double bonus. Mary Ann was the perfect match that FIU needed at the time; she had extensive experience in her own right. Her strong intellectual interests, her knowledge of classical and modern literature, and her poise, taste, and warmth made her the ideal helpmate.

Mary Ann's experience paralleled that of many women of the post-World War II generation. She had been in and out of the labor force in both

paid and volunteer activities since she graduated from UCLA in 1944. Before coming to Miami with her husband, she coordinated the Youth Program of the Women's Bureau of the United States Department of Labor. Her first employment with the federal government had been in the newsroom of the Office of Inter-American Affairs in 1945.

She also served as selection officer for the Peace Corps from 1962-64 and then for VISTA from 1964-67, after which she first joined the Women's Bureau. Her responsibilities at that time included work with Summer Programs for Youth Employment as well as with projects dealing with disadvantaged women and the public/private use of volunteers.

Volunteer programs in both the youth and women's fields, as well as in international hospitality service, were familiar to her from the standpoint of a participant as well as an observer. She had served on many volunteer boards including the Massachusetts State Board of the League of Women Voters, and the Tegucigalpa, Honduras, Damas Voluntarias. From 1968-74, while her husband served as president of Portland State University in Oregon, Mary Ann was a member of the board of the Portland Red Cross and the YWCA where she directed a million-dollar capital funds drive in 1972-73. In 1971, the labor commissioner of the state of Oregon appointed her as a member of the State Advisory Council on Sex Discrimination in Employment.

On returning to the Women's Bureau in 1975, she coordinated the 55th Anniversary Conference and wrote the report, "Women in the Economy: Full Freedom of Choice." She always liked writing, and considered the time she spent as *Newsweek* stringer in Honduras as one of the most enjoyable of her jobs. Today Mary Ann Wolfe remains active in the community and is a writer for Miami Today.

In Miami in 1979, the young university awaited its new, experienced "captain," with his impressive international credentials and previous presidential experience, to "guide it down the seas toward quality education and a commitment to an international mission."<sup>13</sup>

The 1980 *Elan* yearbook characterized the time: "There was excitement in the air as the entire campus awaited President Wolfe's arrival during the final week in March... Wolfe immediately immersed himself in the daily operations of the university. He quickly learned the budgetary process,"<sup>14</sup> acquainted himself with the political makeup of Miami, the state of Florida and, most importantly, the university.

One week after his arrival he outlined a new mission for the university, stating that "to be higher education's beacon in Greater Miami... Our mission must encompass imaginative teaching, skilled research and innovative service activities both on and off our campuses."<sup>15</sup> He further elaborated: "Eventually, we must be empowered to offer the full range of master's degree programs and Ph.D.'s that the urban professions require. The

process has begun. We must not only continue it; we must refine and innovate it if we are to become a significant, continuing influence to urban higher education. I am convinced the faculty and supporting public expect no less from FIU.”<sup>16</sup>

With regard to the development of the North Miami Campus, Wolfe stated, “The North Miami Campus obviously needs to have some activities headquartered there which emphasize the commitment and a special educational signature for the university and the North Miami community. One such possibility would be to make it the site of the undergraduate university college. Another would be to locate the headquarters of one or two of our professional schools in North Miami.” This eventually occurred with the assignment of the schools of Hospitality Management, Journalism and Mass Communication, and Nursing there.<sup>17</sup>

According to Rose Foster, the name of the campus turned off a large pool of Broward students who believed the name North Miami Campus sounded as if it was only for locals. Then came a name change contest, with suggestions ranging from “Campus on the Bay” to “Bellavista” to “Bayview.” When the name Bay Vista was selected, people weren’t sure if it was one word or two, and kept wanting to call it Buena Vista.<sup>18</sup>

The name of the campus was officially changed from the North Miami Campus to the Bay Vista Campus on February 25, 1980. By the beginning of the 1980s, Bay Vista had acquired a unique identity of its own.

Bay Vista had grown from a small, huddled collection of trailer classrooms and a Trade Center Building bequeathed to the university by the city of Miami to a beautifully landscaped plot of land on the breeze-swept shores of Biscayne Bay. The waters of Biscayne Bay lapped quietly at its long shoreline, while seagulls circled overhead, gliding their way through the air, watchful of the people below relaxing by the bay.

Bay Vista’s location gave it just the right combination of convenience to north Dade County’s bedroom communities, and a sense of isolation conducive to the quiet pursuit of study. This location made Bay Vista the ideal site for the growing numbers of students commuting to FIU from Broward County. During the Wolfe presidency considerable amounts of time, resources, and energy would be expended to create an expanded identity for Bay Vista.

In the summer of 1979, it was decided that the overall responsibility for administering the Bay Vista Campus should reside in a permanent campus executive, a director who would be the chief administrative officer of the campus and principal spokesperson for the university in the North Miami community.

Rose Foster, assistant vice president for academic affairs, was given the responsibility for all matters affecting the daily operation of the campus.

Wolfe also asked Foster to organize appropriate task forces of faculty, students, and staff to report to the president and Executive Committee on the perceived needs for development of the campus. A major report was produced in 1982 which made recommendations on academic programs, enrollment, transportation, facilities use, continuing education, student life, campus environment, security, and public affairs and public support in the North Dade-South Broward area. This was part of a larger, university-wide study that was being launched in January 1981.<sup>19</sup>

One of Wolfe's first duties as president was to oversee the university's accreditation symposia held on the Bay Vista Campus. Three large planning sessions were held with faculty and community representatives on broad topics affecting the university and its future. Wolfe presided over the last of the symposia. In his speech, he challenged everyone at the university to strive for quality and integrity in the performance of their duties. Faculty were urged to improve the academic standards of their offerings to students, while students were offered the challenge of increasing their level of involvement in the university and the community.

Wolfe later presided over the dedication in June 1979 of the first new major building at the Bay Vista Campus, Academic I, begun during the Crosby administration. On that occasion, he called for "rigor, definition and discovery by the university," and ended his remarks by saying, "FIU is closer to the sea, and its creatures, than any other of its sister ships (a reference to the flagship status of UF and FSU). FIU should be recognized as a major vessel in Florida's emerging fleet of higher educational institutions."<sup>20</sup>

Wolfe set the tone of his new administration when, early on, he challenged the status quo of the State University System. In an interview with *The Miami Herald*, Wolfe proclaimed that the university was going to cast off its "tugboat" status. South Florida would no longer settle for a mere "tugboat" university while the smaller North Florida communities of Gainesville and Tallahassee were the proud ports of the "flagship" institutions. For too long, residents of metropolitan Miami had complained that university officials 500 miles away had slighted the state's most populous urban area. Wolfe predicted, "Within the next 10 to 15 years, our legitimate expectations should be to become the Florida university system 'flagship' in urban professional education."<sup>21</sup> He told civic leaders that he intended to provide his half of the team effort needed to pull FIU up to the next plateau of its development. He called for the state government to increase its commitment to the new university.<sup>22</sup>

On the same day Wolfe challenged the SUS, the editorial board of *The Miami Herald* was challenging a clumsy legislative attempt to restructure Florida's higher education system. A bill presented in the Legislature intended to impose enrollment ceilings and construction limitations that would have effectively stifled the growth of Miami's only public university. The bill would

have limited FIU to a full-time equivalent (FTE) enrollment of only 7,000, a mere 500 students more than the current FTE enrollment at that time. New buildings such as those needed to develop the Bay Vista Campus would require specific legislative authorization.

The bill also would maintain FIU and three other universities as upper-division institutions, thus precluding the addition of freshmen and sophomores, and further designating Florida State University, the University of Florida, and the University of South Florida as the only public universities that could develop comprehensive programs of research and teaching at the doctoral level and in professional fields such as law and medicine.

The net result of adopting this bill would have been to relegate FIU, and several other universities, to a permanent, second-class status within a mediocre state system. That was totally unacceptable.<sup>23</sup> Wolfe and *The Miami Herald* were on the same page and in opposition to this bill, which was withdrawn; however, the intent was obvious.

At the president's first faculty convocation held on the Bay Vista Campus 90 days after his arrival, Wolfe discussed the condition of the university as he found it upon his arrival.

He said he found the university's "atmosphere of promise suffused in unbecoming politization. Instability reigned supreme and compromises and cosmetic changes too often substituted for the hard work and the dedication needed to propel a university to greatness." Therefore, he felt his task was "one of healing, one of providing unity, one of establishing collegiality, and one of making the necessary adjustments to insure progress."<sup>24</sup>

He had a gloomy financial welcome: a deficit of \$385,000 in the university's budget, a result, in his judgment, of "inadequate university planning and overconfidence with respect to growth at a time of enrollment uncertainty and double digit inflation."<sup>25</sup> The remedies were traditional to institutions in crisis: and not unfamiliar at FIU. A freeze on hiring and personnel reclassifications was instituted, along with shifts in internal workloads and budget cuts.

In 1980, FIU was expected to be budgeted for 7,000 FTE students. This generated approximately the same base budget as in 1978-79, or about 600 more students than were enrolled the previous year. The importance of enrollment could not be overestimated; student revenue was no longer to be shared among institutions as it had been in the past. The new and dramatic policy of the BOR adopted in 1979 made each university directly responsible for its own enrollment and associated tuition income.<sup>26</sup>

At his first convocation in 1979 Wolfe pointed out that while the Board of Regents had not authorized the requested rule change that would have permitted FIU to begin lower division work, it did authorize the university to plan for it informally. The announcement was made that Harry Antrim,

professor in the Department of English, one of the original founders who retired in 2000, was to chair a committee that would make recommendations to send to the Board of Regents. The original plan was for a small, selective, academically potent program intended to raise the standards as well as the consciousness of entering freshmen and participating faculty.<sup>27</sup>

As important to the attainment of university legitimacy as a lower division was continuing to develop advanced degree programs. Seven new degree programs had been added since 1979, five master's and two bachelor's, exclusive of the lower division and apart from the authorized support for converting the curriculum in the School of Technology to engineering. The overall number of program offerings increased from 124 to 137, up 9 percent from 1978-79; faculty positions had increased from 400 to 499.

The BOR had authorized planning for a master's degree program in international studies, implementation of a cooperative master's in physics and psychology with Florida Atlantic University, and establishment of a cooperative doctorate in educational administration with the University of Florida with a new program in educational leadership, and adult education with Florida State University. There was, on the horizon, another degree program with FAU to develop community college administrators.

Wolfe pointed out that there seemed to be reasonable assurance that the Legislature would provide program improvement funds for some SUS programs that were tagged for the development of excellence. For FIU, these included Hospitality Management and the new Center for International Banking and Finance, established in 1978.<sup>28</sup>

While these activities had been on going, Steve Fain, professor in the College of Education, had been quietly working on putting the finishing touches on the university's first self-study. He had engaged large segments of the community in deliberating upon the future of American society, higher education, and the university.

Shortly after Wolfe had taken office in 1979, the university completed the self-study begun in 1976, which became the basis of the university's re-accreditation by the Southern Association of Colleges and Schools, at the same time helping faculty and administration develop and refine a proposal for improving general studies and eventually developing a lower division curriculum.

The report revealed "great potential for Southeast Florida," but it also identified significant problems "which would only be averted if the community and its leaders intervene." For the year 2000, the report stated:

The population of Dade, Broward, and Monroe counties combined would reach approximately 3.5 million, with Dade's population reaching somewhere around 2.1 million.

There would be an increase in the political influence of Southeast Florida in state politics.

There would be a substantial increase in the political influence of the elderly and Latins in state and local politics.

Educational enterprises would be forced to respond to the special needs of Latins, the elderly, and professionals demanding special training and educational opportunities.

Southeast Florida would experience serious political, social, and economic crises related to significant changes occurring throughout the area.

Young males, especially young white males, would move out of Southeast Florida. They would be replaced by young Latin males immigrating from Central and South America.

International tourism would continue to grow, thus making Spanish a basic language for the delivery of many services, including law enforcement, business, and commerce. The level of tension within Southeast Florida would increase, thus further dividing the communities.<sup>29</sup>

In an editorial in *The Miami Herald* in 1999, the predictions of the self-study seemed to ring true. According to *The Herald*:

Miami-Dade, Broward, Monroe and Palm Beach counties are a rich mingling of more than four million people whose roots stretch all over the world. The portrait from the current census data reveals that:

- In 1990, one-third of South Floridians had been born in another country. Spanish is the predominant language spoken among them, but it is by no means the only language.
- In 1970, Cubans represented 90 percent of the Hispanic population in Miami-Dade County. By the early 1990s, they represented just 59 percent of the region's Hispanic population, their presence diluted by Nicaraguans, Puerto Ricans, Colombians and other newcomers from Central and South America.
- Miami-Dade, Broward and Palm Beach counties boast having the nation's second-largest Jewish community. But they also have increasingly diverse black populations: French and Creole-speaking Haitians, blacks from the former British colonies of Jamaica, Trinidad and Tobago, the Bahamas; Spanish speakers from Cuba, the Dominican Republic and Puerto Rico; and American-born blacks.<sup>30</sup>

In accordance with the recommendations of the self-study, the university placed an emphasis on mounting new professional programs, degrees, and certificates, while also strengthening offerings at the master's degree level in fields associated with opportunities for entry-level jobs in the urban professions. Shortly after Wolfe's arrival, a reorganization of the university's administrative staff occurred.

The office of Executive Vice President Joe Olander, who was a major contender for the presidency in 1979, was dissolved; Olander left FIU shortly

thereafter and the position of executive director of the Office of the President was established. Its first appointee was Patricia Lutterbie-Hansen, who assisted in the administrative and policy decisions that were a daily part of university life. She also initiated projects out of the president's office and reported directly to the president.

A graduate of Harvard University, Hansen served in this position from 1979 to January 1982. She had previously served as associate vice president of academic affairs, as executive assistant to the president, and as assistant dean and assistant professor in FIU's School of Education. She also spent nearly four years as director of the graduate and professional programs for the Board of Regents, representing all nine state universities.<sup>31</sup>

Another component of the re-organization plan was the search for a new vice president for student affairs upon the resignation of the first person to occupy that post, Judy Merritt.

Her departure was swift. Merritt resigned on a Wednesday and by Friday afternoon her office was empty and ready for the new vice president, Henry B. Thomas, an assistant professor from the School of Public Administration. The appointment of Thomas caused an uproar from the Black Employees Association. In a letter to the editor of *The International*, the student newspaper, Willie Williams, chairperson of the BEA stated:

The Black Employees Association/Faculty at FIU finds the recent biased, rubber stamp actions of the student affairs vice president's search and screen committee to be harmful to the university, as well as a mockery of the State University System's search and screen policy and procedures for hiring university personnel.

This letter's purpose is to officially inform the university community and the general public of FIU's student affairs vice president search and screen committee's farce involving a review of more than 120 applications for the V.P.'s position, the reduction of that number to 16 two weeks ago, and eventually to nine present candidates as of the week of April 1, 1981.

Among the 16 candidates were four black candidates, three of whom were immensely qualified. Among the remaining candidates there was one black candidate, Henry B. Thomas, whose credentials do not meet minimum qualifications. The BEAF questions the search and screen actions which eliminated qualified black candidates and retained what seems to be a handpicked applicant (Henry Thomas) who could not meet minimal requirements.<sup>32</sup>

In a less emotionally charged and controversial appointment, Hanna Saxon, who had moved from New York to Dade County with intentions of retiring, found herself in the recently developed position of the first vice presi-



dent of university relations and development. Prior to her appointment, Terry Spence, one of the few survivors of the Perry and Crosby administrations, had been the highest-ranking individual in the department with the title of dean.

Saxon brought Lane Coleman to the university as director of special events; she immediately set out to add a needed touch of class to the university. In the Presidential Suite on the third floor of University House and at special functions, fine china, silverware, crystal, cloth napkins, and matching tablecloths were used. The Presidential Suite became the hub of entertainment and the most popular reception and dining area on campus. It could be reserved for \$50, but needed the president's approval. In early 1980 an exclusive caterer was hired, Susan Mau, wife of Jim Mau, then dean of the College of Arts and Sciences. Mau often assisted his wife in her catering endeavors, and on many occasions could be found peeling potatoes and helping prepare dinners in the small kitchen of the suite.

The first director of the newly-established Department of Planning and Analysis was Robert Winter. Established by Wolfe in July 1980 to coordinate the academic program plan of the university with budget requests and internal allocation, the division was formed by drawing a core of staff with varied experience from a number of units to work with the university community on current operations issues and on the development and analysis of future institutional plans.

The division was made up of three offices, budget planning, resource analysis, and computer systems and services. Several critical issues affecting the present and future of the university that the division explored included the justification and implementation of the proposed lower division curriculum, development of a scope and mission statement for the Bay Vista Campus, definition of a planning database, establishment of a process to review, evaluate, and prioritize administrative computing projects, and development of the university's master plan.

The first director of the budget office, Sid Walsh, was assisted by Chuck Tinder and Alex Zyne.

The profile of the Division of Continuing Education also changed from a broad, outreach-based operation to a more traditional approach. To that end, it relocated to the Bay Vista Campus, where it is housed today. A new director, Doug Smith, currently professor of education, was appointed and emphasis was placed on strengthening community service and becoming a self-sufficient operation.

Robert Fisher, FIU's second vice president for academic affairs, resigned on September 1, 1980, to serve as dean of the School of Technology.

A committee immediately began a search for a new vice president. In the interim, Steve Altman and Harry Antrim served as co-associate academic vice presidents; Altman came from the School of Business and Organizational

Sciences and Antrim from the College of Arts and Sciences. Routine academic administration, personnel, college and school conduct, budget, and operations were handled by Altman. First-step hearing responsibilities, new lower division academic programs, semester planning, and space questions were in Antrim's hands.

After almost a year of intensive screening of national and international candidates, Altman, one of approximately 200 applicants for the position, was chosen by Wolfe as the university's third vice president for academic affairs. Altman, who had been at FIU since it opened, knew the university and the university knew him.

Oktaý Ural, the chairperson of the 13-member search committee, said that Wolfe's selection of Altman was "an excellent one."

"He's one of us," said Ural, former director of international housing. "Because he has been here since FIU's beginning, and is fully aware of the problems and potential of this institution, he doesn't need training time to learn the system. Under his leadership, FIU will enter into its second decade with a bright future."<sup>33</sup>

As Wolfe's "right hand man," the 35-year-old Altman said he was determined to make FIU "a quality university of nationally recognized caliber." Upon his appointment he stated, "I want the University of Florida and Florida State University to be compared to us, not us to them."<sup>34</sup> He placed a major emphasis of the university on the neglected "I" in FIU, as did Wolfe, who was hired and instructed by Chancellor York to develop, improve, and expand FIU's international scope. In the Wolfe years the number of faculty involved in international commitments mushroomed as FIU entered into academic agreements around the globe.

The early 1980s witnessed the changing of the guard. In four of six academic units new deans were appointed, new programs added, and new faculty hired. In 1981, the College of Arts and Sciences started new master's degrees in computer science, economics, and international studies. A cooperative master's in biological science was offered with FAU, and a master's in community psychology started in 1978 which had developed an optional track aimed at the needs of the Hispanic community by 1980.

The College of Arts and Sciences, under Dean James Mau, directly and indirectly honored its commitment to internationalism. Many degree tracks, certificate programs, and individual courses were strictly international in their content.

The college's international relations department offered an international relations major and a certificate in Caribbean-Latin American studies awarded through the Latin American and Caribbean Center.

The university's science departments reflected the proximity to the Caribbean and Latin America. Extensive research in tropical marine ecosystems

was being carried out by Patsy McLaughlin and Anitra Thorhaug of the Department of Biological Sciences. In anthropology, mathematics, and the earth sciences, FIU students had opportunities to take courses regularly offering field trips to Mexico, Guatemala, and the Caribbean.

Students could pursue summer course work in England through a joint program of FIU, Cambridge University, and Broward Community College. Students could also study in the People's Republic of China as part of a summer program conducted jointly with the University of Miami and Miami-Dade Community College.

The college extended internationalism to the arts. Reinaldo Sanchez of the Department of Modern Languages, a specialist on Spanish and Cuban literature, was the director of the Congress on Cuban Literature in Miami in November 1979, and several college departments were co-sponsors of the Latin American Theatre Conference coordinated by Maida Watson of modern languages. During the spring of 1979, the conference brought together critics, authors, and experts from around the hemisphere.

Jorge Salazar specialized in Latin American economic integration, and Mira Wilkins was well known for her scholarship in non-U.S. direct investment in this country. Babatunde Thomas was co-editor of the "Proceedings of the Transfer of Technology Conference" held at FIU in 1978. A book on the event was prepared for the United Nations Conference on the Transfer of Technology in Vienna in 1979.

The School of Business and Organizational Sciences had a year of transition, given a change of deans. George Simmons, dean from 1974-79, stepped down to serve as distinguished professor in the Department of Finance. He was replaced in early 1980 by Paul Loomba, who resigned in May of that same year, two days before a special meeting where more than half the business faculty secretly voted "no confidence" in the dean. Leonardo Rodriguez became the new dean in July 1980; he organized a joint doctoral program with Florida State and the University of Florida during his tenure.

Two chairpersons and the directors of three centers were new appointments, but the school's activity remained intense, including sponsoring the Second National Symposium on Hispanic Business and Economy and initiating programs in Panama, the Netherlands Antilles, and Peru. A new master's of science in information management systems started in September 1980, and at the same time the school applied for accreditation with the American Assembly of Collegiate Schools of Business.

Under Rodriguez, the school was also involved in international education, training, and research and offered both an undergraduate major and a master's degree in international business, and internationally-oriented courses in policy, financial management, finance, management, industrial relations, marketing, and real estate.

Programs the school operated overseas reflected a determination to fill the needs of host nations by cooperating to strengthen professional skills. One such program was the two-year tax administration training program in Mexico. Myron Lubell and Richard Hodgetts were active in this program for mid-level officials of the Mexican Ministry of Finance.

An MBA degree through the Universidad de Oriente in Cumana, Venezuela, was coordinated by George Sutija, who was also involved in developing a one-year diploma program for bankers in Venezuela through the Executive Training Center in Caracas.

The school also offered courses in business administration at the Netherlands Antilles University, Curacao, and was the home for the Academy of International Business. Duane Kujawa of the Department of Finance and International Business was executive secretary for the organization of more than 800 members in 30 countries.

The School of Education was also headed by a new dean, John Carpenter, who had taught both at the junior and senior high school levels. Prior to coming to FIU in April 1979, he was professor of education and public administration and associate dean at the University of Southern California. He had contributed to educational systems in Thailand, Taiwan, and Nigeria, among others. The new dean set out to change the mission of the School of Education to reflect a primary focus on staff development of already employed school personnel.

At the time of his arrival, a cooperative doctoral program was being offered through the University of Florida, and other cooperative doctoral programs were being planned with Florida State, Florida Atlantic, and the University of South Florida.

One of the most challenging developments in the School of Education had been the expansion of its activities into Broward County. Carpenter was promoted to the position of associate vice president and dean of advanced studies in 1982 and was replaced as dean on an acting basis by Nicholas Vigilante, professor of childhood education; Peter Cistone became the permanent dean in 1984.

Many courses the school offered in general professional education focused on the international sphere, including one providing an overview of education in Latin America. The school was also involved in a student exchange program and in several programs to train Americans in overseas schools. Robert Farrell, associate professor in the Department of Educational Leadership, was responsible for an exchange that placed American students in Cartagena and brought Colombian educators to the United States.

FIU faculty members delivered programs on the latest educational techniques to American schools abroad. George Morrison and Vigilante of

childhood education developed programs that trained the faculties of the Colegio Franklin Delano Roosevelt in Lima, the Mazapan School in La Ceiba, and the Uruguayan American School in Montevideo. Vigilante also sponsored an international placement service for U.S. graduates in Latin American schools and placed student teachers in American schools in Latin America; Sandra Woods coordinated a similar program in the Bahamas.

During the 1978-79 academic year the school ran a program for 15 Iranian students where each student worked toward a master's degree in educational administration.

Through the School of Education's efforts, internationalism was reaching local schools. Jan Tucker of the Department of Special Subjects Education initiated curriculum development workshops for teachers in Dade County Public Schools to determine the status of global studies within the system. Based on the results of this work, a successful proposal was submitted to the federal government for a global studies program. Similar efforts of the School of Education, the College of Arts and Sciences, and the International Affairs Center resulted in a federal grant for an international human rights program for the 1978-79 year in Dade County Public Schools.

The School of Hospitality Management had already earned an international reputation, and by the early 1980s was among the top three hospitality management schools in the nation. Dean Gerry Lattin was FIU's senior dean and the only academic administrator remaining from the Perry era.

The school's goal was to combine the traditional American emphasis on management techniques with the traditional European concern for skillful service. The school helped establish the Hotel Training College of the Bahamas and performed consulting work in Morocco and Kenya. Graduate students completed faculty-directed research projects for an international hotel chain in the Dominican Republic and Venezuela.

Many of the school's faculty did consulting work throughout the world: Tony Marshall in international hotel law, Rocco Angelo in Caribbean area hotel management, and Irving Sicherman in international hotel financial management. The school provided technical assistance to the government of Aruba on the creation of an Aruban School of Hospitality Trades. Under Lattin's direction, four FIU faculty members supervised personnel development in this area for the Aruban government.

From 1972-78, the health science (later changed to health services administration), social work, and criminal justice programs were in the School of Health and Social Services. The public administration program was offered in the School of Business and Organizational Sciences. On July 1, 1978, FIU reorganized these areas and established the School of Public Affairs and Services, which commenced operations in 1979 with six departments: criminal justice, public administration, medical records administration, health serv-

ices administration, public health, and social work. In 1988, medical records and public health were reconfigured with the College of Health.

Adam Herbert, later to become chancellor of the State University System, was appointed as the new dean of the School of Public Affairs and Services in 1979. His first responsibility was to preside over the move of the school to the Bay Vista Campus. It was the first school to make its permanent headquarters at the second major campus of the university.

In 1979, the school's Department of Social Work received approval from the Board of Regents for a master's degree designed to train place-bound professionals in agencies throughout Southeast Florida; a joint doctoral degree program in public administration with FAU was also established.

Providing non-credit programs was one of the school's major missions. In 1978, the Institute for Public Management was created specifically for the purpose of coordinating activities related to research and providing training and technical assistance for state and local government officials. In addition to its own training activities, the school worked collaboratively with the Office of Continuing Education, the Joint Center for Environmental and Urban Problems, and the Center for Labor Studies.

Other international interests in the school included Robert Snow and William Wilbanks, specializing in the criminal justice system of Jamaica, and Luis Salas' research on Cuba's criminal justice code. Maria Ortiz-Morales of the health administration faculty taught international health planning and programming, and was an active lecturer in Latin America on gerontology.

Recognizing the professional development needs of an expanding number of middle management professionals in public and human service agencies throughout the region, the school also developed several credit and non-credit certificate programs.

The school trained individuals to become middle and upper-level governmental professionals. An outstanding example was the master's in public administration degree program offered in Mexico by FIU's Department of Public Administration. J. Arthur Heise, current dean of the School of Journalism and Mass Communication, coordinated this program involving every member of the department.

The MPA program in Mexico began classes for its 29 students in February 1979, culminating in the master's degree in public administration. The program was requested by the Mexican government and was taught in Spanish, with simultaneous translation as needed. Members of FIU's Department of Public Administration also taught programs in Guadalajara.<sup>35</sup>

"We are hoping this master's of public administration program can be a key to the development of Mexico," said Heise. One of the criteria to take the courses was to hold a mid-level position in the federal government or the Federal District (Mexico City).<sup>36</sup>

In 1982 Heise was responsible for starting the Institute for Public Opinion Research which today is a research arm of the School of Journalism and Mass Communication. Heise literally began this program out of the trunk of his car and worked closely with John DeGrove and the FIU/FAU Joint Center to provide decision makers with reliable and timely information on how a scientifically-selected sample of the public stands on important issues.

Over the years, IPOR conducted more than 70 surveys, interviewing over 60,000 respondents. These projects included 13 years of the FIU/Florida Poll, the most comprehensive public opinion study conducted in Florida, and one of the most comprehensive in the country, dealing with the important issues facing Floridians, including quality of life, crime, health and aging, transportation, the environment, education, the economy, politics and government, race and religion. In addition to the comprehensive topic coverage, the FIU/Florida Polls track changes in opinion on these issues over time by asking many of the same questions on an annual or semiannual basis.

Major IPOR surveys helping inform critical policy and development decisions included a survey of 5,000 Dade County residents on the issues of service delivery and incorporation which provided information critical to incorporation efforts of areas of unincorporated Dade County; five surveys central to planning for the Florida transportation system; four surveys on the effects of Hurricane Andrew that are being used to help disaster planning both locally and nationally; and two surveys of the residents of South Florida on their attitudes regarding police protection and crime that are helping guide the public safety planning in the region.

The College of Engineering and Design evolved substantially over its history, ranging from the programs it has offered to the many names it has had. Originally, the college was known as the School of Technology, with four divisions, engineering technology, industrial technology, construction technology, and environmental and urban technology. In 1981, a legislative act enabled FIU to convert the School of Technology to a School of Engineering; still later it became the College of Engineering and Applied Sciences.

In 1982, with a \$200,000 allocation from the Legislature, FIU began converting engineering technology to what was, in effect, an engineering school; Lambert Tall assumed its deanship.

Tall was a graduate of the University of Sydney and Lehigh University, with an international reputation in residual and thermal stresses, welding, fatigue and fracture, stability, low-cost housing, structural engineering, and experimental methods. Fellowships provided the opportunity for him to study in Australia, Japan, and the U.S., and he was also the author and co-author of over 170 technical reports and publications.

Tall accepted the position as dean because he "found the breadth of programs fascinating and challenging."<sup>37</sup> The school offered studies in engi-

neering, health-related professions, communications, and home economics, the latter of which included fashion merchandising and apparel management in industry and government. The school covered a broad number of unrelated areas.

The dean's main intention was to initiate an engineering program and start an engineering college. In a confidential letter of April 7, 1980, to President Wolfe, Tall related the history and frustrations involved in attempting to bring an engineering program to the university and the South Florida area.

Such a program was originally planned for FIU but, due to the politics at the time, it seemed more appropriate to start with engineering technology, and then work up to engineering. All the current faculty were hired with this in mind.

Since 1973, every attempt to initiate an engineering program had been thwarted by the other state universities and by the University of Miami, apparently because of apprehension that an FIU engineering program, located in an area with the heaviest concentration of population in the state, could become a powerful resource. Earlier in the decade, the engineering program at UM was on the point of being phased out.<sup>38</sup>

An academic area totally unrelated to engineering technology but housed under the umbrella of the School of Technology was the beginning of what eventually became the School of Journalism and Mass Communication.

One of the long-range plans of the School of Technology was that the Department of Communication, established in 1980, would become a free-standing school; 1981 marked the first year in which a bachelor's of science degree in communication was offered at FIU. The Department of Communication was not pure technology nor pure arts nor pure business. Rather, the program was a hybrid of all of these elements, blended into a harmonious whole which gave the communications students a well-rounded basic training in all three aspects of the field.

The department prepared students in the area of basic journalism broadcast production, broadcast management, advertising, public relations, and the commercial film industry, drawing a distinction between commercial filmmaking and film as an art form.

Majors were trained mainly at the Bay Vista Campus. Department Chairman David Leroy and his faculty faced a challenge in a rapidly-expanding field. In 1983 the program moved to the College of Arts and Sciences, and in 1987 became a School of Journalism and Mass Communication. In 1991, upon becoming fully accredited by the Accrediting Council on Education in Journalism and Mass Communications, it became a free-standing school under its own dean.

In the health-related professions, also unrelated to the School of Technology but located in the school, a master's degree was offered in dietetics, but the



faculty also wanted a doctoral program. Tall wrote a letter to President Wolfe concerning the status of health services at the university, insisting that the School of Technology be involved.

He stated, with the support then being given to the nursing program, it appeared that FIU was moving toward new directions in allied health education. Perhaps the time had come for a comprehensive look at all allied health programs at the university.<sup>39</sup>

In 1980, the School of Technology was the allied health school at FIU, and functioned as such. Five health-related programs were within technology: dietetics and nutrition, occupational therapy, physical therapy, medical technology, and medical records administration. All but the latter were located on the Tamiami Campus. One health-related program, health services administration, was in the School of Public Affairs and Services, located on the Bay Vista Campus. The nursing program was yet to be developed.

Dean Tall felt that it was absolutely imperative that any serious planning for allied health programs at FIU involve a substantial representation from the five health programs within the School of Technology. No matter in which direction the university moved, these programs represented a significant group of the community's health professionals. They were also strong, well-recognized, high quality programs.<sup>40</sup>

An additional program, apparel management, was assigned to the School of Technology to augment its mixture of unrelated academic offerings. In the early 1980s, the apparel manufacturing industry in Miami was the third largest apparel producer in the U.S., and the textile/apparel industry complex was the third largest industry nationwide, employing over one million people.

At FIU, program development for the apparel industry was based on national and local data which supported a need for trained professionals in the field of apparel retailing and manufacturing. The Department of Home Economics offered a bachelor of science degree with specializations in apparel merchandising, apparel manufacturing, and apparel design management.

The Florida Board of Regents approved implementation of a bachelor of science degree program in apparel management beginning in March 1981. This interdisciplinary program provided an opportunity for students to prepare for middle management positions in the apparel industry, either at the retailing or manufacturing levels.

School of Technology faculty were also involved in education overseas through three cooperative degree programs with the College of the Bahamas and the Bahamian Ministry of Education. Jack Clark, professor of construction, coordinated bachelor's degrees or certificate programs in construction technology, electrical engineering technology, and industrial technology.

One of the most involved members of the faculty internationally was Gabriel Auriolos, chairperson of the Department of Industrial Systems. A con-

sultant to small and mid-sized industrial units throughout Latin America, and to the Organization of American States, he was on the steering committee for the Second National Symposium on Hispanic Business and Economy hosted by the university in October 1979.

Auriolos was best known for his work in food processing technology, and FIU offered a certificate program in this area to help meet the need for feeding growing populations throughout the world.

The School of Technology was also home to the International Institute of Housing and Building and its *International Journal for Housing Science and Its Applications*. Oktay Ural, at FIU since 1972, was director of the institute and editor of the journal. Ural and Iraj Majzub were acknowledged world-wide in the development of housing as an international interdisciplinary science.

In December 1979, FIU conducted the International Conference on Housing Planning, Financing, and Construction in North, Central, South America, and Caribbean countries, which attracted 200 housing specialists from throughout the hemisphere.

By 1983, the School of Technology offered a new bachelor's degree in fire science. The chief of a fire department in North Carolina and a fireman from Sunrise, Florida, were the first two recipients of the new degree during commencement exercises in April 1983.

In all, some 270 degree-seeking and other students were enrolled in the unique fire-protection academic program. In 1983 most were members of fire departments or employed in the industry, the insurance field, or in government. Some lived in places as far away as Saudi Arabia, Ghana, and Venezuela.

FIU was one of only nine colleges and universities across the nation selected to participate in a federal pilot program offering bachelor's degrees in the science of fire prevention.<sup>41</sup>

The university was obviously heavily involved in its international commitment as academic programs expanded in each of the colleges. However, not all academic programs were as enthusiastically received as others. In 1980, for the first time, the university offered a course on homosexuals in literature. In the early 1980s the idea of offering courses related to gays and lesbians was not accepted, condoned, or practiced in the state of Florida, and especially in the State University System. State Sen. Donall C. Childers wrote the following to President Wolfe:

I have never been so repulsed at an article as I was when I read this article of March 22, 1980, when one of our universities in the state of Florida would embark upon a course that FIU has embarked upon. I see no social, academic, moral or any other value that could be derived from this course being offered and taught at FIU or any other university in the State of Florida.

I would hope that during the appropriations hearings during this session of the Legislature, you might be able to appear and substantiate your course of action involving this subject matter.<sup>42</sup>

President Wolfe responded:

Your reaction to the subject matter of the course is, I am sure, not an uncommon one. However, although the stress on the common 'homosexual as writer' theme might be difficult for some of us to accept, it is hardly a new phenomenon, as Plato might assure us if he could join the discussion.

Undoubtedly, there are many courses at every university in Florida which you or I or both of us would find distasteful, with their views and content running far beyond either conservative economics or the sexual behavior of writers. The fact that they are not all regularly reported in the press may make it easier for both of us to enjoy our morning coffee. I am willing to allow the students, whose age at FIU averages 29, to make their own judgments about the morals of the subject and the ideas presented in the courses they choose.<sup>43</sup>

The course was taught.

As the university was fighting for funding and developing its academic programs both at home and abroad, the politicians in Tallahassee again called for a merger of the state universities.

For at least the third time in 12 years, the proposal to merge FAU and FIU had arisen amid a flurry of legislative activity. The problem was political. The Broward and Dade population bases were merging, which flamed political interest in merging the universities; at the same time, the two institutions wanted to maintain their separate identity.

Over the years, since FAU opened in 1964 and FIU opened in 1972, each university had established its own particular identity and developed a very loyal constituency. Each institution had been given a distinctive mission established by the Board of Regents.

The two institutions had developed cooperative programs with each other pursuant to the Regents' desire to economize on educational resources and provide service to the community. FIU and FAU agreed to avoid the duplication of programs which attracted small numbers of students, but still provide a broad range of educational opportunities. Each had developed certain programs to meet specialized needs of the two areas which were not otherwise filled. An example was FIU's School of Hospitality Management and FAU's College of Engineering.

However, a state advisory panel called for a feasibility study on proposals to merge four Florida universities into two. The proposals called for the

merging of FAU with FIU and combining the University of North Florida with the University of Florida. The recommendations were made by the Joint Legislative and Executive Commission on Post-Secondary Education. Interestingly, the commission tentatively voted down a proposal to merge Florida State and Florida A&M universities, both in Tallahassee.

The two merger recommendations passed by wide margins on the motions of House Majority Leader Sam Bell (D., Daytona Beach).

"For whatever reason, probably political, we have too many university players on the field," Bell said. "Too many universities are vying for too few assets."<sup>44</sup> The panel voted 7-3 for the University of Florida/North Florida proposal, in which the latter school would become the University of Florida at Jacksonville. The proposal to merge FAU in Boca Raton and FIU in Miami passed 9-2. In reference to the FIU/FAU proposal, Bell said, "I don't believe we can expect to support two comprehensive four-year universities in South Florida, which is the way we will be heading if we do nothing now."<sup>45</sup>

President Wolfe said that the proposed merger was inappropriate. "The merger still did not address the basic problem, which was how quality higher education was going to be able to be made available to the urban population centers of South Florida," Wolfe said, adding that Boca Raton was one of the fastest growing metropolitan areas in the state and needed to be serviced by its own university.<sup>46</sup>

FAU President Glenwood L. Creech testified before the Joint Commission on Higher Education meeting January 7, 1980, in Miami. When asked by a member of the commission what his response to the merger would be "if FAU were to remain the visible entity," Creech replied that it would not matter to him which university retained its name or if a new name were invented for the merger university "if anyone can show us that there will be savings in costs or that students will be better served."<sup>47</sup>

Adelaide Snyder, the long-time director of university relations at FAU, said, "For several years prior to the opening of FIU, FAU operated a Dade County Center on Miami Beach. If ever parochial interests were to be eliminated and one university established for the entire tri-county area, that was the time. That time is long past!"<sup>48</sup>

The proposal of the House of Representatives to merge the two South Florida universities ran into a major roadblock from the Broward and Dade legislative delegations. Working together, the South Florida lawmakers developed an alternative to the merger of FAU in Palm Beach County and FIU in Dade County. After a loud outcry from school officials and a lukewarm reception in the Florida Senate, Broward and Dade legislators presented a proposal to protect the autonomy of each school, while allowing for the expansion of both. The plan provided for FIU to expand to a four-year university, but limited its main growth to Dade County; FAU would expand its operation

into Broward County. The proposal received the support of each school president.<sup>49</sup>

State Sen. Jack Gordon (D., Miami Beach), chairman of the powerful Senate Ways and Means Committee and a newly-appointed member of the Senate Education Committee, filed the legislation to make FIU a four-year institution. A co-sponsor of the bill was Sen. Ken Jenne (D., Hollywood), chairman of the Broward legislative delegation and an FAU graduate.

"The fundamental issue was that South Florida has been shortchanged in higher education," Gordon told Broward lawmakers. "Five out of the state's nine universities are located in an area of the state that has only 25 percent of the total population. We just don't have adequate facilities in Dade, Broward, and Palm Beach counties."<sup>50</sup> The merger issue was again rejected, but the groundwork for four-year status for FIU was becoming a reality.

By the early 1980s cultural relations with the Miami community were strengthened by the university's participation and renewed interest in the arts. Contrary to most preconceived opinions, there was a rich cultural history in South Florida, one dating back to the 1920s.

In a review of the arts in South Florida, *The Fort Lauderdale Sun-Sentinel* described how the cultural song of South Florida was filling out:

The growth that engulfed South Florida in the 1950s also spurred the demand for cultural venues to fit the times. In 1950, the population of Broward County was 84,000. By 1960, it would swell to almost 334,000. The economy and sophistication that accompanied such an explosion demanded more than a show at the high school gym.

The War Memorial and Miami Beach auditoriums were opened in 1950, and the Dade County Auditorium and Palm Beach Playhouse went up two years later. Suddenly, South Florida had the venues to draw audiences for their own orchestras and choirs, and to book touring acts ranging from the American Ballet Theater to Guy Lombardo into a three-county circuit.

In 1949, Ruth Foreman opened her first theater, the Lemonade, on Miami Beach, and in 1956 George Engie renovated the Grove Playhouse for the national premiere of 'Waiting for Godot.' In 1958, the Royal Poinciana Playhouse in Palm Beach opened to begin a 10-week winter show schedule that would run for the next quarter century.

In 1964, Jackie Gleason began beaming his Sunday night show from Miami Beach into living rooms across the nation, and Luciano Pavarotti made his American debut in 1965 with the Greater Miami Opera.

In the 1980s as the area's infrastructure grew, yet a much more important evolution was taking place that would not only open a new chapter to entertainment and cultural history, but would make South Florida a trendsetter for the new millennium.

Close by the mammoth Orange Bowl, a teenager named Gloria

Fajardo was growing up in a neighborhood populated by Cuban exiles. When Emilio Estefan heard her sing at a wedding reception, he persuaded her to join his Miami Latin Boys, which became the Miami Sound Machine.<sup>51</sup>

One of the first places the Miami Sound Machine and Gloria Estefan performed was at FIU.

The arts continued to grow. In 1986, the Miami City Ballet debuted with concerts at Miami's Gusman Cultural Center and Bailey Hall. The Fort Lauderdale Film Festival was founded. In 1991, the modern arts centers arrived: the Broward Center for the Performing Arts opened with *The Phantom of the Opera*, grossing a regional record of \$11.4 million; the Kravis Center opened in 1992.

In 1999, the groundbreaking was held for the Performing Arts Center of Greater Miami, a \$210 million project expected to open early in the next decade. Across town at FIU, music, art, theater, and dance were becoming an important part of Miami's arts culture.

James M. Couper, former director of the FIU gallery, said, "During its brief history, the FIU Visual Arts Gallery has enjoyed the good fortune of hosting exhibitions of extraordinarily high quality." He continued, "Works by major artists from art capitals in the U.S., Europe and Latin America had come to our institution, and while we can justifiably take pride in the importance of what has been displayed here, there is no show more significant than an exhibition of student work."<sup>52</sup>

The Visual Arts Gallery had showings for graduating art majors each quarter to show their work for the bachelor of fine arts degree. In 1979, Dahlia Morgan became director of the gallery, and under her direction the facility was to become one of the most prestigious in the Miami area. Works of nationally and internationally known artists were exhibited during the early 1980s, including "Realism and Metaphor: Contemporary Figurative Paintings and Mixed Media Paintings of Terrance La Noue." With the aid of a grant from the Miami Art Council, an art critics lecture series was started, attracting hundreds to each event.

In addition to the BFA showings and faculty exhibitions, an annual show was open to all students. William Burke, current professor in visual arts, did a showing in sculpture and construction clay, Plexiglas, spun glass, and sticks.

The Florida Faculty Painting Exhibition was the third annual invitational of its kind, showing works of painters who taught in colleges around the state. That was followed by an exhibition called "Other Media," featuring works of nationally-known artists such as Robert Rauschenberg, Lucas Samaras, Don Flavin, and Hannah Wilke. Openings for new exhibits were gala evening events, complete with wine and cheese and a chance to meet the featured artists.

President Wolfe's support of the Visual Arts Gallery led to a unique exhibition, the "President's Choice," which became a yearly event along with the Betty Perry Student Award begun in 1973 and continuing to this day.

In 1982, two nationally known exhibits, the Wiley Funk and Olga Hirshhorn shows, opened the gallery's year. The Wiley Funk exhibition featured a dozen or more works illustrating the artist's surreal quality that mixed earthy images in a kind of montage.

The Olga Hirshhorn exhibit featured many works which had been personally inscribed to Hirshhorn, including a drawing of her done by Picasso. Among the other artists represented were William Dole and Joseph Stella, both of whom utilized collage as a medium, and Andrew Calder, famous for his mobiles.

In the early 1980s, the gallery was supported primarily by the Student Government Association, the College of Arts and Sciences, and private grants.

The music program begun by Clair McElfresh and Joe Rohm on the steps of the old airport tower also received greater emphasis, as some two dozen concerts were held throughout Dade and Monroe counties and some 80 recitals and concerts on both campuses. A significant music program, the Annual International Music Festival, selected leading student-artists from around the world for a two-week festival of music with FIU faculty and students. Rohm and the FIU Jazz Band could always be called upon to provide music at a variety of events.

Woodwinds conductor Yoshi Obata began an FIU tradition which became an annual event, a Christmas concert on the Tamiami Campus. The FIU Wind Ensemble was made up of music students from FIU's performing arts area.

An intricate part of the Department of Performing Arts, modern dance, was featured in a Dance Ensemble in Repertoire under the artistic direction of Lee Brooke, a professor in the department. Dancers performed almost every facet of modern dance conceivable to provide new horizons for FIU students.

Not only did performing arts productions give students the opportunity to actively participate in the craft they were learning, but they also gave the rest of the student body the chance to experience art and to expand their cultural horizons. And, just as important, they allowed them to have a good time while doing it.

The theater program continued to provide an important link with the community and during 1980 produced two plays by Tennessee Williams, *A Streetcar Named Desire* and *Twenty-Seven Wagonloads of Cotton*. They also began performing a series of elaborate musicals which included a full orchestra. The first, *Cabaret*, performed on May 28, 1981, was sold out before opening night. Achieving a full-scale musical in a space as small as VH100 was no small feat.

The orchestra, which numbered approximately 17, had to play from the scene shop. The conductor, who couldn't see the stage from backstage, had to work with the orchestra through closed circuit TV. "It was exciting," admits Therald Todd, head of the theater department, who had joined FIU in 1978, "but it was so much work!"<sup>53</sup>

"Scenery changes were difficult due to lack of space, and because a great deal of the actual set was built right on stage, it was always a task to keep the stage area clean," he continued.<sup>54</sup>

The reviews were astonishing. Sam Hirsh of Channel 4 gave the show a rave review and three and one-half stars; he hailed it as one of the "best college productions" he had ever seen. Christine Arnold of The Miami Herald topped off the show's notices with her headline of "A Cabaret Worth Coming To."<sup>55</sup>

The University Theater on the Tamiami Campus was within driving distance of all of FIU's more than 13,000 students, and at an average cost of \$3 a ticket, eventually even the most financially-strapped student could scrape up the time, money, and effort to see one of the productions. But inexpensive prices didn't mean bargain basement productions. Some of the shows for the 1983-84 season included *Romeo and Juliet*, *Lysistrata*, *The Seagull*, *Jesus Christ Superstar*, and *Waiting For Godot*.

Theater was part of the performing arts area, which encompassed dance, theater, and music. Todd worked with three other faculty members and one staff member to teach theater to about 25 undergraduate majors. The department was quite small, said Todd, compared to other universities in the state system, all of whom had bigger and better facilities.

According to Todd, the whole performing arts area was operated in makeshift facilities, and although the university was in its tenth year, a theater had still not been built. "It hurts one whole side of what should be the part of every university, its artistic performances," said Todd, "and also its ability to bring in outside performing groups."<sup>56</sup>

All arts activities were located on the Tamiami Campus. The majority of funding for the theater, as for the art department during the 1980s, came from the Student Government Association.

New to theater in 1981 was Phillip Church, who trained at one of the best theater schools in England, the London Academy of Music and Dramatic Art. According to Todd, some of the finest acting training in the world was done in England. Church developed a program designed to fit into a one-class block in the high school schedule so that theater could be taken out to the schools. The Theater in Education which he established took feature scenes from *Romeo and Juliet* to more than 6,000 high school students.<sup>57</sup>

The Los Angeles Ballet appeared at FIU in 1983, and for the two nights of the performances received standing ovations.



Not surprising, the first evening's program began with an old Balanchine standard, "Scotch Symphony." "Tarantella," another standard, followed. The program was rounded out by "Ebony Concerts" and "Rhapsody on a theme of Paganini."

The second night's programs again opened with a Balanchine work, "Concerto Barocco," followed by the "Tchaikovsky Pas De Deux." After intermission, the performance resumed with "Tarantella" and "Fantasies." "Walpurgisnacht," based on the opera *Faust*, closed out the second evening's performance.

The ballet company was saluted with an extended standing ovation and several curtain calls, in spite of a stage about one third the size to which they were accustomed.<sup>58</sup>

In August 1983, President Wolfe sent a letter to Chancellor Newell which, for the first time, discussed the development of a fine arts facility at the university. In the letter he stated that one of FIU's trustees, Philip Frost, chairman of Key Pharmaceuticals, informed him that he and a number of Miami leaders had become interested in the establishment of a cultural arts facility and school as a part of a major redevelopment plan for Miami Beach.<sup>59</sup>

As a consequence of Frost's suggestion and the university's concern for stimulating performing and visual arts, Wolfe asked some faculty colleagues to develop a "think paper," which became a blueprint for the Conservatory of Fine Arts.

The proposal was written by Clair McElfresh, Joseph Wisdom, associate dean of undergraduate studies, and Sanford L. Kravitz, distinguished professor in the Department of Social Work. It said in part, "Neither South Florida, nor perhaps the entire southeastern part of the United States, had a first class, nationally competitive center for the training of students and pre-professionals in the fine arts. In a growing population area which was generating talented youth, there was no 'magnet center' providing both the leadership and the model for education and training."<sup>60</sup>

This project was designed to develop a nationally-ranked conservatory of fine arts to be located on south Miami Beach and operated by Florida International University. The conservatory would have three distinct and unique components: the secondary school of fine arts, the conservatory baccalaureate component, and the graduate degree with an international performance component. Once again the timing and funding for an arts program was delayed.<sup>61</sup> It was not until 1996 when FIU was finally able to fund and open the Herbert and Nicole Wertheim Performing Arts Center.

Sports at FIU became more successful, and in 1980, six out of the 10 athletic teams finished in the top 10 nationally, while seven athletes made all-American and two teams, baseball and women's volleyball, finished in the top four in the nation.<sup>62</sup> In a national survey in 1980, the FIU men's five-sport

intercollegiate program was ranked 30th among 179 colleges and universities in Division II. In the same year FIU's third athletic director, Tom Wonderling, resigned, moving on to become the director of athletics at California Polytechnic University in Pomona.

Upon his arrival in 1972 from Austin Peay State University in Tennessee, Wonderling initiated a baseball program that had taken the Sunblazers toward a position of national prominence both on and off the field.

As athletic director, Wonderling upgraded the university's five-sport women's athletic program; operational budgets increased 260 percent, with their financial aid increasing 700 percent. These increases brought both the men's and women's programs into compliance with Title IX, and did not take away from the men's program in any area.<sup>63</sup>

Wonderling had been athletic director since 1975, and the first and only head baseball coach since the university opened. He left behind a strong program, but one that would bring a new athletic director, a new baseball coach, and several first-year coaches.

Danny Price, assistant baseball coach, took the reigns of the baseball team. No stranger to FIU baseball, Price starred on the first 1973 Sunblazer team. That season the team compiled a 45-21 record and Price cracked 79 base hits, setting a school record that remains unbroken. He was voted most valuable player of the 1974 squad.

Price and the baseball team made a fourth-place finish in the Division II College World Series in 1980. It was the first regional championship for FIU, the first trip to the series, and Price's first year as head coach in the college ranks.<sup>64</sup>

In 1980, FIU's biggest winner in intercollegiate sports was the women's volleyball team. After a successful 1979 season resulting in a second place at the national tournament, volleyball coach Linda Miskovic had high hopes going into the year with seven seniors returning and five new recruits. The team emerged as Division II state and regional champs, but 11th nationally.<sup>65</sup>

The volleyball team became the first to compete in a national championship tournament final, playing the University of Hawaii-Hilo for the Division II National Championship. Hilo took the match in two straight sets, but for the team's efforts, Miskovic was named Division II coach of the year.<sup>66</sup>

A pair of eighth-place finishes by the women's tennis team and the men's golf team followed the baseball and volleyball teams' accomplishments.

The women's tennis team knocked off defending champion Stetson in the state and regional tournaments and appeared headed for a top-five finish in the nation before injuries took their toll.

FIU's other two top 10 teams were men's tennis and women's golf.<sup>67</sup>

Doug House was FIU's first and only All-American wrestler. On March 18, 1981, FIU announced that it would drop intercollegiate wrestling and

organize a men's Division II basketball program. Tom O'Neil, a former Christopher Columbus High coach, was appointed interim men's basketball coach until a national search was concluded.

In 1981, Nancy Olson was named FIU's acting director of intercollegiate athletics and recreational sports, putting her in a position shared by only about a dozen other women across the nation. It took more than five months for a search committee to select Olson as permanent director from 84 applicants who responded in a national search.<sup>68</sup>

The 1981-82 school year also brought some new faces to the athletic staff. Four new coaches were between the stripes on the FIU playing fields. Soccer coach Bill Nuttall left to join the Fort Lauderdale Strikers, a professional soccer team; former Miami Dolphin Karl Kremser joined FIU to guide the upstart soccer team into the NCAA Division II National Championship final against undefeated and untied Lock Haven College. After a scoreless regulation and first overtime period, Lock Haven scored in the initial minute of the second overtime to dash any hopes FIU had for winning its first national championship. Kremser was named coach of the year in Florida as a result of his team's successful season.

On December 4, 1982, FIU hosted the national finals in the NCAA Division II Soccer Tournament. The Sunblazers' opponent was Southern Connecticut University, an annual powerhouse in college soccer.

The stands and sidelines were packed with spectators, loyal fans, and media. The pre-game excitement brewed until the whistle blew to begin play. Exciting and skillful soccer was played for 90 minutes, and as the final whistle sounded, the score line read: FIU 2, S. Conn. 1. FIU had won a national title; the Sunblazers were national champions for 1982 and the crowd went wild.

FIU in '82 marked the year the Sunblazers made their name known in both NCAA record books and their own books. This was the first time in the university's short history that a national title had ever been captured in any sport.<sup>69</sup>

The women's basketball team lost Mary Ellen Fiske, the first women's basketball coach, who had come to FIU in 1976. Cindy Russo replaced Fiske as the new head coach of women's basketball; she still holds that position. No stranger to the FIU athletic program, Russo had worked with one of the earlier Sunblazers basketball teams while working toward her master of science degree in physical education.

When Russo arrived at FIU, she had only three years of coaching experience, but they were winning years. At Lamar University in Texas, she coached consecutive 20-11 seasons and in 1979 picked up an at-large bid to the AIAW Region IV Division I Basketball Tournament.

Once at FIU, Russo was determined to attract talented athletes, play a strong schedule, and win. By the end of the 1982 season, she had established

the Sunblazers as a basketball power in Florida. The team finished the season 27-10, won the AIAW Division II State Tournament, and received an at-large bid to the national tournament. For women's basketball at FIU, it was just the beginning.<sup>70</sup> By 2002 Russo was in her 23rd season and had just won 500 games as FIU women's basketball coach.<sup>71</sup>

Men's and women's cross country running were added as a new intercollegiate sport in 1980, with Bob Miller assigned as the first coach.

A quick look at the university record book showed that the team with the most accomplished past was the women's golf program. Under Coach Mary Dagraedt, the Lady Sunblazers first women's golf coach, the program enjoyed amazing success as FIU's only Division I sport. It only took one year for Pat Bradley to be named as the first Sunblazers All-American. Since that 1973 honor, Bradley has blazed the LPGA links as one of its top money winners.

The women's golf squad became the flagship of FIU's intercollegiate athletic programs by finishing third in the country during the AIAW Championship Finals. Since then, no fewer than a dozen Sunblazers teams have followed suit.<sup>72</sup>

Men's intercollegiate basketball was next on the horizon, and it took a woman to promote men's basketball in South Florida. Olson had received the go-ahead from President Wolfe to begin looking for a coach and players for a team that would take the court in the 1981-82 season. Basketball, as FIU's sixth men's sport, enabled the university to maintain its Division II status with the NCAA.

According to Olson, Wolfe was so impressed by a random survey conducted by the athletic department that he gave her the go ahead to start forming the program before the official announcement was made. The survey, conducted among students, faculty and alumni, showed that basketball was an overwhelming choice over football, swimming, gymnastics, and several other sports for FIU's sixth sport.

"We want a first-class athletic program at FIU and the survey showed that the university wants one, too," Olson said. "I see no reason why we can't move up to Division I within the next two or three years. And basketball is a step toward that goal."<sup>73</sup>

Facilities became a major concern; since there was no gym on campus, FIU's inaugural basketball team played its initial season at Miami Christian School, which had a 1,200 seat gymnasium, more seats than were needed, for crowds rarely exceeded 100. But Olson knew that Miami Christian was only a temporary home. She knew, too, that the FIU basketball team needed its own permanent home, an on-campus multi-sports gymnasium which required legislative approval. In 1980 \$7.2 million was approved.<sup>74</sup>

In 1969, Nancy Olson and Rich Walker attended school together at Bowling Green, but neither could have imagined that fate would bring them

together to lead FIU's sports program in 1981. Olson announced the hiring of Rich Walker as FIU's first permanent men's basketball coach at a press conference on the Bay Vista Campus.

Walker came to FIU from Elmhurst College, where he guided the Division III basketball team to a 13-6 record. He started FIU's infant basketball program and became the first black head coach in the athletic department, and the first black head basketball coach in the SUS, other than at Florida A&M.<sup>75</sup>

The first team's total operating budget was \$73,700; the five-year plan called for a total Division I schedule by 1984-85 with a \$275,000 budget.<sup>76</sup>

On November 20, 1981, the men's basketball team played its first intercollegiate game against host Augusta College in the opening round of the Augusta Tip-Off Classic. The team dropped a tough 67-66 decision in double overtime but came back the following night to record its first victory, a 96-60 romp over Piedmont College.

In FIU's second year of basketball, Walker produced a winning (15-12) record, playing Division I teams such as Auburn, Mississippi State, South Alabama, and Southwest Louisiana.<sup>77</sup>

Rich Kelch, who joined FIU in 1978, became the first and permanent sports information director. He started as a sports administration intern from Biscayne College and stepped right into the job with little practical experience, except for being editor of the school newspaper there.

"I try to give equal coverage to all sports. There are 10 teams to cover and I work alone, so I have to set priorities," Kelch said. Currently assistant athletic director for media relations at FIU, Kelch has been involved in media relations for most of his years at FIU.<sup>78</sup>

By the mid-1980s the athletic program and facilities were becoming first class. Men's and women's track and field were added to the agenda in 1982. FIU was only one sport away from the required eight to qualify the entire athletic program for NCAA Division I status.

In the summer of 1982, the baseball program was upgraded to Division I. This was the first step toward a five-year plan to gradually upgrade the whole program to Division I status by 1986 or 1987.<sup>79</sup>

By 1983, all home baseball games were played at a 1,500-seat complex located at University Park. The field was considered one of the finest collegiate baseball facilities in the state of Florida. The 13-year-old complex had an excellent lighting system, installed just prior to the 1983 season, permitting night games and giving many more spectators the opportunity to watch and enjoy Sunblazers baseball. Through the generosity of a university faculty member, Rene J. Leonard, and his family, a press box was built and opened in time for the 1984 season.<sup>80</sup>

Through the auspices of Southern Bell, Tito Gomez assisted FIU in

realizing the resources necessary to acquire a state-of-the-art sound system for the ballpark. The completed park was equipped with a fully electric scoreboard.<sup>81</sup>

That same year the baseball team competed in Division I for the first time, with a 21-5 season, defeating Georgia Southern in its first Division I play.

In 1983, the men's soccer team won 17 of 21 games, with one draw, to rank No. 5 in the NCAA Division II competition.

In 1983, in only their third season, the men's and women's cross country track and field teams turned in outstanding performances under Jose Rodriquez as coach. They took both segments of the UM-sponsored Green Tree Invitational meet and the Sunblazer Invitational at FIU.

What was still needed on campus was a first class Division I gymnasium. In May 1984, construction began on Sunblazer Arena, the university's first on-campus gymnasium which would house men's and women's basketball and volleyball. After years of playing in the "tin gym," and in faraway places like Miami-Dade South and the James. L. Knight Center, FIU's teams would finally have their own home court. The new gym, located about 50 yards north of the soccer field, was prepared by the architectural firm of Greenleaf and Telesca and would accommodate about 4,800 people.

At the Knight Center where the playing surface was not that acceptable, FIU had played all its home games; fans had parking problems, paying close to \$3 for a space, but with all the area near the new site at Tamiami, parking would be no problem. However, as Walker said, "The Knight Center did serve as a catalyst to doing many things. It helped people take notice of college basketball, especially the Orange Bowl Tournament."<sup>82</sup>

The FIU facility was initially called the Teaching Gymnasium; it covered 268 feet from north to south and 240 feet from east to west and consisted of one main court with a maple wood surface, another multi-purpose wood court, locker rooms for both males and females, and faculty and team lockers.

Recreational sports would not be left out. Two top-quality, fully-equipped fitness centers were opened in the spring of 1981, one in the western gym area on the Tamiami Campus and one in the Student Center at Bay Vista. The fitness centers utilized state-of-the-art nautilus weight equipment for fitness training and were funded by SGA at a cost of over \$500,000.

After an independent review of FIU's athletic department, Athletic Director Nancy Olson found herself to be an unpopular person among her staff and coaches. A day later she resigned from her position.

President Wolfe wanted a review of FIU's athletic department to find out whether or not the university could make the big change from Division II to Division I. However, in what became known as the Pilchard Report, it was found that there was a feeling of discord between the coaches and Olson. The report, by former University of Denver Chancellor Ross Pilchard, suggested

that FIU needed a more experienced athletic director in order to generate more publicity and attention off campus. The report stated:

Whether Division II or Division I, FIU needs an experienced athletic administrator of sufficient stature as competitor, coach or both to command respect nationally, and to generate attention off campus within the sports network and among prominent leaders in the community. It needs a forceful, persuasive presence who can appeal to students and to faculty, and most especially someone who can present a comprehensive and coherent program for consideration at the highest levels of the university.

It should be said that there have been divergent views on the athletic director expressed during the interviews. The AD had supporters who praise her 'sense of order,' 'poise,' 'presence,' 'energy.' These attributes are apparent and admirable. There is expressed concern about the off-campus effectiveness of the AD, both in presenting the program and in raising money. (These perceptions among coaches, senior administrators, and faculty form a certain 'reality.')

It becomes less important to verify these criticisms, chapter and verse, than it is to recognize that spirit and cohesiveness were at low ebb.<sup>83</sup>

In May 1985, David Rice, former athletic director at Fordham University, was named athletic director with the major responsibility of moving FIU's athletic program to Division I status.

For the second time in three years the FIU soccer team brought home the NCAA Division II men's soccer championship in 1985.

Women's soccer was established with Everton Edwards as its first and current coach. On December 8, 1985, the men's team defeated Seattle Pacific University 1-0, clinching the gold trophy 2,800 miles from home. FIU had also captured the championship in 1982.<sup>84</sup>

Like the two presidents who preceded him, Wolfe placed an emphasis on community service, and the university established a number of new institutes and centers to add to those already in operation. The Women's Studies Center celebrated its grand opening on September 16, 1982, with a room full of cheerful well-wishers. People spilled out into the hall as the celebration gained stride, and late guests arrived to greet the center's founding director, Marilyn Hoder-Salmon.

A Women's Studies Center had been a much desired goal for several years at the university. In 1980, a needs assessment survey questionnaire revealed that an overwhelming number of women desired a women's studies program, a place where women could meet informally and have access to published materials directly relating to women's needs and education. With the center's opening, all of this and more was available to women students at FIU.<sup>85</sup>

A non-profit organization, the center was originally funded by Academic Affairs. It began its activities with a historical event, the first Academic Women's Studies Conference in South Florida co-sponsored with the Co-op/Placement Office.

"The objective of the women's studies movement," said Hoder-Salmon, "was to include the study of women in traditional disciplines, particularly now that we are learning that the omission of women has skewed women's basic knowledge. It's like all your life you have seen things in black and white; then someone gives you color vision. Everything is different. It's a re-vision of all knowledge."<sup>86</sup>

The center offered seminars and a certificate program in women's studies. The core courses for the certificate were designed to develop an understanding of women in a social and historical context, with electives chosen in accordance with the student's specific interest.

The Intensive English Program, a non-credit skills program for international students seeking admission to the university, began in July 1978.

The College of Arts and Sciences had, at various times in its evolution, initiated non-credit programs, courses, and activities to address specific kinds of English language deficiencies. The English department had always offered basic composition and communication courses, but for several years the expository writing course had been divided into two skills levels, with the lower level bordering on remedial English. A non-credit tutorial writing laboratory was implemented with resources from the college in the fall of 1977, and although most of the student use had come from the professional schools, the college continued to support the program with the help of the minority retention program in Student Affairs. With the support of the Student Government Association, a second writing laboratory was opened at the North Miami Campus in 1978.

The Department of Modern Languages had also been involved in the teaching of English to speakers of other languages by offering credit-bearing ESL (English as a Second Language) courses. Since 1978, the college employed a full-time visiting instructor to teach ESL. In the summer of 1977, the college began the development of a language center housed in the Department of Modern Languages; its plans included credit and non-credit ESL, specialty foreign language skills courses for career professionals, training in translation and interpretation, and research in first language acquisition and second language learning.

At the request of the Department of Modern Languages, the college provided resources to the School of Education for the planning services of John Staczek during 1977-78 and, with the assistance of the International Affairs Center and the Department of Conferences, started the non-credit Intensive English Program in the summer of 1978. From its initial 38 students, the



program grew to an average quarterly enrollment of 220 students during 1979-81, and a full and part-time instructional staff of 24.

With the implementation of the master's degree in second language education in the fall of 1978, specifically the TESOL track, the School of Education, the Department of Modern Languages, the English department, and the Department of Psychology provided course work and field training in the preparation of instructors of English as a second language. The master's program provided a pool of qualified professionals for the Intensive English Program.

The International Affairs Center continued to provide direction and guidance for channeling the abilities and interests of the university's academic units into international activities. It was FIU's central mechanism for researching, initiating, and administering international programs.

K. William Leffland remained dean of the International Affairs Center, and with Tom Breslin and their staff worked with university faculty and administrators to develop a broad range of international relationships. The center provided assistance with contracts and grants, sponsored research programs and conferences, and recruitment of international faculty and students.

A catalyst for international activity, the center assisted departments throughout the university, fostering a wide variety of faculty and student experiences in international affairs and providing the central impetus for education, training, and research programs in the Caribbean, Latin America, and, to an increasing extent, Europe, the Middle East, and Asia.

The center had taken the lead in developing a major hemispheric symposium for fall 1980, "University Cooperation between the United States and Latin America, Past, Present and Future." The Organization of American States provided partial funding and Universidad Simon Bolivar, Caracas, the University of Miami, and the State University System of Florida became active participants.

In the 1980s major emphasis was placed on the Latin American and Caribbean Center, which in 1979 had become one of the country's preeminent centers for study of the region. A federally-supported national resource center for language and area studies with a mandate to promote graduate and undergraduate education, faculty research, and public education on Latin American and Caribbean affairs in the early 1970s, LACC was just a vision in the minds of two faculty members, Mark Rosenberg and Mark Szuchman. Both arrived at FIU as committed Latin Americanists, schooled at the two finest Latin American studies programs in the country at the time, the University of Pittsburgh and the University of Texas.<sup>87</sup> The two soon found a group of professors—Tony Maingot, Ken Boodhoo, Barry Levine, Maida Watson, Raul Moncarz, and others—who were natural candidates for the team they sought to build.

"Our vision here was to have a program that could look like the Texas or Pittsburgh program—nationally ranked, nationally visible. We immediately set

about to do that,"<sup>88</sup> said Rosenberg, currently FIU's provost, with LACC's earliest frustrations and triumphs still vivid in his mind.

Rosenberg and Szuchman met at a budgetary committee meeting and soon thereafter managed to secure \$40,000 in seed funding from the university to establish the basis to begin the center. They opened a dialogue with other interested faculty, keeping in mind one absolute truth about Latin American studies—support from Washington was crucial.

In collaboration with UF, Rosenberg and Szuchman competed against the nation's top schools, devising a curriculum and packaging a dynamic proposal and submitting it in the winter of 1979. "To our delight, we were recognized as being competitive at the undergraduate level. FIU at that time was only seven years old, and it was really the first time that we had successfully competed for a prestigious national funding program," Rosenberg said.

The award, he added, "catalyzed an excitement and a belief that we were on the right track and set forward a whole set of larger thought processes for the budding center. The university jumped on board because they saw that this was something that made sense within the context of our mission."<sup>89</sup>

In the fall of 1980, LACC hosted Robert E. White, U.S. ambassador to El Salvador from 1980-81, at the time of the Salvadoran civil war, for a talk on campus.

"The fact that we could command a national audience and national visibility, and that the U.S. ambassador in such an important country was willing to come and speak at our university" was a boost for LACC and a direct reflection of the esteem bestowed by the NRC funding," Rosenberg noted.<sup>90</sup>

In 1982, LACC hosted a debate between Lawrence Pezullo, then U.S. ambassador to Nicaragua, and Arturo Cruz, Nicaraguan ambassador to the U.S. But LACC was unprepared for the violence and reaction that occurred.

The local audience saw both speakers as "enemies." Since he was a representative of the revolutionary Sandinista government, Cruz was viewed as the ambassador who ousted strongman Anastasio Somoza and the reason why many Nicaraguans had to leave their country. This event was the first Contra (opponents of the Sandinista government) rally ever held at FIU; fights broke out in the auditorium and fires were set on campus. Metro-Dade police were summoned to subdue the crowd while the speakers were led out of the back of the auditorium.<sup>91</sup>

"It was an absolute disaster, but it was an incredible learning experience," Rosenberg acknowledged. "We learned that the rules of the street were not the rules for academia and that we had to identify and spend more time thinking about what our arena was and where our value-added was. We recognized that in a place like Miami we needed to focus on national academic competitiveness."<sup>92</sup>

A key outgrowth of the incident was that Latin American studies faculty met frequently in the 1980s to discuss everything LACC was doing. "We wanted to make sure that we were somehow striking a balance between the diverse ideological interests of the faculty on one hand and the need for academic rigor and competitiveness on the other,"<sup>93</sup> Rosenberg said.

The experience prompted LACC to retool its program development strategy and to identify five key constituency groups: journalists and editors, business people, teachers, decision makers, and other academics.

The 1980s were also years for the center to look beyond the federal government for funding. Private foundations such as the Ford Foundation were targeted. A small grant in 1984 from this prestigious organization allowed for an exchange with Caribbean academics, marking the first time the university had successfully secured funding from a major New York foundation. It was followed by major grants from the Tinker and the Mellon foundations. Recognition from these private, prestigious groups was an important precedent for LACC and for the university, Rosenberg said.

LACC channeled this funding into its principal resource: its faculty. Field research was crucial to keeping faculty in the trenches and at the forefront of their fields, Rosenberg said, and this emphasis on faculty development was an essential facet of the center's ethos. In 1983 Rosenberg was awarded a Fulbright Scholarship for his research on the topic, "Decision-Making and the Role of Elites in Recent Honduran Politics."<sup>94</sup>

An article by that title which Rosenberg wrote, based on four months of research in Honduras, appeared in the February issue of the FIU quarterly journal, *Caribbean Review*, which continued to offer itself as the answer to the question: "Who speaks for the Caribbean?"

Barry B. Levine of the Department of Anthropology and Sociology edited the magazine he helped found in 1969. Contributing editors included President Wolfe and members of the arts and sciences faculty with interests in Caribbean and Latin American affairs.

Covering the broad range of arts and sciences, *Caribbean Review* actively sought breadth and completeness of coverage, with authors and commentators from around the globe.

Judged one of the 20 best general magazines produced by American universities in 1979 by the Council for the Advancement and Support of Education (CASE), *Caribbean Review*, read by influential politicians, academicians, and artists throughout the world, "represented no point of view of its own, but aired opinion, sought the controversial, and promoted dialogue." It was supported by subscriptions, advertising, and a grant from Academic Affairs.<sup>95</sup>

In May 1979, a three-week "Advanced International Banking Executive Course" was held in Miami for 35 Latin American banking officials by the

International Banking and Finance Center. Duane Kujawa, professor, and Robert Grosse, assistant professor in the Department of Finance and International Business, directed the program, offered in cooperation with several Miami area banks. The center developed a diploma program for bankers in conjunction with the Executive Training Center in Caracas.

The center supported research on international banking in Miami and its impact on the state's economy. Jan Luytjes, Raul Moncarz, and Emmanuel Roussakis conducted the research funded by a state grant.

In 1980 President Wolfe announced the appointment of John Porges as the center's director. With his entire banking career devoted to the international sphere, Porges was for many years an executive of Morgan Guaranty Trust and the first American executive director of the Inter-American Development Bank who not only brought distinguished banking credentials, but a complete linguistic familiarity with French, Spanish, and Portuguese. Porges was building on the foundations laid by Rene Higonet, the founding director, and his associate in the early days, George Sutija.<sup>96</sup>

Since 1982, the Institute of Government, part of the College of Urban and Public Affairs, and affiliated with the Florida Institute of Government located in Tallahassee, began providing training, technical assistance, consulting services, policy forums, and executive leadership development programs to municipal, county, and state administrators, staff members, appointees, and elected officials in Dade, Monroe, and Broward counties. The program brought the university together with the community, and coupled ideas and skills from many disciplines with working governments.<sup>97</sup>

In a continuing effort to bring life to the Bay Vista Campus and attract the community, the Holocaust Center was established in 1979 at that campus as a non-profit, non-sectarian documentation and educational resource. The vision of the founders was to create a permanent and irrefutable record of the Holocaust, "A Living Memorial Through Education." The primary mission was to collect and preserve eyewitness testimonies of Holocaust survivors and their rescuers and liberators, thus making this a unique oral history collection available to local, national, and international students and scholars for non-commercial educational and research purposes.<sup>98</sup>

In 1980, a Holocaust Symposium brought together two nationally-known figures, Simon Wiesenthal and Ralph Abernathy, for a day-long conference which drew 1,400 people to campus. The theme focused on how minorities could learn from the Jewish persecution during World War II.

The day climaxed with the appearance of Wiesenthal, the noted Nazi hunter from Vienna, who spoke to a crowd of 800. The audience overflowed AT 100 and many had to be sent to UH 140 to watch on closed-circuit television. Wiesenthal told of his life-long dedication to seek out major Nazi war criminals. "I am not motivated out of revenge. I do not seek

revenge. How can one make up for the millions who were killed? I seek to make these war criminals living monuments to the horror they created. All must know what they did to make sure no such individuals are ever again allowed to come to power."<sup>99</sup>

By 1981, a new kind of English program was in progress at the Bay Vista Campus. Approved at the departmental and college levels, the English department was offering what Jim Hall, assistant professor in the department, preferred to call an emphasis rather than a major in creative writing.

The course of study, Hall said, was actually double-tracked: a professional approach, suitable for technical or science writers, magazine writers, and journalism majors, and a second track for the more creative aspects of writing—poetry, short story writing, novel writing, and screenplays.

Although courses had been offered for nine years, there was no real program—just individual courses. Now, however, there would be an option to emphasize creative writing as a major, not just a duplication of standard English programs.<sup>100</sup>

The Elders Institute, initiated in 1977, had by the early 1980s become a major influence on the Bay Vista Campus. More than 100 students jammed into an afternoon class at FIU was not unusual. Nor was student attention to a lecture entitled “Modern Sexual Morality” unexpected. “Sex will always bring people in,” noted the institute’s second director Doris Bass.<sup>101</sup> What stood out about this lecture was that most of the students were at least 65 years old.

Nearly 300 students were part of FIU’s Elders Institute. In the fall of 1981, 10 non-credit classes and a lecture series for anyone age 45 and older were offered; most students were in their ’70s.

During Wolfe’s presidency, the Ruth Foreman Theater was also invited to reside at the Bay Vista Campus. After 32 years of producing and directing her own independent theaters in South Florida, Ruth Foreman was offered her lifelong dream, the acquisition of a 300-seat auditorium.

Often called the local “first lady of theater,” Foreman was offered the use of the student center auditorium at Bay Vista.<sup>102</sup> The theater provided a source of theatrical entertainment, especially for the senior citizens at the weekly matinee. The theater did bring attention to the university’s development in the North Miami area.

In the 1982-83 season, the theater’s repertoire consisted of six productions, arranged in an attempt to please everyone. They consisted of two comedies, two dramas, a mystery, and a musical, using, according to Foreman, the “finest professional talent available.”<sup>103</sup>

Before making her decision to come to Florida, Foreman was a professional actress who had played the role of Laurel on the NBC show *Stella Dallas*. In 1949 she opened her first theater, the Lemonade, on Miami Beach.

Her influence on the theater and art scene was so profound that former Florida Gov. Fuller Warren in 1959 declared Foreman to be "The First Lady of Florida Theater."<sup>104</sup>

By 1980, Wolfe decided to move his office from Tamiami to the Bay Vista Campus for one semester each year to spotlight his desire to have Bay Vista command greater attention from the faculty, students, and the public.

"I think that end of the county needs more administrative action," Wolfe said. "Being there will give me a chance to see (Bay Vista) operationally and not so theoretically."

While at Bay Vista, Wolfe said he wanted to get to know the North Dade and Broward county areas better.

"I want the deans, faculty, and vice presidents to think of Bay Vista as having specific needs," Wolfe said.<sup>105</sup> Every effort was made to include, accept, and, if necessary, force-feed Bay Vista to the university.

Even with the additional attention paid to that campus by the president and his staff, the faculty and students continued to complain of neglect. They believed that Tamiami, with its 9,400 students and 354 professors, was always in the limelight and that Bay Vista, with its 2,000 students and 86 professors, was not receiving the attention it deserved. In the fall semester of 1980, students were offered 33 business courses at Bay Vista and 200 at Tamiami. The business school was centered at Tamiami, with only support classes offered in North Miami.<sup>106</sup>

Charles Elkins, then associate dean of the College of Arts and Sciences, recalled looking over the sparkling Biscayne Bay from his glass-enclosed office and worrying about a nearly 15 percent class cancellation rate. "One of the problems was we didn't have enough students to pay the electricity bill," Elkins said.

For example, the university didn't have enough professors to staff full English departments at both campuses. Without a varied range of classes, students didn't enroll. Without more students, Bay Vista didn't get more professors.

"It was a vicious circle," Elkins said. "Part of it was simply the lack of a clear decision about what Bay Vista was supposed to be."<sup>107</sup>

There also seemed to be a problem regarding relationships between students.

"Tamiami and Bay Vista just don't get along," said Blondeva Washington, a student senator and vice president of the Black Student Union. Of FIU's 500 black students, about 90 percent attended only Bay Vista, she said.<sup>108</sup>

Of the student organizations which received funding from student activity and service fees, Tamiami's student groups received \$1.1 million in 1980-81, while Bay Vista's were granted \$142,566. In 1980-81 the general university operating budget allocated \$7.8 million for Bay Vista as compared with Tamiami's \$27.5 million.<sup>109</sup>

By 1981 changes were occurring; approximately 2,800 students were enrolled at the Bay Vista Campus, and the campus was growing and expanding its academic program structure. The 41,000-square-foot Student Center was dedicated on November 25, 1980.

With the completion of the Student Center, the bookstore's capacity tripled and the theater's seating increased from 75 to 250. The campus snack bar, which had been outdoors on the patio of the Trade Center Building, was replaced by an air conditioned cafeteria on the Student Center's second floor. The cafeteria seated 250 people and was equipped to serve several thousand over the course of a few hours. For those who still preferred to dine outdoors, the cafeteria was flanked by a large patio seating 36.

The Student Center also housed a forum called "Red Square" (all the flooring in the forum area was red brick), with a stage for concerts and entertainment, student activities offices, game rooms, and an area set aside for "The Pub," the most popular place on campus.

The contribution of the original staff of the Student Center made it a very special place. Kathy Trionfo, who joined FIU in 1977 and is currently associate director of disabled student services, was associate director of student development at Bay Vista, with responsibility for acquainting students with facilities, providing information on full and part-time jobs, advising students on career options, explaining available services for the disabled, and monitoring the immigration status, financial aid, and academic concerns of international students. Trionfo was what was called in those days a "generalist," doing everything necessary to ensure students were provided the services they needed.

The Student Development Center also housed Minority Student Services, with Ozzie Richey as first director, and Campus Ministry. Next door was the Student Government Association where Valerie Holcomb, the first SGA secretary, kept the calendar of campus social events, a listing of speakers, and the minutes of the last SGA meeting.

Students entitled to veterans' benefits asked for Carey Lively who could also discuss tutorial and financial assistance. The clinic, located next to the bookstore, was started by Elvira Velez, a nurse practitioner. George Wilson, director of the Student Center, could rattle off the organizations on campus, the dates of special talks and programs, the rights of students, and the names of helpful administrative coordinators.<sup>110</sup>

The par course and fitness trail built during the Crosby presidency were complemented with the addition of a swimming pool complex, the Aquatic Center, which opened in 1985 adjacent to the Student Center and featured an Olympic-sized pool, a diving well, shower and restroom facilities, and a propane gas heating system for the cold months.

"We are enormously proud of the Aquatic Center, which is one of the finest in the nation," said President Wolfe. "We look forward to developing a

swimming team and other water sports programs that will bring more competitive sports excitement to South Florida." As of this writing the university has not had a swimming team or water sports team.<sup>111</sup>

Guests of honor at the dedication included Olympic swimmers Eleanor Holm Whalen, a Gold Medallist in the 1932 Olympics, and Michele Richardson, a Silver Medallist in the 1984 Olympics. They were joined by members of the Dade and Broward legislative delegations, the Board of Regents, and the mayors of North Miami and North Miami Beach.

The pool, open seven days a week from 12 to 5 p.m., would be free to FIU students, while faculty and staff would pay a semester fee. The center, which cost \$1.3 million, was closed to the general public.<sup>112</sup>

Construction was also completed on the Bay Vista Campus support facilities. Located west of the current library, they included buildings for public safety in 1978 and purchasing, central receiving, and physical plant in 1981. In 1980, the campus opened a full service post office and placed an ATM in the Student Center.

In February 1982, Gov. Bob Graham and members of his cabinet visited the Bay Vista Campus; Wolfe met with them to review goals for the campus and to request their help in attaining those goals. Describing BVC as the "most beautiful campus site in Florida," President Wolfe said, "Prospects for developing the campus could be greatly enhanced if certain assets could be acquired and certain problems resolved."<sup>113</sup>

Citing transportation problems as one of the major obstacles to the campus' development, he said, "Interstate 95 and Biscayne Boulevard, which serve as the two major roadways to the campus, are much too inaccessible for many people who are attending or would like to attend the campus. This problem could be alleviated with the opening of NE 135th Street, a state road, which has been closed.

"And that's the community's problem," Wolfe said. "The community refuses to make it available from NE 135th Street."

The city of North Miami would not open the street because a merchants group contended students would drag race on the deserted thoroughfare.

"The university and the leaders of North Miami need to look at where the positive opportunities may lie and try to avert the fear of something there is no reason to fear," Wolfe said.<sup>114</sup>

Three access roads were planned for the Interama project from the 1950s to the 1970s, NE 163rd Street, NE 151st Street, and NE 135th Street. Of the three, only a two-lane road, NE 151st Street, handled the traffic of the more than 2,500 students, faculty, and staff who entered the Bay Vista Campus daily.

Several attempts had been made by the FIU administration to utilize NE 135th Street. This road had been closed by the erection of barriers since the



start of classes in 1977. On May 22, 1984, the City of North Miami passed an ordinance prohibiting FIU from using NE 135th Street; the road remains closed today.

President Wolfe said the transportation problems were compounded by the fact that there was infrequent public bus service to the campus and that buses to the campus were poorly routed. The university, the president said, had instituted and funded Florida International Transit Service (FITS) to help alleviate the transportation problem and to carry students between campuses.

"We have tried to build on a base from which this campus can serve the community," he said. "We are now in the process of examining different ways of diversifying our facilities and keeping the campus visible and attractive to the public." He explained to Graham that "some steps have already been taken in the direction, including the location on Bay Vista of our Department of Continuing Education, the Elders Institute, and the Holocaust Center.

"Ruth Foreman's professional theater and her Pied Piper Players Children's Theater have also made their home here, drawing a great number of people to the campus to attend their plays," he said.<sup>115</sup>

He noted that the Small Business Development Center provided information on starting a small business and keeping it healthy, while the School of Public Affairs and Services provided professional expertise through its Institute for Public Management and the FIU-FAU Joint Center for Environmental and Urban Problems.

The president told the governor and his colleagues that BVC could play a larger role in developing the metropolitan and North Dade area, "but we need first to strengthen the human and economic base at Bay Vista."

Wolfe attributed the difference in student enrollments at FIU's two campuses, with 2,500 at BVC and 10,000 at Tamiami, in part to a lack of funding to provide more academic programs to attract more students to BVC.

"We are victims of the formula that ties the level of funding to the number of students," he said. "If we were able to move at will, we could go places, but we have to move where the market is."

"We are very proud of the Bay Vista Campus," President Wolfe said. "We are trying as best we can to provide the people of North Dade-South Broward area with what they deserve—the same opportunities to advance their educations as we have provided to the people of South Dade."<sup>116</sup>

In 1981-82 the vision, direction, and purpose of the Bay Vista Campus were again being debated. President Wolfe said he envisioned Bay Vista as housing the university's liberal arts programs and nursing school, while Tamiami concentrated on engineering, technology, and the sciences.<sup>117</sup>

In 1981, the only full school located at Bay Vista was the School of Public Affairs and Services, with departments in criminal justice, social work, public administration, and health services administration.

Other Bay Vista departments in 1981 included communication, medical records administration, and graduate education. Facilities for a nursing school and an administration building were under construction.

In 1982, a new plan, the "Bay Vista Development Plan," proposed setting a direction and policies for the campus, which would include moving some academic programs there from the Tamiami Campus over the next five to seven years.

The plan made 19 recommendations, including the following: BVC would be designed to initially serve students from North Dade and South Broward for programs offered on both FIU campuses; programs offered only at BVC would be expected to serve the full South Florida region; all new academic programs would be planned for BVC unless compelling reasons existed to the contrary; all planning would be directed toward completing BVC within five to seven years; maximum enrollment for the campus would be 5,000 full-time students; to ensure greater support and commitment to BVC, faculty would be hired initially and permanently for that campus; and when transfers were necessary, the university would strive to provide one to two years' notice. However, the plan noted that some transfers would be necessary for 1982-83 and others for 1983-84.<sup>118</sup>

The proposed development of BVC set forth a variety of interesting academic program changes for each of FIU's six schools:

- **College of Arts and Sciences:** Students would be able to earn a bachelor's degree in political science, sociology/anthropology, economics, English, modern languages (Spanish), international relations, humanities, and psychology, some beginning in fall 1982. Students would not be able to earn a degree at BVC in computer science, history, math, philosophy, religion, the sciences, and performing and visual arts. But the lower division would be available by the 1982-83 school year.
- **School of Business and Organizational Sciences:** Students could earn a bachelor's degree at BVC in management (fall 1984), marketing (fall 1985), and insurance (fall 1984); bachelor's degrees in the remaining areas would not be available at BVC, but core and elective courses would be offered as deemed appropriate. A master's degree in business administration would be offered by fall 1982. The MBA would be initially offered by providing three to four courses as part of an annual cycle.
- **School of Hospitality Management:** No bachelor's degrees would be available at BVC, but plans for 1982-83 were to offer a full degree program at Broward Community College.

- **School of Public Affairs and Services:** Students could earn bachelor's degrees in all programs at BVC. Criminal justice, health services, and public administration at the Tamiami Campus would be phased out by 1986. Generic and registered nursing degrees would be new offerings only at BVC. All graduate programs would be phased out at Tamiami by 1984-85.
- **School of Education:** Nine new programs would be offered only at BVC, and doctoral programs would be restricted to that campus. It would be determined which programs would be phased out at Tamiami. A separate plan existed for expanding the school into Broward County.
- **School of Technology:** Students could earn a bachelor's degree in medical technology, occupational and physical therapy, and dietetics and nutrition by fall 1987. These required support services and appropriate facilities, such as laboratories. A degree in industrial systems would be available at BVC by fall 1985, and the Center for Labor Research and Studies would be open by fall 1986. Full degrees could be currently earned in medical records, administration, and communication.<sup>119</sup>

Another component of the plan to awaken Bay Vista called for the development of a conference center, with serious discussions on the topic in 1983-84.

In a letter to Bell, Isaki, and Associates, Provost Altman wrote that the university was interested in the hotel-conference center concept and that the establishment of a conference center complex at Bay Vista was part of FIU's initial campus development plan. The creation of such a complex was close to reality in 1976-77, beginning in the Charles Perry presidency, when a lease agreement was prepared with a development firm and approved by the Board of Regents. That agreement was never put into effect and the project was tabled in 1977 until 1983, when, for a second time, the university approached the Board of Regents to express its continuing interest in a conference center complex.

The administration envisioned that the conference center would include no fewer than 200 hotel-type rooms with several suites; restaurants, banquet rooms, cocktail lounges, and dining facilities; auditorium meeting rooms and conference facilities; media and computer facility areas; leisure and recreation areas; administrative office spaces; paved off-street parking and roadways; consumer areas providing different services; and boat docks and other services usual and incidental to the operation of a hotel, restaurant, and conference center.<sup>120</sup>

Altman stated that the university envisioned the possibility of a joint venture for the development of the conference center complex with hotel and restaurant facilities. The plan was to link the center with the academic programs available at the Bay Vista Campus.

The university's development plans for the campus included the expansion of the activities of the Division of Continuing Education into a major regional professional management development and training center. In 1983 agreements were being negotiated with FIU's sister institution, FAU, to house all continuing education activities for the region of Vero Beach to Key West at Bay Vista.<sup>121</sup>

At the same time, the university was planning to institute at Bay Vista a center for lifelong learning, and a college for working adults. FIU invited the Florida State Health and Rehabilitative Service Agency, which employed more than 5,000 persons in Dade and Broward counties, the management academies of the Dade and Broward public schools responsible for the training of more than 20,000 professionals, and the United Way of Dade County, with more than 60 private health and welfare agencies, to join with the university for the training of their personnel.<sup>122</sup>

This was also the first time that the relocation of the School of Hospitality Management to Bay Vista was considered. The school provided all instruction from the Tamiami Campus, so in order to consider the possibility of a move to the Bay Vista Campus, the school needed to be assured that the quality of its program would be enhanced and that its students would continue to receive the benefits of working with the industry as a whole. One requirement to enable the school to relocate to Bay Vista was the offer by the developer to construct a separate dining facility with a commercial kitchen to be operated independently by hospitality management.<sup>123</sup>

In addition to the proposed professional management development and training center, a wide range of academic programs were to be offered, and additional programs were being considered for the BVC. In a letter to Vice Chancellor Roy McTarnaghan on June 30, 1983, Provost Altman described the academic programs that would complement the conference center:

We are committed to the development of the Bay Vista Campus and will depend on it to further our overall university goals. We plan to continue basing the schools of Public Affairs and Services and Nursing there. We expect to develop a School of Communication out of our existing department. We have transferred our Department of International Business to the Bay Vista Campus, and expect to create over the next year or two a School of International Business. Offices from the International Affairs Center, International Banking Center, and Latin American Caribbean Center also opened in 1983 and added the international flavor we believe the campus should develop. The lower division program would expand at that site, particularly with the advent of residential facilities. And there was considerable interest in the formation of Bay College there by reconfiguration of the curriculum and integration with highly focused upper division work. Our plans further call for the development of a new program in

International Development Education, the establishment of the Southeast Florida Center on Aging, and a Regional Continuing Education Center. As you can see, we have an ambitious series of targets we want to achieve at Bay Vista.<sup>124</sup>

Rose Foster, associate vice president of academic affairs at Bay Vista, pointed out that for a conference center to succeed a major component of the project had to be a hotel. "There aren't really that many motels in the area," she said. "There are basically two facilities in the area that we use, the Newport and the Marco Polo, but the cost sometimes precludes our using them and there is somewhat of a transportation problem.

"The hotels in the immediate area," Foster added, "Holiday Inn and Howard Johnson's, are somewhat limited in their ability to meet our needs."<sup>125</sup>

By 1984, seven years after it opened in a converted exhibition hall and a set of trailers, the Bay Vista Campus was coming into its own. "When I came here three years ago, the halls were cavernous," said Jeffrey Kleinman, who helped edit *The Sunblazer*. "You could roll a ball down there and not hit anyone. It was barren as a ghost town. No more. Today there is a university environment."<sup>126</sup>

Although evening classes and adult education remained the staples, enrollment at Bay Vista had increased dramatically, growing from 2,700 students in 1983 to 3,467 in 1984, with 40 percent of the university's freshmen students based at FIU's northern campus. By 1984, Bay Vista was also home to 125 faculty and more than 100 international students.

FIU's future was also tied to expansion north into Broward County, from which many students and professors commuted. Wolfe stated, "We expect in the coming years to make a major effort to develop opportunities for the under-served four-year student in Broward County. Broward County and North Dade are really the fresh frontiers of business."<sup>127</sup>

In the early 1970s, FIU, through its Division of Continuing Education, was offering off-campus credit courses in the three county area—Monroe, Dade, and Broward. Included among the more than 90 courses was a complete bachelor's degree in criminal justice offered at Broward Community College. As early as 1971, prior to the university's opening, a subcommittee on student affairs, chaired by Glen Rose, the recently retired provost of Broward Community College, was established to develop an operational plan that would guarantee a smooth and effortless transition from BCC to FIU.

As the hallmark of its efforts to meet the demand for more access to higher education in Broward County, FIU's School of Education was the first to open a center and initiate degree programs at Broward Community College. In 1980, a broad outline of a cooperative working relationship involving Florida Atlantic University, Florida International University, and

Broward Community College was agreed upon. In 1981, Judy Blucker, assistant dean of education, was named to head the new center.

A report prepared jointly by FIU and FAU in the formative days of FIU's entrance into Broward County stated that FAU would expand in Broward County and "would concentrate its expansion efforts on BCC's Central Campus with some offerings at FAU's Commercial Boulevard location, while FIU would concentrate its efforts on BCC's South Campus with some additional offerings on the Central Campus." At the time there was no lead university in Broward County.<sup>128</sup>

"We're emphasizing that this is a center where full-fledged degree programs at the undergraduate, graduate, and doctoral levels can be pursued," said Blucker, "and not just a location where random courses will be taught."<sup>129</sup>

John Carpenter, dean of the School of Education, and currently a professor in the school, said establishment of the center was the result of cooperative efforts between FIU and FAU which came about following meetings between the two institutions and Broward elected officials.

In 1983, Wolfe appointed Carpenter to direct FIU's total development in Broward and he, Blucker, and Gwen Weinberger, currently assistant dean of credit programs, were the first permanently assigned FIU employees in that county. FIU received its first budgetary allocation of \$500,000 for its Broward County operations in support of 11 degree programs at the bachelor's and master's levels in October 1983.<sup>130</sup>

In 1982-83, a joint class schedule, published by FIU and FAU, stated that both institutions were providing classes in one location at Broward Community College's Central Campus, Building 9, second floor.

The brochure stated that students could take two years at BCC, then continue with FAU or FIU at the Central Campus of BCC for two additional years to complete the bachelor's degree. Also, while attending BCC, they could enroll in classes offered by FAU and FIU.

Courses leading to baccalaureate degrees in criminal justice, social work, health administration, exceptional student education, and communication were offered. Complementary and elective courses were offered in business, humanities, social science, public affairs, and biological science, as well as graduate programs in education.

Renovations were completed for the FAU-FIU facility in Building 9. In addition to the refurbished classrooms and offices, a student lounge, typing room, and computer and communications lab were added.

In the same year, FIU and FAU jointly asked the Florida Legislature for \$10.3 million to construct a downtown Fort Lauderdale college center which the universities would share with BCC.

At the groundbreaking of the shared facility, President Wolfe stated, "The educational landscape of this area is at last changing. More than a tower

of learning is beginning to rise in Fort Lauderdale. An array of formal, new opportunities is being placed at the disposal of the men and women who build industrial and commercial enterprises here. They will nurture the rich prospect of Broward County and Southeast Florida in general."<sup>131</sup>

He said that in 16 years it was anticipated that more than two million persons would live and work in Broward County; by 1998, 1.5 million people lived in Broward.<sup>132</sup>

Wolfe continued:

FIU, through its course work in Broward, its collaboration with the school system, and its cooperation with two other public college-level institutions now functioning here, knows what this means. Since last September when we were first authorized and funded to provide university course work in Broward, we have experienced an increase of 358 percent in enrollment. Over 800 students registered in FIU's Broward courses in the second term last year. We are anticipating further large increases in enrollment when we re-open next month.<sup>133</sup>

An editorial in *The Miami Herald*, Broward edition, commended the universities for their cooperation, but implied that it was time for attention to be paid to Broward County.

After years of hopes and frustrations, Broward County at last is on its way toward partnership in Florida's public-university system. With last week's ceremonial groundbreaking in Fort Lauderdale, the county finally sees the end of its stepchild status in higher education.

When the nine-story, \$8.2 million University Tower opens in late 1985 or early 1986, Broward finally will have a hometown, four-year public university system offering a wide range of programs leading to bachelor's and master's degrees.

The University Tower will house an estimated 4,000 students from Florida Atlantic University (FAU), Florida International University (FIU), and Broward Community College (BCC). The three institutions will share the building in the heart of a flowering downtown.

Despite its position as the state's second most populous county, Broward has been neglected by the State University System. Since FAU opened in Boca Raton in 1964 and FIU in Miami in 1972, Broward residents seeking a degree from a state university have commuted.

FAU offers an expanding curriculum at its center on Commercial Boulevard near Fort Lauderdale Executive Airport. Both FAU and FIU offer limited programs at the community college campus. But neither is a substitute for the bona-fide, four-year program that University Tower will represent.

A determined push by legislators and an unusual cooperative agreement among FAU, FIU, and BCC made the downtown center possible.

In another important arrangement, the three institutions would house their research volumes at the nearby main county library.<sup>134</sup>

In conjunction with this shared facility, President Wolfe and BCC President Hugh Adams agreed to the establishment of a permanent FIU center on the BCC Central Campus, with smaller offices on the North and South campuses. The early development of FIU Broward was well under way in the early 1980s.

As the Broward center was becoming operational, and emphasis was placed on the building program at Bay Vista, the Tamiami Campus continued its expansion and construction as the old airport began looking more like a university.

Beth Dunlop, The Miami Herald's art critic, described the Tamiami Campus in 1982:

Less than a decade ago, Florida International University's Tamiami Campus looked eerie—as if a group of cool gray concrete buildings had landed unbidden in the wilderness. But time and trees have made a difference here. Where once was a barren airstrip, there now was a full-fledged, four-year university campus, one with a half-dozen buildings, 13,500 students and a resident family of ducks waddling to and fro.

FIU's was a planned campus, unlike the University of Miami or Florida Atlantic, universities that sprawl haphazardly. And although it is all gray and all concrete, FIU is not monolithic; unlike Miami-Dade Community College, it has buildings designed by several architects, not just one firm.

This is a low-slung, understated architectural landscape, thematic and monochromatic. There isn't a single outstanding design here: the architecture merely mumbles, and it never shouts out. The buildings are all the same shade, gray. They are all concrete. There is so much gray and so much concrete that nothing dominates.

FIU is a campus that you penetrate and not one that you enter in any grand or formal way. There's no sense of arrival at all. The academic buildings are surrounded on three sides by surface parking lots, and that is both a detriment—in that there's no sense of order or direction to the outside edges of the campus—and a blessing. It's a blessing because it leaves the campus auto-free, fume-free and noise-free.

Once inside, though, the campus plan takes shape. The buildings are arranged around a series of courts and lawns and plazas. There are lots of benches, shady knolls, sunny lakeside hills and a fountain.

Between classes or in early evening, when some students stride cross-campus and others loll on the grass, FIU is at its very best.

The buildings are all linked together by a series of walkways,



covered concrete colonnades and meandering open-air paths.<sup>135</sup>

FIU's Fact Sheet for 1982 described the two campuses:

Tamiami at the edge of the Everglades and Bay Vista on Biscayne Bay rise spectacularly from the flat Florida landscape like architectural models of the future.

Looking massive from a distance, they become unexpectedly livable on closer inspection. The concrete weathers nicely and is offset by a profusion of greenery—lawns, trees, shrubs, and plant-filled atria—places to study or relax. The design is all of a piece, homogeneous in contrast to the melange of architectural styles and foibles that characterize many older college campuses.

Strolling through the paths and covered walkways, one hears snatches of Spanish, French, German and some more exotic languages.<sup>136</sup>

By the early 1980s, academic and student traditions at the young institution were beginning to flourish. At FIU's 16th commencement ceremony in December 1980, held for the first and only time on the steps of Primera Casa, Chancellor E. T. York conferred the traditional Presidential Chain of Office on President Wolfe. The sterling silver chain is a symbol of the authority of the president and his office:

The center medallion represents the world and is surrounded by seal shells cast from an actual shell. Reflecting the university and the South Florida area are the eight ovals which make up the chain. Each link is connected by a shell motif and exemplifies a specific entity: the University Park tower, the Vrana sculpture over the entrance of Primera Casa, and the Torch of Friendship. The others represent the five original schools in the FIU community: Arts and Sciences, Business, Education, Hospitality Management, and Engineering. Inscribed upon four of the medallions are the names and dates of tenure of FIU presidents...<sup>137</sup>

The grand marshal carried a ceremonial club, called a mace, hand crafted from Haitian mahogany and used for the first time in 1980. "In antiquity, when an official of high rank went out in public, a mace bearer was assigned to accompany him in order to literally beat away those who got close enough to try to petition the favors of the official. Today, the bearing of the university's mace is ceremonial in nature, signifying the authority and authenticity of those who are to follow."<sup>138</sup>

Both the chain of office and the mace were designed by Clem Pennington, recently retired, associate professor in the College of Education's art education program. The chain was executed by Leo Shirker, a Miami goldsmith, art teacher, and FIU alumnus.

This was the last official function over which Chancellor York would preside at FIU. York had urged President Wolfe to come to FIU and had hired him, and their relationship had developed into one of friendship, trust, and mutual respect. He resigned in March 1981 and was succeeded by Barbara Newell who moved from Paris where she had been U.S. ambassador and permanent delegate to the United Nations Educational, Scientific, and Cultural Organization since 1979. Prior to her service with the State Department, she spent eight years as president of Wellesley College. Newell was the first woman to head a multi-university state system in the United States, and was a total change from York.<sup>139</sup>

Since its opening in 1972, FIU was an upper-division school for juniors, seniors, and graduate students, but school officials desperately wanted the university to become a high quality four-year institution. Both dreams meshed in 1981 to form FIU's "First-Class First Class" of freshmen.

The passage in the Florida Senate of Higher Education Bill 986 opened the door for the university to establish itself as a four-year institution, and on August 26, 1981, a day to be remembered, the university's first-ever freshmen came to campus for their first classes. In commemoration of this milestone, all faculty, staff, and students were invited to the front steps of Primera Casa to honor FIU's "First-Class First Class."

Balloons floated into the skies over FIU as hundreds of people gathered to mark the first day of FIU as a four-year university. Chancellor Newell and 15 Dade legislators were present, along with scores of other community and university leaders, to celebrate the occasion and honor FIU's freshmen.

The ceremony, held under blue skies between intermittent rainstorms, was marked by the brief comments of several of the legislators and the chancellor. President Wolfe, as master of ceremonies, welcomed the first freshmen and guests.

The Sunset Senior High School Band, which played for the celebration, signaled the release of the hundreds of brightly-colored balloons with a drum roll. As the balloons floated toward the Everglades and the crowd cheered, the freshmen gathered in the fountain area for food, music, and a tug-of-war.

The legislators, FIU Foundation trustees, and community leaders were hosted at a special luncheon in University House by President and Mrs. Wolfe.

Among the legislators attending were Sen. Bob McKnight, chairman of the Dade Delegation; Sens. Jack Gordon and Gwen Margolis; and Reps. Jim Brodie, Michael Friedman, Joe Gersten, Elaine Gordon, Charles Hall, Barry Kutun, Scott McPherson, Carrie Meek, John Plummer, Larry Plummer, Virginia Rosen, and Bill Sadowski. Dade news media executives, FIU officials, and representatives of several other Dade and Broward legislators also participated.<sup>140</sup>

The freshman class earned its moniker as the “First-Class First Class” for its high grades and test scores.

Provost Altman canceled classes and put the university phones on hold. It was time for a celebration, an important milestone in FIU’s history. Seventeen-year-old Laura Metscher from Sunset High with a SAT of 1100 and a GPA of 3.94 was the first student to sign up for FIU’s first freshman class.<sup>141</sup> The permission to accept freshmen into the university was a process that required years of effort and the combined support of the university and community. Finally in 1981 the Florida Legislature authorized the development of a lower-division program at the university and appropriated \$1.3 million to begin program implementation.<sup>142</sup>

The FIU plan for its lower division, which was widely read and well received by Regents and educators, was developed by a university committee chaired by Harry Antrim of the English department. Antrim said that approval for a lower division at FIU had already been granted 15 years before when the legislation creating FIU was passed. That state statute called for the “establishment of a four-year, degree-granting college in Dade County.”

“Our position has been and remained that this (BOR vote) was no more than fulfilling the intent of the 1965 legislation” which established FIU, Antrim said.<sup>143</sup>

FIU had made funding for its lower division a “first priority” in its 1981-83 budget request, which had been first submitted to the BOR, Antrim said.<sup>144</sup>

At a hearing before the Joint Legislative and Executive Commission on Post-Secondary Education, Wolfe had defended and argued for the acceptance of the concept of a lower division for FIU. Wolfe stated:

I believe the times, the trends and the facts support the development of a major public university in southeast Florida. There is a set of ‘urban facts of life’ for us to face. The first has to do with metropolitan areas and their education base. Of 36 standard metropolitan areas in the United States with a population of one million or more, the Miami-Dade metropolitan area was the single one lacking a four-year public university. In the past 20 to 25 years or less, metropolitan areas of a million or more... have all made the four-year public university option available to their people, not just to have educators employed, but to satisfy community needs and guarantee that the economic base has appropriate educational service capable of refining it and keeping it competitive.

Another ‘urban fact of life’ related to public university development has to do with the population composition—ethnically, socially, and economically. Miami-Dade and Broward counties contain 27 percent of the state’s Hispanic population. They continue to grow. The same region also contains well over 25 percent of the state’s black population. Additionally, the southeast region has the largest share of all other

minorities in Florida. The overwhelming majority of these people, as well as the overwhelming majority of the Anglo population, fall into the middle-income category or below. It is extremely doubtful that the demand for educational opportunity can be met by private institutions... I cannot overestimate to you what the publicly-supported university means to the future of our minorities in Broward and Dade and all southeast Florida.<sup>145</sup>

The addition of the lower division was one of the most significant developments in the history of the university, changing its mission and direction. It did away with the absolute necessity of the two-plus-two concept and made a statement to the SUS that FIU would compete on an equal footing with the flagship universities.

The Class of '85 was destined to be among the movers and doers of the 21st century. They were the freshmen in 1981 who would be holding their 20th reunion in the year 2005. These "First-Class First Class" freshmen were not ordinary;<sup>146</sup> they brought with them an exceptional track record of scholastic excellence and achievement. With average GPAs of 3.4, 24 of them had maintained a perfect record of 4.0. The freshmen reflected a high profile and mirrored the scholastic aims of the whole lower-division program.<sup>147</sup>

Clair McElfresh, the first director of the lower division, stated that he was "pleased to have the most stringent requirements in the state university system." He prophesied that the strengths of the entire university would be enhanced by the freshmen.<sup>148</sup>

Of the 756 applicants, 209 were accepted and 196 enrolled. Statistically, the students were quite a mixture. There were three Asians, 13 blacks, 92 Hispanics, 87 whites, and one "other." Females outnumbered males 109 to 87. In all, 181 were Florida residents, with 170 from Dade County.<sup>149</sup> The curriculum of the program reached beyond minimum general education requirements to include the study of disparate histories and cultures, modern science and economics, and the acquisition of a foreign language, as well as the examination of difficult and perplexing issues confronting society in its global village.<sup>150</sup>

While it might be possible for a full-time student to complete the core requirements in two years, the program was structured so that most students would not take some portions of it until their junior or even senior year. Compared to other lower-division programs, this one was planned to be more demanding than many, requiring students to do work in both the physical and biological sciences, to acquire a useful level of computational skill, to achieve a high degree of proficiency in written expression, and to become familiar with a foreign language. In 1981, the FIU freshman class had the highest standards in the SUS.<sup>151</sup>

The proposal also provided for 22 new faculty positions. The plan maintained that the freshman and sophomore classes would be taught only by tenured faculty to keep the quality of the education high.

According to Antrim, the tough entrance standards and a traditional core curriculum were planned to enhance the quality of the education that would be offered. "The local student population now is largely leaving Miami to get a good education elsewhere," he said. "This is sort of a gathering back to higher education standards."<sup>152</sup>

The reaction from Tad Foote, former president of University of Miami, upon his retirement expressed how UM viewed its competition from FIU:

For the first time UM had major university competition in its own backyard for a fraction of the tuition. I can't speak for the relations before our time, but I have said since I got here that the development of FIU as a major university was a very good thing for the community and for UM.

It complicated our lives some. The growth and quality of FIU have been significant and impressive, but what they forced us to do—probably earlier than we might have otherwise—was to look seriously at our mission, our goals, and our purpose here, which quicken the process of becoming a national university.

Things that we had done locally for decades in some cases they (FIU) were doing very well, and so we had to regroup and reestablish in a number of disciplines.<sup>153</sup>

August 26 marked another milestone in both FIU and SUS history, the changeover from the quarter to the semester system, with the year being divided into three semesters rather than four quarters. The system-wide switch to semesters brought several changes, including those in course hours, fees, and the academic calendar. According to Brian Peterson, professor of history, the conversion from the quarter system to the semester system caused the biggest fight between the administration and faculty in the history of FIU. It revolved around summer pay and how many courses the faculty would have to teach each year.<sup>154</sup>

The excitement over the arrival of the freshman class led the way for the celebration of 1982. If ever there was a year that was unique in the history of the university, it was 1982, as the university celebrated its tenth anniversary and the beginning of a new era. It was seldom remembered that just 10 years prior, Miami was the only major metropolitan center in the United States without a public post-secondary university. FIU had become such an integral part of the community that it was difficult to conceive that in the not-so-distant past, many local residents were virtually precluded from obtaining affordable higher education services.

As noted in FIU's 1983 yearbook, by 1982 "the Tamiami Campus of Florida International University consists of \$61 million in modern buildings that house seven academic colleges offering 147 different bachelor's programs and 47 master's programs. Student enrollment in 1982-83 has reached an all-time high of 13,600. And since 1972, more than 24,000 students have received their degrees here. Not bad for a deserted airport."<sup>155</sup>

The Founders' Day Convocation provided an opportunity for the Second Decade Committee, the trustees of the FIU Foundation, and other university guests to join the faculty and administration in a celebration to open the new academic year and hold a reunion with the founding leaders.<sup>156</sup>

The university celebrated its 10th birthday on September 14, 1982, with congratulatory speeches, a four-tiered cake, and, most importantly for the students, Happy Hour all day in the Rathskeller.

"You can move forward, where older, more geriatric institutions cannot," said Elspeth Davies Rostow, dean of the Lyndon B. Johnson School of Public Affairs at the University of Texas-Austin, the keynote speaker at the FIU Founders' Day festivities.

"I bring you an assessment from the outside that your direction is good. Your timing is admirable. With all of the things going for you, you are on the verge of being one of the most interesting and important universities in the country,"<sup>157</sup> she said.

Gov. Bob Graham sent the following message:

With the addition of the schools of Nursing and Engineering and the soon-to-be-constructed dormitories, FIU is expanding its horizons along with its enrollment.

FIU's international reputation has been greatly enhanced by its expanded activities throughout the Americas, the Middle East and Europe... We expect that this university's contribution to our state's image will be invaluable.<sup>158</sup>

At a luncheon following Rostow's speech, Charles Perry, FIU's first president, reminisced of the early days when FIU, born on the grounds of the old Tamiami Airport, was little more than a collection of runways and a shabby control tower.<sup>159</sup>

"It's really like old home week," said marketing professor Bill Jerome, FIU's first vice president of academic affairs and a veteran from the control tower days.<sup>160</sup>

The fascination of the university never lay exclusively in what came out of the classrooms or the academic environment. A good portion of FIU's magic arose from daily student life—the making of new friendships at athletic contests, the weekend parties, the visiting speakers, and the theme weeks that had become a major part of student life.

Students, faculty, and staff were kept aware of events on campus by reading the free student newspaper, *The Independent International*. In 1979, 1980, and 1981 the paper received the top award from the Associated Collegiate Press, the Five-Star All-American, the Pulitzer of college journalism. The paper was judged superior in coverage and content, writing and editing, editorial leadership features, physical appearance, photography, art, and graphics.

The *Independent International* achieved this with student work only, receiving no financial assistance from the university. The paper paid rent for space on the second floor of University House, had no faculty adviser, and was subsidized totally by advertising revenue to ensure its independence both editorially and fiscally. The *Independent International* was published weekly and hit the stands every Wednesday, 11 times per semester.

Since the inception of a newspaper in 1972 at FIU, the publication had gone from a four-page, bi-monthly to a full-scale business employing a student staff and serving a circulation of more than 10,000. The staff put the paper together from scratch. Writing, editing, and even typesetting was done in the *International's* office; only the printing was done outside.<sup>161</sup>

Few knew there was an *Elan*, the school's yearbook, but the publication for the 1980-81 school year was awarded an All-American by the Associated Collegiate Press. The *Elan* received four out of five possible marks of distinction. A school yearbook was published until 1983. Lillian Lodge Kopenhaver, FIU's first director of student activities, was the person most responsible for the early success of all student publications.<sup>162</sup>

Students in the fall of 1981 received for the first time a new photo identification card to replace their paper registration cards which were previously used for identification. "The new photo IDs didn't cost (students); the SGA paid for them," according to Robert Pardo, SGA president. Pardo said the project cost the student government about \$12,000. Today the student ID is used for all events on campus.<sup>163</sup>

Since it opened, FIU had always had a large number of clubs, student organizations, and societies, more than 80 in 1981, but fraternities and sororities had generally been in fairly short supply. In the spring of 1982, both a local sorority, Chi Delta Epsilon, and a local fraternity, Alpha Gamma Omega, were started by students who felt a bit of Greek fun would improve the campus. The president of Chi Delta Epsilon, Karen Platt, explained that she organized the sorority to offer something more in terms of a social life for new students.<sup>164</sup>

A fraternity was started around the same time for the same reasons. Ernesto Anton, its president, said it began with "17 guys from class who just decided to get together for some fun."

"A majority of the students are older and we couldn't relate to them," said Chuckie Baltar, one of the brothers. "We want to identify with our own group."<sup>165</sup>

On April 7, 1984, the women of Chi Delta Epsilon founded the Delta Kappa Chapter of Phi Sigma Sigma national sorority at FIU, with more than 50 sisters.<sup>166</sup>

Sigma Phi Epsilon, a national fraternity, was established from the members of the local fraternity called Sigma Phi on October 9, 1985, when its first meeting was held.<sup>167</sup>

The Beta Omega Chapter of Phi Beta Lambda at FIU had two branches, one on the Tamiami Campus and a colony on the Bay Vista Campus. Each term, the Bay Vista branch sponsored an MBA/MIB brunch at which graduate students were honored. The fraternity sponsored booths at the Hispanic Week and American Heritage Week celebrations to acquaint students with the organization, as well as to raise funds for their activities.

The first Greek Council met in April 1984, with Ann Field as its chairperson. Two representatives from each fraternity and sorority were included and students paid dues to the council to support such activities as Greek Week.

"Because the council was made up of representatives from the sororities and fraternities, there was a close bond. This is what will give the council its strength," said Field. She believed that the Greek Council would positively affect FIU by "creating more and better Greek social organizations at FIU that would also be more unified."<sup>168</sup>

The first Greek Week was held in March 1985 with four days of fun and games sponsored by the Greek Council, which kicked things off with "Greek Night at the Rat." Friday there was a "best buns" contest, a chance for students to shake their booties in the Rathskeller for fun and profit.

No Greek Week would be complete without a toga party, and the Greeks had their own brand of eating, drinking, and merry-making Saturday night. Although admission was free to the toga party, there was a \$3 charge for unlimited beer, with moderation suggested.

For those who chose to overindulge, the sponsors provided free rides. "The Greek Council will continue with the Greek philosophy of moderation," said John, the first adviser to Greek organizations at FIU. Proceeds from the toga party went to the United Way.<sup>169</sup>

University House on the Tamiami Campus and the Student Center at the Bay Vista Campus were focal points of campus life. The Rathskeller at Tamiami was a place in which to socialize. In 1980, for the first time, wine and Cuban coffee were being served, making the Rat the most popular hang-out at the university.

Student life at the young institution was a tapestry of activities, thanks primarily to the efforts of Ruth Hamilton, who became assistant director of student activities in 1980. She and her staff arranged activities at FIU for more than 20 years, ranging from concerts to cultural festivals and events,



homecomings, performing arts events, and art exhibits. By the 1980s, prominent speakers and entertainers were appearing at the university on a regular basis, including such notables as Dick Gregory, G. Gordon Liddy, F. Lee Bailey, Dan Rather, Coretta Scott King, Madam Jihan Sadat, Henry Kissinger, Ted Koppel, and Secretary of Defense Alexander Haig. One night of fond memories was the concert on the Bay Vista Campus, Culture-Fest, which featured the Queen of Jazz, Ella Fitzgerald. On that night, it began to rain. Rather than cancel the event, President Wolfe, umbrella in hand, jumped up on the stage. "Singing in the Rain" had a new meaning.

The Rat, short for Rathskeller, became the informal meeting place for the campus, a place to unwind, relax, and meet friends. On a typical day, one could see anyone from the university president to campus groundskeepers sharing a beer together. Customers walked carefully down two flights of steps into the Rat. In the early years, the Rat sold cheap beer and cheaper wine; 98 cents bought a large glass of Gallo wine. It opened at noon and closed when everyone went home. With loud music that was always a spot of contention, the Rat was the venue for all types of theme nights—Halloween, Bud Nights, Best Buns on Campus, Best Legs on Campus—and live entertainment, and even had a few video game machines. It was a great place, like a comfortable pair of old shoes, where everyone knew everyone's name. The facility was renovated in 1982 at a cost of \$70,000; the floor was mopped, new tile replaced the threadbare, beer-stained carpet, and an outside patio was built with an awning to match.

A simple hamburger grill, set up outside on the patio, became known as Gracie's Grill after Gracie DiStefano.

DiStefano worked the hamburger stand at the Rathskeller for more than 10 years. It was just a grill, but students dubbed it Gracie's Grill in her honor. It was known that if anyone was short of cash, it was no problem; Gracie turned no students away. Some people called her an institution and put up a sign near the stand that read Gracie's Grill. It remained there for a long time and then disappeared. But the name stuck.

Betty McLeod, former secretary for FIU's Instructional Media Services, remembers her: "Everybody knew and loved her. She was from the 'old school'... a kind of mother figure to the students." DiStefano died in 1988. When University House renovations started, Gracie's Grill closed, and down came the sign, again, for a while. Finally, in 1991 a new, modern Gracie's Grill was constructed at the other end of the building.

The game room shared with the Rathskeller a reputation for excellence in recreation. The game room's Casino Night was an annual event that turned pool tables into card tables. Gamblers would try their hand at Black Jack, dice, or roulette, and winners could use their chips to bid for donated prizes

ranging from dinner cruises to theme park tickets. All proceeds from the non-profit gambling event went to FIU's child care center.

Traditional theme weeks became a part of university tradition, celebrated at the same time from year to year. The university family began to look forward to these events.

Fall term just wasn't fall without the Fall Festival, and in the spring, International Week offered a variety of intercultural entertainment and events, including food, music, dance, and dress from countries all over the world. Fall Festival originated in 1974 as an orientation for incoming students and their families. It was viewed as a day of fun for all, and a welcome back to the university.

Friday night of Fall Fest was called "Wunderbar" night at the Rathskeller as over 1,000 students would crowd into the Rat and drink over 4,000 glasses of beer, which sold at 25 cents a glass.

Saturdays brought a carnival atmosphere to University House with family day, featuring pony and kiddy rides, Windy Whimble, the magical clown, and Dixon's marionettes. W. C. Fields cartoons and a piñata party on the grass became yearly events enjoyed by a large crowd. A karate exhibition and women's mud wrestling, which raised eyebrows, attracted numerous onlookers and became a yearly tradition as well.

FIU celebrated its concept of being an international university each spring with International Week. Begun in 1975, it provided a tradition of intercultural entertainment and events establishing the week as one of the most exciting of the academic year. The program included music, dancing, and dress from countries all over the world. There was something for everyone, regardless of cultural background.

By far the biggest highlight of International Week was the showing of Copacabana, a Latin American nightclub show, produced, directed, organized, funded, and orchestrated by Robert Winter, director of budget planning.

It was more than just another show: Copacabana was an extravagant nightclub performance featuring musical arrangements from 14 Latin American countries in a display of those cultures through the numerous arrangements of Latin music. The students who participated in and made the show what it was attempted to point out the diversity in the cultures of not only the United States and Latin America, but also the differences in the various Latin American cultures themselves.

In the early 1980s a new event was added to International Week, a Hawaiian luau, with crowds exceeding 700 enjoying the buffets near the Owa Ehan Lake. Those attending dressed in brightly colored Hawaiian dress; the Royal Polynesian dancers entertained yearly, making this event one of the more exotic and anticipated.

FIU also celebrated Hispanic Heritage Week annually with seminars, lectures and discussions, musical and dance performances, and movies, usually

during the first week of October. Topics of discussion at the lectures included Hispanic literature, poetry, bilingualism, humor, and politics. A conference featuring the U. S. ambassador to El Salvador and an evening of Spanish comedy and music entitled "Una Noche en la Zarzuela" were among the highlights of the week. The vibrant enthusiasm of the Spanish regional dancers with their colorful dresses and the merry beat of the castanets attracted those from a myriad of cultural heritages.

The phenomena of a Dolly Parton and John Wayne Look-Alike Contest, square dancing and clogging, bluegrass and country music, an apple pie-eating contest, and a twist contest grew into a tradition called American Week.

The idea of celebrating American culture was conceived by SGA. Richard Blake, SGA committee chairman, explained that American Week was to provide a "culmination of all the yearly events that emphasize the international in FIU's name. This week was a time for the university community to join together to take part in activities which had an American origin."<sup>170</sup>

There was a Homecoming Week and a Homecoming Dance. The first Homecoming Queen, Kathy McGrath, was crowned by Student Affairs Vice President Henry Thomas, and King Ed Rose was crowned by Mary Ann Wolfe.

FIU's first pep rally was held in 1981 in the Pit in University House. Ex-Dolphin Karl Kremser, FIU Sunblazers soccer coach, the FIU pep band, a new phenomenon, cheerleaders, and a high turnout of enthusiastic students witnessed the actual burning of a mock member of the opposing team, the University of Miami.

There was one exception to the golden rule of the Homecoming Dance and football game. At FIU there was no football team; instead the university had a soccer game and a strange event called the "Roast of FIU," held on four Friday nights. The Homecoming Committee called it "a humorous homecoming celebration."

A weird assortment of ducks, pigs, and clowns showed up to help Emcee Terry Spence, dean of university relations and development, roast FIU. The ducks, pigs, and clowns were actually FIU professors and administrators in disguise. Each offered his or her satirical recollections of FIU's history to a capacity crowd which filled AT 100. Everyone, the president, vice presidents, deans, and top administrators, was fair game; no issue was too sacred, no person beyond ridicule.

The Bay Vista Campus featured what became known as "Jazz by the Bay" every Sunday during the fall semester and featured such jazz greats as Spyro Gyra. Mary Ann Wolfe served as mistress of ceremonies. The largest crowd and most successful concert to date sponsored by the university was the appearance of Chicago in 1982, when more than 18,000 students rocked the Tamiami Football Stadium, according to Ruth Hamilton, and a \$17,000 profit was made after expenses.<sup>171</sup>

Another unique event occurring in the 1980s was Madrigal Dinners, begun in 1980 and continuing until 1987. The Middle Ages, a period of time almost lost in the shuffle of modern society, was, for a moment, revived. The essence of that distant era was captured by the colorful costumes, the exotic food, the Renaissance-style music, and the wonderful performances of the Sunblazer Singers.

The Madrigal Dinners were sponsored by the music department and the School of Hospitality Management. Guests felt the atmosphere and opulent lifestyle of the nobility during the medieval period; the word "madrigal" related to the Renaissance style of music that typified the 16th century and the time of King Henry VIII.

The menu featured Cornish hen, baked bread, green beans, and carrots, and a delicious Cherie Trifle. Wassail, a blend of heated wine, cider, and cinnamon, was used to toast the evening. Throughout the dinner there were strolling minstrels, trumpeters, skits, singers, and a comedy routine by the court jester. Following the dinner, the Sunblazer Singers performed Madrigal numbers from countries like England, Spain, and Germany.<sup>172</sup>

On October 2, 1982, members of the FIU Alumni Association took a major step to make sure that former as well as future FIU graduates were remembered. The evening marked the unveiling of the Alumni Room's Living Wall, which featured a three-dimensional metal sculpture of the world map, in University House Room 210; currently the sculpture is located on the front entrance of the Graham Center. The sculpture, nine feet wide, was mounted two inches from the wall's surface. It was designed by Clement Pennington, associate professor of art education, and made of bronze and cooper; sculptor Robert Stoetzer executed the structure.<sup>173</sup>

Beside the Living Wall, the names of the Alumni Association's lifetime members were engraved on wooden scrolls. Association members viewed the wall as a living endowment, and the wall was historical in that it was the first permanent structure donated to the university by the Alumni Association. The wall was to be a permanent statement of the accomplishments of the university and the graduates who attended classes there; it was those graduates who were letting the community know that they went to an outstanding university.<sup>174</sup>

The Alumni Association was established in June 1977 under the FIU Foundation with the express idea of providing a continuing liaison with the university through programs and activities to benefit both the university and the alumni. The first Alumni Association president was Greg H. Perry.

Membership was and is open to all FIU graduates, with associate memberships available to university faculty, staff, students, and friends of the university. The mission statement of the association reads: "To be a viable resource to the university, alumni, students, employees, friends, and the community we serve and to offer our members intangible benefits, services,

during the first week of October. Topics of discussion at the lectures included Hispanic literature, poetry, bilingualism, humor, and politics. A conference featuring the U. S. ambassador to El Salvador and an evening of Spanish comedy and music entitled "Una Noche en la Zarzuela" were among the highlights of the week. The vibrant enthusiasm of the Spanish regional dancers with their colorful dresses and the merry beat of the castanets attracted those from a myriad of cultural heritages.

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network opportunities, and programs that will foster pride, loyalty, and commitment to each other and our university."<sup>175</sup>

Since its inception, the association performed a myriad of functions for the FIU community, including offering numerous social and cultural events, seminars, and student scholarships.

When the FIU Foundation sponsored the opening night of the American Ballet Company in January 1982, the Alumni Association was a major contributor. They also gave the first year of the university's first four-year scholarship to the first accepted FIU freshman.

The Alumni Fund was initiated in the 1982 fall term during the Second Decade Celebration to provide support for the university's growing needs through gifts from alumni and friends, including modern laboratory equipment, updated library resources, expanded course curricula, and scholarship aid.<sup>176</sup>

The first alumni director was Terry Spence, followed by Marie Anderson, Joanne Hayek, and Chris Bishop.

In 1982 a university-wide assessment of FIU programs, services, and goals was completed. Provost Altman sent the following memo to the university community:

Never in the university's history has there been such broad participation in determining our futures, and never have we been better poised to make such great leaps forward for our second decade. The commitment of the faculty to quality education is gratifying to observe and a sure sign of our maturation as a comprehensive institution.

In the largest single planning effort we have undertaken, ten special task forces initiated their work to develop plans for the university through 1990. Over 200 faculty members were involved in this process and were studying matters ranging from the role of science and the arts to teacher education and academic advisement. Other groups of faculty members were involved in planning for quality improvement in the shorter term through accreditation or development efforts in the School of Business, departments of Social Work, Public Administration, Health Science Administration, and programs in Engineering and at the lower division. The outcome of all this brain power was released on May 26, 1982.<sup>177</sup>

Altman said that data generated by the task forces would be used to update the role and scope statement and to define FIU's future. This process coincided with a similar one underway at the state level to develop the SUS master plan.

Some interesting recommendations coming out of the task force were as follows:

...to develop a fine arts complex; to separate the visual and performing arts, interior design, architectural technology, and communication arts into a School of Arts and a School of Architecture; to develop a graduate program that offered a master's of fine arts in visual arts, directing, and chamber music, and a master's of architecture; to consolidate or add to the current program in the School of Education; to move control of the psychological and sociological foundations of education courses to the School of Education and team teach such courses between the faculty of the College of Arts and Sciences and the School of Education; and to improve the coordination between FIU and Miami-Dade Community College for the foundations courses taken at Miami-Dade.<sup>178</sup>

Other recommendations included that a university-wide director of academic advising be appointed, with each academic unit making available adequate evening counseling hours and providing for some form of academic advisement during the summer, and that "...research in the sciences be stressed at every opportunity. Engineering and the health sciences, including nursing, were dependent on the basic sciences for the foundations of their disciplines, so all the sciences should be taught at one campus, preferably Tamiami... A science advisory board should be appointed and liaisons should be established with industries and community assets such as the Museum of Science, Fairchild Tropical Gardens, Metrozoo, and Everglades National Park Research Center."<sup>179</sup>

This report also recommended that an evaluation of the current status of graduate programs should be undertaken, including procedures for admission, candidacy, thesis, comprehensive examinations, etc., and that a graduate school should be established as soon as possible, with a dean, graduate council, and graduate faculty.

The establishment of a college of health was another recommendation, with a dean selected by fall 1984. The departments of dietetics and nutrition, medical technology, occupational therapy, and physical therapy should remain on the Tamiami Campus, with schools of public health started in multiple locations.

With regard to campus life, the report said, "Private funding should be sought for a campus hotel with dining facilities and a conference area run by the School of Hospitality Management. A printed common calendar of all campus activities should be distributed weekly. The Child Care Center should be open in the evening. The fountain should be turned on daily, and there should be a social hour during which lemonade was served."<sup>180</sup>

Many of these recommendations of the task force were implemented, except for the lemonade social around the fountain.



Recommendations for Bay Vista were to establish a liberal arts college with high academic standards to attract the gifted and talented students from all areas of the country and abroad, and to develop the Department of Communication into a School of Communication with major emphases in fields such as journalism, radio and television production, and media management.<sup>181</sup>

As the university developed its internal planning, President Wolfe was making FIU's case known at the Board of Regents. He stated that the university was now a four-year university and leading the state system in requirements expected of entering freshmen on an urban campus.

Clearly, the emphasis was on quality. The Board of Regents wanted it, and that was fortunate because the faculty and the people of the region expected it. He said:

Another emphasis we had was on undergraduate education—we do not believe that undergraduate programs alone—those that lead merely to a B.A. or B.S. degree—are enough, however. The chief need in credentialing and the chief outcome of the knowledge revolution we have experienced as a nation in the past quarter century make the M.A. and M.S. degree the principal exit degree for comprehensive universities. We intend to organize our curricula in the professional schools and arts and sciences accordingly during the next 10 years.<sup>182</sup>

Wolfe told the faculty at convocation on September 21, 1982:

...as an institution we have prospered. Since 1979 we have had a 44.6 percent increase in the Education and General Budget. We have even managed to stay six points ahead of the 8 percent inflation rate, having had a budgeted growth rate of 44 percent over the past three years.

In addition to some economic successes, our academic accomplishments merit attention. Seven new degree programs have been added since 1979—five master's and two bachelor's—exclusive of lower division and apart from the now authorized support for converting our technology curriculum to engineering.

The overall number of program offerings has increased from 124 to 137, up 9 percent since 1978-79. In four years, faculty positions have risen from 400 to 499. And this has happened in spite of a deceleration of student FTE growth. That has declined 5.5 percent. However, head-count has risen 9.2 percent—from 11,173 to 12,200.

Our educational progress has been positive. We have moved from an educational eddy into the educational mainstream. Because of this we are stronger as an institution, a stronger element in the system and in the educational world.<sup>183</sup>

The first 10 years saw the university add a new building to its Tamiami Campus every year except one through 1977, and in 1978, work had begun on the university's Bay Vista Campus. Continued expansion of additional buildings and academic programs and increased enrollment symbolized the progress FIU had made and was continuing to make.<sup>184</sup>

The university community had its collective eyes focused on the future. The first 10 years were seen as forming a firm foundation on which to build. A look ahead included the expansion of graduate programs, new schools of Nursing and Engineering, and the construction of student housing at the Bay Vista and Tamiami campuses.

In the spring of 1982, a financial crisis, as so often occurs in the SUS, again hit the university system. Chancellor Newell declared a "pause" in the development of new programs until January 1983.

In a letter to President Wolfe, she stated:

You will recall our conversation of several weeks ago when we discussed the various new programs you wish to implement at FIU. I pointed out that FIU is inaugurating a lower division and embarking upon major engineering development this year. All of this is occurring at a time when the board's first priority is the achievement of quality in existing programs. My perception that program expansion and proliferation may run counter to our thrust for quality led me to call last spring for a 'pause' in program development until other system-wide master planning decisions could be made.<sup>185</sup>

The only programs which could have been exempted from the "pause" were those in public health and engineering, a Ph.D. in marine science at the University of South Florida, and the master's in social work program at FIU. It was now necessary for the president of a state university to negotiate program development and approval directly with the chancellor. This pause would technically put a stop to eight programs the university was working to develop, plus it threatened to halt the stand-alone Ph.D. programs in psychology and public administration. It also threatened the newly-established nursing program and the new master's in international banking, as well as programs in the health occupations and fire science.

Wolfe objected, stating, "For the old, established institutions like the University of Florida and Florida State University, a pause may be refreshing. For younger developing ones, it can depress or repress."<sup>186</sup>

He and Provost Altman petitioned Chancellor Newell for selected exceptions. The fact that FIU had been granted more new programs than any other institution in the system during the past four years did not deter the president or his provost; they persisted.

For Wolfe, the addition of programs, the development of the lower division, and the construction of new facilities were only the beginning, not the end. Wolfe told the faculty at its annual convocation: "We are building a sturdy vessel for genuine higher learning to occur in. We are not building or adapting a helicopter to rescue hostages on sandy foreign soil. We are preparing, and prepared, to steer through high seas whether they be calm or stormy."<sup>187</sup> He and Altman had challenged the chancellor.

In a letter to Newell, Wolfe proclaimed:

I know that you, like the rest of us, need to keep abreast of the differential of impact that a slowdown or pause can have on the 'core speed' of a developed old institution, as distinct from its effect on a developing, young one. Moreover, there are vast differences in the indices of sensitivity we must have for the effect of our policies and actions on the political climate in which we operate.

The programs I wish to discuss have been on the plate for some time: They are important and they were scheduled long before the SUS world was placed on temporary hold. They are intimately connected with building programs in process, to hiring and commitments made during their negotiation, and/or to some national and professional relationships of transcendental importance to FIU and to Florida's being taken seriously in the academic, professional and industrial marketplace.

You will recall that, in early June, Roy McTarnaghan wrote to Steve Altman, listing a number of our programs. He said they would 'not receive further consideration at this time, in accordance with the provisions of the pause.' He went on to add, however, that if 'irreversible harm would be done because of the board program pause (you) would be open to discussions of a particular issue.' I admit to some difficulty in determining what might constitute 'irreversible harm,' but I have no difficulty in perceiving the severe loss to FIU and to the public it serves, should all the programs Dr. McTarnaghan listed be forestalled. So we ask your sober consideration with us of those programs we deem it absolutely vital to pursue.<sup>188</sup>

Wolfe then discussed nursing, Academic II funding, the master's in international banking, and the university's proposal for doctoral programs.

He said that irreversible harm would not occur by the delay of any of those three programs, but "the apparent inconsistency in administrative posture seriously reduces faculty morale and heightens its index of criticism for the board's policies at a time when we can all least afford it."

He continued, "We are, after all, not yet a fully-formed, comprehensive university. But we are developing into such. As we do, I welcome the occasion to pause, to reflect on what we are doing and to better order our futures. At

the same time, I feel most strongly that you need to consider our special circumstances, to support them, and to join us in encouraging some actions that are essential to keeping our forward movement going.”<sup>189</sup>

At this juncture, Provost Altman went outside the normal chain of command and asked state Sen. Jack Gordon for his support for the nursing program, the proposal for which was filed with the chancellor’s office in early February 1981. The chancellor’s pause, enacted in April 1981, shelved this and seven other program requests before the board. Altman said, “We have requested over and over again, formally and informally, that the nursing program, among others, be exempted from the freeze because of the irreversible harm it would cause the institution. Gregory’s attempts to convene a meeting to discuss the issue have been repeatedly rebuffed.”

Altman continued, “I believe it is safe to say that the institution’s credibility with local supporters is now in question if we cannot begin the program in January 1982. We have faculty and students lined up, Florida League of Nursing approval, and several contacts which would enable us to proceed with accreditation. Yet the chancellor seems to be fixated on the fact that the UM contract program is sufficient for South Florida.”<sup>190</sup>

The efforts, demands, and maneuvering of the university were rewarded. For FIU the pause was lifted. Wolfe, Altman, and the university were rewarded by the Legislature with nearly the total allocation of funds they requested; all individual projects were funded.

However, the relationship with the chancellor’s office was destroyed; from this time forward, Chancellor Newell’s relations with FIU were severely stressed.

The lower division, engineering, and nursing programs received hefty appropriations, as did the external degree program and the Center for Labor Studies. In fact, the School of Nursing was one of only two new programs authorized by the Legislature for the SUS; the other was at the University of Florida. In addition, FIU received more capital construction dollars than any other university in the system except for the University of Florida.<sup>191</sup>

Capital outlay money earmarked for FIU included \$6 million for a new teaching gymnasium on the Tamiami Campus to be built on a site northeast of the soccer field. The facility would seat 5,000, and included an auxiliary gym, conditioning club for sports, dance studio, strength and fitness center, four enclosed handball and racquetball courts, classrooms and administrative offices, and student, team, and faculty locker rooms.

Athletic Director Nancy Olson was ecstatic and said the gym should be completed by July 1984, “if everything goes as planned.”

FIU’s volleyball and basketball teams would no longer have to rent facilities for practice. The women’s basketball team had been practicing at the Salvation Army and Miami-Dade South. “They’ve never had a home match;

we're always on the road," said Olson. The men's basketball team fared no better. They had been practicing at Miami Christian High School.<sup>192</sup>

Funding was also included for Academic II at the Bay Vista Campus, engineering renovations, and expansion of the School of Technology into a School of Engineering on the Tamiami Campus. Additional funding for lower division programs and library books was approved. The re-establishment of the nursing program was due to the efforts of a variety of people, led primarily by Rosebud Foster who went out to community hospitals and raised \$258,000 from the following contributors: Mount Sinai Medical Center, Palmetto General, Baptist, South Miami, Mercy, and North Miami General hospitals, \$35,000 each; Miami Heart Institute and International Hospital, \$17,500; and American Hospital and Pan American Hospital, \$7,000.<sup>193</sup>

The new School of Nursing officially re-opened on August 25, 1982, with an enrollment of 65 first-time nursing students and approximately 20 registered nurses pursuing the bachelor of science degree in nursing. Nearly half the students were under 30, while 90 percent were female, 80 percent were white, and 72 percent were from Dade County.<sup>194</sup> The first graduate class of the program was expected in April 1984. The new nursing facility was under construction on the Bay Vista Campus, and it was expected that the move of the nursing skills laboratory and faculty would occur in December 1982.

In June 1982, Linda Simunek was welcomed as the first dean of the School of Nursing.

The next two years, 1983-85, witnessed several key administrative appointments, re-assignments, resignations, and promotions, along with the addition of academic programs.

In the summer of 1982, Dean Gerald Lattin left the School of Hospitality Management which he had established 10 years earlier and which was now considered the second most respected hotel school in the nation, with only Cornell ahead of it. Lattin, who became dean of the University of Houston's Conrad Hilton School, said in an interview in the *FIU Hotel, Food, and Travel Newsletter* that he had intended "to step aside as dean and move into the Statler Chair," a half-million-dollar endowment he obtained for FIU from the Ellsworth Milton Statler Foundation two years earlier. This was the first endowed chair at FIU and that was his plan.<sup>195</sup>

"But then a university over in the Southwest started calling and asking if I would please come over and visit. And I never applied for the job," he said.

The University of Houston's search committee for a dean selected him as its first choice anyway, and Houston offered him the job. Lattin officially began September 1, 1982.<sup>196</sup>

Lattin had been presented with the FIU Distinguished Service Medal by President Wolfe at commencement exercises on June 15, 1980, for his

"peerless service to students, to the university, and to the hospitality industry worldwide."<sup>197</sup> With the departure of Lattin, all the deans who originally came to build the university with Chuck Perry in September 1972, 10 years earlier, had gone. None had done more for the university or stayed longer than Lattin.

Because FIU was expecting Lattin's resignation, a search and screen committee for a new dean had already been established. Committee chairperson was Michael Hurst, a hospitality professor and owner of the 15th Street Fisheries, one of the finest restaurants in Fort Lauderdale.

Lattin hoped the committee would recommend Tony Marshall, Lattin's associate dean. "He is the most logical person for the job, in my opinion," said Lattin. "No one can hold a candle to him."<sup>198</sup>

To no one's surprise, President Wolfe announced the appointment of Marshall as the new dean of the School of Hospitality Management. Marshall had served as the associate dean of the school since its inception and held the rank of full professor. His classes on risk management and hospitality law were renowned for their ability to impart practical tips to students and industry people in an entertaining and professional manner.<sup>199</sup>

The appointment was announced at the university's commencement on April 25, 1982. Hospitality graduates showered the faculty with red carnations as the distinguished group entered the auditorium. When the announcement of Marshall's appointment was made, the crowd roared with approval. In response to the cheers President Wolfe called the new dean to the podium to say a few words, as the crowd demanded.

Marshall outdid even his own usual eloquence by limiting his acceptance "speech" to one word. As he stepped to the lectern amid the cheers from students, he began to say "*Res ipsa loquitur*," a term heard frequently in law class. As soon as he uttered the "*res...*," the hospitality students responded in unison: "*...ipsa loquitur*." With that unilateral endorsement, Marshall returned to his seat. Students scattered throughout the audience were left to explain to bewildered "outsiders" that the Latin phrase meant "The thing speaks for itself."<sup>200</sup>

The June 28 issue of the Miami Business Journal featured an article about FIU's top-rated School of Hospitality Management and Marshall's appointment. The author, Dick Gentry, said, "He's part lawyer, part showman, several parts educator, esteemed mentor, and—may the Gideons reclaim my Bible if the new dean doesn't keep a bucket full of dead rats under his desk." As most grads can probably recall, dead rodents had been known to turn up in Marshall's classes to vividly demonstrate the principles of a restaurateur's legal responsibilities.<sup>201</sup>

Marshall's first action as dean was, without advertising or going through a search process, to name Rocco M. Angelo, a nationally-recognized expert on feasibility and operational studies and associate professor, as the school's

associate dean. Prior to coming to FIU in 1974, Angelo was manager of Laventhol and Horwath's management advisory services division in New York.<sup>202</sup> He incorporated a busy schedule as a consultant into his classroom activities and always impressed students with the scope of his knowledge of the hospitality industry.

In 1983 the first edition of the *FIU Hospitality Review*, the brainchild of faculty member Norman Ringstrom, was published. The *Review* answered the dire need of hospitality educators and industry leaders for an additional journal in which to publish their research.

At the urging of residents and elected officials of Broward County, the Board of Regents requested that FIU have a presence in Fort Lauderdale. In 1984 the School of Hospitality Management opened a branch on the Davie campus of Broward Community College. Lee Dickson, a recently retired colonel in the U.S. Army who was in charge of Army clubs worldwide, joined the school as the director of that branch; today, he is associate dean of the school. His immediate successor as the director of the Broward program was Al Haleblian, a former executive with Inter-Continental Hotels, Sheraton International, and Omni Hotels.<sup>203</sup>

The School of Hospitality Management closed its Broward operation in the fall of 2001; the last director was Steve Moll.

In 1981, Nick Vigilante was serving as acting dean of the School of Education. In September of that year Peter J. Cistone, formerly associate dean for academic affairs at Temple University, accepted the post of dean, replacing John Carpenter, who had become associate vice president for academic affairs.

Cistone had been at Temple since 1976 in his capacity as associate dean and as a professor of educational administration. His responsibilities as dean of education included guiding the development and administration of curricula and programs leading to undergraduate, graduate, and doctoral degrees in education.

Cistone's career also had included positions as a visiting lecturer in the Division of Education Policy Studies at Pennsylvania State University and as associate professor of educational administration at the University of Toronto. He had published more than 30 articles, chapters, monographs, and papers on educational research, administration, and other aspects of his profession and was editor of a book, *Understanding School Boards: Problems and Prospects*. He remained dean until 1989 and is currently a professor in the College of Education.

In 1986, the School of Education became the College of Education, a change reflecting the college's expanding vision and its initiation of free-standing doctoral programs.

Early in the summer of 1982, Provost Altman announced the appointment of Charles Nickerson, professor and former chairman of the university's Department of Accounting, as acting dean of the School of Business and Organizational Sciences.

Nickerson was selected as acting dean because he had long been considered an extremely competent administrator, as well as teacher. Altman said, "Nickerson's record, as chairman of accounting, has been outstanding in terms of his ability to sustain and enhance a high quality program. As a result of his dedication to the program and insistence on stringent standards, FIU has gained the respect and the support of the business community." Altman said he was confident that Nickerson would "bring the same attributes to the stewardship of the entire school."<sup>204</sup>

Nickerson made a number of major adjustments within the School of Business and Organizational Sciences, which was re-designated the College of Business Administration in 1982.

Two major announcements which affected the future of the school were the formation of the Department of Decision Sciences in fall 1982, and the move of one of the college's centers from Tamiami to the Bay Vista Campus. Steve Zanakis, an associate professor in the Department of Management, chaired the new department. Courses that served as the core for the department's curriculum had been offered through the Department of Management. Nickerson said, "This will leave management free to focus exclusively on the behavioral aspects of decision making in business."<sup>205</sup>

The Center for Management Development, formerly the Management Planning and Development Center, was moved to the Bay Vista Campus. There, according to the dean, the center's staff would work closely with the staff of the Division of Continuing Education to make training programs available to the business community in South Florida, while providing a significant number of programs at off-campus sites in Dade and Broward counties.<sup>206</sup>

Lewis F. Davidson was appointed as the first director of the FIU School of Accounting. "Davidson's appointment brought added stature and national prominence to FIU's accounting programs and laid a foundation for the planned orderly expansion of the university's graduate programs," said Nickerson. While at the University of North Carolina, Davidson served as director for the Center for Accounting and Auditing Research and the Ph.D. program in accounting.<sup>207</sup>

In 1982-84, a master's of international business was created and a complete management and marketing curriculum was offered at Bay Vista.

The College of Technology was a different issue, as the administration moved to remove the dean, Lambert Tall. The Faculty Council of the College of Technology requested that Provost Altman provide them with a written explanation "of the specific philosophical differences which they had been led to believe were the reasons for your dissatisfaction with the College of Technology's Dean Lambert Tall and which have led you to demand his resignation." The council demanded that a response be delivered to their chair-



man, Sara Blackburn, by Wednesday, November 10, 1982. The response was delivered on November 8.<sup>208</sup> It was not what they wanted to hear.

Altman stated:

President Wolfe accepted Lambert Tall's resignation as dean, effective at the end of the fall 1982 semester. While a mid-year change of this nature can be disconcerting, the President and I want to assure you that we will do everything possible to continue the development now underway in the college. This will include refinement in our plans for engineering, the health services and the free-standing programs. The issues to be resolved differ in each case, but our commitment to excellence will be the common theme. We ask for your help, as a faculty, to provide the stability and energy so important to the college's future.<sup>209</sup>

In the fall of 1983 a search committee for dean of the School of Engineering, the new name for the School of Technology, unanimously chose Gordon Hopkins as dean.

By the mid-1980s, College of Arts and Sciences Dean James Mau, "had brought continuity, stability and a sense of mission and direction to the university's largest college."<sup>210</sup> There were more than 150 faculty members, including 17 department chairpersons and two associate deans. Mau predicted that FIU would become for South Florida what UCLA was for Los Angeles, and that FIU would soon become one of the major state-supported comprehensive universities of the South.<sup>211</sup>

Changes had occurred in arts and sciences since the university opened. A recent development, according to Mau, was "the expansion of degree programs and attempts to expand the quality of the programs."<sup>212</sup> Part of the expansion was the planned addition of the lower division at FIU, which Mau predicted would be the "thread that ties everything together" in the College of Arts and Sciences.<sup>213</sup> Master's degree programs earlier sought by the college were approved and added in computer science, economics and international studies, community psychology, experimental psychology, chemistry, mathematical sciences, and physics. Other degrees in progress were in visual arts, languages, music, and Latin American studies.

In 1985 FIU's music program, formerly within performing arts, opted to go solo. "We felt the department had matured enough to become a separate entity," said Joseph Rohm, performing arts professor. "Already we have expanded 100 percent over last year in our concert series."

The school offered a bachelor's of science degree that included music history, theory, and performance. As a specialized school, admission requirements included five years of practical musical experience and an audition.<sup>214</sup> "Graduation requirements include a one-hour recital as the final senior project," said Rohm. He estimated that preparation for the recital could take up to a year.<sup>215</sup>

Student Affairs also received a change of leadership and a new direction in November 1982 when Vice Provost Patricia Lutterbie-Hansen, a former assistant to President Crosby and the highest-ranking woman administrator at the university, was appointed to serve as the vice president of the Division of Student Affairs.

Four major departments in Student Affairs, financial aid, admissions, registration, and co-op education/placement, were moved into Academic Affairs. According to Lutterbie, the president and provost made the decision since "anything that dealt with a student began in an academic area. It's more of a traditional way of handling it. We decided as we moved into the (university's) second decade to make the move. Sometimes it was difficult for Academic Affairs to relate to the departments because they were in Student Affairs."<sup>216</sup>

Henry Thomas, the former vice president of student affairs, became special assistant to the president, helping him in his work on national and international commissions. Thomas left the university shortly thereafter.

Major changes were also made at the Bay Vista Campus in terms of personnel and construction. In 1983, Rosebud Foster, who had been instrumental in bringing the nursing program back to the university, was promoted to vice provost of the campus. Foster had served as associate vice president for academic affairs at Bay Vista and had been responsible for day-to-day administration and management.

"I am pleased that Dr. Foster has consented to accept these additional responsibilities," said Wolfe. "I have no doubt she will continue building the foundation she has laid for improving and fulfilling Bay Vista's operations over the past years."<sup>217</sup>

Joining Foster was Bradley Biggs as assistant vice president of business affairs and Tom Riley as assistant dean of student affairs.

Construction continued at the Bay Vista Campus, and on April 4, 1983, Academic II was dedicated. Public officials, civic leaders, FIU employees, and students gathered to attend the ceremonies. Joining President Wolfe to help launch the \$7.1 million structure with a bottle of champagne were U.S. Rep. Claude Pepper, Regent Frank Scruggs, and Catherine H. Fahringer, president of the FIU Foundation.

The School of Nursing had already moved into the first and second floors, which also housed administrative and faculty offices and studios for dance and photography. The third floor was the location for biological and physical science laboratories for lower division students. At the opening of the building the third floor was not completed. More funding was needed and the receipt of \$705,000 enabled the completion of the third floor in May 1984.

In his keynote speech, Pepper said:

How fortunate we are here in this greater Miami area to have had this great institution, Florida International University, a state university,

a part of our great university system with such need in the environment around here and such hope and promise in the hands of the future. ...one of the things that makes the future of this great university all the more assured is the ability, the vision, the character, and the persistence of that great man, Dr. Wolfe, who is the President of this institution... We take no credit from any who have aided you, but we recognize you as the leader who has carried the great march of this university forward with such distinction and such promise for the future. You already have a great university here...<sup>218</sup>

The opening of Academic II included chemistry, biology, and physiology labs, and the first biology classes at the campus which made it possible for North Dade and South Broward students to remain close to home and fulfill their requirements.

John Paupe, an FIU graduate student, taught the first BVC biology course to non-majors who needed the science credits. The course attracted about 75 students to the lecture and lab. Martin Tracey, chairman of the science department, said they would offer more science courses on BVC when the university bought more equipment.<sup>219</sup>

Construction of on-campus housing was the final element needed to transform FIU from an upper division, commuter school to a comprehensive university. It seemed appropriate that it began on the Bay Vista Campus.

After balancing the demands of class schedules, work, and transportation, FIU students had to find housing. Finding suitable rental apartments was a source of incredible frustration in a town such as Miami, with its transient populations. The recent influx of Cuban and Haitian refugees and their demand for housing only compounded an already complex problem.<sup>220</sup>

Vacancies in the Miami area of rental units in the \$250 and under range numbered fewer than one-tenth of one percent of the overall number of rental apartments in the area, according to John Lazarus, an attorney with Legal Services of Greater Miami.<sup>221</sup>

The normal requirement of first and last month's rent, plus security deposits, made most of FIU's students long for the advent of dorms. On Thursday, October 28, 1982, FIU celebrated another first when the Bay Vista Campus took its first step away from being just a commuter campus. Ground was broken for the university's first student dormitories, a four-story apartment-style housing complex for 552 students. Located about 200 yards from the library, the facility had 228 apartment-style dwellings, each of which accommodated from one to four students, depending on the design of the room.

President Wolfe conducted the ceremonies and played host to guest speakers, including mayors Howard Neu of North Miami and Marjorie McDonald of North Miami Beach.

At the groundbreaking, President Wolfe put the feelings of the assembled dignitaries into words: "We are not just building housing or a university. Essentially we are building a community. If we keep at it, one day it might become the international metropolis we dream of."<sup>222</sup>

Provost Altman felt that the building of dormitories would have a significant impact on the university. He was appointed house father for the dormitory and said that when the dormitory opened, "This will be an entirely different university."<sup>223</sup>

The Florida Board of Regents hired Canrael Properties, a private contractor, to build the housing project on state-owned land. They leased the building to FIU for 40 years, or until the school bought the building back. At a cost of \$5.7 million, this was the first residence hall project in the university system to be constructed with private funds. The rate structure represented a commitment of the university to maintain rental rates at a level equivalent to at least 120 percent of the annual debt service payment. Loan rates were extremely expensive in 1982; fixed mortgage rates ranged from 14 and 7/8 to 17 and 3/8 percent.<sup>224</sup>

The ads for housing proclaimed that for an average of \$200 a month, students could rent a shared accommodation, save \$100 a month in utilities and the cost of furnishings, and have no security deposits, no first and last month deposits, and no long leases.

The advertisements further stated that there were tennis courts, an Olympic-sized pool, nautilus center, vita course, gym, and more. Students were urged to take advantage of all university-wide activities and the social, recreational, and educational programs designed just for residents. All were urged to get involved in the university community and participate in student government and the many extramural activities of the campus.

After a seven-month delay caused by construction problems and fire code violations, resulting in a quickly added sprinkler system at a cost of \$79,000, FIU's first student dormitory complex finally opened its doors on September 4, 1984.

At the brief opening ceremonies on the first floor, a number of dignitaries including the mayor of North Miami ruined clothing by leaning against a newly-painted, wet wall.

Even though most students seemed happy to move in after their long wait, many complained about the condition of their dorm rooms. Kevin McCann, one of eight resident assistants, said that since the dorms were so late in opening, officials should have taken a few more days to clean out the rooms. McCann's room had no carpeting and no window shades. His roommate, John Burton, couldn't believe the dorm didn't have a bookcase, but he was still happy "just to have a place to sleep."<sup>225</sup>

President and Mrs. Wolfe moved in with the first housing occupants on

that first day. According to the president, he wanted to relive his youth and see how much college life had changed. Wolfe, who said he thought the dorms had inaccurately been characterized as “slummy” in the Miami media, attracted Channel 10 Eyewitness News, News 4, and The Miami Herald to his arrival barbeque. Reporters, cameramen, and photographers followed Wolfe as he mingled with residents while the hamburgers sizzled on the grill.

The Wolfes took breakfast amid the flat white walls and industrial brown carpet of the dorm’s community room. For two weeks, Wolfe met with students in rap sessions and at meetings of the first dorm hall council. He passed them in the hallways and smiled, and never passed up the chance to shake a hand and strike up a conversation.

For most students, the friendly image of their president was only enhanced, and even when one or two turned testy during the nightly “rap session,” the atmosphere somehow remained cordial. Wolfe himself noted that “the students were civil but firm.”<sup>226</sup>

When they complained about the phones, Wolfe suggested they form the old university standby, a task force. “I see great power in student mobilization,” he said. He got laughs by making jokes about phone troubles in his own college days: “We were talking about phones in our days, back in the dinosaur age. We didn’t have phones in our rooms until after the Spanish-American War.”<sup>227</sup>

Amid the rather tame complaints, however, one student raised his hand. “I just want to say something,” began the student, George Gaviria. “Of all the dorms I’ve seen, and I’ve been to a lot of colleges, this is by far the best.”<sup>228</sup>

He got a round of applause.

Tom Riley was the first director of university housing, assisted by FIU’s first head resident assistant Ruben Jose King-Shaw, Jr, who is currently in Washington, D.C., working for the Bush Administration as the second-in-command at the Health Care Financing Administration, the federal agency that oversees Medicare and Medicaid.

Two of the most productive and often most frustrating years for the new university were 1983 and 1984, during which time the administration fought with the power structure in Tallahassee for the heart of the university, its academic programs.

This was the end of FIU as an experimental university. Students were now given grades, and the language requirement returned. The urban agent disappeared and it was again necessary to “publish or perish.” The External Degree Program begun during the Perry administration was phased out as criticism of the program appeared in local newspapers. President Wolfe responded in a letter to the university:

A Miami newspaper, the News, gave considerable space to coverage of the External Degree Program at this University. The articles focused

attention on several individuals and some lenient academic practices that were corrected internally some time ago. The newspaper neglected, however, to place into perspective either the External Degree Program or its relation to overall university affairs.<sup>229</sup>

Wolfe explained that the program, approved by the BOR in 1972, had graduated 738 students, 3.1 percent of the 23,545 students who had been graduated in the history of FIU. He said that the articles involved mostly cases which were more than six years old, and that in 1979, the university changed the guidelines, making 15 hours the maximum credit possible for life experience toward a degree. No more than that amount had been credited to any student since that time.

By 1983, there were only 64 students in the program, and the program at FIU ended in 1984.<sup>230</sup>

The Post-Secondary Education Planning Commission was created by executive order in 1980 and subsequently given statutory authority in 1981. PEPC served as an advisory body to the state Board of Education and the Legislature on all post-secondary education matters, providing information and policy analysis that aided the Legislature and governor in making decisions about higher education in the state.<sup>231</sup> PEPC also had responsibility for reviewing and commenting on program proposals from the SUS.

In 1982 a draft report dramatized efforts of the Florida power structure to define FIU permanently as a second-class institution. The report would have limited state funding for new, high-quality doctoral and professional programs to four universities: the University of Florida, Florida State University, the University of South Florida, and the University of Miami.

The other six state universities, including FIU, would be forever consigned to roles as baccalaureate/master's-level institutions, with the possibility of "applied" doctoral programs later on. The University of Miami was already funded for graduate and professional programs in medicine and computer engineering by the state, and would be the only university in Southeast Florida eligible for new state funding in fields such as law, engineering, architecture, science, humanities, and social science for doctoral and professional programs.<sup>232</sup>

History professor Brian Peterson stated, "At a time when the Miami area requires large numbers of new professionals, this policy was extremely short-sighted. It also reeked of racial, ethnic, and class bias, since low and moderate income students would not be able to afford attendance at UM, even with state aid. This policy was part of the North Florida porkchoppers' plan for cheap state government at the expense of Dade County."<sup>233</sup>

Bowing to public pressure and adverse media exposure less than one month after its draft report, the commission, which sought to prevent the

allocation of all new doctoral programs at FIU and to keep the university focused almost entirely on undergraduate education, reversed its proposal to limit FIU's academic growth.<sup>234</sup>

Provost Altman reported, "The PEPC members' definition of FIU's role was now much more consistent with the way in which we view ourselves.

"We now have four co-op doctoral programs, but intend to offer students free-standing doctoral programs by the 1983-84 college year," stated Altman. His staff had already begun planning, but he warned that the doctoral approval process was a lengthy one and that there were "risks when you try to do too much too soon."<sup>235</sup> The editorial board of *The Miami Herald* strongly supported the expansion of Ph.D. programs at FIU:

Floridians who'd like to see higher education improved can take encouragement from welcome actions by the Florida Board of Regents (BOR), which oversees the state university system.

The BOR has given long-overdue recognition to the needs of Southeast Florida, a region that the university system had shortchanged for years.

The BOR approved a plan that would authorize new graduate programs at Miami's Florida International University (FIU) and at Boca Raton's Florida Atlantic University (FAU).

The BOR plan also encouraged FIU and FAU to work with each other in some fields and with the private University of Miami (UM) in others. It also presupposes state assistance to Florida students who enroll in outstanding UM programs such as medicine and marine sciences.

This BOR response to Southeast Florida's needs can benefit the whole state. Not only does it promise to improve higher education in this region, where one-third of the state's population resides. It also could strengthen Florida's ability to recruit high-technology industries.<sup>236</sup>

In April 1983, President Wolfe sent the following memo to faculty, trustees, and foundation board members:

The Regents' meeting adopted a policy position paper on the future of the university delivery systems and program development for southeast Florida.

In the short run, the plan gives authority to us to pursue a series of advanced and first professional degree programs in selected fields during the current biennium.

The significance of the short-term plan is that the universities of this region, including the University of Miami, are being encouraged to meet local demand for new programs sooner than was originally anticipated. The reasons for it are two-fold:

Board acceptance of the need for more programs to be organized

and administered by local universities on a free standing, cooperative, or affiliated basis; and that we are truly serious about having new programs housed in and delivered by local institutions.

I will expect the provost, the deans, and appropriate faculty to undertake serious work on the necessary preparations. The fields of psychology, public administration, and computer science are to have priority.

In the long term the board policy was also important. The planning horizon encompasses from 10 to 20 years... I believe that the work we have already done to improve the institutional master plan, to refine the educational services, conducted at both our campuses, and coordinate them are important beginning places in this process.<sup>237</sup>

Doctoral programs in computer science, public administration, and psychology were to be offered at FIU within two years, pending approval in Tallahassee by the Legislature. Doctoral programs in these three academic disciplines and four areas in education were approved and began in September 1984.

Other FIU doctoral programs approved by the Regents were in economics, international affairs, social work, political science, sociology, foreign languages, and education. Regional planning for a Ph.D. program in business began in 1984-85, and plans were developed for a master's degree in public health with the University of Miami.

"Public higher education in South Florida now will be able to offer area residents a chance to earn Ph.D. degrees in subjects vitally important to this great metropolitan and international region," said Wolfe.<sup>238</sup>

The response to the offering of Ph.D. programs in South Florida was overwhelming. Leonard Britton, superintendent of schools of Dade County, said: "The people of South Florida have waited a long time for a local public institution of higher learning to be able to offer Ph.D.-level programs. Now the possibility of attaining education's highest degree status is within the grasp of able South Florida students, regardless of their personal economic situations."<sup>239</sup>

"If the stock of a great university were private-corporation stock and I were permitted to do so, I would recommend buying stock in FIU. It's the fastest-growing, most promising institution I know of. And it's destined to be even greater in this portion of the state, in the hemisphere and in the world," commented Rep. Claude Pepper.<sup>240</sup>

Gov. Bob Graham mentioned a personal link:

The long-awaited doctoral programs at FIU will benefit the people of South Florida. I take a great deal of pleasure in this since my father, the late state Sen. Ernest R. Graham, 40 years ago introduced the first proposed legislation to establish the state university in the Greater Miami area. Since then, my family and I have enjoyed a close association



with FIU. The Ph.D. programs will secure FIU's position as an outstanding international university.<sup>241</sup>

In a letter to the faculty in 1984, Provost Altman said:

The actions of the Board of Regents to approve seven new doctorates, three new graduate engineering programs, and three other new programs for 1984-85 complete the first phase of our sustained drive to develop as a more comprehensive institution. All programs have successfully completed rigorous program reviews prior to implementation, and all programs have been fully funded by the Legislature... Few, if any, other American universities have accomplished so much in such a short period. To be authorized to initiate seven new doctoral programs at once, without having had degree-granting authority for any previously, is a major state commitment and a show of trust.<sup>242</sup>

In a memo to the academic deans, Altman stated that graduate program development was fundamental to FIU's goal of achieving comprehensive status and that there was increasing evidence that "the extent to which an institution is comprehensive will determine salary levels for the faculty, grant support from government agencies and industrial organizations, and the measure of prestige associated with the institution as a whole."

He noted that FIU had been invited to apply for membership in the Council of Graduate Schools, and had accepted the invitation. A SACS visit for the new Ph.D. programs would take place in February 1984, the result of which would elevate the university to a Level IV institution in the ranks of accredited institutions.<sup>243</sup>

Altman then established the Graduate Council under the direction of John Carpenter, first vice president for graduate programs, with the responsibility to review policies and procedures related to all graduate programs at the university. There was a need to collect, create, and codify the university's graduate policies and to address issues related to graduate program admissions, transfer of credit, matriculation, and thesis/dissertation. Preparations had to be made for university accreditation at Level IV (doctoral granting) by the Southern Association of Colleges and Schools.<sup>244</sup>

The Florida Legislature, aware of the exceptional needs for additional programs and funds for the South Florida area, had approved the Southeast Florida Plan sponsored in 1984 by state Sen. Ken Jenne, current sheriff of Broward County, and state Sen. Harry Johnson.

In a letter to Robin Gibson, chairman of the Board of Regents, they made it abundantly clear that it was not necessary for another study to be conducted to determine whether a need existed for a public comprehensive university presence in Southeast Florida:

The need had been fully studied and had been accepted by the Legislature as a fact. The intent of the proviso language was for the Board of Regents ...FAU and FIU to make recommendations to the Legislature by January 15, 1985, as to how a public comprehensive university presence could best, and most expeditiously, be realized. The mission and scope of FAU and FIU were to be expanded to allow persons in Southeast Florida to have access through those universities to as full and complete a range of higher educational opportunities and experiences at undergraduate, graduate and professional levels, as may be available at other public universities in Florida.<sup>245</sup>

The plan received the endorsement of local media. The Miami Herald ran a six-part series extremely critical of the treatment of South Florida by Tallahassee. The plan was a compromise which temporarily ended the demand by various members of the Legislature for a 10th university to be housed in Broward County. It also temporarily ended the proposals that had existed since President Perry's administration for a merger of FIU and FAU. The Southeast Florida Plan was in response to business and industry leaders, public officials, and other citizens of Southeast Florida who had made it abundantly clear that there was a compelling need for the development of the two institutions in the area into more comprehensive universities.<sup>246</sup>

The rapidly expanding population base, coupled with high technology and industrial growth, was recognized by the Board of Regents and the Post-Secondary Planning Commission (PEPC) as a call for immediate and positive action to enhance higher educational opportunities in the southeast corridor of Florida. President Wolfe and the university were finally in a position to seek additional funds to allow FIU to catch up to its sister universities in the northern part of the state.

The Southeast Florida Plan needed funding. Paul Gallagher called the Comprehensive University Presence Plan (CUP), passed by the Legislature in the 1985 summer session, "the most important piece of legislation ever passed to help FIU." It was a 10-year, \$170 million plan to establish a comprehensive range of graduate programs in South Florida, 247 by 1996, CUP funding had resulted in the establishment of 19 master's and 11 doctoral programs at FIU. The original plan authorized the university to create and develop graduate and doctoral programs. In essence, the action "authorized the evolution of the university into a major comprehensive research institution." The state Legislature appropriated \$289,000 for its first year's implementation.<sup>248</sup>

In 1985 FIU asked the Legislature for \$2.775 million for each of the next five years to add more than 30 graduate programs in subjects ranging from library science to biology. Between \$350,000 and \$512,000 a year of

FIU's request was for Broward operations; the rest was for graduate programs, including administrative and library support.<sup>249</sup>

FIU planned to ask for Board of Regents' planning approval for doctoral degrees in business administration, and biology—both joint programs with FAU, a master's in chemistry, physics, and geology, a doctoral program in economics, and a master's in architecture.

"FIU has started more new programs than all eight universities in the last eight years," Chancellor Charles Reed told Gallagher and other FIU administrators. "You're planning in the next five years to start 30 more programs. Can you do it?"<sup>250</sup>

FIU also presented a detailed five-year budget proposal including close to \$10 million by 1992 to improve undergraduate education, in part by hiring 146 new faculty members. The proposal included \$1.7 million for new equipment, \$2.4 million for plant operations, and \$3.6 million for graduate education.<sup>251</sup>

By the mid-1980s, the nation, state, city, and university had experienced major changes. In 1984, incumbent Ronald Reagan retained the presidency, trouncing Walter Mondale and Geraldine Ferraro, the first woman from a major party to run for vice president.

In its review of the century in South Florida, *The Miami Herald* characterized the time:

In the city of Miami, Metrorail opened from Dadeland to Overtown, part of a \$1 billion, 20-mile rapid transit system designed to ease traffic on Dade roads and slow suburban sprawl by concentrating development along rail lines. The largest public works project in Florida history lured a disappointing number of passengers.

In South Miami the stylish department store Bloomingdale's came to Florida, opening a \$24 million store at the Falls shopping center; 2,000 eager shoppers waited in the sweltering summer sun for a first walk-through. By 6 p.m. 40,000 had shopped.

In the city of Miami it was politics as usual at the Miami Commission. In January, commissioners praised City Manger Howard Gary and raised his salary, already the highest of any city administrator in the nation, to \$106,860. In October they fired him.

In 1985, Xavier Suarez was elected mayor of Miami and Gov. Bob Graham appointed Rosemary Barkett as the state's first female Supreme Court Justice.

In the fall of 1986, Floridians elected Bob Martinez of Tampa as the second Republican governor of the century and the first American governor of Hispanic descent.<sup>252</sup>

Also in 1985, the Fort Lauderdale Museum of Art moved from an old storefront location into a new \$75 million building. The Broward Center for

the Performing Arts debuted at Andrews Avenue and Las Olas Boulevard, and in 1986, the Miami City Ballet opened with concerts at Miami's Gusman Cultural Center and at Bailey Hall on the Broward Community College campus. The Fort Lauderdale Film Festival was also founded.

On the FIU campus by the mid-1980s, the first freshman class was graduating. Tamiami housing was opening and construction of an engineering building was in the planning stages; ground was broken for the Bay Vista library, and a vice president was leaving.

Patricia Lutterbie-Hansen, vice president for student affairs, announced her resignation to accept a position as executive vice president of academic programs and institutional planning at Daytona Beach Community College.

Surprised. Nervous. Confident. Sentimental. With these four mixed emotions embedded in her psyche, Judy Blucker took over the position of vice president of student affairs on October 29, 1984, replacing Hansen. Serving on an interim basis while a national search was conducted for a permanent vice president, Blucker was responsible for overseeing the 10 departments that fell under the Division of Student Affairs. Since this was an interim appointment, she said, "I think in this interim time, it would be better to maintain what Dr. Hansen has established."

Blucker described herself as being mildly nervous about leaving familiar territory and traveling to unfamiliar turf. "I'm leaving something I know very well to go to something I don't know, but I've viewed my appointment as a positive opportunity."<sup>253</sup>

She brought a wealth of educational and community experience to her job. In addition to her activities on campus, she had been president of two statewide organizations, the Florida Association of Intercollegiate Athletics and the Florida Association for Health, Physical Education, and Recreation, and had held leadership positions at the national level in her field, including serving as a chairperson for the National Association for Intercollegiate Athletics for Women. Zonta Club International of Greater Miami recognized Blucker as the Outstanding Woman in the Arts, Sports, and Recreation. In 1979, FIU's own Athletic Council recognized her for her many contributions to athletics at FIU.<sup>254</sup>

Commencement ceremonies during the early 1980s marked several new firsts for the young university. At FIU's 16th commencement held in the fall of 1980, 1,463 students graduated, making a total of 17,000 students who had received FIU degrees. This was the first and last time a graduation was held on the steps of Primera Casa.<sup>255</sup>

In April 1982, FIU honored a poet/philanthropist, a chancellor, and a general. The philanthropist was Jordan Davidson, humanitarian and poet, who donated \$600,000 to establish FIU's first Eminent Scholars Chair. This money, combined with a challenge grant of \$400,000 from the Florida

Legislature, brought the total funding of the chair to \$1 million. The chair would, according to its donor, "promote an awareness of man's inherent capacity for creative humanitarianism."<sup>256</sup>

Chancellor Newell gave the commencement address, emphasizing the importance of FIU's role as an international university: "I assure you that this newcomer appreciates the significance of the challenge for effective multi-cultural education and the need for the nurture of people who are truly international sophisticates."<sup>257</sup>

General James M. Gavin, the youngest general to serve since the Civil War, commanded the 82nd Airborne from 1944-48, participated in the Battle of the Bulge, served as ambassador to France, and became president of one of the world's largest research companies. He received an Honorary Doctor of Humane Letters degree.<sup>258</sup>

Then in 1983, of the 2,837 graduating seniors, there was the first Mariel refugee to earn a degree in engineering at FIU, the 65-year-old grandmother who compiled a perfect 4.0 GPA on her way to a bachelor's degree in anthropology/sociology, a veteran of the Spanish Civil War, and a young film translator and ballet dancer who earned not one but two bachelor's degrees, one in international relations and one in modern languages. FIU's oldest graduate was a Miami Beach woman who completed her bachelor's degree in the humanities after a 52-year interruption.<sup>259</sup>

At graduation ceremonies in April 1984, the university presented two new awards. Robert Fisher received FIU's first Distinguished Service Award. Wolfe said, "Through the years we have asked much of Bob... he has never held back. This laid-back gentleman and scholar has been unwavering in his devotion to our university, as an administrator, as a dean, and, in his latest reincarnation, as a computer whiz. Bob Fisher embodies the principle of education as a lifelong continuum. The fluidity of his protean mind has enabled Bob to move with the ebb and flow of the academic demands of our institution."<sup>260</sup>

The president presented the second new award, the *Unsung Hero Award*, to Ron Arrowsmith, saying, "Ron has accumulated enough expertise to teach a series of courses on the design, construction, and financing of facilities as diverse as gymnasias, swimming pools, libraries, and student housing. His combination of multi-faceted talents, temperance, and intemperance is too often taken for granted... this man... has specialized in turning our dreams into realities."<sup>261</sup>

The university also graduated its first 66 nurses. Assistant Dean Shirley Bellock said that the students were trained in the best facility for nursing in Florida and that the school would be able to support a master's program whenever the need arose.

At the April 1985 graduation, another milestone was achieved as FIU's first freshmen graduated. The historic ceremony began as approximately 1,300 of the year's 2,898 graduates marched into the cavernous north hall of the

Miami Beach Convention Center to 28 rounds of "Pomp and Circumstance." Honorary degrees were bestowed on Sir William John Hughes Butterfield, vice chancellor of Cambridge University in England, who gave the commencement address, and U. S. Rep. Dante B. Fascell of South Dade.

At this point in time, most of the first freshman class were seniors.

Going into the fall of 1985, 93 of the first-class freshmen were not enrolled at FIU, a drop of 47.2 percent, but such a retention rate was fairly normal. At the University of Florida in Gainesville, the general retention rate for freshmen in 1985 was 45 percent.<sup>262</sup>

Of the original 197 freshmen, 24 graduated in the spring of 1985 and five graduated in the fall of 1984. While at FIU, the first-class freshmen had a strong impact on student life on campus. "Their mere presence made a dramatic difference," said FIU Vice Provost Steve Altman.<sup>263</sup>

"They changed the atmosphere at FIU—some good and some not so good," said Mary Jane Elkins, associate professor of English, who taught them. "They had enthusiasm, but they lacked maturity."<sup>264</sup>

But Clair McElfresh disagreed. "It was more than making the freshmen grow up. It was that they made us (FIU) grow," he said. "All we did was provide a terribly rigorous routine in academics and the freshmen turned it around and said 'OK, we're going to take it,' and they did."

The professors and administrators pointed out that the classroom atmosphere changed dramatically. "They matured the professors who weren't ready for their quick minds," explained McElfresh.<sup>265</sup>

"My attitude had to change (because of the freshmen)," said Darden Pyron, associate professor of history. "There was a sense of energy among the freshmen that was different from the standard type of student."<sup>266</sup>

"The first class brought with it the first signs of a social life," said SGA President Jorge Dominicus. "Now we have an established Greek fraternity as well as a sense of spirit. We're becoming a fun university."

"When I first saw a young couple holding hands on campus, I was probably the proudest and happiest papa around," bubbled McElfresh through a big smile.<sup>267</sup>

On August 21, 1985, under a tent in a rainstorm, students, faculty, and staff dined on hot dogs, nachos, and cokes as housing on the Tamiami Campus opened. However, the torrential downpour didn't dampen their spirits. The housing was made possible through the team effort of the university and county and state officials. The unique facet of the project was that it involved a private developer and public institutions working together.

The contract for the building of these residential apartments was negotiated by the state of Florida and Worsham Brothers Company of Florida, private developers, who restored the Biltmore Hotel in Coral Gables; this was the second project of this kind in the SUS. The housing complex was built with

revenue bonds through the Dade Educational Facilities Authority; no state funds were involved and bonds were to be redeemed through rental payments by the students. Cost was approximately \$10 million to house 738 students.

Originally FIU leased the facility at a semi-annual cost of \$520,000. In 1986 the FIU Foundation exercised an option to buy the housing complex at the end of five years, saving the university nearly \$20 million over the life of the leases.<sup>268</sup>

The Tamiami residential complex was dedicated the same day students began moving in. Unlike Bay Vista housing, the facility was completed on time. The paint had dried on the walls and the president didn't have to move in. In fact, this was the first project on campus to be completed ahead of schedule, four months early, and under budget.

The housing complex offered seven different floor plans to student residents. Monthly rents ranged from \$150 for a semi-private bedroom unit to \$350 for a private studio apartment. Each was fully furnished and equipped with an individual air conditioning unit, refrigerator, stove, and other kitchen facilities. Utilities were included in the monthly rental fee. The cost of the apartments was the most popular topic of the day.

"I went to the University of Florida, and there when you paid \$220 a month rent, you got cable TV," said Brett Fischer, a physical therapy major from Philadelphia. Fischer said he also had another problem. "The refrigerators in these dorms were too small, so I'll probably have to rent one," he said.

John Brantley believed paying \$350 a month for a studio was a bit steep. Brantley, an accounting major, had recently moved back to South Florida after living in California for nine years.

But despite the complaints, many of the new residents said they were impressed.<sup>269</sup>

The majority of the residents in the fall semester came from the South Florida area, but there were also a number from out of state, including international students who came from as far away as China, Nigeria, Hong Kong, France, and several Latin American nations. Conchita Britos was the first director of Tamiami housing.<sup>270</sup>

At the Bay Vista Campus the university's first faculty lounge was opened in April 1985 in Academic II, Room 330. On opening day, 51 faculty and staff members had paid \$50 a person to have a private place to go to enjoy the food and relax.<sup>271</sup>

The last construction to occur on the Bay Vista Campus under the Wolfe administration was the Bay Vista library. In 1986 the groundbreaking ceremony for the new library was a showcase of firsts for FIU. It not only marked the ninth anniversary of the Bay Vista Campus, and the start of construction for the state-of-the-art library, but it was the first and only time all

of FIU's presidents appeared together. "Like seeing Washington, Jefferson, and Adams together," quipped President Wolfe.<sup>272</sup>

Joining Wolfe for the groundbreaking were FIU's first president, Charles E. Perry (1969-1976), and Harold B. Crosby (1976-1979). Also present for the ceremony were North Miami Mayor Marco Lefredo, North Miami Beach Mayor Marjorie McDonald, Miami City Commissioner Barry Schriber, and North Dade Chamber of Commerce President Floyd Blanton. When completed, the new library would hold a quarter of a million books that would be cataloged by a sophisticated library computer system.<sup>273</sup>

Completion of the new facility was expected in mid-fall 1987. The building provided seating for 657 students and faculty and initial space for 232,000 volumes; 46,300 square feet out of a total net area of 66,435 would initially be for library purposes. The balance accommodated university and campus administrative offices, instructional media, and classrooms. The total cost was \$9,585,800.<sup>274</sup>

Architects and engineers were Miller, Meier, Kenyon, and Cooper who were active in the design of the new downtown public library in Fort Lauderdale. The efforts of all involved in the design process ensured that the building would be both visually exciting and functional.<sup>275</sup>

As the Bay Vista staff was planning the library, the College of Business Administration was planning to move to the Tamiami Campus. The decision to consolidate the school at Tamiami meant that the international business department and most of the programs and courses then offered on the Bay Vista Campus would be shifted, along with the 20 professors, upon the recommendation of Acting Provost Paul Gallagher.

The idea of consolidating the school was nothing new. Dean Charles Nickerson had recommended in a 55-page report compiled in July that a single base would be more efficient, but talk during the summer of consolidating the program centered on a possible move to BVC and not to Tamiami.

The move to Tamiami didn't sit well with BVC business professors and a student government business senator based at BVC. "It sure as hell is a giant turnaround," said George Simmons, former dean of business and a BVC business professor, about the change of recommendations. "There is a very strong objection from 80 to 90 percent of the BVC faculty to moving to Tamiami," he said.<sup>276</sup>

Simmons said it could have a very negative effect on the Bay Vista Campus. He also felt that the business school attracted a lot of students to BVC.

"Just when all of us have been working so hard to make this campus bigger and better, they pull the rug from underneath us," said Myles Barchas, an SGA business senator.

But Nickerson said he "was completely happy" with Gallagher's recommendation. "Somebody has to be inconvenienced," he said. Nickerson emphasized that some business courses would still be taught at BVC.<sup>277</sup>



By late 1985 there were charges and counter charges of racial discrimination at the university, directed at President Wolfe. In 1985, Wolfe clashed with his own minority affairs panel over the appointment of a successor to Provost Steve Altman, who left to become president of Texas A&I University.

Commission members said they felt betrayed when Wolfe, who apparently promised to consult the group before making the appointment, named Gallagher acting vice president for academic affairs.

In August, leaders of the Spanish-American League Against Discrimination and the Miami Chapter of the NAACP sent a letter to Gov. Bob Graham and Chancellor Charles Reed, who had replaced Barbara Newell in 1985, accusing Wolfe's administration of excluding minorities when filling professional positions.<sup>278</sup>

On January 20, 1986, the president submitted his letter of resignation to Reed. The letter read:

This letter is to indicate my intention to resign the presidency of Florida International University no later than January 1987.

The past seven years have seen notable advances in the strengths, quality and influence of FIU. I have enjoyed the privilege of leading this effort. It has enabled me to apply some ideas respecting what the direction of higher education and this institution should be. And the accomplishments have proceeded in concert with some of the finest academic colleagues, both here and in Tallahassee, that I have had the pleasure of working with anywhere during a richly satisfying career.

It is not necessary to review here the steps that have been taken to bring this university to where it is from where it was. My objectives have been to make quality and rigor the touchstones of university performance by faculty and students; to strengthen arts and sciences curricula that lead to study and research in urban professions such as the health sciences, engineering, public affairs, international business, finance, and related fields. I have sought to link all our work to international dimensions which today apply to all the disciplines and to the life experience of responsible citizens. Finally, both my wife and I have worked hard to forge links in the community and in the world which would increase the visibility of this dynamic institution.

We did this with lots of help and support from within the university, from the Regents, the staff, and our community. And we did it during a period of growth and expansion accompanied by rising community excitement over what the state university can and will do here.

But now the time has come for the university to have a new hand at the helm and a new team to carry on the progress and mobilize the support needed for it. For me this time will permit indulging in the fun of reflecting a little more on substance and less on procedure, and of

retooling to prepare for my Commencement at 65, as one of what my friends, Harlan Cleveland, calls 'The Knowledge Seniors.'<sup>279</sup>

Wolfe dismissed assumptions that recent pressures from the Hispanic community regarding opportunities for Hispanics at FIU had contributed to his decision to resign. He said, "For anyone who has worked as hard, long, and enthusiastically as I have on promoting affirmative action (beginning long before there was such a term and before most who work on it now were out of school), and with dedicated activist support of professional colleagues, it would be impossible to resign over a few differences about race, percentages, and process, especially when we have the best record in the state and in our local community."<sup>280</sup>

The Miami Herald reported the following figures:

In 1980, there were 20 black faculty members, or 6.3 percent, and 15 black administrators, or 10.3 percent. There were in 1984, 33 black faculty (7.5 percent) and 22 administrators (12.6 percent).

Hispanic participation had also increased. In 1980, the 31 faculty members comprised 9.7 percent of the total population and 12 administrators comprised 8.2 percent. There were in 1984, 55 faculty members (12.5 percent) and 18 administrators (10.3 percent).<sup>281</sup>

In an analysis released September 19, 1985, by Ruben Jose King-Shaw, Jr., then lobby annex director for the SGA who worked cooperatively between SGA and the university, FIU ranked second highest in the state in terms of minority (blacks, Hispanics, and women) hiring, FAMU ranked just ahead of FIU.<sup>282</sup>

In his State of the University address on January 20, 1986, Wolfe, 63 at the time, read the resignation letter he had sent to Chancellor Reed. He received a standing ovation from faculty and staff.

His papers reflect upon the accomplishments of the seven years of his tenure as president. The university grew from a two-year commuter college of 11,500 students to South Florida's largest university, a four-year comprehensive university with over 16,500 students, a 43 percent increase over 1979. FIU had more than 5,000 additional students than in 1979 and had awarded 30,266 degrees, half of them while Wolfe was president. A new lower division was added, with admissions standards for freshmen the most rigorous of any institution in the state. Support for the Southeast Florida Plan (CUP) provided new master's and doctoral programs, guaranteed quality standards of education, and provided \$176 million over 10 years.

In addition, three schools were added: the School of Journalism and Mass Communication, the School of Nursing, and the School of Engineering.

In 1984, the first stand-alone doctoral degree programs were approved, as was Level IV, Doctoral Granting status. In 1986, the Ph.D. degree was

offered in business administration, economics, vocational education, mechanical engineering, physics, chemistry, mathematics, public administration (joint degree), educational leadership, adult education, developmental psychology, community college teaching, psychology, and computer science.

New master's degrees since 1979 were in economics, computer science, international studies, social work, bilingual education, biological science, community psychology, information management, international banking, construction management, and architecture. New bachelor's degrees were added in apparel management and fire science.

These programs were taught by 224 additional faculty; in 1988 FIU had a total of 603 faculty. The E. M. Statler Professorship in the School of Hospitality Management was established, FIU's first.

The Division of Off-Campus Credit became the Division of Continuing Education, permanently based on the Bay Vista Campus and offering external degrees, off-campus courses, and community-wide conferences.

In 1980, Broward County programs were begun in cooperation with FAU. This became known as CUP (Comprehensive University Presence), which was designed to provide university programs in that county.

The following new centers/institutes were established: Institute for Citizenship and Public Policy, International Affairs Center, International Banking Center, International Institute for Creative Writing, Small Business Development Center, Southeast Florida Center on Aging, and the Labor Center.

These years also saw the beginning of men's NCAA Division II basketball, the opening of the Visual Arts Gallery on the Tamiami Campus, an increase in the operating budget by 132 percent, and a tripling of the level of contracts and grants from \$2.7 million to \$8.5 million.<sup>283</sup>

FIU was included as one of the 200 best buys in education by *The New York Times*.<sup>284</sup>

The university's physical landscape mushroomed, especially on the Bay Vista Campus. Academic I opened in 1979, the Student Center in 1980, student housing in 1982, Academic II in 1983, and the Aquatic Center in 1985, and groundbreaking was held for the Bay Vista library in 1985.

At the Tamiami Campus, student housing opened in 1984; the Golden Panther Arena was dedicated on February 1, 1986, and planning, along with funding, began on the engineering and computer science buildings, and on the Graham Center expansion.<sup>285</sup>

Ana Veciana-Suarez, staff writer for *The Miami Herald*, wrote the following evaluation of Greg Wolfe's presidency:

Wolfe, the silver-haired, movie-star-handsome president of FIU, is known for his urbane wit and his clever lines. He can mingle with the masses and hobnob with the rich, talk about fruit trees and argue about the U. S. role in Central America.

In the years he has been at the helm of Dade's state university, his suave worldliness and debonair manners have been credited with helping bring to FIU a certain polish, a sense of authenticity and tradition that the new kid on the higher education block badly needed.<sup>286</sup>

His closest aides painted a portrait of a man sensitive to the need of his employees but also concerned about some of the hard decisions a university president must make. For instance, Wolfe phoned a friend at a lending institution to intercede on behalf of an FIU employee with economic woes. And, at FIU's Jordan Davidson Award luncheon, he stopped to talk to every person who attended.<sup>287</sup>

"He's a very sensitive, humane man," said Manny Harris, vice president for human resources. "He's always eager to identify external resources for any individual who needs help." It was not at all unusual for any member of the FIU family, vice president or custodian, to receive a personal note from President Wolfe to congratulate them on an accomplishment or offer condolences on a personal tragedy.<sup>288</sup>

The 1986 graduation was the last President Wolfe would lead.

"I feel over-bejeweled and bedazzled," Wolfe said after receiving a Distinguished Medallion for Service and a standing ovation from the sea of blue robes before him in the Miami Beach Convention Center. "But I can't tell all of you how very much I appreciate what you have done... It's really been mostly pleasure, these days with you."<sup>289</sup>

Wolfe delivered the commencement address to the graduates and thousands of guests who jammed the convention center, the last of his presidency.<sup>290</sup>

Perhaps the lead editorial in *The Miami Herald* said it best: "President Wolfe was the Right Man for FIU. ...this young institution gained a new sense of identity and direction under Dr. Wolfe's leadership. He was especially adept at articulating a vision of FIU as a truly international, multi-cultural institution serving Florida's most populous region and beyond."<sup>291</sup>

In leaving the presidency, Wolfe commented on what Chancellor York had said to him when he came to FIU in early 1979. York had said, "I think you and FIU will have a good marriage."<sup>292</sup>

To Wolfe, a good marriage had two basic essential elements. The number one rule was "Never let the sun set on your anger, or you may corrode the shining surface." For all the years of their marriage, Mary Ann and Greg Wolfe "had tried to keep that in mind. For seven and one-half years at FIU, President Wolfe had tried to remember the shining surface during some pretty heated struggles with students, colleagues, and the Miami community."<sup>293</sup>

The second ingredient of the happy marriage was, according to Wolfe, expressed by Huckleberry Finn's buddy, Jim, concerning his trip down "The

Big River." When asked how it was, Jim responded, "Considerable trouble; considerable joy."<sup>294</sup>

One of the big joys Wolfe experienced at FIU was companionship: "I have felt a camaraderie and mutual affection in campaigns we have waged together to make FIU and Florida better educationally than we found them... I carry warm memories of shared experiences and accomplishments."

He further stated, "Time passes fastest when you are having fun. Time has flown for me, mostly because you, all of you, have provided a working contest full of exciting stimulus and response. For what you have done for me, with me—and even to me, I thank you. It has been a good marriage! I look forward to a wonderful divorce."<sup>295</sup>

Mary Ann Wolfe recalled what it was like when Wolfe left the presidency of Portland State University in the turbulent aftermath of the Vietnam War and returned to Washington. "Gregory probably doesn't remember this," she said. "He came down here to look into this job, and when I asked him about the university, he said, 'Well, I'll never care for it and love it the way I care about Portland State.' Well, he grew to love it more."<sup>296</sup>

The president and his wife brought elegance, style, class, and pride to the university. He, as Chuck Perry, cared about the most important element of any university, its people. Wolfe is currently a Distinguished Professor of International Relations at his beloved Bay Vista Campus. In January 2002 he turned 80 years of age.



MODESTO A. MAIDIQUE





CHAPTER 5  
THE MAIDIQUE YEARS

**1986-PRESENT**



ON FEBRUARY 14, 1986, A SEARCH COMMITTEE OF 24 UNIVERSITY AND community representatives met to establish the criteria for the selection of the ideal candidate to be the fourth president of FIU. Chaired by James Mau, acting president and dean of the College of Arts and Sciences, the committee was seeking someone who would have the "ability to relate to a multi-ethnic, multi-cultural, growing urban community," as well as "successful experience in attracting public and private sector funds."

"We'll add a line at the bottom: 'God may apply,'" said Raul Masvidal, a Miami banker, and chairman of the selection committee of the Board of Regents.<sup>1</sup>

Speculation about the kind of president the Regents were looking for began almost immediately after President Gregory B. Wolfe announced his resignation on January 20, 1986, "much centering on whether or not FIU would be best served by an Hispanic president."<sup>2</sup>

Articles appeared in *The Miami Herald* warning of FIU becoming an Hispanic FAMU:

First-and it is important that the Hispanic community come straight out and say it—FIU must not become an Hispanic Florida A & M. If it were to become the Miami campus of the University of Havana, Cuban Americans in this community would suffer just as much as anybody else. A university is best when it provides a wellspring of ideas from which people of all persuasions can drink, in and out of the classroom...

It is important to keep South Florida's ethnic and racial makeup in mind in selecting Wolfe's successor. But it is just as crucial that FIU not be turned into a university for minorities, run by minorities.<sup>3</sup>

According to the *Chronicle of Higher Education*, the Hispanic population of the university was 41 percent.<sup>4</sup> But even the staunchest critics of FIU's record of placing Hispanics in its upper administration said it would have been a mistake to appoint the university's fourth president solely on the basis of race or ethnicity.<sup>5</sup>

More than 200 individuals applied for the presidency following a national search. Local favorites included state Sen. Jack Gordon, Democrat from Miami Beach; Luis Aguilar, professor of Latin American studies at Georgetown University; Eduardo Padron, vice president of Miami-Dade

Community College's New World Center Campus; and Modesto A. "Mitch" Maidique, director of the University of Miami's Innovation and Entrepreneurship Institute.

On July 23, Padron was eliminated from consideration in the next to last round after two committee votes, both times arriving at a 10-10 deadlock.

A second local Hispanic candidate, FIU economics professor Antonio Jorge, also failed to become a finalist. As *The Sunblazer* reported, "Several search committee members left that meeting disgruntled by the lack of Hispanic candidates."<sup>6</sup>

Outside candidates were Janet Greenwood, president of Longwood College in Farmville, Virginia; Ulric Haynes, Jr., former U. N. ambassador to Algeria and acting president of the State University of New York College at Old Westbury; Russel C. Jones, vice president for academic affairs at Boston University; Gregory O'Brien, provost at the University of South Florida; and Sherry Penney, vice chancellor for academic programs for the State University System of New York.

By August 1, the list was limited to six finalists, which included two women, a black man, and an Hispanic man. One was local, Modesto A. Maidique.<sup>7</sup>

On the eve of the selection, two candidates, Miami entrepreneur Maidique and former Ambassador Ulric Haynes, Jr., were the top contenders.

"The outcome is still uncertain; it is still possible for any of the five to be elected," said Frank Scruggs, a black Miami lawyer and vice chairman of the Regents selection committee. "But in all candor, it seems more likely that it would be Haynes or Maidique."<sup>8</sup>

Before the final vote Scruggs delivered an eloquent 15-minute plea in support of Haynes. "I think by the weight of the credible evidence, Haynes is the stronger of the two," he said.

Scruggs argued that if the committee rejected the man he called "the best candidate," a black man, it would damage the state universities' credibility and their ability to recruit talented blacks.<sup>9</sup>

An editorial in *The Miami Times*, a local black newspaper, also endorsed Haynes:

As the Florida Board of Regents begins the task of selecting a new president for Florida International University, one candidate especially stands out among the finalists, Mr. Ulric Haynes Jr., who has distinguished himself not only as an educator and college administrator but also as a diplomat of the highest caliber and a person who has developed a solid capacity to deal with a multi-ethnic community.

That Mr. Haynes is Black should be an added factor in a state university system that has nine universities but only one Black President—and that one in the predominantly Black Florida A and M University. It

should stand him in good stead in a system that suffers from a chronic inability to attract and keep Black students and faculty. FIU, indeed, is a classic case in point, as a recent report indicated.<sup>10</sup>

According to *The Miami Herald*, Maidique's Hispanic background was both his "biggest plus and his biggest minus."<sup>11</sup>

Maidique, born in Cuba, was the only Latin contender for the job. Some, however, viewed Maidique's candidacy as a political one, pointing to an ethnic link between Maidique and Cuban-born Raul Masvidal, chairman of the BOR selection committee. Maidique had contributed to Masvidal's 1985 unsuccessful Miami mayoral campaign and was among Masvidal's many advisors in the race.<sup>12</sup>

Chancellor Charles Reed was also concerned that Maidique's selection would cause FIU to be identified as an Hispanic university.

The consensus of the selection committee at the time was that "either Maidique or Haynes would be an excellent president, but Maidique had a razor-thin edge."<sup>13</sup>

On Wednesday, August 27, 1986, with a rap of the gavel, Board of Regents Chairman T. Terrell Sessums announced the new president of FIU. Maidique was awarded the job over Haynes. Finalists Russel Jones and Greg O'Brien received warm words of praise from the Regents, but no votes.<sup>14</sup>

In announcing Maidique's selection, Sessums played down the political implications of the appointment. In 1986 Hispanics made up nearly two-thirds of the population in Miami, which the year before had elected a Cuban-born mayor.<sup>15</sup>

Reed said, "This is probably the hardest decision I've ever made in my professional career. I think Dr. Maidique would make the best leader for the next few years of this institution."

"It was not an easy choice," Sessums said. "We hope that we've made the right choice. We believe that we have selected a well-qualified candidate."<sup>16</sup>

Maidique at the time was 46 years old and the first Cuban-born president of a four-year university in the United States.

The change in leadership was again dynamic. Perry had been the young visionary, the idealist, the risk-taker, who had nurtured the infant university to adolescence. Harold Crosby, the stable, mature, stoic judge, had provided stability and limited growth and had helped monitor the teenage years of FIU's development. Gregory Wolfe, the seasoned diplomat and university administrator with a strong background in international relations, had a flair for the dramatic, secured the international flavor, and developed a mature, credible, adult university. The three former presidents provided the fourth president with a stable base and a strong foundation on which to build.

The new president was as much a businessman as he was a university scholar and educator. With experience both inside and outside university administration, he was as comfortable in a boardroom as in a classroom. The new president had no experience with public education since his own education and university experience had been in private, elite, established colleges and universities. The tailored young president, with his typical blue suit with a dark tie, could as easily have been featured on the front cover of *Business Week* as on a university publication. His personality was focused, aggressive, and blunt. He was a no-nonsense problem-solver, described in The Miami Herald as “brash to the point of cockiness.”<sup>17</sup>

Born in Cuba and educated in America, Maidique came from Czechoslovakian ancestry. At the turn of the 18th century, his great-great-grandparents left their native Czechoslovakia due to political pressures and emigrated to Cuba. It was there in the 1850s that the original name, “Mayjek,” was Latinized to “Maidique.”

Both his parents were committed to education. His mother, Hilda Rodriguez, received her degree in education from a teachers college in Havana and continued her post-graduate studies in education at Columbia University. She was a high school home economics teacher when she met Modesto Maidique, Sr., who received his doctorate in education from the University of Havana, graduating with high honors. He went on to become a high school teacher, a city councilman from Ciego de Avila, a federal congressman, and, from 1924 to 1932, a federal senator from the province of Camaguey. In 1931 he married Hilda. Soon after the marriage, the family was forced into political exile for eight years. They lived in Peru, Argentina, and France before returning to Cuba in 1939.

Modesto Alex Maidique was born in Havana on March 20, 1940.

Nine months later, his father was killed by unknown assassins as he was about to meet a friend for lunch.

“He died days before taking office after being re-elected,” said Maidique. “My father was a brilliant, magnetic, and articulate person. But there has always been violence associated with politics in Cuba and he was one of its victims.”<sup>18</sup>

Chance next brought the young Maidique to New York City, where his mother had married a haberdasher named Max Finkelstein. Given his lineage of distinguished Cuban educators, as a teenager Maidique could not identify with his businessman stepfather’s philosophy, “For \$800, I’ll throw in an extra suit.” In Maidique’s adolescent eyes, Finkelstein was a Manhattan provincial.<sup>19</sup>

So he returned to Cuba and was admitted to a private secondary school where he formed the foundations of his character. But chance entered again; the Batista government was overthrown and Fidel Castro came to power.

At the age of 18, Maidique moved to Boston where he was admitted to the Massachusetts Institute of Technology (MIT) one year before Castro’s

revolution. Between 1958 and 1981, he worked hard to earn four degrees, taking whatever jobs he could—waiter in the school cafeteria, soda counter waiter, translator, short-order cook, electronics technician, hi-fi installer, assembly-line worker in a computer plant, and ballroom dancing instructor for Arthur Murray. He won two fellowships—Ford Foundation and the Grass Instrument Company—which helped keep him in college.

Maidique earned his bachelor's, master's, and doctoral degrees in engineering from MIT and graduated from Harvard's Program for Management Development.

The turning point in his life occurred when he was 29. A friend called to ask him to help "bootstrap" a start-up technology firm that would develop and manufacture semiconductors. However, he thought the share of the business offered was too little.

"I was sitting in an MIT laboratory in blue jeans, adjusting measurements for my Ph.D. thesis," he said. "And I had a wife and a child and \$50, and I wanted to be a pure scientist and an educator—not a greedy businessman.

"I thought I knew that I wanted to teach. But I also thought: Wouldn't it be better to become a very wealthy professor?

"And all of a sudden I became Max Finkelstein, saying, 'What am I, chopped liver? I want the same share of the business, too'."

"Give it to him," another partner said. "'Right now, you know what the same share is worth—zero'."

The company merged into Analog Devices and grew into one of the largest semiconductor companies in the world. If Maidique had held onto his shares, today they would be worth \$200 million.<sup>20</sup>

His last position in the business world was as general partner of the San Francisco-based Hambrecht & Quist Venture Partners in charge of the Southeast region. H&Q was, at the time, the largest venture capital company in the world. On paper, Maidique was more qualified to be the CEO of a major corporation than a university since he had not had experience in university administration as a chairperson, associate dean, dean, or provost. The presidency of one of the fastest-growing universities in the U.S. would certainly be a challenge, even though he had taught at Harvard and Stanford, spending more than 20 years at the two institutions before becoming a professor of management at the University of Miami.

In 1981, Mitch married Ana Margarita Hernandez, one of five children of Romulo Hernandez and Margarita Casas of Santa Clara, Cuba.

Ana Margarita received a joint bachelor of arts degree in psychology and anthropology from Montclair State College in Upper Montclair, New Jersey, in 1975 and then worked on her master's degree in counseling psychology at the University of Santa Clara in California. She planned to complete her final two credits for her master's degree at FIU.

When her husband was named FIU president, Ana Maidique discussed his role in an article in *The Miami News*:

'It is a big job, a big challenge, and I know Mitch is ready for it,' said his soft-spoken wife.

'This always has been his big dream. His true love is academia. And his roots are here. He feels that he can contribute to the community much more in this role than in the business community.'<sup>21</sup>

In his acceptance speech to the university, the new president said,

To me, a university is a very special place... I've spent most of my adult life as a student, a researcher or a teacher at one of the nation's great universities. A university president is, above all other things, the custodian of society's greatest treasure, its storehouse of knowledge... I feel especially honored because FIU, in a little over a decade, has become one of America's major universities and one of its 250 largest, and in doing so, it has compiled a remarkable record of achievements... I pledge to you that I will work with undivided energy, attention and enthusiasm to make FIU a paragon of both academic and administrative excellence—a model for similar universities in the state, across the nation and around the world.<sup>22</sup>

Maidique delivered his acceptance speech both in Spanish and English before a standing-room-only crowd in UH 140, and a new tone was set for the university. The reaction to Maidique, both on and off campus, was positive.

The appointment was praised by faculty leaders and by leaders of Miami's Hispanic community. "That the committee would think an Hispanic is the best-qualified candidate makes us all very happy," said attorney Rafael Penalver, chairman of the Florida State Commission on Hispanic Affairs. "To the Hispanic community, it's a sense of recognition that if you work hard and have the best qualifications, this is still a land of freedom and opportunity."

Bruce Hauptli, chairman of FIU's Faculty Senate, said that Maidique "brings to the job an understanding of the needs and aspirations of the university and he has the talents and skills to lead it as it matures."<sup>23</sup>

"I have known President Maidique for many years, and I am pleased that an executive of his caliber will be leading FIU into the next decade," said Florida Gov. Bob Graham.

M. Anthony Burns, chairman of the board and chief executive officer at Ryder Systems, Inc., concurred. "We are delighted that Dr. Maidique will be leading the university," said Burns. "We know that he will be very warmly welcomed and supported by the business community in South Florida.

Luis J. Botifoll, chairman of the board of Republic National Bank,

added his commendation, saying, "We're very proud of Dr. Maidique. He has been a friend for many years and is someone for whom I have great respect and admiration."<sup>24</sup>

Mau, who chaired the presidential search committee, said, "He will provide the leadership we need, both on campus and in the community. We will be well served by his appointment, especially because of his ability to bring the full support of the community behind the university."<sup>25</sup>

An editorial in *The Miami Herald* stated: "One way to judge a search for a chief executive officer is by its outcome. By that measure the search for a new president at Miami's Florida International University (FIU) was a resounding success. The person selected—Dr. Modesto Mitch Maidique of Coral Gables—has impressive academic credentials and a demonstrated capacity to lead."<sup>26</sup>

The new president immediately established his goals and set again a new direction for the university:

My first goal, and the one that I will devote my first month in office to, is to make major improvements in FIU's administrative effectiveness by rationalizing the organization and infusing new talent into it. My second goal is to broaden the bases of graduate and research programs and to attract high quality faculty from around the country and thus strengthen our teaching and research mission. As we work toward this second goal, our third goal will be to pay special attention to minority recruitment. My fourth goal is to make major strides forward in bolstering our ties with the South Florida community, the Board of Regents, the Chancellor's office, and our colleagues at neighboring universities. I also intend to significantly strengthen our fundraising efforts.<sup>27</sup>

FIU's cross-town rival, the private University of Miami, established in 1926, had dominated local fundraising efforts since FIU was founded in 1972. While UM marked notches in a five-year, \$400 million campaign, FIU raised only \$1.3 million in 1985.

Maidique said he would also be redefining the role of FIU's Bay Vista Campus in North Miami, an on-going and continuous process since its opening in 1977. He also would define FIU's role in Broward County, where the university offered programs jointly with FAU at two locations, the Broward Community College campus and the downtown Fort Lauderdale site.<sup>28</sup>

When Maidique assumed the presidency, FIU was a comprehensive, urban, multi-campus institution offering a broad array of undergraduate programs in the state's largest population center. Through its colleges and schools, the university offered degree programs at the bachelor's, master's, and doctoral levels, conducted basic and applied research, and provided a variety of public service.

International commitments at the time had been at the heart of the Wolfe administration and were an important focus of the university's mission. Some 35 agreements existed with Latin American and Caribbean institutions of higher learning. Activities in international banking and finance were building strong relations with centers in Europe. The Latin American and Caribbean Studies Center and the Inter-American University Council of Economic and Social Development, both housed at the university, were further evidence of the realization of the university's international dimension.

In 1986 the student body numbered over 16,500, with about half the students attending part time, and about 10 percent coming from abroad. The university continued to balance its programs for full and part-time degree-seeking students and to address the special needs of mature students and lifelong learners so characteristic of South Florida. On-campus housing was available on both campuses, as were student support services.<sup>29</sup>

In 1986 FIU was increasingly becoming part of the fabric of the South Florida community. University Park was showing fewer signs of its airport roots and the Bay Vista Campus was beginning to look and feel like a real university. Most important, South Florida had an affordable university to call its own.

The physical plant in 1986 included 10 major buildings valued at more than \$200 million, spread over 540 acres. The university employed more than 2,000 people in Dade and southern Broward counties and was ranked as one of the top 20 employers in Dade County. The ripple effect of FIU's \$100 million, 1986-87 operating and construction budget resulted in an economic impact of over a quarter billion dollars to FIU's surrounding community. The university in its short 15-year history had contributed substantially to the community.<sup>30</sup>

The new president, however, felt that the young university was still searching for an identity. He was not convinced that FIU had lived up to its potential or that, even in the city of Miami, the university was very well known. In speeches to a variety of civic groups, Maidique told the story of his cousin, Lydia, who had lived in Dade County for the past 20 years. After he was appointed president of FIU, Lydia told him how proud she and the rest of the family were of his appointment, what a good job they knew he was going to do, and what an exciting challenge the presidency of a university was for his career... and then she asked where Florida International University was!<sup>31</sup> The new president was convinced that the university needed additional exposure and recognition.

In a brazen effort to broaden the university's identity and expand its recognition, Maidique, shortly after taking office, called for the controversial possibility of a new name for FIU. He commented, "A lot of people believe our emphasis is primarily and perhaps even exclusively in the international



area.” Maidique said that FIU’s strengths, among them engineering, accounting, finance, and hospitality management, were germane to Florida and, particularly, Southeast Florida. International concerns “are very important at FIU,” Maidique said, “but they’re not the only thing.”<sup>32</sup> The discussion of a name change had been ongoing since the university was first named in 1972.

Maidique conducted an informal survey by asking senators at the Faculty Senate meeting the hottest question on campus at the time: Should FIU change its name?

As reported in *The Miami Herald*:

Nineteen hands went up; 12 did not. Taking the quiz one step further, Maidique wrote a list of possible names on a blackboard and polled senators again. The University of Southeast Florida got 17 hands, followed by the University of Florida at Miami with 13. Receiving one or no votes were Miami State University, South Florida State University, Florida State University at Miami, Southeastern University, and Florida University at Miami. Senators opposed to a name change objected to a re-christening 15 years after FIU’s opening. Pro-change senators backed a more standard name that would identify FIU as part of the State University System.<sup>33</sup>

An editorial in *The Miami Herald* supported the name change:

One of the many fresh ideas to percolate from the exciting new president of Florida International University is the notion of changing FIU’s name.

Unlike most proposals for institutional name changes, President Mitch Maidique’s idea is based on sound, even conservative, reasoning. It is not an attempt to jump on a fad or fit into a jazzy new public relations campaign. Quite the contrary: FIU’s current name was chosen for such transient reasons 15 years ago when the then-new school’s mission was seen as primarily international rather than urban.

Granted that some loss of identity necessarily accompanies any name change. Nevertheless, 15 years is not long enough in academic circles to constitute a sacred tradition.

It would be a bonus if the new name included ‘Miami,’ but the essential point is to convey membership in the State University System and avoid any implication of limitation or oddness. Some possibilities are University of Florida at Miami, Miami State University, University of Southeast Florida, and South Florida State University.<sup>34</sup>

Students responded with petitions and flyers opposing the change and, in some cases, banners supporting it. By late January, more than 400 students had signed petitions to “Keep The Name the Same,” and the Student

Government Association unanimously passed a resolution committing itself to action against the change. The Alumni Association also pledged its support of the name Florida International University. Students cited the inordinate expense of such an action, a rapidly-growing reputation in business, hospitality management, and other fields which had placed the 15-year-old university in Barron's Guide to the Most Prestigious Colleges (the youngest listing), and a resultant undermining of these achievements and the values and goals of Florida International University.<sup>35</sup> The name remained the same. This was the last serious attempt to change the name of the university.

In terms of academic credibility, FIU had achieved an identity as one of Florida's most selective colleges and universities. With a required minimum score of 1000 on the combined SAT and a 3.0 grade point average, FIU had maintained the highest minimum entrance standards in the university system. The average SAT score for entering freshmen, 1060, was exceeded only by the University of Florida.

Similarly, the university's educational programs had kept pace with student quality. In February 1987, the university received notification from the Southern Association of Colleges and Schools (SACS) Commission on Colleges that FIU had been granted Level IV accreditation.

In 1984-85, doctoral programs were initiated and the university applied for Level IV accreditation. Following the application, a team of experts from each discipline in which doctoral degrees were being offered visited FIU to inspect the campus facilities, review budgets, and look at curricula.

This accreditation process qualified FIU to grant Ph.D. degrees. In 1987 seven Ed.D. and Ph.D. programs had been approved, including degrees in psychology, computer science, public administration, community college teaching, curriculum and instruction, administration and supervision, and adult education and human resources development.

The first doctorate was awarded in spring 1987 to Helen Leitch Diehl, who received her doctor of education in community college teaching.

In the late 1980s, FIU was also listed in both *Barron's Guide to the Best, Most Popular & Most Exciting Colleges* and in *Barron's Guide to the Most Prestigious Colleges*. Furthermore, the Board of Regents' external review of the university's English, psychology, biology, computer science, and communication programs had compared FIU's offerings favorably with the best available in the state and, in some cases, the nation. Finally, The New York Times listed FIU as one of the best buys in college education.

FIU's credibility was recognized in Tallahassee as the university scored success with the Board of Regents, receiving approval in 1987 for the university's computer science program to be elevated to the status of a School of Computer Science.

Robert C. Fisher, former vice president for academic affairs and director

of the new school, stated, “The goals of the School of Computer Science were to offer high-quality academic programs which encompassed the latest technology, to carry out a vigorous research program, and to develop university/industry relationships to respond accurately to today’s needs.”<sup>36</sup>

The School of Computer Science was under the administration of the College of Arts and Sciences and was previously offered under the mathematical sciences program of the college. More than 500 students were enrolled in the school, which offered bachelor’s, master’s, and doctoral degrees. To complement the new school, construction of an \$11 million engineering building on the Tamiami Campus where the computer science school would be housed was expected to be completed by early 1989.

At the same meeting the BOR gave its blessing to the master plan of the university that would take FIU into the year 2002, calling for more than \$140 million in construction and a doubling of the student population to approximately 32,000. The master plan included as many as 12 major buildings, along with a fraternity row. Acceptance of the plan showed a vote of confidence in the university and its new president.<sup>37</sup>

Maidique concurrently received approval from the Board of Regents to change the name of the Tamiami Campus to University Park; the Bay Vista Campus would revert back to its original name of the North Miami Campus.<sup>38</sup> Interestingly, in 1999 the name of the North Miami Campus was again changed, this time to the Biscayne Bay Campus. The name of FIU’s campus to the north was changed five times in the university’s 30-year history.

In a letter to the university community, President Maidique responded to inquiries about the reasons behind the change of the campus names –Tamiami to University Park, and Bay Vista to North Miami—which became effective with approval from the Board of Regents on May 14, 1987:

As the university moves toward its goal of institutional excellence, we want to ensure that we are easy to distinguish and that we develop a clearly-defined identity in both the local and national arenas. By changing the names from the Tamiami Campus and the Bay Vista Campus to University Park and the North Miami Campus, we have not only enhanced FIU’s local and national identity, but we are following well-established national practices.

In the case of University Park, it is common for major multi-campus universities to incorporate the word ‘park’ into their names... In addition, the change will help pinpoint our location, since the Tamiami Trail runs practically the entire width of South Florida.

The North Miami Campus name also contains a clear geographic reference and identifies the community, which has actively supported the university for a number of years, as the home of a major center of quality higher education. Additionally, the naming of additional campuses

according to their location is also a part of American university tradition, e.g., USF's Sarasota Campus and UCF's Melbourne Campus.

This will greatly enhance our efforts toward presenting a clear and unified university image.<sup>39</sup>

The new president also defined the meaning of a university and its importance to the Miami community. In a speech before the Greater Miami Chamber of Commerce, Maidique related the importance of the university to the growth of the city of Miami: "At the core of the development and maturation of any great metropolis are its educational institutions. In many ways, they are the very core of society. Among society's institutions, a university stands out as a very special place indeed. A university has a unique role in a society."

He explained that there were many things that a university was, but many more that it was not. "A university is not a corporation, a public works administration facility nor an instrument of national security... A university has one fundamental role and that is to preserve and disseminate knowledge through research and teaching."<sup>40</sup>

The president repeated this theme constantly at a variety of meetings throughout the area. He later added to his definition at a meeting of the Hialeah-Miami Springs Chamber of Commerce in a speech given on November 12, 1986. "A university was also a place to educate men and women on our traditions, our history, and our technology so that some day they can make the critical decisions for society... a university was a place where scholars can, with security and absolute freedom, master the largest subjects and pursue truth, wherever that quest may lead."<sup>41</sup>

A university's impact could not, however, be measured simply in terms of head count, buildings, dollars, the philosophy of its president, or its academic programs. A major university also needed to be both a magnet and a feeder for industry and commerce.

FIU's School of Hospitality Management and the undergraduate program in Latin American studies were both ranked among the top three in the nation. The School of Accounting was ranked among the top three in the state and the computer science program was considered the finest in Southeast Florida. The major goal of the university, according to the new president, was for all of the academic programs to achieve such prestigious rankings.<sup>42</sup>

At the president's first commencement ceremony on April 28, 1987, after being in office one short year, he proclaimed to the graduating class, "This is a day we can all be very proud of. You are graduating from a university that is at the take-off stage of its development, a university that is achieving new heights in academic standing and in every other area of university endeavor. We are indeed taking off... without a doubt, we are the best young university in America."<sup>43</sup>

To acquire these lofty goals was going to require both state dollars and private contributions. In 1987, the university staged its first major private funding campaign, called the Cornerstone Campaign, the goal of which was to raise \$10 million in three years. These funds were to be used for a variety of purposes—and were to be divided into the following categories:

#### GOAL

Endowed chairs, professorships, and fellowships	\$ 3,000,000
Scholarships	\$ 3,000,000
Program enhancements	\$ 1,000,000
Facilities development and equipment	\$ 2,000,000
Unrestricted support	\$ 1,000,000
Campaign Goal	\$ 10,000,000 <sup>44</sup>

FIU had only been open 15 years and lacked the base of wealthy alumni that sustained older schools. Even within its geographic base in South Florida, FIU competed with many other worthy causes and institutions. At the time of the Cornerstone Campaign, of 154 chairs fully endowed or on the way in the SUS, FIU had only three. In contrast, the University of Florida had 56, the University of South Florida 34, Florida State 28, the University of Central Florida 12, and Florida Atlantic 10.<sup>45</sup> Private funding was critical to the growth of the institution.

A brass band played and cheerleaders pranced on Saturday night, April 11, 1987, at Florida International University's Sunblazer Arena when 650 business, educational, and community leaders "participated in a formal, black-tie affair that transformed a big gym into a grand ballroom." The transformation had been the work of Rocco Angelo, assistant dean of the School of Hospitality Management. In this venue President Mitch Maidique presented FIU's new Cornerstone Campaign drive to possible private funders.

"This is the first time the university has ever launched a capital campaign," Maidique said during the event's champagne reception. "This is the first day of the first campaign."<sup>46</sup>

The three-year campaign had a goal of \$10 million; it began with \$3.1 million already raised, and the state enhanced the initial endowment with \$700,000 for a total of \$3.8 million. Much of the money would support a dozen key academic areas, including endowed professorships and scholarship funds. One example was the endowed professorship from Stanley J. Glaser in the biological sciences.

U.S. Sen. Bob Graham lent his support to the drive as keynote speaker. He said:

This institution is like a child that comes late in a family's life... There was a major effort to establish this university in the 1940s. That did not come to pass for more than 25 years.

Therefore, this institution came into being at a time that South Florida was undergoing major transitions: to an international community, a more cosmopolitan community, a more prosperous, artistic community. FIU, as this special, late child, has been able to be in many ways a catalyst for much of that new Miami.

One of the things in this new era is recognition of the necessity for a public-private partnership for public higher education.<sup>47</sup>

Maidique then ended an era at FIU by ousting the school's original mascot, the Sunblazer, selected by a student-faculty committee in 1972. The replacement was Florida's native panther. "It was difficult to identify with," Maidique said of the Sunblazer. "Our athletes and our coaches have said, 'We need something that moves, something that people really can identify with.'"<sup>48</sup>

On July 8, 1987, the task force to select a new university mascot sent a letter containing the following recommendations to Maidique:

The committee recommends adoption of Golden Panthers as the new university mascot. The usage of the adjective 'golden' reflects the university colors, adds distinction to an already powerful and regal image, and serves to clearly distinguish us from any other panther mascots utilized by high schools, colleges, or universities. The phrase 'FIU Golden Panthers' evokes a number of very positive images and will lend itself well to marketing efforts.

The committee recommends adoption of the logo design that depicted a snarling panther face drawn in blue on a field of metallic gold, and the words 'Golden Panthers' written in blue script on a field of metallic gold.<sup>49</sup>

After careful consideration, President Maidique gave the task force's recommendation his unqualified stamp of approval.

Maidique compared the formal campaign kickoff, held 15 years after FIU commenced operation, to the Cuban tradition of *fiesta de quince*, which honors a girl's 15th birthday and emergence as a young woman. "This is the debutante ball, if you will, for FIU," he said. "The purpose is to let the leadership of this community know of the incredible things that have happened at FIU so rapidly."<sup>50</sup>

The FIU campaign reflected well on its leadership: Campaign Chairman John Porta, president and CEO of Southeast Bank, FIU's President Modesto "Mitch" Maidique, and FIU Foundation Board Chairman Alvah H. Chapman, Jr.

In a continuing effort to increase state funding, the president appeared before a subcommittee on higher education of the Florida House of Representatives on February 18, 1987. He said, "Our goal of enhanced research and graduate education was given the highest priority at FIU through the Comprehensive University Plan," which was begun during the Wolfe administration.<sup>51</sup>

In accordance with CUP, the university promised to add 23 new programs at the master's level and 11 at the doctoral level over the next five to seven years. The programs, in the areas of engineering, business, allied health, and selected arts and sciences, had been strategically planned to coincide with the growing need for trained manpower in South Florida.

At a separate meeting before the Broward County legislative delegation on January 28, 1987, Maidique stressed the importance of the university's commitment to FIU's presence in Broward County, stating while most FIU students attended classes at the Tamiami Campus, more than one-fourth took classes at Bay Vista and the Broward Center.<sup>52</sup>

In 1987, Judith Blucker, who had been the acting vice president for student affairs and a long-time resident of Broward County, was assigned to direct the Broward operation. The university became even more involved in the Broward community as FIU faculty and staff moved into Broward County, served on community boards, participated in school board activities, and established strong ties to the Broward business community through the Chamber of Commerce, the Broward Alliance, and the Broward Economic Development Council. By the late 1980s, FIU Broward had developed its own identity, operated within its own separate budget, identified faculty and staff lines that were assigned to the Broward program on a permanent basis, offered a variety of degrees, and provided a full range of student services.

FIU Broward was the locale for the first doctoral program in business administration at a public university in South Florida. The new program, started in August 1987 in affiliation with FAU, was based at University Tower in Fort Lauderdale, with classes held at both University Tower and the University Park Campus in Miami.

In May 1989, the Board of Regents adopted a five-point approach to direct and coordinate the expansion of higher education in Broward County. The plan was based on a report prepared by two consultants, Lee Kerschner, vice chancellor of academic affairs of the California State University System, and David Spence, executive vice chancellor of the university system of Georgia. The plan led to the adoption of several "Memorandums of Agreement" between FIU and FAU, which described in detail the academic programs that could be offered by the respective institutions.

FIU offered programs in business, hospitality management, public affairs, education, nursing, social work, architectural technology, construction,

economics, liberal studies, and computer education. The budget request for Broward in 1988-89 was for more than \$900,000.<sup>53</sup>

The new University Tower in downtown Fort Lauderdale, dedicated in January 1987, was further evidence of FIU's commitment to Broward. It was to be a joint facility used by FIU and FAU; FIU would use the tower primarily for graduate studies and research services, while the FIU center at Broward Community College's Davie Campus was to be used primarily for undergraduate degree programs.

Reflecting upon his first year in office, Maidique felt it had been a great year for the university. He had identified and assembled his team of senior administrators, including Judith Stiehm as provost, the first female in that position in SUS history, and the third provost and vice president for academic affairs at FIU. She was the only woman on the president's executive staff.

Stiehm replaced Paul Gallagher, who had acted as provost since the fall of 1985 when Provost Steven Altman resigned to become president of Texas A&I University.

Joan Ruffier, the first woman chair of the Florida Board of Regents, said of Stiehm's appointment: "She is an excellent chief academic officer for the dynamic new FIU administrative team. With Mitch Maidique and Judith Stiehm leading the university, FIU is destined to continue its rise into national prominence and strength."<sup>54</sup>

Stiehm, who had her fifth book ready for publication, earned her Ph.D. in political theory from Columbia University. She had taught at San Francisco State, the University of Wisconsin-Madison, and USC, and became USC vice provost in 1984. She attained the rank of full professor in 1983 and served as director of the Program for the Study of Women and Men in Society from 1975-81. A member of Phi Beta Kappa, Stiehm had done research in political theory, social change, conflict resolution, and the status of women.<sup>55</sup>

The new provost, in turn, named three veteran faculty members and administrators to the position of vice provost, Thomas A. Breslin, Judith Blucker, and Charles "Chuck" Elkins. Stiehm, in announcing the appointments, said, "These three distinguished faculty members exemplify the excellence from which we are able to choose in making administrative appointments."<sup>56</sup>

Breslin, a scholar with Jesuit training, had directed the Division of Sponsored Research and Training since 1982. Under his stewardship, research and training grants had increased more than 32 percent, from \$6.25 million to \$8.27 million, from 1987 to 1988. He continued in his role as head of research and training. Currently vice president of research, Breslin speaks fluent Chinese and has taught Chinese, Japanese, American and diplomatic history, and international relations. He was associate director of the International Affairs Center from 1979-82.



Blucker, appointed the university's chief administrator for Broward programs, had served as associate dean of the College of Education at the North Miami Campus and acting vice president for student affairs for three years in the Wolfe administration. Following her appointment as director of Broward programs, enrollment there increased more than 50 percent among degree-seeking students.

Elkins, former associate dean of arts and sciences at the North Miami Campus, assumed a new role as the provost's chief liaison with faculty. Since coming to FIU in 1972, he had served on many academic task forces and committees and was one of the authors of a study recommending that a small, degree-granting, liberal arts college be established at the North Miami Campus. A member of the faculty of the English department, he directed the humanities program and was one of the architects of the faculty union. Elkins worked on the revision of the faculty handbook, plans for FIU's re-accreditation, and coordination of all centers and institutes with the academic units.

Additional appointments outside Academic Affairs included Paul Gallagher as acting vice president for business and finance and Richard Correnti as the new vice president for student affairs.

Correnti had been vice president for student affairs at Ithaca College since 1977. He earned his master's degree in guidance and counseling from Seton Hall University and his doctoral degree in student personnel administration and higher education counseling from Ohio University. He was immediate past president of the National Association of Student Personnel Administrators (NASPA).

Walter L. Strong was appointed vice president of university relations and development, replacing Mike Morgan, who retired because of medical reasons. Strong, a 19-year veteran of higher education administration, earned his doctorate in public policy and management at Golden Gate University, San Francisco, and his master's in political science from the University of Nebraska. Before accepting the position at FIU, Strong served as vice president of institutional advancement at Meharry Medical College in Nashville, where he had completed a successful \$33 million fundraising campaign.

As vice president for university relations and development, Strong had responsibility for alumni affairs, community relations, development, media relations/news bureau, publications, and special events. He also served as secretary to the FIU Foundation's Board of Trustees and had responsibility for the maintenance and management of the foundation's activities, including fundraising projects such as the Cornerstone Campaign.

Adam W. Herbert, Jr. was given the responsibility and authority for the operation of the North Miami Campus. He had been hired by Wolfe to be dean of the School of Public Affairs and Services in June 1979 and had been acting vice president for the North Miami Campus since February 1987.

Herbert attempted to give the North Miami Campus some autonomy and independence.

Herbert received his doctorate in urban affairs and public administration from the University of Pittsburgh. Before coming to FIU, he was professor and director of Northern Virginia Programs for the Center for Public Administration and associate professor and chairperson for the Public and Urban Affairs Program at Virginia Polytechnic Institute and State University.

From 1974-75 Herbert served as a White House Fellow and special assistant to Caspar Weinberger, then Secretary of the Department of Health, Education, and Welfare; he was subsequently special assistant to John B. Rhinelander, Undersecretary of the U. S. Department of Housing and Urban Development from 1975-77.

Herbert was a member of the Miami-Dade Criminal Justice Council and the board of directors of Miami Citizens Against Crime. Appointed by the mayor of Miami to the Overtown Blue Ribbon Committee, he served as chairperson of the Subcommittee on Police Policies, Practices, and Procedures. He was also a member of the executive board of the Metro-Miami Action Plan, and was elected twice by the residents of the region to the board of directors of WPBT, the public television station serving South Florida.

Richard A. Young, appointed director of athletics, had held the same position at Washington State University, and, prior to that, at Oklahoma State and Bowling Green State universities. Young earned his Ph.D. in educational administration from Bowling Green in 1975. As FIU athletic director, Young supervised FIU's 12-sport intercollegiate athletics program and coordinated the university's efforts toward moving totally into Division I. Reporting to the vice president for student affairs, he also administered the athletic department's \$1.6 million budget.

By the end of 1987, the university's new top administration was in place.

In the same year the new administrative team began, the Board of Regents approved the implementation of several new degree programs.

The College of Arts and Sciences, which already offered doctoral programs in psychology and computer science, began offering a doctorate in economics in the fall of 1987, with advanced training in economic analysis designed specifically to meet the needs of the urban and international community.

New degrees in geology, chemistry, physics, and mass communication brought to 13 the number of master's degrees available under the umbrella of the College of Arts and Sciences.

Formerly annexed with geology and chemistry to form the Department of Physical Sciences, physics had been a separate department within the College of Arts and Sciences since 1987. Its eight faculty members were engaged in teaching physics to not only their own majors but also to a large

number of other students—from engineering and chemistry, in particular—who needed to meet a physics requirement for their own specialty.<sup>57</sup>

A new doctoral degree in biological sciences began in 1988, and simultaneously the Board of Regents approved the introduction of four new degree programs, as well as the planning of three other degree programs. The School of Health Sciences had three new programs, a B.S. in prosthetics and orthotics, an M.S. in occupational therapy, and an M.S. in medical laboratory sciences.

In 1988, the School of Health Sciences was renamed the College of Health. The name change was approved by the Board of Regents as part of the reorganization and restructuring of that academic unit. “The reason we became a college was that we were offering a greater variety of programs at both the undergraduate and graduate levels,” said William J. Keppler, the new dean of the college who replaced Reba Anderson, who had led the school since 1984 and returned to the faculty.

Anderson came to FIU in 1979 as an associate professor and chair of the Department of Occupational Therapy. She was the only person in the history of FIU to be an associate or acting dean of three colleges. In 1982 she was named associate dean of the College of Engineering and Applied Sciences; three years later she served as acting dean of the School of Health Sciences, a position she held for three years, and in 1988 she was named acting dean of the College of Education. Anderson received the FIU Distinguished Service Award in 1989.

The college offered a B.S. in medical records administration and the M.S. in public health, programs that were formerly available through the School of Public Affairs and Services. The college also initiated two new master’s of science programs in occupational therapy, the university’s most popular program, and in medical laboratory sciences.

In the same year the Regents authorized the implementation of an M.S. program in construction management in the College of Engineering, the university also moved into the planning phase of three new graduate degree programs: a master’s of fine arts in creative writing in the College of Arts and Sciences, an M.S. in mechanical engineering in the College of Engineering, and an M.S. in physical therapy in the College of Health. Finally, the Regents approved a feasibility study to introduce a B.S. program in computer engineering in the College of Engineering.<sup>58</sup>

Another unique program, ROTC, came to the university in 1988-89, one that would probably not have been welcomed during the turbulent days of the 1970s. The Reserve Officers Training Corps was a college elective designed to give students leadership and management training skills needed for both the civilian and military worlds.

Approximately 22 students enrolled in ROTC and looked forward to the opportunity to rappel down 50-foot towers, learn military tactics, cross canals

using rope bridges, and develop the overall discipline that required them to stay in top physical shape.

"FIU students did real well, despite the fact that for many it was their first glimpse of the Army," said Major Jim Staubach, an Army officer who trained freshmen and sophomores at the University Park Campus.<sup>59</sup>

Part of the attraction of the ROTC was the opportunity to obtain scholarships. Several FIU students took advantage of the tuition and books provided by the scholarships, as well as the benefits of spending money granted to qualified applicants. FIU students who completed their ROTC requirements were commissioned second lieutenants in the Army, the Army National Guard, or the Army Reserve once they received their bachelor's degrees.<sup>60</sup>

By 1989, additional programs had been added and the quality of the students and reputation of the institution continued to improve. According to President Maidique, the university's scholastic aptitude scores had already risen to parity with UCLA's, one of the country's most highly regarded public universities, an institution which was to be used as a benchmark in terms of academic accomplishment and, later, building design for the campus.<sup>61</sup>

In 1987, only two out of every five students applying to attend college for the first time were admitted to FIU, but of those admitted, three out of five enrolled. This was an impressive percentage among Florida universities, both for applicants admitted, and for those admitted, enrolled, and retained.<sup>62</sup>

Referring to the quality of the 1987 freshman class, James Mau, dean of the College of Arts and Sciences, said, "Our core curriculum is very rigorous, so such a distinguished freshman class is welcomed. The excellent preparation of these students reflects the recent improvement in the local high schools which provided the majority of our students at present."<sup>63</sup>

In the College of Business, the accounting program continued its strong showing. In 1987, 93 percent of the accounting students passed the CPA exam, and FIU led the state in the percentage of passes on the state exam for the past three years. Most universities had about 65 percent pass the exam.<sup>64</sup>

Another outstanding program was in hospitality management, which was nationally and internationally recognized with students from all over the U.S. and Europe.

One of the best-kept secrets at FIU was computer science, which was the largest and best such program in South Florida. The closest was the University of Central Florida with more than 80 computer students and 20 doctoral students.<sup>65</sup>

By the end of 1987, \$5 million of the \$10 million goal for the Cornerstone Campaign had been raised. Credit for the fundraising was attributed to the new leadership of the foundation's Board of Trustees, headed by Knight Ridder Chairman Alvah Chapman, which had enabled FIU to begin tapping into South Florida's business community for support.

A number of outstanding community leaders agreed to serve as trustees of the FIU Foundation, including Bob Coords, president of Sun Bank; Ralph Sanchez, president of Miami Motorsports; R. E. (Bob) Tallon, president of Florida Power and Light Company; and Robert F. Ehrling, president of General Development Corporation.<sup>66</sup>

By 1987, private support for the university by 1987 was at an all-time high. A gift of \$600,000 from the Knight Foundation and Knight Ridder, Inc. resulted in the establishment of the James L. Knight Eminent Scholars Chair. This support was complemented by \$400,000 in state funds provided by the Eminent Scholars Program. Sponsored research funding from outside sources had also increased from \$6.2 million the previous year to \$8.2 million in 1987, an increase of 32 percent.

By 1987-88 the university's operating budget was raised from \$93.8 million to \$109 million, representing a 16.2 percent increase. The state Legislature also approved \$11.8 million for the construction of a physical sciences building at the University Park Campus. Construction had already begun on a previously approved \$10.3 million building for the School of Engineering.<sup>67</sup>

In September 1987, a different type of leader, with a different message, a different appeal, and a somewhat different audience, made his presence felt when Pope John Paul II visited the University Park Campus/Tamiami Park fairgrounds to offer a mass. The university had been preparing for the visit since early May. Ron Arrowsmith had chaired the papal visit planning committee. Ground was broken for the papal altar, which was constructed in the vicinity of the public safety department in the old Tower. The gleaming cross atop the altar was visible from as far away as Bird Road to the south. Fencing was installed around the perimeter of the campus and towers were erected showing the location of medical services.

*Inside* described the preparations:

Everyone whose presence is required at University Park during the period between midnight Thursday, September 10, and late afternoon Friday, September 11, must have special credentials and identification in order to get past the roadblocks and onto campus.

In addition, anyone who has not been issued special credentials and who might be attending classes or working late at University Park Thursday evening, September 10, must be off campus by midnight. Cars remaining in the parking lots after midnight will be removed and placed in storage.<sup>68</sup>

No other parking was allowed on the mass site except for charter buses. Dade County used 250 Metro buses and 750 school buses to shuttle people to campus from outlying parking areas including Metrorail parking sites, large

shopping malls, and the Opa Locka and Tamiami airports. Parking was planned for up to 1,800 charter buses anticipated to arrive from throughout the Southeast.<sup>69</sup>

On September 11, the university was closed to all faculty, staff, and students, except those who performed essential services needed in conjunction with the mass. Thousands of people came.

Patrick Russell, director of the FIU Broward Center, described the papal visit: "Employees of FIU who had volunteered to assist with the event were required to sleep on campus the night before the arrival of the Pope. Many of us spent the night sleeping on cots in offices throughout campus.

"It was really impressive to see everyone camped out doing their own thing," he said. "Out of the darkness could be heard the shuffle of dominoes, the rhythm of music, the chatter of a late radio talk show, or the hushed tones of someone saying the rosary."

He continued:

On the morning of September 11, we rose very early in the dark. Then, at the break of day, the crowds began to arrive. They were each given a papal fan and a program. The people came by the thousands, dressed as if they were going to a wedding reception. Women dressed in their finest—high heels, white gloves, unique hats—and men dressed in their best suits. In the early afternoon, the Pope arrived in his famous Pope-mobile. He maneuvered through the thousands to the altar, and then it began to rain as only it can rain in South Florida. Everyone was soaked, but they stayed.<sup>70</sup>

People had brought ponchos and jackets, and shared garbage bags and tarpaulins. But the lightning finally ended the event. Russell said, "We felt like little kids whose mother had called them inside from playing in the rain. But none of the discomforts diminished the fulfillment of participating in the ceremony or in sharing the moment with many brothers and sisters of the faith."<sup>71</sup>

Also in 1987, Arkady Shevchenko, the highest-ranking Soviet official to defect to the United States, spoke at FIU, discussing topics ranging from the recent Soviet arrest of a U.S. journalist to U.S.-Soviet tensions in Latin America. President Maidique welcomed Shevchenko "not as a former official or citizen, but as a newly-minted American."<sup>72</sup>

Shevchenko, former Soviet ambassador to the United Nations and U.N. undersecretary general, defected to the U.S. in 1978 and had become an outspoken opponent of the Soviet political system. He had lectured widely, and his book, *Breaking with Moscow*, was a best seller.

Education and its role in the future of the country was the theme of former U.S. Senator and Democratic presidential contender Gary Hart as he

spoke on Friday, January 23, 1987, at the University Park Campus. An enthusiastic near-capacity audience in AT 100 welcomed the Colorado Democrat, who received a warm introduction from President Maidique.

"Education is the most powerful weapon of a people against oppression and persecution. We must learn to live by our wits, not our weapons," said Hart.

To supply "the necessity of one million classroom teachers," Hart proposed increasing financial aid for students who agreed to teach for three years after graduation in a location with a critical teacher shortage.

On the college level, Hart said, "Students should be improving their capacity for critical learning and not cramming for multiple choice exams."

He also advocated a volunteer program for college students who would contribute 10 hours community service per month to help fight illiteracy in America. "Twenty million Americans are illiterate. To combat this, some say, would require a lot of spending. I don't think so. Through a dedicated volunteerism effort we can eliminate illiteracy by the year 2000," he said.<sup>73</sup>

A photo of Gary Hart with Donna Rice ran on the cover of the *National Enquirer* on June 2 of that year and ended Hart's presidential candidacy. Taken on a boat at Turnberry Isle, the photo was provided by a "friend" of Rice's.<sup>74</sup>

Florida International University took a giant step toward attaining Division I athletic status when the Board of Regents' six-member committee on athletics approved the school's proposal to change its intercollegiate athletic status from Division II to Division I-AAA, a category for schools that compete in all Division I sports except football.<sup>75</sup>

In the same year David Rice, who had been athletic director since May 1985, resigned; he was replaced by Dick Young. Under Rice's tenure, athletics had several major accomplishments. Women's intercollegiate soccer began; Everton Edwards was named its first head coach in 1985, and in 2002, 17 years later, he remains the only women's soccer coach in FIU history. On February 1, 1986, the Golden Panther Arena had its official opening.

In July 1987, under the new athletic director, the women's athletic program became a member of the New South Women's Athletic Conference. In September, the Sunblazer Club was reorganized and named the Golden Panther Club.

In September of that year, FIU's 3-1 soccer victory over Nova University was the university's first win as a full-fledged Division I member. A major organizational re-shuffling occurred in October 1987 when the operations of the Sunblazer Arena and campus recreation were brought under the umbrella of intercollegiate athletics. John Pedersen was named the first director of campus recreation, and Mary Alice Manella was named senior women's athletic administrator.

In December 1987, soccer player Robin Fraser was selected as the university's first-ever Division I male All-American, and in the same month, a top 20 men's basketball team made its first appearance in Sunblazer Arena when John Thompson's Georgetown Hoyas played FIU. It would still be a while until FIU could defeat a Division I top 20 team.

In January 1988, the women's basketball team defeated nationally-ranked Houston, 76-67, to take the championship of the FIU Sun & Fun Tournament. Later in the month the team defeated Florida A & M, 74-61; the victory gave Head Coach Cindy Russo her 200th career coaching victory.

Danny Price, FIU's second baseball coach, won the 350th game of his coaching career with FIU's 10-5 victory over McNeese State.

In April 1988, women's tennis gave FIU its first conference championship; Kathy O'Neal was named Coach of the Year and Henrietta Harris Player of the Year.

After seven years of planning and 18 months of construction, the North Miami Campus library was finally dedicated in 1988. In the beginning the library was the Trade Center, a barn, high tech and spare. The new library said something entirely different. With a capacity of 232,000 volumes instead of the 105,562 it had in the Trade Center—and with seating for 500 instead of 110—the new facility sent a message that the campus had matured.

The library's newsletter tells the story best:

Moving a library has all of the aggravation of moving one's personal belongings, plus the added problem of moving the collection. The North Miami Campus library staff moved the library from the old location in the Trade Center to the new library in less than five weeks between semesters. The book trucks went back and forth, starting with the government documents collection of 80,000 pieces of flimsy, hard-to-handle papers, through 13,000 bound periodicals that weighed a ton, finishing with the book collection of over 110,000 volumes. In between there was the hassle of moving the microform collection with its attendant cuts, bruises, and smashed fingers, and the film collection which proved to be weighty, literally, if not figuratively.

To keep everyone on their toes, physical plant, mainly the groundskeepers, were moving the furniture at the same time, vying with the book trucks for elevator space. Jorge Cortada, the locksmith, was directing the monumental effort to reconstruct the handsome, but huge, landscaped office furniture that was donated to the library and came in a million pieces with no instructions.

The move of the collection was faster and smoother than anticipated due to a system worked out by two librarians, Charlotte Ford and Barbara Carroll, and a student, Teresa Chau. It involved flagging by consecutive number the shelf's worth of books to go on the new shelving and marking



the new shelving with the same consecutive numbering. This allowed one to start moving anywhere in the collection and to off load anywhere in the stacks and was a double check that the book trucks were in order.<sup>76</sup>

Dedication ceremonies took place January 20, 1988, celebrating the completion of the new structure which received rave reviews from the many librarians and visitors who toured the newly-completed library. A three-story building connected to the Student Center by walkways on the ground floor and the second level, the library also housed the central administrative offices for the North Miami Campus, classrooms, a modern foreign language laboratory, and an instructional media laboratory. Total cost of the library was \$7,950,000.<sup>77</sup>

The celebration was worthy of the new building and involved most of the university community. The keynote speaker and guest of honor was state Sen. Gwen Margolis, unofficial "godmother" of the North Miami Campus. Together with her legislative colleagues, she played a major role in bringing about the construction of the library.

President Maidique used the occasion to share with the gathering his dreams for the university's future. Other speakers included Barrett Wilkins, state librarian, and Laurence Miller, FIU director of libraries. Adam Herbert, vice president of the North Miami Campus, was master of ceremonies.

The university's growth brought about the desire to develop and establish traditions. The FIU Alma Mater, composed by Clair T. McElfresh in 1975, was rededicated on November 3, 1988, at a ceremony for the unveiling of the new university seal, designed to "conceptualize the ideals, goals, and aspirations of the institution."

Designed by Danine Carey, director of advancement services, it was selected from a pool of more than 30 submissions. Included was the "Torch of Knowledge, Service, and Understanding," representing the university's visible symbol, a burning torch located between Primera Casa, now the Charles E. Perry Building, and University House, now the Graham Center. The "Book of Knowledge" symbolized the university's commitment to excellence in teaching and learning, and the "Globe" illustrated the university's commitment to foster greater understanding throughout the world. The university motto was included in the seal, *Spes, Scientia, Facultas*, Latin for "Hope, Knowledge, and Opportunity." Included within the seal was the year 1965, the date the university was originally chartered.<sup>78</sup> The seal was used on all official university stationery, diplomas, and certificates until it was changed and updated in 1998.

At the same ceremony, the Wall of the Presidents was dedicated, and portraits of FIU's first three presidents—Perry, Crosby, and Wolfe—were unveiled. All three were in attendance, the last time all four presidents would

be together. Each was honored for his contributions to the institution. The portraits are currently located in the second floor lobby of the Charles E. Perry Building.

In 1989, two additional members of the FIU community, Charles Hennington and Toni Eisner, were honored for their contributions to the university. By the late 1980s, the grounds of the University Park Campus resembled a beautiful garden, with exotic trees, plants, and flower beds throughout the landscape. The beautification of the campus landscape was the dream and constant work of FIU's first superintendent of grounds, Charles Hennington, who died at the age of 42.

Soon after the land was purchased for FIU, a master plan for the university was prepared to guide the development of buildings, roads, and walkways on campus, but no similar unified plan was provided for the landscaping. Instead, when each building was completed, a landscape architect was hired to design around it. Implementing each of these designs and uniting them into a cohesive plan became the job of Hennington who selected plant materials which added to the diversity of species already on the campus, while also fulfilling a role in the landscape. Initially, fast-growing trees were placed around the buildings to soften the atmosphere, but later the emphasis shifted to plants with interesting shapes, colors, and character as Hennington became more selective.

After just a little more than a decade of landscaping and planting: several groups of plants are developing into a major collection; there are many hibiscus and cycads, a bed of croton cultivars in front of the biology building, and a grove of fruit trees near one parking lot. The largest collection is flowering trees which provide seasonal color and much-needed shade. Around buildings these have been clustered and mixed together, but in open areas the trees are often planted in small groves of one species. To enable students to identify some of the trees on campus, David Lee, professor of plant physiology and tropical botany, wrote *Common Trees of the FIU Campus and in Miami*, which was published by the FIU Biology Society.<sup>79</sup>

On September 29, 1989, a tropical oasis named Hennington Island, in honor of Charles Hennington, was dedicated. Hennington is credited with creating the lush, tropical landscaped ambience of the campus:

Botanists looking for rare plants won't have to sail the seas searching for tropical islands teeming with exotic foliage. Science students seeking tropical plant life for research won't have to explore distant forests. Instead, a unique man-made island on the north rim of FIU's University Park provides this rare and beautiful foliage needed for instruction and research in tropical botany.<sup>80</sup>

"It will take time, of course, but eventually, we'll have a living botanical museum," said Suzanne Koptur, FIU professor of biological sciences and a member of the advisory committee that assisted in creating the island. "The island will be used for research and learning," she said, "but it is also a place of beauty."<sup>81</sup>

Donn Ashley, former director of physical plant who worked with Hennington for 12 years, remembered Charlie as the man who made ideas happen. "People would come to him with landscaping plans, and he was the guy who did the work. A lover of flowers, he supervised drainage of the low-lying area-laying walks and arbors and beds of flowers and shrubs he produced, a garden of color and loveliness which... has been an unending delight to the university community," Ashley said. "We often talked of trying to put an island in the middle of the lake by the dorms. He'd be proud of the concept of Hennington Island."<sup>82</sup>

In January 1989, Toni Eisner, who joined FIU in 1974, was honored at a tea attended by more than 100 people in downtown Miami. Eisner, the director of the Office of Equal Opportunity Programs, was honored by Dade County with a proclamation designating January 28 as Toni Eisner Day in recognition of her 10th anniversary as chairperson of the Dade County Fair Housing and Employment Appeals Board.

Among those in attendance at the event were Dade County Mayor Steve Clark and Bruce Collins, a representative from the office of Miami Mayor Xavier Suarez.

Eisner, who described herself as someone who generally shied away from the limelight, said she agreed to the tea in her honor in order to highlight the importance of the agency. Her work as chairperson of the FHEA was as a volunteer. She donated one day and several evenings each month to the task. In return, the board paid for her to attend an annual training program given by the Equal Employment Opportunity Commission, training which, as she pointed out, also benefited her in her position at FIU.<sup>83</sup>

Eisner began her career at FIU as assistant director of the Cultural and Human Interaction Center, working with grant programs to provide race relations training for high school students. In 1978 she was promoted to director of centers and institutes within University Outreach with responsibility for the Labor Center, Women's Center, Elders Institute, and grant-funded programs. In 1984 she became vice president for equal opportunity programs. She passed away in 1998.

As the decade ended, the university was not without problems, nor was its young president, according to a story appearing in *The Miami Herald*. On a cool afternoon in May 1989 in Tallahassee, the Regents sat around a table sipping cola and "discussing the fate of Florida International University's expansion in Broward County":

They asked for FIU President Maidique to speak on the issue. He wasn't there.

Minutes before, he had walked out of the room toward Capitol Hill for a meeting with House Speaker Tom Gustafson. Maidique left no word of where he was headed.

'He's making a phone call,' FIU Provost Judith Stiehm told the Regents. She hurried out of the room to look for him. Five minutes passed. No Maidique.

Fifteen minutes passed. No Maidique.

'Where's Mitch?' Regents asked. No Maidique.

Before his return, they voted to turn control of Broward County over to Florida Atlantic University in Boca Raton.

'I was disappointed he wasn't there, and so were the Regents,' said Maidique's boss, Chancellor Charles Reed.<sup>84</sup>

According to *The Miami Herald*, those two weeks in May 1989 were rough on the presidency of Mitch Maidique. He was being criticized for his handling of three controversial issues on campus: first, a challenge to academic freedom when the anti-communist Cuban-American National Foundation tried to set up a Cuban studies institute at FIU and faculty bristled at allowing such a program to be under the control of a group with a political point of view; second, the question of FIU's Broward County programs; and third, a proposed name change for the university.<sup>85</sup>

The Regents and Chancellor Reed agreed that despite the criticism, Maidique "has been running FIU well enough that the problems are secondary."

"He is good and aggressive and outgoing and articulate, but I see a lot of false starts," said Regent Dubose Ausley of Tallahassee.

FIU economics professor Manuel Carvajal stated: "There has been a series of blunders in his administration, going back to when he declared he was one of the contenders for the Secretary of Education position in the Reagan Administration."<sup>86</sup>

In August 1988 Maidique asked for a leave of absence to take a job in President Reagan's Cabinet, one that he was never offered.

The *Miami Herald* reported that he "acknowledged his missteps with an air of embarrassment and minimal explanation, rapidly moving on to FIU triumphs," characterizing it as "the venture capitalist in him, the attitude of a calculating gambler who has the confidence he can win a big percentage of the time. As Maidique explains, leaders willing to take risks can only succeed in environments that tolerate a certain amount of failure. If, over a reasonable period, gains substantially outweigh losses, you've done well."<sup>87</sup>

On the heels of the loss of lead university status in Broward County to FAU, the issue of a merger and separate university in Broward County again

raised its political head and generated a flurry of political debates. The new plan was that Boca Raton's Florida Atlantic University would "become the University of Florida at Palm Beach and Broward under a proposal meant to appease state legislators who think Broward County should have its own separate state university."<sup>88</sup>

Under the plan FIU would become the University of Florida at Miami, but both universities would remain independent of the University of Florida in Gainesville. The chancellor was given two months to study the need for a separate state university to serve Broward County. Officials had been "lobbied heavily by business groups and legislators to make higher education more accessible to Broward County residents, and the Broward legislative delegation threatened to hold hostage state university financing until the county got a public college."<sup>89</sup>

"We're kidding ourselves and not gaining anything by putting this off," said Charles Edwards of Fort Myers, vice chairman of the Board of Regents.

"We do have an emergency situation," said Maidique. "Broward is boiling, and it's going to explode on us."<sup>90</sup>

Officials agreed to formally propose the name change, which would be considered by the full Board of Regents on May 9, 1989.

In their request to Reed to study Broward's need for a university, officials told him to consider three options:

- merging FAU and FIU into one institution with three campuses, probably called the University of Southeast Florida, supported among business leaders and local legislators
- giving more money to FIU and FAU so they could expand existing Broward County programs
- building a 10th state university in the county from scratch<sup>91</sup>

The Miami Herald opposed the merger or creation of a 10th university in Broward County, stating that Broward County with its 1.2 million people should have a state university. The question was when that would happen; it would not be at this time since the state was not adequately funding its existing universities.<sup>92</sup>

Somehow, the Broward delegation was convinced that the county would not be perceived as a real community until it had a state university. The delegation "vowed to hold hostage university money for South Florida unless Broward got an independent school."

The Miami Herald further stated:

Broward was already served by the State University System. Boca Raton's Florida Atlantic University (FAU) and Dade's Florida International University (FIU) form bookends at Broward's boundaries. Both provide degree programs within Broward. On March 31, 1989, the Board of Regents considered designating Broward as a branch campus of

FAU, which means more funding and services. So while there is no Broward U, there certainly is higher education in and for Broward.<sup>93</sup>

The Sun-Sentinel also opposed the idea of a separate university.

The delegation threatened to block appropriations totaling nearly \$228 million for FAU, FIU, Nova University, and Broward Community College unless the state came up with plans to build a new four-year university in the county. They pointed out accurately that while Broward was the second-largest county in Florida, it was the only major county not to have a public university of its own.

President Maidique said, "I have a tough time with county lines. I serve the state, and this is a state university. Whatever develops, the intertwining of our futures in Broward County will always continue."<sup>94</sup>

In 1989 Broward was served by three public institutions of higher education. All courses at the freshman and sophomore levels were provided by Broward Community College, while junior, senior, and graduate courses were offered by FAU and FIU. Although FAU and FIU had offered courses in Broward since the early 1970s, a wide range of complete programs did not become available until the mid-1980s when the Florida Legislature and the Board of Regents established the Comprehensive University Presence plan.

In academic year 1988-89, FAU and FIU together taught nearly 900 courses in Broward County, 512 by FAU and 377 by FIU. Over the past five years, the number of baccalaureate and graduate programs that students could complete without leaving the county had expanded steadily. As of 1988-89, the two universities offered a combined total of 54 Broward programs and enrolled more than 5,000 students.<sup>95</sup>

A regional approach conceivably could lead to a consensus that the best possible long-term solution would be the merger of FAU and FIU into a single mega-university.

In 1989, the issue of a separate university died. Funding was allocated for South Florida and FAU and FIU continued to operate independently.

A decade later, however, at the 1999 legislative session, Rep. Debby Sanderson (R-Fort Lauderdale) filed a House bill that mirrored a Senate proposal calling for a handful of new state universities, including "Los Olas University" in Broward County.

FAU spent more than \$70 million on three classroom sites in Broward and in 2000 opened a \$23 million Fort Lauderdale building directly across from the BCC FAU-FIU Tower shared by Broward Community College and housing FAU's new School of Architecture.

In 1989, the Board of Regents approved a reorganization and name change for the College of Engineering and Applied Sciences to become the College of Engineering and Design, which more accurately reflected the new

organizational structure within the college. In its former incarnation the unit consisted of the School of Engineering and two free-standing departments, apparel studies and construction, which included several other programs. In its new formation, the classic engineering model departments—including civil and environmental engineering, electrical engineering, mechanical engineering, and industrial systems/engineering—were under the School of Engineering.<sup>96</sup>

Amid a setting reminiscent of a northern collegiate football game—complete with cheerleaders, a pep band, and chilly winds—the university dedicated its new Engineering and Computer Science Building. On January 26, 1990, the \$13 million building designed by Lemuel Ramos and Associates of Miami became the new home of the electrical, industrial, and mechanical engineering departments of the College of Engineering and Design.

The School of Design offered baccalaureate degree programs not only in apparel management, but also in architecture, technology, construction management, and interior design. Graduate degree programs were offered in construction management and landscape architecture.<sup>97</sup>

The School of Computer Science was an important building block of the College of Arts and Sciences. The school maintained a close relationship with the colleges of Engineering and Design and Business Administration, and was especially responsive to the needs of the increasing number of major service and high technology companies in South Florida, as well as South Florida's flourishing banking, financial, insurance, and medical service sections.

The school offered both undergraduate and graduate degree programs. Graduates of the bachelor of science program were prepared for entry-level positions involving computer-related tasks such as programming and small system design, and for entry into graduate programs involving computers. The master's of science degree provided study in state-of-the-art computer application as well as an introduction to the theoretical foundations of computer science. The Ph.D. in computer science was designed to provide study in all major areas of computer science, while challenging the frontiers of knowledge in a chosen field of concentration.<sup>98</sup>

"Today we dedicated one of the finest engineering facilities in the South," said Gordon R. Hopkins, dean of the College of Engineering and Design. "The dedication of this building was a bold statement of the university's commitment to support the growth of high technology and industry in South Florida."<sup>99</sup>

*Brainstorm*, a large ceramic mural by Carlos Alfonzo, the late internationally acclaimed Cuban artist, graces the south side of the building. "The ceramic tiles that compose *Brainstorm* combine brilliant color intensity, texture, and structure. Several human figures, icons, and spirals symbolize, as Alfonzo explained, the human being and its search for light."<sup>100</sup> The mural

was selected by the Art Selection Committee of the Art in State Buildings Program and the FIU Art Selection Committee and is part of ArtPark, a “museum without walls” at both FIU campuses that represents the best art Florida has to offer.

In 1990, enrollment in the College of Engineering was 1,300 and expanding 15 to 20 percent annually.

As the engineering building was being completed, another University Park tradition and landmark was about to vanish. President Maidique made Tony Marshall, the dean of the School of Hospitality Management, an offer even he couldn't refuse. Maidique promised that if the school moved to the North Miami Campus, it would be housed in its own building, the former Trade Center building, and \$1.3 million would be spent to convert the facility to meet the school's needs.

The first thing Marshall did was ask his faculty, who agreed to the move, and in the summer of 1989, the school began its relocation. In addition to the state funds, more than \$1 million in private funds was raised for the building. Subsequently, an additional \$2.3 million was committed by the state of Florida.<sup>101</sup>

Since the university's inception in 1972, the hospitality management administrative offices had been located in the DM building, with the kitchen and one small dining room that seated no more than 50 people housed in the Owa Ehan building. The OE building on Wednesday afternoons was a popular venue when hospitality students held their volume feeding class in OE 148 and served a luncheon for the university community.

FIU's yearbook, the *Elan*, captured the atmosphere:

As noon approaches, the guests begin to arrive; as one walks down the sterile corridor of the OE building toward OE 148, the smell alone entices, redolent of spices and herbs, and un-imagined epicurean delights seduce the guests. If guests were to look through the kitchen window they would see many anxious faces in the kitchen peering out at the assembled patrons.

The students' anxieties are quickly assuaged. The volume feeding meals are traditionally the best food anywhere on the FIU campus, and the care, the meticulous preparation, and the skill in preparation and service are marks of the continuing excellence of the training of the School of Hospitality Management.<sup>102</sup>

The OE dining room provided a unique experience in noon-hour dining for FIU students, faculty, and staff. The atmosphere was cool and elegant, with a fine view of the quiet lake through the large windows lining one wall of the dining room. And the price was only \$5. All that was about to change.

The kitchen equipment, dining room furnishings, and pots and pans were moved, lock, stock, and wine bottle, to their new home on the North



Miami Campus. By 1990, the former Trade Center building was completely renovated, refurbished, and remodeled. The new facilities offered state-of-the-art food laboratories, three commercial kitchens, a bakeshop/patisserie, pre-preparation areas, an exhibition rotisserie, lecture facilities, an auditorium, a restaurant with a fully-equipped display and demonstration/service bar, reception areas, and lounges.<sup>103</sup> It also contained administrative offices, placement facilities, classrooms, and an academic counseling center. The view of the lake was replaced by a view of Biscayne Bay.

Marshall was justifiably proud of the facility and the reputation of his school, which, according to *The New York Times* and other publications, was just behind Cornell, the oldest and longest-rated number one school in the country.<sup>104</sup>

In 1990 the School of Hospitality Management enrolled more than 900 students from all 50 states and 40 foreign countries.<sup>105</sup>

The College of Business Administration, which served almost 20 percent of the FIU student population, welcomed a new dean, Harold E. Wyman, after an 18-month search which began in 1987. Formerly chairman of the accounting department at the University of Connecticut from 1977-88 and a member of the Harvard business school faculty for two years, he replaced Charles Nickerson, who had served as dean since 1983.

Under Nickerson's leadership, instructional faculty had increased 38 percent and the average faculty salary was 64 percent greater in 1988 than it was at the beginning of 1982. More than one-half the faculty joined the college after 1982, reflecting in part a significant reduction on the reliance of adjunct instructors.

The university's decision to move toward comprehensive, and ultimately research, status and the college's decision to seek accreditation by the American Assembly of Collegiate Schools of Business increased faculty involvement in research and publication. They were successful in 1983 and 1986. Faculty authorship of published, referred articles increased from 27 in the 1982-83 academic year to 85 in 1988-89, and participation in professional and scholarly association meetings increased from 73 to 122.

The college conferred 541 baccalaureate degrees in 1988-89, an increase of 27 percent over the number conferred in 1981-82. During the same period the number of graduate majors increased 81 percent, an astonishing rate of growth even after discounting the influences of a change in Florida accounting statutes and the introduction of doctoral programming.<sup>106</sup>

The number of undergraduate women slightly exceeded the number of men, a fact not inconsistent with the experience of many other business schools. Black enrollment in the baccalaureate programs had increased over those years from 4.5 percent to 6 percent.<sup>107</sup> At the time the college offered two baccalaureate, six master's, and one doctoral degree.

Groundbreaking for the College of Business Administration building, long a faculty goal, became a reality early in June 1989, and construction was completed in late 1991. The building provided a physical identity for the college, as well as additional classroom and laboratory facilities to better accommodate continuing enrollment growth.

During Nickerson's tenure as dean, the college earned AACSB accreditation and a stand-alone Ph.D. in business administration, the only one at a public university in South Florida. Nickerson was also, according to Maidique, the architect of the new business building.<sup>108</sup> The fine accounting program in the college gave the school bragging rights when in 1989, Richard Garcia, an accounting graduate, out-scored nearly 64,900 fellow students who took the lengthy Uniform Certified Public Accountant Examination throughout the country. Garcia was one of 123 students to receive a certificate "With High Distinction" in the Elijah Watt Sells Awards program. Students who earned top grades were awarded a gold, silver, or bronze medal.

"It was tough, but not tougher than quizzes I took at school," said Garcia, a staff auditor at Arthur Young Co. "The accounting school at FIU is rough, but it prepares you for your future."

"Last year, Frank Cordero, one of our graduates, tied for the highest score in the entire country, and two other students won top honors," Lewis Davidson, professor in the School of Accounting, said. "I believe the success of our students reflects the quality of our school."<sup>109</sup>

The college was organized into the School of Accounting and decision sciences, finance, international business management, and marketing and environment departments.

The prestigious American Assembly of Collegiate Schools of Business accredited the master of accountancy, master of taxation, and master of business programs. These were among the 37 top programs in the nation to be recognized. Accounting major Chris Alvarado said, "Firms all over Florida and across the country are waiting for FIU's business graduates."<sup>110</sup>

Not to be outdone, the College of Education welcomed Ira Goldenberg, former president of Franconia College in New Hampshire, as its new dean. Goldenberg's last position was as vice president for academic affairs at New Hampshire College, where he was responsible for the overall quality of educational programs. An educator with more than 20 years experience in higher education, Goldenberg emerged as top candidate for the dean's position from a national search.

"Dr. Goldenberg has had experience at the highest levels of educational administration, including serving as president of Franconia College, an exciting and innovative institution," said Provost Judith Stiehm. "We are delighted to welcome his kind of leadership to FIU."<sup>111</sup>

The College of Education, which at the time had 1,213 students, was FIU's third largest academic unit.

"We, as teachers and faculty, are responsible for making the student's learning experience an exciting and validating adventure," said Goldenberg. "As teachers we must share our skills, knowledge, attitudes, and values with students in ways that enable them to experience their own competence, creativity, and potential."<sup>112</sup>

Prior to entering educational administration, Goldenberg was a professor of education at Harvard University from 1970-75, and from 1964-70 he was a professor of psychology at Yale University.

In 1989, the College of Education offered instructional programs at the undergraduate, graduate, and post-graduate levels, engaged in research and development, and provided field services to the educational community. A Board of Regents review team reported that the college had the finest relationship with school systems and the organized teaching profession of any of the institutions in the SUS.

The instruction, research, development, and service programs of the college all reinforced and strengthened FIU's mission as a comprehensive, urban public university. Both the university and the college shared a deep sense of responsibility to the community and an urgency to respond to the community's needs.

A comprehensive view of education showed that there was a growing demand for educational services and an unfortunate shortage of new teachers, especially in Dade County, the nation's fourth largest public school system. The College of Education responded to this challenge by developing creative new programs to meet the needs of education and society and by training capable teachers to guide present and future generations.<sup>113</sup>

An education building was also in the planning stages. It was destined to be the most difficult building to be constructed in the university's history.

Two other new deans were recruited in 1989.

William Keppler was the new dean of the College of Health which offered programs of professional study in the health professions and promoted articulation between the academic units and clinical, experimental settings.

*Baccalaureate degrees were offered in dietetics and nutrition, medical laboratory science, medical records administration, occupational therapy, and public health. All degree programs were fully accredited by their professional accrediting body. Most College of Health graduates were hired immediately upon graduation by leading health care facilities locally and around the nation.*<sup>114</sup>

Allen Rosenbaum provided new leadership to the School of Public Affairs and Services. Offering programs of professional study which provided academic and applied courses for students interested in public and non-profit

organizational needs, management, and research, the school emphasized achieving a comprehensive, developmental, and community-oriented understanding of problems, issues, alternatives, and needs of an urban society faced with rapidly-changing social, political, economic, and cultural conditions.

The school served as a focal point for teaching, research, and service related to the public. Preparing professionals for careers in public service, the programs trained students to understand community-oriented problems and issues and to respond effectively to the needs of society. With criminal justice, health services administration, public administration and social work departments, FIU had one of the largest and most comprehensive public affairs schools in the U.S.<sup>115</sup>

One of Florida's most esteemed public figures began teaching in the School of Public Affairs and Services at FIU when former Florida Gov. Reuben Askew and Dean Rosenbaum team taught "The Modern State Executive," a course for advanced public administration majors. Two other prominent figures in public administration were also teaching courses in the School of Public Affairs and Services: former Dade County Manager Merrett Stierheim and Dwight Waldo, former director of the Research Institute of the School of Public Administration at the University of California-Berkeley, arguably the nation's leading scholar in the field.

By 1989, FIU had the largest enrollment increase in the SUS and had exceeded its \$10 million goal for its first-ever fundraising campaign. In addition, for the first time, more than half the students attending school were full time instead of part time, with freshmen students the fastest-growing category.<sup>116</sup>

The number of applicants to FIU from other states rose by approximately one-fourth and the school was rated the 25th best comprehensive university in America by *U.S. News and World Report* in 1989.

At a time when colleges and universities around the country were fighting dropping enrollments, FIU administrators couldn't open enough new sections of most courses. Student parking lots overflowed with cars from early morning through 11 p.m. There were barely enough seats in classrooms.

FIU was a microcosm of the Miami community as diversity became the new buzzword on college campuses. In 1989 more than 50 percent of the university's enrollment was drawn from minority groups: 41 percent Hispanic, 8.6 percent black, and 2.6 percent Asian. Although the university had experienced spectacular growth in nearly all areas since its inception, most notably in enrollment, course offerings, and facilities, academic standards had not been sacrificed. In fact, quite the opposite was true. Academic quality and national recognition for FIU's excellence had been on the rise. In 1990 Ph.D.s were held by 90 percent of the faculty, with that figure rising to 95 percent for tenured faculty. The quality of the student body continued to rise. Students in

the incoming freshman class in 1990 had Scholastic Aptitude Test (SAT) scores that were 100 points above the national average, and a GPA of 3.2, almost a full point above the national average.<sup>117</sup>

In the late 1980s major political, national, and local events shocked the world and had a profound direct impact on the life of every member of the university community. In its countdown to the 21st century, The Miami Herald reported the events of 1988-90:

The Cold War ends at 1 a.m. Thursday, November 9, 1989—if one can be so precise about such sweeping phenomena—in a surreal and giddy scene as East Germany opens its borders, and Berliners climb atop their hated wall to chip away at it with hammers while loudspeakers blare the American rock song *Surfin' U.S.A.* In Moscow, Mikhail Gorbachev is busily implementing the revolutionary twin policies of 'glasnost' (free expression) and 'perestroika' (economic reform) that will dismantle the Soviet system.<sup>118</sup>

For the first time that most could remember, the threat of communism and nuclear war ended.

Nationally George Bush swept 40 states to become the 41st president, beating Democratic rival Michael Dukakis.

Locally The Miami News ceased publication on December 31, 1988, "going the way of many of the nation's afternoon papers 92 years after it began telling the city's story."<sup>119</sup>

Culturally South Florida gained the New World Symphony orchestra which debuted at Miami's Gusman Center for the Performing Arts, led by Michael Tilson Thomas. Disaster, however, hit the City of Miami as it was rocked by riots and violence in Overtown after a white Hispanic Miami police officer, William Lozano, shot and killed a black motorcyclist, Clement Lloyd, who was being chased by a police car. Miami saw three nights of rioting and fires which resulted in one person killed, 11 injured, and more than 400 individuals arrested, primarily for looting. The flames from the fires could be seen from miles away.

On the political scene in Florida, U.S. Rep. Claude Pepper died and was replaced by Ileana Ros-Lehtinen, an FIU alumnus. Throughout the 1980s, Ros-Lehtinen had been a familiar name in South Florida politics, the first Hispanic woman elected to the Florida Senate and the House of Representatives. She became the first Cuban-American, first Republican, and first woman in Congress from Dade County, defeating Democrat Gerald F. Richman to win the seat formerly held by the late Claude Pepper.<sup>120</sup>

She received two degrees from FIU, a B.A. in English in 1975 and an M.S. in educational leadership in 1987. At the 1988 graduation ceremony she received the Alumni Distinguished Service Award.

The university was becoming more involved in the city. FIU had changed as the city of Miami had changed. The city of Miami, with its wide spectrum of ethnic groups, languages, and cultures, was a living laboratory for the faculty and students of FIU to learn ways of promoting greater cooperation among different nations and people.

1990 brought more notoriety to Miami. Panamanian leader Manuel Noriega was brought to Miami where he faced drug trafficking charges. He's still in jail. Luther Campbell and 2 Live Crew made South Florida semi-famous as a hotbed of obscenity and/or artistic freedom with his rap music. He's still around. And abroad, Iraq's Saddam Hussein sent his troops into Kuwait, vowing to annex it. He lost.

Also in 1990, Joe Robbie died at the age of 73.

The pioneer sportsman helped found the Miami Dolphins in 1966 with an initial personal investment of \$100,000, and helped build them into an empire worth an estimated \$85 million to \$120 million. Robbie's team achieved pro football's only perfect season, a 17-0 run in 1972. Robbie also built a \$102 million stadium in North Dade without a single tax dollar.<sup>121</sup>

Businessman H. Wayne Huizenga bought an interest in the team and the stadium and brought the first Blockbuster Bowl to town. The Dolphins made the NFL playoffs for the first time since 1985.

As the new decade dawned, FIU also was changing. Straight off the heels of record-breaking enrollments, FIU's physical appearance began a change that would continue over the years to meet ever-increasing enrollment demands. Overall, the university was spending \$40 million on the construction of five new buildings and numerous expansion projects, which added more than 360,073 square feet of new space.

President Maidique said, "Our central objective is to give each school or college its own building."<sup>122</sup>

As the 1980s ended and the 1990s began, construction was the major emphasis on campus, especially at University Park. At that time, either under construction or in the planning stages were major buildings to house the colleges of Engineering and Design, Business Administration, and Health, as well as Chemistry and Physics and the Performing Arts. Major additions to the library and University House were also under way. The building program approached \$75 million. Construction and growth would symbolize FIU in the 1990s.<sup>123</sup>

As had occurred in the past in a state that does not adequately fund higher education, the university was again faced with a budget crisis which began in 1990 and continued through 1994. The university was once again forced to call for a hiring freeze; no new positions were filled unless they were

essential for the health and safety of the campus<sup>124</sup> The university faced a \$3.8 million budget reduction, threatening a major reduction in classes. Paul Gallagher anticipated that there would be fewer library books, longer registration lines, and the possible end to the shuttle bus between campuses.<sup>125</sup> The students, as always, would receive the brunt of the budget reductions in terms of reduced classes and student services.

In 1991 funding problems, as expected, continued. For the second time in its history, the SUS, suffering its share of Florida's \$582 million tax deficit, elected to freeze enrollment at the state universities that year. President Maidique stated that the condition was grave. There was discussion of 200 classes being cut from the winter schedule.<sup>126</sup> Budget cuts would affect all parts of FIU. The library would not be able to purchase books or maintain its hours of operation; FITS (the bus system between campuses) would be eliminated, and a hiring and travel freeze would remain in effect.

In October 1991, the president urged the FIU community to use its political power and persuasion to get through to the governor and Legislature and insist that the SUS not take additional funding reductions. He stated that the quality of education at the university would suffer, and estimated that \$5 million would be trimmed from that year's budget, in addition to the \$8 million already cut. It was the first time FIU was facing the real possibility of layoffs and the elimination of programs and centers.

Maidique stated, "The university is now in an extremely difficult situation that it has never experienced before... We have reached the point where the budget cuts are going to impact operations severely throughout the university... The bottom line is this: Our state needs more revenue. The only way to raise revenue is through tax reform."<sup>127</sup> The call by the president for taxes was strong language in an anti-tax environment.

FIU students in the early 1990s were still unique as far as average age was concerned. Traditionally, college students had been between the age of 18 and 24, but because FIU had started as an upper division institution, its students were always older, according to the Office of Institutional Research. In 1991, out of a student body of 22,000, those 25 and older made up more than 50 percent of the 11,755 students enrolled. About 58 percent were still attending the university on a part-time basis while holding down jobs.

By comparison, 41 percent of Miami-Dade Community College's 75,369 students were over 25. Broward Community College had an enrollment of 26,644, approximately 45 percent of which was over 25.<sup>128</sup>

In 1990 FIU's enrollment breakdown was 42.9 percent Hispanic, 39.9 percent white, 8.8 percent black, 5.2 percent non-resident alien, and 2.7 percent Asian.<sup>129</sup>

By 1990 students at the North Miami Campus proudly boasted that they accounted for 26 percent, or one quarter of the total enrollment of the

university. The School of Journalism and Mass Communication was established at the North Miami Campus in 1980, and the School of Hospitality Management moved there in 1989; by 1990 enrollments had surged and the campus became alive. Students became involved, establishing a separate Student Government Association and developing a feeling of identity and pride in that campus. It was still necessary, however, for a large number of North Miami Campus students to take courses on the University Park Campus and commute daily.

In April 1990, FIU's older, working students once again had a school newspaper after a hiatus for more than 18 months. Students, faculty, and staff were once again aware of events, activities, and developments occurring on all three university campuses. With a \$50,000 grant from the Student Government Association, and a computer donated by the president, the newspaper again hit the stands.

The Beacon, as it was called, replaced The Sunblazer, publishing weekly as an independent publication with students responsible for editorial content and control. Organizers said that the growing journalism program and a faculty adviser would give the paper staying power. FIU created a non-profit corporation and an eight-member Student Media Board of students and faculty to act as the paper's publisher. A national search was conducted for an adviser who had journalism and business management skills.<sup>130</sup>

The School of Journalism and Mass Communication faculty were interested in the resumed publication of the paper where students could practice their chosen vocation, even though the school exercised no control over the paper. The school took a firm stand from the inception of the program in 1980 that FIU's paper should function in the best traditions of the First Amendment, as an independent force for free student expression.

The Beacon has, since its rebirth in 1990, received prestigious awards from the American Scholastic Press Association, Columbia Scholastic Press Association, Associated Collegiate Press, and Society of Professional Journalists.

The school newspaper had a long list of predecessors since its inauguration in 1972, including The Good Times, The Sunblazer, The International, The New International, and now The Beacon. The university also had a yearbook; it was called the *Elan* from 1976-83, *Flashback* in 1989, and *Vision* in 2000 and 2001.

Student life didn't come with a textbook or a how-to-diagram. Living in a large metropolitan city like Miami left different avenues open for all kinds of lifestyles. Students found themselves in a juggling act between school, home, and social and personal lives.

Letting loose was necessary, and the Student Government Association and more than 100 student organizations jointly hosted very successful theme



weeks to provide students with reasons to stay at the university after classes were finished. Homecoming, a tradition since 1973, pulled in more people than in previous years. Highlights of International Week included Tom Wolfe, a Model U.N., and the Copacabana dancers. Both the Rathskeller and "Thursdays on the Bay" proved to be successful for students in a partying frame of mind.<sup>131</sup> Apathy, however, remained a problem at a university that was still primarily a commuter school in the early 1990s. For example, although Homecoming attendance shot up over the previous year, the total still accounted for no more than 10 percent of the FIU student body.

The Homecoming Committee did its best and mailed 30,000 postcards announcing the event and encouraging people to "Return to Camelot," their home. Homecoming attendance was 2,000 for the week, only a 6.7 percent response to the mailed ads.<sup>132</sup>

Black history celebrations which began in 1976 continued in 1990, including events showcasing aspects of various black cultures. A bazaar displayed African foods and artifacts and featured a rum-tasting contest; fashion shows featured models in designs from the Caribbean, Africa, and the United States, and the Performing Arts Showcase entertained approximately 250 people of all racial and ethnic backgrounds with step dancing shows, a reggae band, and rappers.<sup>133</sup>

Throughout the University Park Campus the sound of languages other than English being spoken was a common occurrence. By the pool at the North Miami Campus, students could catch a tan while listening to an entire conversation in Portuguese. In 1990 1,200 international students attended FIU; from every continent, they brought different world views, philosophies, religions, languages, and food preferences.<sup>134</sup>

To celebrate this international understanding, the International Students Club sponsored "International Festival '89-'90 for Global Understanding." Purple and lime-green posters announced a host of events introducing students to different cultures and the delicacies of international foods. Florida state Sen. Jack Gordon opened the session of a model United Nations conference. Nicolas Daniloff, a reporter accused by the KGB of espionage, spoke on life inside the Soviet Union and the effects of glasnost on U.S.-Soviet relations. Looking at world affairs from another angle, Tom Wolfe, the father of new journalism and author of *The Right Stuff*, lectured on pop culture and its effects on the modern world.

By the late 1980s, another new student phenomenon was occurring that welcomed international and American students: Fraternities and sororities were making a strong comeback on college campuses, and they started at FIU as well.

In 1987, after five months as a trial colony, Sigma Phi Epsilon became FIU's first fraternity granted charter status by a national Greek organization.

Phi Sigma Sigma, a sorority, obtained a national charter, and Omega Chi sorority was in the colony stage. Three fraternities were also on a colony basis: Tau Kappa Epsilon, Phi Delta Theta, and Phi Beta Sigma.

Not all student events centered around parties, theme weeks, athletics, fraternities, and sororities, though. Amid allegations of bribery, misuse of student funds, and closed-door dealings, President Maidique, in an unprecedented action, disbanded the Student Government Association and replaced it with an interim governing council comprised of students and administrators. The SGA had a long history of poorly-run meetings and harassment of senate members,<sup>135</sup> beginning with its first meetings in 1972, when public safety officers were often called to keep or restore order.

The former student government senate chamber was host to an emotional gathering of administrators, ex-senators, students, and curious onlookers on February 27, 1991, as Richard Correnti, vice president for student affairs, led a question and answer session about the disbanding of SGA. Addressing the standing-room-only crowd in UH 150, Correnti cited the reasons for the demise of SGA, among them dysfunctional committees, harassment of senate members, questionable use and appropriation of funds, inconsistencies in the rules, and large numbers of resignations.

Correnti emphasized that this action was not something the administration had wanted to take and denied rumors that the administration wanted to assume control of SGA. "That's absolutely not true. I have no interest (in taking control) and neither does anyone else," he said.<sup>136</sup>

The SGA had the responsibility for more than \$2.4 million in student funds, which lead many to question whether students should have control over that much money. Correnti saw the immediate need for drastic reform, the tightening of restrictions on the expenditure of student funds, and the need for a new SGA constitution. The SGA was out of business, at least temporarily.

February 22, 1991, was a memorable day for many students, faculty, and staff. It was the day the old Rathskeller, known as the Rat, with its sticky floor, dark lights, and musty smell, served its last beer and closed its doors forever. The new operation, which would be known as Gracie's Grill, was more of an art deco form of eatery with neon lights and signs, clean tables, a sparkling floor, and the smell of real hamburgers. Resembling an airport fast food restaurant, it became the on-campus home of fraternities, sororities, and a new breed of card and domino players.

According to Betty Gonzalez, an FIU student who helped pick the furniture for the new Gracie's, the university wanted to get away from the Rat's image. "We were trying to create something a little more modern," she said. "We wanted a comfortable place for students to relax, but more presentable and fancy (than the Rat)."

↓1

FIU's original mascot was the Sunblazer.



↓ 2

A massive altar was constructed for Pope John Paul II's visit in 1987. The cross was visible from as far away as Bird Road.

↓ 3

FIU lives up to its middle name as International Week, an FIU tradition, is celebrated each fall.



↓4

In September 1987, Pope John Paul II celebrated mass at FIU during his visit to South Florida.

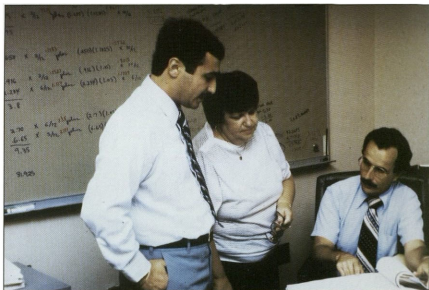


↓5

Alex Zyne, Pat Duguid, and Chuck Tinder work together in FIU's budget office in the early 1980s.

↓6

Paul Gallagher, Doyt Perry, and Bill Jerome recall the original days of FIU's opening at a reception honoring Doyt Perry, FIU's first director of athletics, in 1985.



↓7

Gregory Wolfe, Mitch Mardique, Harold Crosby, and Mary Ann Wolfe unveil the Wolfe portrait at the Hall of Presidents' Dedication on November 3, 1988.



↓8

FIU unveiled its official seal on November 3, 1988, with Judith Stiehm, provost, Mitch Maidique, Harold Crosby and Gregory Wolfe officiating.

↓9

University officials, including Judy Blucker and Adam Herbert, sing the alma mater at the 1988 convocation.





↓10

Adam Herbert, Mitch Maidique, Gregory Wolfe, and Larry Miller participate in opening ceremonies of the Bay Vista Library, January 20, 1988.

↓11

Blanca Riley, Annett Gathright, and Judy Blucker share a moment at the 1988 basketball kickoff.



↓12

At FIU's commencement in 1992, President George Bush said: "No one will ever again ask, 'FIU who?'"

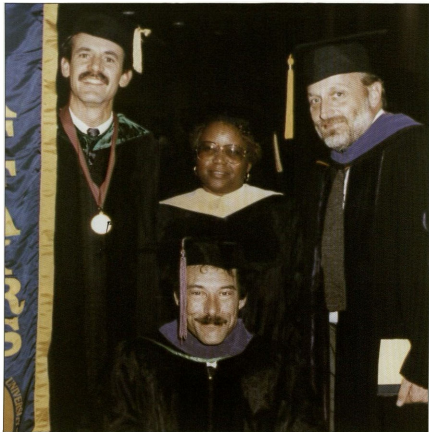
↓13

Regent Perla Hantman, U.S. Rep. Carrie Meek, and FIU's Karen Moore speak at 1994 commencement.



↓ 14

Bob Dolinger, Rosa Jones,  
Joe Wisdom, and Peter  
Manheimer share a moment  
at the 1992 commencement  
ceremony.



↓15

James Mau and Mitch Maidique unveil a plaque with Gregory and Mary Ann Wolfe at the dedication of the Gregory Baker Wolfe University Center on March 31, 1994, at the North Miami Campus.

↓16

Cal Kovens, Joe DiMaggio, and Patricia and Philip Frost talk prior to the 1993 commencement ceremony.



↓17

Herbert and Nicole Wertheim, Mitch Maidique, and Fredrick Kaufman inspect the construction of the Performing Arts Center in 1995.

↓18

The original Rathskeller closed in 1994 and was moved to Gracie's Grill in the new Graham Center.

↓19

The original Gracie's Grill named after Gracie Distefano, right, moved from outside the Rathskeller into the Graham Center.



↓20

FIU's three presidents, Mitch Maidique, Charles Perry, and Gregory Wolfe, gather at the 25th Anniversary Celebration of FIU in 1997.

↓21

Sen. Bob Graham, Ruth Hamilton, Robert Donley, Christine White, and Steve Sauls celebrate at FIU's 25th Anniversary.



♣22

Mitch and Ana Maidique, Charles and Betty Perry, and Gregory and Mary Ann Wolfe gather at the rededication of the Charles Perry Building in September 1994.

♣23

Mitch Maidique, Regent Perla Hantman, and Charles Perry present the plaque for the dedication of the Charles Perry Building in September 1994.

♣24

Provost Jim Mau shares a moment with Irene Manos at her going-away party in 1997.

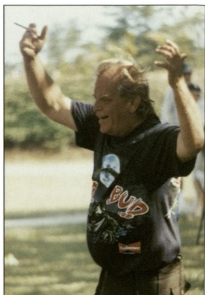


↓25

FIU Alumnus and U.S. Rep. Ileana Ros-Lehtinen speaks at an FIU event.

↓26

Matt Crawley, superintendent of grounds for the Bay Vista Campus, has a good time at the 1997 FIU employee picnic.





↓27

In 1997, thanks to a gift from Mitchell Wolfson, Jr., the university acquired the Wolfsonian Museum on Miami Beach, worth an estimated \$75 million.



↓28

Charles Perry was honored with an honorary doctorate at convocation during the 25th Anniversary Celebration in 1997.

↓29

Art Herriott, Charles Perry, Mitch Maidique, and Gregory Wolfe share a laugh at the 25th Anniversary Faculty Convocation in 1997.

↓30

Toni Eisner is congratulated by Cynthia Curry at the 1997 awards ceremony.



Not all students preferred Gracie's neon accents and curvaceous bar to the Rathskeller's wood floors and beer bottle display. "I felt comfortable going to the Rat; now it's kind of scary to drink a beer," said Baldev Vishwanath, a student working on a master's degree in environmental engineering. "It reminds me of an airport lounge."

The move was the result of necessary renovations to University House, according to its director, Ruth Hamilton; the new University House would be called the Ernest R. Graham Center.<sup>137</sup>

In October 1990, the university broached the subject of a law school for the first time. The president felt that there should be more access for South Florida students to a state-funded law school and that minorities were underrepresented in Florida law schools. To meet the increasing demand for public professional schools in the community and to provide more opportunities for minority students, FIU presented a proposal to a Board of Regents planning committee to establish a law school at the university.

At a public hearing on October 31, 1990, the president and a group of distinguished leaders from the business and legal communities offered testimony on the need for a public law school in Miami. FIU students presented the committee with a petition with more than 1,000 signatures in support of such a facility.

There were only two public law schools in the state, one at the University of Florida in Gainesville and one at Florida State University in Tallahassee. Florida A&M had a law school from 1951-67.

The president's plans called for the establishment of a 600-student, public service-oriented law school that would open in the mid-1990s and provide considerable access to minority students.<sup>138</sup> This was the first in a series of several attempts by FIU to secure a law school.

If a law school wasn't possible at this time, a prestigious honors college was. In 1990, a community of undergraduate scholars was gathered together into a select program—the new Honors Program, where they enjoyed the intimacy of a small liberal arts college within the larger infrastructure of a major state university.

"Of all the accomplishments that have taken place during my tenure at FIU, the creation of the Honors Program is among those of which I am proudest," Maidique said. "It shows that FIU is committed to the very finest in undergraduate education."<sup>139</sup>

"Many honors programs at other universities simply attach an honors tag to the name of the course," explained Joe Wisdom, former assistant dean of undergraduate studies and program director. "Our program is unique in that we created all new courses for the curriculum," he said.<sup>140</sup>

Students would take one three-credit course a semester for a total of 24 credit hours of honors courses by the time they graduated. In 1990-91 there

were 200 students enrolled in the program—100 freshmen and 100 sophomores—and the classes were team taught by five professors, one from each discipline. Classes alternated from group lectures with the whole group of 200 to individual discussion groups with 20 students and one professor.

Team teaching gave students a more realistic and profound perspective on life in general, and academics in particular. Carol Graf, associate director of the honors program, said “With these courses, we try to show the connections among the disciplines.”<sup>141</sup>

As the university continued its expansion, modernization, and change, a new logo—a colorful yellow and blue splash—was adopted in place of the original beloved egg-shaped logo. The problem was, the faculty was not consulted, advised, asked, or in on the process, causing considerable controversy on campus.

“Those of us who work day-to-day to make this university what it is were the last consulted,” said Parky Howell, statistics professor. “That beautiful oval is more reproductive and has more dignity. You’re taking away something dear to us to be more dynamic.”

“I’ve had three phone calls concerning the Summer A schedule and 46 phone calls about the logo,” said Ralph Lewis, Faculty Senate chairperson, during a discussion about the logo at the senate meeting.

“It looks too much like advertising,” said Lina Monell, assistant to the vice president at the North Miami Campus and an FIU graduate. “If it were on my diploma, I would be afraid someone might think I got it from a diploma mill.”

According to the president, the new logo, at a cost of \$14,000, was a steal, paid for by the foundation. According to many, it was a waste of money, and they yearned for the return of the beautiful egg.<sup>142</sup>

In athletics, Rich Walker, the only coach in the nine-year history of the basketball program, resigned effective May 29, 1990, to take up a position at the University of Iowa. When he joined FIU in 1981 to start a fledgling basketball program, he faced many obstacles: no on-campus arena and no basketball climate in Miami whatsoever.

Since 1981 a great deal had happened to the sport of basketball in South Florida and at FIU. The FIU men’s basketball team now had the Golden Panther Arena as its home. The program was in Division I and began playing in the Trans-America Athletic Conference in the 1991-92 season. Down the street, the University of Miami re-started its own men’s basketball program under Leonard Hamilton and became a national competitor, ranked in the top 25 in 2002. A little bit further down the street, the NBA’s Miami Heat with Coach Pat Riley became a force within the Miami community, playing at the American Airlines Arena in downtown Miami. Basketball had come of age in Miami.<sup>143</sup>

FIU entered its 10th season of competition in 1990-91 with a new head basketball coach, Bob Weltlich. "The appointment of Bob Weltlich made a statement about FIU and its athletic direction," said Dick Young, the athletic director. "We feel he will take us to another level in athletic recognition and respectability. Bob gave us instant credibility and institutional commitment. We have truly become Division I."<sup>144</sup>

Weltlich had built basketball programs at both the University of Mississippi and the University of Texas and was the head coach of the U.S. national team which captured a Silver Medal in the 1982 World Championships, losing to the heavily-favored Russian team, 95-94, in the finals. He began his collegiate coaching career by serving as assistant coach to Bobby Knight for seven years. After two successful seasons at the U.S. Military Academy, he spent the next five years at Indiana University and was part of the Hoosiers' 1976 undefeated national championship squad.<sup>145</sup>

By 1988 the men's soccer team gained its 200th program victory. The same year the lights were turned on at the intercollegiate soccer field, enabling night games to be played by both the men's and women's teams.

The 1989-90 academic year was a good one for athletics. On February 16, women's basketball clinched its first-ever New South Athletic Conference regular season crown with a 70-65 win over the University of Central Florida. One month later Cindy Russo was named New South Athletic Conference Coach of the Year in women's basketball.

On March 5, Danny Price's baseball team recorded its 600th program win with a 10-4 rout over Georgetown University in the opening game of the FIU/Sun Bank Classic. On May 4, construction began on Sunblazer Arena, which would include converting bleachers to chairback seats and installing third floor bleacher seating and two new four-wall racquetball courts. September 1 saw a near sell-out crowd enjoying FIU's 3-0 win over Nova University, the first home night soccer contest ever played at University Park.

On January 4, 1990, representatives from the Trans-America Athletic Conference voted to accept the university's application for membership. The cheerleaders competed at the National Cheerleader Association Championships on January 7, and finished third. On February 13, Kim Sands was named head women's tennis coach, replacing Kathy O'Neal.

Two weeks later, on February 28, women's golf finished second in the first-ever New South Conference championships in Orlando. On March 1, the women's basketball team won the second consecutive New South Conference regular season championship and Cindy Russo was named Coach of the Year for the third straight year. Also that day lighted practice/recreation fields opened north of the Golden Panther Arena. On April 29, alumna and former golf All-American Pat Bradley was honored at the 1991 FIU commencement

ceremony and presented with the Distinguished Service Award for her dedication to the community and her continued commitment to FIU.

With a 13-2-2 season record, the Golden Panther men's soccer team was ranked No. 11 in the nation among Division I schools, its first-ever major college soccer ranking; in 1991, the team was 17-3-3 and appeared in an NCAA Division I regional match.<sup>146</sup>

In 1991, to comply with NCAA regulations, which required all Division I schools to have 14 varsity sports, FIU added two varsity sports in order to retain Division I status. The Athletic Council recommended men's and women's teams in track and field and crew as varsity sports.

On a broader scope, by 1990, Miami was a city reaching its maturity. It had become a major international banking center, the gateway between the United States and Latin America, and one of the few places in the country with four professional sports teams.

But in 1991 Miami lost two of its major employers when Eastern Airlines shut down, ending a 62-year run as one of America's principal air carriers. Pan American World Airways, a pioneer in air travel, ended its 64-year history in the skies, wiping out 9,000 jobs and striking another blow at South Florida's economy.<sup>147</sup>

Miami was a clearly in transition, with streams of refugees arriving and the city struggling to find a balance between the various racial and ethnic groups.

FIU was also in transition as Provost Judith Stiehm took a year's sabbatical in 1990 to conduct research at the Institute for Higher Research Administration at UCLA. She was replaced on an acting basis by James Mau, dean of the College of Arts and Sciences. Stiehm commented, "FIU is just ready to be discovered. I have spent my life building things when people thought they were impossible. Part of proving that you have done something is that it doesn't need you any more. I have accomplished the major things I wanted to at FIU."<sup>148</sup>

The three years of her tenure witnessed significant changes in Academic Affairs, including the appointment of three academic deans in the College of Education, the College of Health, and the School of Public Affairs and Services, as well as three deans in Continuing Education, Graduate Studies, and Undergraduate Studies. Other key appointments were vice provost for faculty development, vice provost for planning and institutional studies, director of arts, director of international affairs, and FIU's first two Eminent Scholars.

New degree programs implemented since the fall of 1987 included doctoral programs in business administration (with FAU), economics, biology, computer engineering, computer science, psychology, adult education and human resources, and community college teaching. Master's programs

included mass communication, creative writing, linguistics, geology, mechanical engineering, occupational therapy, and history.

Three schools had accreditation reviews by national agencies: Engineering and Design, Nursing, and Health.

The university also submitted program proposals to the BOR for a master's degree in comparative sociology and Ph.D. programs in comparative sociology, electrical engineering, social work, and linguistics.

Among Stiehm's other accomplishments while provost were the revision and approval of the faculty tenure and promotion guidelines and procedures, completion of the 18-month-long university reaffirmation of accreditation self study, and a positive review by the Southern Association of Colleges and Schools site-visit committee.

Her tenure also witnessed an increase in Broward enrollments 15 to 20 percent each term; a unique headcount of 1,485 students was enrolled in Broward in 1990.

While she was provost, the four-year Honors Program and the Institute for the Art of Teaching were established and the university published its first graduate catalog and graduate student handbook.<sup>149</sup> Stiehm returned to the faculty in August 1991.

Adam Herbert, after 10 years of service, left FIU to assume the presidency of the University of North Florida, the first black to head a predominantly white university in the state. The Board of Regents chose him from a field of more than 200 candidates.

"I have worked in predominantly white schools all my life and it has not been a barrier or roadblock, he said."<sup>150</sup>

Herbert grew up in a single-parent household in Muskogee, Oklahoma, where learning was always emphasized. "In my family, education was always stressed. When I came home from football practice, I had to study, and if I had free time I was expected to read," he said. "It was never a question of whether you were going to college, but where you were going."<sup>151</sup>

Paul Gallagher replaced Herbert and became vice president in charge of the North Miami Campus in 1991. Leonardo Rodriguez, former acting dean of business administration who joined FIU in 1972, was appointed acting vice president for business and finance, becoming the second highest-ranking Hispanic administrator at FIU.

Ron Arrowsmith, who had been at the university since its inception and was something of a permanent fixture, retired as vice president of business and finance on June 30, 1991, but did not retire entirely from the university. The executive committee of the foundation finalized arrangements for him to continue as its business manager.

Arrowsmith had culminated a remarkable 25-year career at FIU. He had worked closely with each of the four presidents and was the one individual

who provided the continuity and overall business management for a growing institution, establishing indispensable instruments of budgetary and fiscal control. During his tenure, at one time or another, he was responsible for auxiliary services, physical plant, physical facilities planning, public safety (in 1976), the controller's office, and purchasing. He hired or supervised the original business and administration staff of the university and hired FIU's first controller, Bill Fritz, followed by Tom Breslin, Jim Ketzle, and Andy Fornaguera, who then joined the controller's office.

Arrowsmith appointed Donn Ashley as director of physical plant, and hired Doris Sadoff as the first director of purchasing. She in turn recruited Judy Weech, the current director of purchasing. It was Arrowsmith who recognized the potential of Alex Zyne, currently associate director of budget planning, and brought him to the attention of Juan Argudin, the first director of auxiliary services. Chuck Tinder, current assistant vice president for budget and planning, remembers seeing Arrowsmith wearing his bright polyester jackets, short pants, and occasionally matching ties, walking around campus every morning, picking up paper and trash and removing signs and posters. Arrowsmith was a task master, but one of the pillars of the institution.

Because of budget restraints, upon Arrowsmith's retirement, his duties were redistributed among the remaining vice presidents. Paul Gallagher, one of the few remaining original administrators, and the proverbial jack-of-all-trades and vice president of every division at one time, retained his responsibilities for the North Miami Campus, budget, computer systems, and registration and records, and assumed additional responsibility for admissions, financial aid, and institutional research. Because of his new link with Academic Affairs, Gallagher assumed the title of vice provost.

Richard Correnti, vice president of student affairs, was given additional responsibilities for the bookstore, faculty club, baseball stadium, and the new dormitories. Steve Sauls became director of operations and legislative liaison, reporting to the President's Office. Irene Manos, director of academic budget, was appointed vice provost of academic budget and personnel and became a member of the Administrative Council.

Judith Blucker, who had risen through the ranks from FIU's first women's volleyball coach in 1974 to vice provost for Broward programs, was appointed executive vice provost in 1991. Over an extended period of time, she had also held the titles of vice president, vice provost, and academic dean, responsible for campus operations, university budgets, institutional research, and personnel. She guided and nurtured the athletic department, Student Affairs, the North Miami Campus, the Broward Center, the College of Education, and the College of Health.

In 2002, she holds one of the most powerful positions on campus, executive vice provost for budget and personnel for Academic Affairs. Blucker was



the exception to the rule. Movement through the ranks and promotions for women to tenured positions and ranking administrative positions in the 1980s and 1990s in the SUS was inadequate.

In the early 1990s, women outnumbered men on the nation's campuses by more than one million students and made up 55 percent of total enrollment, according to the U.S. Department of Education. However, the number of female professors awarded tenure remained lower than the number of males.

Nationally, women were more likely to be denied tenure than men, according to Susan Butler of the American Association of University Women; half the nation's female college professors who applied for tenure were turned down, while male college professors were rejected at a 20 to 25 percent rate.<sup>152</sup>

However, in the State University System of Florida, more women were tenured than males; data collected by the Board of Regents reported that in June 1991, 87 percent of female professors who applied for tenure received this status, while 78 percent of the men who applied were approved.

In 1991-92 there were 275 tenured professors at FIU, not including directors or department chairs. Of those, 219 (80 percent) were men and 56 (20 percent) were women.<sup>153</sup>

Although the number of women students entering FIU exceeded the number of men, 13,509 to 9,808, the percentage of female professors did not keep pace with that of female students.

The state's tenure-granting report stated that FIU did well in advancing women to tenured status. FIU placed second in the state in granting tenure to all applicants. In 1992, FIU ranked better than the state's average in its number of women administrators. Three assistant vice presidents were women; seven of 15 associate deans were females, and one of two assistant deans was female.

According to a 1991 report issued by Tallahassee, of the nine state universities, one of three vice chancellors was a woman. All nine presidents were male; one of seven provosts was female, and only three of 38 vice presidents were female. In 1993 at a Board of Trustees retreat, Maidique stated that 52 percent of the faculty at FIU were women or minorities.<sup>154</sup>

FIU paid tribute to one of its founding pioneers on September 30, 1991, when it dedicated the new \$9.6 million, 143,000-square-foot Ernest R. Graham University Center, the converted and renamed University House. The new building reflected a new emphasis on harmony and beauty. The ceremony, which was attended by all segments of the community and the university, and more than 20 members of the Graham family, attracted the largest gathering of community and state dignitaries since FIU's original groundbreaking in 1972 and the Pope's visit in 1987.

Keynote remarks were made by a true friend and benefactor of the university, U.S. Sen. Bob Graham, who noted how both his parents, as well as many of their children and grandchildren, attended public universities. He

said his father believed that a public university in Miami would help invigorate the area's economy after the stagnation caused by the Depression. Graham asserted that FIU had become "a laboratory for exploring some of the great ideas of our time... This university needs and deserves the sustained support of the people of this state... If Ernest Graham had seen the development of FIU, he would have been very proud."<sup>155</sup>

Phase I of the Graham Center housed dining facilities, ballrooms, auditoriums, meeting rooms, study areas, a bookstore, a ticket outlet, a travel agency, and office space for the Student Government Association, Student Affairs, the radio station, *The Beacon*, and the newly-opened, beautifully-decorated faculty club. It was the work of many people, including Richard Correnti, vice president of student affairs, Judith Blucker, executive vice provost, and Juan Argudin, director of business and auxiliary services.

Above all, it was the work of its director, Ruth Hamilton. She recalled a decision had to be made early on about what kind of university center was about to be built. The construction committee composed of faculty, students, and staff was chaired by Blucker. It was their decision that the new facility would provide a sense of community to the entire FIU family, and include not just the students, but the faculty and staff as well. Hamilton and the committee wanted a building that would "serve as the living room of the campus, where faculty and students would intermingle, a building that would provide facilities for academic classrooms, a faculty club, and students." According to Hamilton, it worked out beautifully.<sup>156</sup>

The new Graham Center also housed the SGA offices. After the SGA was disbanded, a student governing council was appointed by the administration. Ten months later the students felt they were again ready to stand alone, and the administration agreed. The student body voted for a new student government constitution; fewer than 2 percent of the students bothered to vote for and approve the 12-page constitution, which replaced the old 51-page document. On March 1, 1991, 325 students, only 5 percent of FIU's student body, elected new SGA officials. The student government was back in business. Shortly after the dedication of the Graham Center, one of the original staff members of the original University House, Porter Davis, the only manager of the game room, and an individual loved by many students, passed away.

For student Leonore Delgado, the UP game room had not been the same without Davis. The friend who once joked, smiled, and greeted her and each student at the pool tables, chess boards, and video games was no longer there. The game room staff, visitors, and students said Davis was a father image to many, and left a strong impact on their lives.

"He taught me that everyone is here for something; you are here for a purpose," said Delgado. "He really helped students out—to stay in school, to get a degree, to get an education."

Five years ago, Delgado got a job working at the UP game room. Davis was her supervisor, and he passed on to her the procedures for managing money, a game room, and more. "He taught us to work as a team, to have communication," she said. "He's a man whom I will never forget because of all the enrichment he's left in my life."<sup>157</sup> The game room in the Graham Center is dedicated to Davis.

One of the new student organizations that took up residency in the Graham Center in August 1991 was the Stonewall Students Organization, the first gay and lesbian organization to be officially recognized by the university. "Stonewall is dedicated to supporting the needs of gay and lesbian students, as well as educating the FIU community about the gay and lesbian lifestyle," said Richard Rodriguez, its first president. "Part of our agenda will be educational activities geared toward the entire FIU student body."<sup>158</sup>

In an effort to increase awareness of gay and lesbian issues, the organization held a symposium in honor of National Coming Out Day. Approximately 150 people packed Graham Center's East Ballroom to hear six panelists talk about their coming out experiences and discuss issues affecting the gay community.

"We want to create tolerance among the community for gays and lesbians," said Rodriguez.<sup>159</sup>

Two of the first guests to speak in the newly-opened Graham Center were former presidents of the United States. President Jimmy Carter came to campus in March 1991 to speak on "The State of the Nation and World Society." Some came to see a former president. Some came to see a fallen Democrat. All left seeing a future candidate for a Nobel Peace Prize.

Jimmy Carter arrived with a boyhood bounce and his trademark Hollywood smile and encouraged students specializing in international affairs to listen to Third World countries reaching "for support, for protection, for compassion, for understanding, for communication, and, if you'll excuse the expression, for love."

Carter emphasized sharing American wealth, technology, and resources with underdeveloped nations.<sup>160</sup>

Six months later former President Gerald Ford discussed the confirmation process for Supreme Court justices at a campus forum. Ford said he supported Justice Clarence Thomas and criticized the ordeal Thomas had to go through during his confirmation process.

Speaking to more than 800 people at the Graham Center Ballroom at FIU's University Park Campus on Monday, October 14, Ford received rousing applause when he said he was disturbed by the way members of the Senate were "trying to establish a double standard as to what is harassment—one standard for members of Congress and another for nominees to the Supreme Court. There's some hypocrisy there," he said.

Ford also spoke of the economic challenges America would face and the changes in Eastern Europe and the Soviet Union.<sup>161</sup>

In 1992, the university administration was in the process of selecting a new academic leader. After an 18-month search, with more than 80 candidates, James Mau, who joined FIU in 1978 and served as interim president from August 27, 1986, to October 13, 1986, became the permanent university provost. He had been acting provost since 1990, replacing Judith Stiehm. Mau made the transition from sociology professor to university administrator in 1968 after accepting a part-time, temporary position at Yale University. "I was (hired) to help the school out," Mau said. In 1970 the job expanded and he became the associate dean of the graduate school at Yale.

"In 1978, I was nominated for a position here at FIU. I had the opportunity to work in some place new to me, some place growing."<sup>162</sup>

Mau had the look of a university provost, tall and distinguished, with a graying beard. President Maidique said he was chosen for the permanent position because of his high level of professionalism, his experience as an academic administrator, his integrity, and his understanding of FIU's present and future role in higher education in the state of Florida.

Another important attribute mentioned by many faculty, staff, and students was that Mau, in the mode of Chuck Perry and Greg Wolfe, was a person who cared about the heart of the university, its people. He was, above all else, a humanist. Provost Mau provided continuity and stability through each successive administration. He, as Ron Arrowsmith in Business and Finance, had been the steady hand in Academic Affairs.

Mau recalled the early days of the university: "Many of us had a vision in the 1970s and saw what was likely to happen, but I don't think any of us thought it would happen so quickly."

He continued, "When I was appointed dean of the College of Arts and Sciences in 1978, there were about 140 faculty members in the college and about 13 departments."

In 1992, Mau oversaw a staff of 1,200 full and part-time faculty members in 11 schools and colleges within the university. He was also responsible for graduate and undergraduate academic policies. Under his leadership major academic programs were added.<sup>163</sup>

One of the new programs was begun in August 1991 when the BOR approved a bachelor's degree in dance. "This dance degree was the only bachelor's in dance offered by a college or university in Southeast Florida," said Leslie Neal, an assistant professor of dance at FIU. Neal was very excited about the new degree. She said, "Ten years ago you couldn't stay in Miami as a dancer. Now you can."<sup>164</sup>

The four-year bachelor's degree was comprised of a liberal arts orientation with a core curriculum of dance classes. The degree required that

students specialize in an area of concentration, such as dance education, dance therapy, dance administration, dance ethnology, dance history, or criticism.

The four-year bachelor of fine arts degree provided intensive training for students who wished to become professional dancers. Offered at the New World School of the Arts in downtown Miami, classes were taught by New World instructors, with an audition required for admission. Through a cooperative agreement between the two schools, students received an FIU diploma.<sup>165</sup>

In 1992, FIU's electrical engineering department began offering a doctoral degree. Jim Story, chair of the department, stated that the FIU electrical engineering Ph.D. offered students the option of specializing in computer engineering, power systems, and microelectronics.<sup>166</sup>

Mass communications was an area in which FIU began to dabble in 1974, but it was also an area to which the new and growing university paid only limited attention. That changed, beginning in 1983. The change was so dramatic that by 1988, journalism and mass communication had become a school within FIU's College of Arts and Sciences, and was slated to be a free-standing school by 1991-92.

Two years after the university opened its doors, FIU officials and local media managers began talking about the establishment of a communication program with a strong emphasis on professional skills that would meet the needs of the growing and changing communication industry in South Florida. By fall 1974, the then School of Technology began offering some courses which followed the guidelines of the Accrediting Council on Education in Journalism and Mass Communications. The program became the Department of Communication in 1980, and then moved into the College of Arts and Sciences in 1983.

That year, J. Arthur Heise joined the department as acting chair from public administration where he had served several years as department chair. His education, experience as a newspaper reporter and editor, and work as an academic researcher focusing on public policy communication gave him sound communication credentials. Provost Altman asked Heise to help solve FIU's "single biggest academic headache" at the time—the Department of Communication.

First, the provost said, "straighten out some immediate problems; second, recommend what the university should do with the department; and, third, if warranted, lead the search for a chair of national stature for the department."<sup>167</sup>

Miami was a rapidly-growing media center which badly needed a professionally-oriented communication program. Further, Miami's multi-racial, multi-ethnic community was reflected in FIU's student body, including those enrolled in communication. That meant FIU was "perfectly positioned to

assist the communication professions in dealing with one of their most intractable problems, that of poor minority representation in its ranks." Finally, virtually no other major U.S. communication program had a strong international focus, much less one that emphasized Latin America and the Caribbean. Given FIU's location in the "gateway" to Latin America, such a focus "could distinguish FIU's communication program in short order."

Such a program would require a major infusion of resources, the consistent support of the university for several years to come, including elevation of the department to a free-standing school, and strong, aggressive leadership. The provost agreed, as did the department's newly-formed advisory council made up of major South Florida media professionals.

In 1985, Heise became permanent chair, and Lillian Lodge Kopenhaver, who joined the department in 1981, after serving as director of information services and special events, became associate chair. The provost promised that the department would become a school within a year and channeled more faculty lines and other resources the department's way. Accreditation immediately became a top priority and the curriculum was developed to meet the standards of the national accrediting agency.<sup>168</sup>

Most important, however, a clear-cut, three-point mission for the program was developed: first, to become a topnotch, professionally-oriented school that focused on the areas of journalism, television, advertising, and public relations; second, given its location in a highly diverse community, to do everything the program could to bring more minority youngsters into the communication professions where minorities continued to be underrepresented; and, third, to distinguish itself through its international involvement, particularly in Latin America, a part of the world largely ignored by other communication programs around the country.

In 1986 Heise, today FIU's senior dean, with the assistance of Charles H. Green, at one time Associated Press bureau chief in Mexico City, established one of the most important and lucrative centers at the university, the Latin American Journalism Program, which has today become the International Media Center, an arm of the school of journalism. The center, then part of the fledgling Department of Communication, was the result of a \$13.5 million, seven-year project funded by the U.S. Agency for International Development to strengthen journalism in six Central American countries; this was the largest federal contract FIU had received up to this point in its history. To date, according to Heise, the center has provided training for more than 6,500 journalists.<sup>169</sup> The project ended up lasting 10 years and involved federal grants exceeding \$16 million. In addition, the project established the Latin American Journalism Center in Panama, operated, as planned, independently of FIU by Latin American journalists for Latin American journalists. As part of that project, SJMC also published a

quarterly journalism review, *Pulso del Periodismo*, making it one of only three U.S. journalism schools producing such a review.<sup>170</sup>

In 1988, The Department of Communication became the School of Journalism and Mass Communication within the College of Arts and Sciences. Dean James Mau said that the young school would only “nest” in his college until it could fly on its own.

It was also in 1988 that the school proposed to stand for accreditation by the Accrediting Council for Education in Journalism and Mass Communications (ACEJMC).

In 1991, the School of Journalism and Mass Communication began functioning as a separate, fully-accredited school on the North Miami Campus, having accomplished in six short years full accreditation on all 12 standards, a feat which one veteran administrator at a major university journalism school said took him 17 years to achieve. Mau kept his word and the BOR approved its free-standing status in May 1991.

It had taken only eight years to move from a small, derelict department to a free-standing, accredited school, but there was no time for SJMC to rest on its laurels.

Overhead funds from the \$13.5 million USAID grant built a small television studio, control room, and adjacent student resource center, and helped add and renovate faculty and staff office space.

A \$100,000 gift from Sylvan Meyer, former editor of *Miami/South Florida Magazine*, established SJMC's first computer-equipped news lab, the Sylvan Meyer Newsroom. The school was reorganized into the Department of Journalism and Broadcasting and the Department of Advertising and Public Relations. Kevin Hall, editor-in-residence and director of SJMC's writing program, worked with Heise to develop a \$600,000 proposal for the John and James L. Knight Foundation to allow the school to further develop its strength in teaching writing and to be able to insist that all students met increasingly more demanding language skills standards. It was funded in 1994. To allow SJMC to bring outstanding professionals from around the country to FIU, the school pursued a highly competitive grant from the William Randolph Hearst Foundation. Matched by the state of Florida, the school now has a \$300,000 endowment for the Hearst Visiting Professionals Series.

When Janet Chusmir, executive editor of *The Miami Herald*, died, her sudden death brought not only shock but also a major surprise to SJMC. Chusmir had provided in her will for those who wished to do so to make donations to the Janet Chusmir Journalism Scholarship Endowment Fund in the school. The contributions from her colleagues at *The Herald* and Knight Ridder, Inc. were matched by the Knight Foundation. That total, in turn, was matched by the state of Florida, for a total of \$370,000.

In 2000-02, SJMC received \$100,000 from the Gannett Foundation to help place minority students in career paths. In addition, external resources were garnered from other places, and all together, SJMC brought \$17.23 million in outside money to FIU since it became a school within the College of Arts and Sciences. At the same time, FTE enrollments increased 366 percent.

At the same time, critics from The New York Times, The Chicago Tribune, and The Los Angeles Times were praising the latest literary effort of a group of writers who had also established themselves on the North Miami Campus. A major movie studio purchased the rights to one of their novels, and the Mystery Writers of America honored one of their short stories.

These literary dynamos were four faculty members of the FIU Creative Writing Program whose recent string of literary successes was giving the program a high profile reputation.

"For a Performing Arts Program, which the Creative Writing Program is, it is critical to have faculty with professional experience in their fields," said Les Standiford, director of the program. "Much of teaching creative writing is like coaching sports. It is hard to imagine a coach who has never played football coaching a football team. Likewise, it is hard to imagine a creative writing professor teaching writing who isn't a successful writer."<sup>71</sup>

Standiford, a National Endowment for the Arts fellowship recipient, had his first novel, *Spill*, published by *Atlantic Monthly*. The action-packed thriller revolved around a scientist's creation of an extremely lethal strain of virus that could be used in biological warfare.

Another mystery thriller, *Bones of Coral* written by Professor Jim Hall, also was published earlier in 1991. His third novel, it was set in the Florida Keys and unearthed a possible connection between a 30-year-old Navy experiment and the high rate of multiple sclerosis that haunted the inhabitants of Key West.

John Dufresne's first collection of short stories, *The Way That Water Enters Stone*, was published in 1991 and received critical acclaim. All of the stories focused on love lost which was never forgotten and with what one character called "the problem of being a mortal with immortal aspirations."

Another faculty member, Lynne Barrett, was awarded the prestigious Edgar Allan Poe Award for best short story of 1990 by the Mystery Writers of America. Barrett's winning story, "Elvis Lives," was about an ordinary man trapped and haunted by his uncanny resemblance to Elvis Presley.<sup>72</sup>

FIU's largest enrollment increase was at its Broward campus. In the early 1990s, using trailers and borrowed classrooms, FIU Broward offered students who lived in Broward County a chance to earn degrees—without making the long haul down south to what has always been called the "main campus."

The Broward program was an extension of FIU, consisting of two satellite locations. The first, the Davie site, opened in 1982, and the second, the University Tower in Fort Lauderdale, opened in 1987.



In 1991 the Davie site, located at Broward Community College's central campus, was home to 1,341 FIU students working on undergraduate degrees in hospitality management, nursing, construction management, business administration, and social work, and several graduate degrees in education.

"We offered programs that were both needed and not available through any other Broward facility," said Patrick Russell, director of Broward programs.

For what FIU Broward lacked in space and campus atmosphere, it compensated for with a friendly and accommodating staff. "Going to school in Broward is like attending a small college," said Barbara Bader, director of academic programs for FIU Broward.

Russell said the students liked the personal attention. If they had a problem with schedules, registration, financial aid, or anything dealing with the university, they could get assistance. Almost everyone on staff was diversified and willing to help wherever needed.

Donna Pelise, an elementary education student who lived in Broward, took all her classes at the Davie site, said, "We have our own student government which has monthly activities such as barbecues, ice cream socials, photo ID days, and end of the semester graduation parties."<sup>173</sup>

In 1991, FIU's Broward program showed a whopping 21.3 percent growth, the largest at the university, with a total head count of 1,589 students.<sup>174</sup>

Because of the size of FIU's graduating classes, in 1991-92 the university began to regularly hold commencements twice a year. The plans for the 1992 spring commencement were very special, since they included the sitting President of the United States, George Bush, as the speaker. FIU was to be one of only four universities in the United States to be visited by the president that year, and it was estimated that more than 150 journalists would cover the ceremony. FIU had not received this type of coverage since the 1972 visit of the secretary general of the United Nations, U Thant, for the original groundbreaking for *Primera Casa*, or since the Pope's visit in 1981. FIU would once again be seen around the world.

President Bush told an overflow audience, "This ceremony marks a coming of age of FIU." He put to rest an often-repeated question about FIU's identity with the words that remain the most memorable: "I can tell you this: They won't be asking 'FI- Who?' any more. Never again." It was a moment, and a day, that would be remembered decades and centuries from then when historians looked back on the early days of the university.

Bush continued, "Twenty years prior to this, Miami didn't have a public university. Today, FIU is one of the 50 largest universities in America, and a quality one at that." President Bush was only the second U.S. president to deliver a keynote address at a Florida university commencement. The other was Richard Nixon at the University of Central Florida in 1973.

"Having the President of the United States deliver the keynote address at our commencement ceremony was truly a great honor for such a young university," said President Maidique. "It was an honor that our students, our faculty, and our alumni will never forget."<sup>175</sup> More than 8,000 people, including 1,600 graduates, had packed the Miami Beach Convention Center, which was decorated with red, white, and blue in honor of President Bush's visit. There were more secret service personnel on the stage than there were members of the platform party; security was extremely tight.

Some faculty members had complained of President Bush's appearance at graduation, stating that it was political in the year of a presidential election. If that was the case it probably had little effect on the outcome of the 1992 election.

The Herald's "A Century of South Florida" characterized the year best:

William Jefferson Clinton rises from Arkansas with a message of generational change, and frustrates President Bush's attempt for a second term. Bush, whose popularity was sky-high only a year earlier over the victorious Gulf War, found his chances sabotaged by a stagnating economy. Clinton, campaigning on a mantra of, 'It's the economy, stupid,' wades into every crowd, and takes advantage, casting Bush as patrician, unconcerned, out-of-touch. In November, Clinton is elected the nation's 42nd president. Voters shrug off murmurs of his womanizing.

Johnny Carson, the man America watched between its toes as it went to bed for the past 30 years, signs off as host of NBC's *The Tonight Show*. He's replaced by comic Jay Leno.

An all-white jury in California acquits a white Los Angeles policeman in the beating of black motorist Rodney King, triggering rioting in which 50 were killed, more than 2,000 injured. The nation watches in horror as flames and smoke rise from neighborhoods around the city, and helicopter TV shots show random beatings.<sup>176</sup>

South Florida was changed forever in August 1992 as Hurricane Andrew came ashore, a short three months after FIU's commencement, on August 24, 1992, just after 4 a.m.:

Hurricane Andrew smashes into South Dade, changing lives forever. With a freight-train roar, it blasts a 17-foot storm surge through mangrove swamps and bayside houses. Its winds rip the radar dome off the National Hurricane Center, breaking its wind gauge at 168 miles per hour, with micro-bursts estimated at 200 miles per hour. Cutler Ridge, Naranja, Perrine, Homestead, Florida City are devastated; Country Walk, more than 20 miles inland, is destroyed... Terrified residents, watching their steel shutters ripped away, huddle in bathtubs, cower in hall closets, pulling mattresses over loved ones against flying debris... at

least a dozen dead, more than 125,000 houses damaged or destroyed, well over \$20 billion in losses, maybe 200,000 at least temporarily homeless. After infuriating delays, the National Guard and others arrive in helicopters and Humvees to help.

Broward County, spared the worst of the storm, feels its aftermath: Overnight, its apartment vacancy rate plummets from 5.5 percent to 1.5 percent; its hotels and motels, usually half-empty in this slow season, reach 83 percent occupancy in October. Broward schools shoe-horn in thousands of Dade kids.<sup>177</sup>

At FIU relief efforts extended beyond the campuses to South Dade. FIU's student newspaper, *The Beacon*, related one story of how FIU and its people were affected by and related to Andrew:

Almost a week after Hurricane Andrew destroyed people's homes, Olga Magnusen stood in a ballroom surrounded by more food, clothing, and water than she could ever use, but still she wanted more. And it came. In convoys of trucks bursting at their seams.

Then what Olga, director of career planning and placement, needed was people to help her sort through it all. And they came... 'We saw a need to do something for the FIU community, even though it was not going to be long term. Something to let the FIU community feel that the institution cared,' Magnusen said.

When it began, the relief effort targeted some 72 staff members found to be homeless and in need. Volunteers helped in moving, providing supplies and helping salvage valuables...

Even as Andrew's effect on the FIU community was being assessed, the Graham Center ballroom was being organized as the site for the massive relief effort. Over a quarter of a million pounds of relief supplies, baby products, canned foods, paper goods, toiletries and dog food passed through its doors.

Outside the ballroom another team of volunteers was already organizing the distribution of the supplies, among them Karl Magnusen, associate professor of business management and Olga's husband. Along with other faculty members and students, they sought out those listed as homeless or needy.

The organization's grassroots took hold and spread into Florida City, the Redlands, Goulds, Cutler Ridge, and Country Walk. The city of Homestead wasted no time in asking for their help. Before long, volunteers made three trips with supply caravans, helped to set up a child care center in the armory, and organized a tented food depot in one of the outlying areas. And as their base widened, so did their impact.

John Zdanowicz and his family... stepped through the rubble that once was their home. He was surprised to see Karl and the other volunteers walking up to the front of his home. 'I think most of all it was having a friend come by, and knowing you had friends, colleagues who supported you and cared about what happens to you. It was wonderful,' Zdanowicz, director of the Center for Banking and Financial Institutions, said.

Besides the gratefulness that people expressed, the most common response, said Olga Magnusen, was the selflessness of others...<sup>178</sup>

Workers in physical plant and maintenance pulled long, hard hours during the two-week interim to bring FIU up to operating level.

The director of public safety, Harvey Gunson, left his home and family to live at FIU after Andrew. Luther Cox, a public safety officer at University Park, whose home was severely damaged, spent the night of the storm at FIU with local evacuees.

Both Gunson and Cox, as well as the rest of the public safety force, "showed a selfless dedication in the midst of personal crisis." Cox was the recipient of the first Presidential Award of achievement and excellence.<sup>179</sup>

Hurricane Andrew caused more than \$6 million worth of damage to buildings and grounds at FIU, delaying its opening for the fall semester for two weeks, but, more importantly, seriously affecting the lives of faculty, staff, and students living in the path of the hurricane.

Almost all the serious physical damage was at the University Park Campus; 160 mile-per-hour winds had damaged several roofs, twisted the framework of the greenhouse, and destroyed many trees and much of the landscaping.

The storm tore the roof off the Golden Panther Arena with damage estimated at approximately \$300,000. A thunderstorm two days after the hurricane intensified the situation since water leaked through the roof and caused additional damage to the arena's interior, destroying the wooden floors in the two auxiliary gyms and in the arena gym itself. The additional water damage was estimated at as much as \$700,000.<sup>180</sup>

Every building at the University Park Campus received some damage, including Engineering and Computer Science and Owa Ehan, each of which sustained more than \$200,000 in estimated damage.

The estimate of total damage for the North Miami Campus reached \$550,000, with the roof of the Hospitality Management building sustaining an estimated \$100,000 worth of damage.

An estimated \$1.5 million in damage was done to the landscaping on both campuses, including trees, bushes and other plants. The fountain area at University Park suffered the most visible loss, since the large canopy trees were uprooted. Much of the campus was as barren as when it first opened.

Total damage estimates were as follows:<sup>181</sup>

### University Park Campus

Golden Panther Arena	\$ 1,129,850
Engineering/Computer Science	\$ 252,350
West Campus buildings	\$ 156,900
Graham Center	\$ 175,000
Chemistry/Physics building	\$ 158,950
OE building	\$ 66,800
VH building	\$ 204,000
PC building	\$ 40,650
DM building	\$ 38,050
Business building	\$ 13,800
AT (library)	\$ 9,350
Tower/Public Safety	\$ 11,750
Housing	\$ 7,500
Site lighting & miscellaneous	\$ 193,000
Unforeseen continuing water damage	\$ 1,000,000
Total for UP	\$ 3,457,950

### North Miami Campus

Hospitality Management	\$ 97,600
Student Center (SC)	\$ 3,125
Academic I	\$ 27,350
Academic II	\$ 15,300
Library	\$ 3,500
Recreational sports	\$ 8,800
General campus support	\$ 5,000
Marine biology	\$ 1,500
Unforeseen continuing water damage	\$ 400,000
Total for NMC	\$ 562,175

Professional fees, tests, surveys	\$ 614,500
Landscaping	\$ 1,700,000
	\$ 2,314,500
Total loss due to hurricane	\$ 6,334,625

Approximately six months after the storm, FIU hosted a major hurricane conference, "Lessons Learned from Hurricane Andrew," at University Park. The multi-disciplinary conference recorded and analyzed the hurricane's widespread impact on Dade County. Bob Sheets, director of the National Hurricane Center, joined dozens of other national experts to speak at the

conference, which focused on 12 distinct areas relating to the hurricane: business, economics, and law; construction and design; ecology, environment, and landscape; labor; education; government; utilities infrastructure; health and health delivery; media and communications; social impact; strategic planning; and hotels and tourism.<sup>182</sup>

With the tragedy of Andrew fresh in everyone's minds, President Maidique announced the move of the National Hurricane Center from its Coral Gables location to its new home on the University Park Campus. At a cost of \$5 million, the center housed 75 meteorological experts in a one-story, 23,000-square-foot building on the southwest side of the campus. Bob Sheets, the director of the center, stated, "I look forward to the time that we're going to be working closer together to try to solve some of the problems with hurricanes... I think we have a tremendous opportunity to put it all together here at FIU."<sup>183</sup>

The hurricane center's move also created major opportunities for the university. Provost James A. Mau said: "We and our faculty have to work after the hurricane center is here to ensure that we take advantage of those opportunities for our mutual benefit."

Sheets said the NHC would work on hurricane research projects together with FIU faculty, and NHC staff would be available to serve as adjunct professors or guest speakers at FIU.<sup>184</sup>

In September 1992, one short month after Andrew, the university celebrated its 20th birthday. Because of Andrew and the budget crisis, 1992 was remembered as a year of unparalleled adversity. Life at that time didn't offer the luxury to celebrate or the time to remember. But "FIU in '72" survived 20 years later in '92.

At the annual state of the university address to the Faculty Senate celebrating the 20th anniversary, the president listed the university's past accomplishments:

- In 1992, FIU was ranked for the fifth year in a row as "one of America's best colleges" by *U.S. News and World Report*.
- FIU experienced a nearly 10 percent growth in sponsored research funding, from \$13.6 million to nearly \$15 million, from 1991 to 1992.
- The university had admitted 14 National Merit and National Hispanic scholars, a record number for FIU.
- In just 20 years, FIU had grown to a comprehensive university offering more than 180 graduate and undergraduate degree programs to 23,000 students.
- The university's continued growth in enrollment, programs, and physical plant were all counter to the national trends of the past decade or more, making FIU one of the fastest-growing major universities in the United States.

- An invitation was extended in that year for FIU to join the prestigious National Association of State Universities and Land Grant Colleges, the premier association of public universities in the U.S. FIU was now one of only five Florida universities and the only South Florida university to be a member of this prestigious organization.

Maidique then spoke of the university's future, which included planning for 20 new doctoral, master's, and bachelor's degree programs. He also mentioned the BOR announcement that when a third public law school was created in the state, it would be located in South Florida. The Regents had not specified how the law school would be administered.<sup>185</sup>

At the spring commencement in 1992, Joe DiMaggio, a baseball legend known by the nicknames "Joltin' Joe" and the "Yankee Clipper," received the university's Distinguished Service Award for Community Service.

President Maidique sparked the excitement when he compared this year's commencement with last year's, when President George Bush was the keynote speaker. "This is the most special commencement we've ever had. It's the 20th year anniversary... and it's rare in the history of the university to have... well, there will always be presidents, but there is only one Joe DiMaggio."<sup>186</sup>

During his major league career, DiMaggio racked up an impressive 26 baseball records, 10 of which still stand in 2002. He was named Most Valuable Player in the American League in 1939, 1941, and again in 1947. When he retired, the Yankee Clipper had played in more All-Star games, had more at-bats, scored more runs, and had more runs-batted-in than any other player in the history of the game. In 1955, he was inducted into the Baseball Hall of Fame.

The former New York Yankee had been an effective advocate for pediatric health issues for many years. In honor of his lifelong commitment to children and his strong belief in the importance of pediatric health care, Memorial Hospital of Hollywood, Florida, named its new children's center after the baseball legend, the Joe DiMaggio Children's Hospital.<sup>187</sup> DiMaggio received a standing ovation from 2,211 graduates and 10,000 guests at the end of his moving keynote address.

Adding to the list of honored graduates at this special graduation, Maidique mentioned that he would be giving a diploma to his wife, Ana, who earned a master's degree as an education specialist. "I'm not going to ask her to stand because she's too shy," Maidique said. Instead, he asked all the graduates to stand.<sup>188</sup>

The first Distinguished Service Award, the Alumni Service Award, went to Kate Hale, director of the Dade County Office of Emergency Management, a 1976 FIU graduate with a bachelor's degree in sociology and anthropology. Reflecting on her community efforts following Hurricane

Andrew, Maidique proudly called on Hale, citing her persuasive distress calls to the White House. Her perseverance after the storm resulted in federal troops and supplies being sent to help the people in south Dade County.

Mary Jane Elkins received the University Service Award for her 19 years of dedication to FIU and the community, including serving as chair of the Department of English from 1987-90 and associate dean of the College of Arts and Sciences during the 1990-91 academic year.

Elkins served as the chair of the FIU Committee on the Status of Women, had a long history of serving on a wide variety of university task forces and councils, was former chair of the Admissions Committee, an active member of the Women's Studies Steering Committee, and received an Affirmative Action Award from the university for her outstanding work in promoting women's rights on campus.<sup>189</sup>

At the 1992 fall commencement, three additional milestones were reached when the university awarded its 100th doctoral degree, its 10,000th master's degree, and 50,000th bachelor's degree.<sup>190</sup>

Graduates became alumni and the Alumni Association became more involved in the university. That year the 20th Anniversary Gala and Alumni Recognition Event showcased FIU's success and the accomplishments of alumni over the past two decades. Men in tuxedos, women in sequined gowns, and an internationally famous Latin orchestra transformed the Graham Center Ballroom at University Park into the largest FIU alumni celebration ever held at the university.

The Alumni Association presented outstanding alumni awards to six individuals: attorney Phillip Allen II, '74; entrepreneur Robert Bell, '80; physician Robert A. J. Fernandez, '89; physical therapist Lynn Cameon Gleber, '83; business executive Jose Merino, '74 and '75; and restaurateur Mark Militello, '78.<sup>191</sup>

Alumni in attendance were quick to compliment FIU's growth and progress. "I am thrilled to celebrate this milestone in FIU's history with other alumni," said U.S. Rep. Ileana Ros-Lehtinen, '75 and '87. "FIU has become a great asset to our community and has the potential to become one of the greatest universities in the nation."<sup>192</sup>

"You see more and more of the movers and shakers of Miami getting involved with FIU," said Albert Lopez, '78, a member of the School of Accounting advisory council and the FIU Alumni Association.

Maria Elena Ibanez, '78, a member of the Alumni Association and the FIU Foundation Board of Trustees, agreed. "The status that the university has earned nationally has set the ground for greater growth in the future," said Ibanez, president of International High-Tech Marketing. "In the next 20 years, you are going to find FIU alumni in all of the powerful position in Dade and Broward counties."<sup>193</sup>



By 1993, the international flavor of the university was a reality as the university truly reflected its name. Most international students would agree, especially those in the School of Hospitality Management where most were enrolled.

In fall 1993, 23,842 students took classes. International students represented 122 countries around the globe, the top 10 of which were Cuba, 1,029; Jamaica, 569; Nicaragua, 442; Haiti, 351; Colombia, 313; Peru, 229; Venezuela, 224; Taiwan, 177; Canada, 175; and Trinidad/Tobago, 144. Other countries with more than 100 students, in descending numerical order, were Spain, Argentina, Bahamas, and the United Kingdom.<sup>194</sup>

As significant as the international flavor of the university was, so was its appeal to minority students. The minority makeup of the institution was changing. In the May 19, 1994, edition of *Black Issues in Higher Education*, FIU was ranked as the fourth largest producer of all minority graduates with baccalaureate degrees in the U.S., following only the University of California at Berkeley, the University of California at Los Angeles, and the University of Hawaii at Manoa.<sup>195</sup>

FIU was the number one producer of Hispanic-American graduates and was ranked the 28th largest producer of African-American degrees in a traditional white institution. "We are extremely proud to be able to offer the opportunity to so many minority students, both black and Hispanic, to fulfill their educational dreams," said President Maidique. "FIU is a place where students from all races, cultures, and backgrounds can come and obtain a great education at an affordable price."<sup>196</sup>

"Universities such as FIU deserve to be praised because they show a conscientious effort to serve their local communities by providing a quality education, as well as accessibility to that education," said Frank Matthews, publisher of *Black Issues in Higher Education*. "FIU is way ahead of the curve in where this country is headed in the next century. Those institutions that can meet the needs of diverse populations are the ones that are going to succeed in the future."<sup>197</sup>

The university was fulfilling the three original goals established by its founders: education of students, commitment to the community, and greater international understanding.

If there was one person on campus who continually advocated and constantly tried to enlarge the enrollment of minorities at the university, it was Brian Peterson, professor of history, who joined FIU in 1972. His white position papers going back to the Perry administration were a constant reminder and occasional thorn in the side of the administration. Peterson kept before the university community the need to provide equal access and opportunities to minority students.

For the university to continue its growth and development and to attain a Research I status, a goal expressed by many, including the president, it was

essential to have at its heart the support of a world class library. FIU's library and its dedicated librarians had always been an important element in the success of the institution. Howard W. Cordell, FIU's first director of libraries, received FIU's first book in 1972, appropriately a gift volume on Florida hurricanes. In 1993, 21 years later, the university added its one-millionth book to the library collection. Only 145 other university libraries in the country had one million volumes or more. The book, written by Gary Dessler, one of the original founders and the chairman of the Department of Management and International Business, was *The Winning Commitment: How to Build and Keep a Competitive Workforce*.

On this occasion, the model of the expanded new library to be located on top of the existing structure was unveiled. When completed in January 1997, it would have eight floors; five new floors would be added to the existing three at a cost of \$28,892,000 to make it the most expensive building at the university. When completed, it would seat 2,062 readers, house 1,080,750 volumes, and have 15 group study rooms and 150 individual carrels.<sup>198</sup>

Groundbreaking was held on February 1, 1995, in a ceremony complete with flags, shovels, and refreshments by the pond behind the library. Funding was appropriated by the state under the Public Education Capital Outlay (PECO), the largest state-funded building ever built. The architectural firm was M. C. Harry and Associates, Inc., and Turner Construction Co. of Coral Gables was the builder.<sup>199</sup>

By the early 1990s, plans were made for major physical changes at the university, the majority at University Park. In the planning and early construction phase were a new main entrance, a perimeter road system, and additional buildings.

A new loop road to encircle the campus, with arteries to connect it to the old roads, would cost \$1.1 million and take about 10 months to complete. The campus loop, which would make traffic flow more easily around the perimeter, was designed with future construction and a growing population in mind. Another part of FIU's original history was lost, however, as the road system replaced almost all the original runways on the former airport grounds.

As part of the roadway expansion a new parking lot with 450 spaces was constructed just south and to the left of the new main entrance off SW 8th Street. A second lot was built next to the existing Engineering and Computer Science parking area.

The main entrance to campus would be shifted from its original location on SW 107th Avenue to the Tamiami Trail. Dan Kalmanson, director of media relations at the time, said, "We needed to have an impressive entrance to the university." This was very much President Maidique's vision. "When the business school was designed, it was designed to be the focal point, so when people first come on the campus, they will really be impressed. The architecture is futuristic, bold, and dynamic."

Dick Hofstetter, assistant director of facilities management, said that the formal entrance was not part of the \$1.1 million road system. Its cost was estimated at \$400,000. A massive structure was planned to include not only a two-lane road, but landscaping, lighting, irrigation, and an information booth—"a lot of stuff you can't see," he said.<sup>200</sup>

In May 1992, the BOR approved using five acres of the University Park Campus for a new \$3 million athletic stadium to be located adjacent to the northwest corner of Tamiami Park. The dedication ceremony for the new football and track stadium took place September 21, 1992, prior to a high school football game between the G. Holmes Braddock Challengers and the Miami Palmetto Panthers. The ceremony for Dade's newest sports arena, named the FIU Community Stadium, marked the completion of a unique project made possible through the cooperative efforts of FIU, the Youth Fair, Dade County's Public School System, and Metro-Dade Parks and Recreation Department.<sup>201</sup>

The stadium would seat more than 7,000 and provide a track and football field for FIU and local high school teams. It was used for a number of FIU commencements and will serve as the home field for the FIU football team scheduled to take the field in the fall of 2002.

The school district allocated \$1.8 million and the Youth Fair, \$1.2 million. The county gave five acres in the Tamiami Park, and FIU provided five acres of its UP Campus. FIU managed construction of the stadium and would provide for its maintenance. Designer was John Haynes, AIA, of Haynes, Spencer, and Richards, and the contractor was Allen Farrington.

The Dade County Youth Fair and Exposition and FIU literally grew up together. FIU opened its doors in 1972, the same year the fair broke ground at its new home on 60 acres on the southeast corner of SW 107th Avenue and SW 24th Street.

From the beginning, the fair supported the development of FIU and its programs, encouraging its growth. It contributed direct payments of \$3.62 million to FIU for cooperative expansion projects.

As both the fair and FIU grew, the agencies realized they needed to work together for their mutual benefit. In the 1990s, a multi-million-dollar expansion began in cooperation with FIU, the fair, and the Miami-Dade County Commission.

About the same time the stadium move was approved, FIU came to the fair with another good neighbor proposal. The school wanted to build a multi-million dollar Performing Arts Center on the northwest quadrant of fair land. The fair provided the land, put up initial funding of \$1.37 million, and helped build parking facilities for FIU. In exchange, the fair would have the use of two auditoriums for performing arts competitions during the annual Dade County Youth Fair at which time hundreds of drama, music, and dance

students would display their talents. The fair would also donate \$6,000 annually to FIU's performing arts scholarship program.<sup>202</sup>

Construction began in March 1993 on the 55,000-square-foot Performing Arts Center located on the southeast border of the UP Campus adjacent to the fair grounds. This was the first major building on FIU's campus to be dedicated to the performing arts and the first such facility in west Dade. When completed, the complex would house the departments of Music, and Theater and Dance, a 600-seat concert hall designed by one of the world's leading acoustical engineers, a 250-seat theater with a proscenium, providing space for theater and dance productions, an orchestra pit for the performance of musical comedies, and a 150-seat flexible laboratory theater.

Designed by the architectural firm of Spillis, Candela and Partners, the complex also would house a state-of-the-art recording studio, numerous teaching and practice rooms, and a full array of scenery and costume shops.

"The new FIU Performing Arts Center will house one of the finest facilities of its kind in the South and will help make the university the cultural center of west Dade," said President Maidique. "The new complex will allow FIU to bring some of the world's greatest orchestras, ensembles, theater productions, and dance groups to South Florida, and will allow us to showcase our own outstanding performing arts groups from the university."<sup>203</sup>

In 1993, Herbert Wertheim, a member of FIU Foundation's Board of Trustees, and his wife, Nicole, donated \$250,000 to build a conservatory on the UP Campus, an endeavor known as the Wertheim Project. The enormous aluminum and glass greenhouse, 50 feet high by 45 feet wide, was named the Herb and Nicole Wertheim Conservatory. The facility served as a display exhibition area as well as a research laboratory for students, housing a variety of unusual, large tropical plants and trees which would not normally survive in the sub-tropical climate of Florida, said Jennifer Richards, chairman of the biology department.<sup>204</sup>

"It will emulate a rain forest environment," said David Lee, associate professor of biology. A cascade and pond were among the main features, and a misting device would be installed to maintain a tropical environment. "We can control heat buildup so plants do not fry," Richards said.<sup>205</sup>

Construction on the conservatory was progressing on schedule until Hurricane Andrew turned the building into a pile of twisted metal. It was rebuilt and completed in 1994. Sir Ghillelan T. Prance, director of the world-renowned Royal Botanic Garden at Kew, was present at the dedication ceremony on April 29, and was awarded an honorary doctorate at commencement exercises the following day.<sup>206</sup>

Construction was also under way at University Park for a three-story building which became the home for three FIU institutes, the Center for Labor Research and Studies, the English Language Institute, and the Institute

for Public Policy and Citizenship Studies, and included classrooms and teaching labs. Forbs Architects of Coral Gables would build the center.

Construction was completed in March 1994 at a cost of \$1.8 million, funded by \$1.3 million of Public Education Capital Outlay (PECO) money; auxiliary funds covered the balance.<sup>207</sup>

Since FIU opened its doors in 1972, there had always been talk of securing a facility in downtown Miami. If Chuck Perry would have had his choice, it would have been the second university campus. FIU finally dedicated a downtown Miami facility when Swire Properties donated office space to the university in the company's prestigious Courvoisier Centre II building at 601 Brickell Key Drive, just steps from the bustling Brickell Avenue business and banking center.

The 2,000-square-foot space included three offices, a classroom, a conference room, and a reception area. The Courvoisier Centre became the new hub of the university's downtown activities, where meetings could be held by the president and senior university administrators with various community and business groups.

Shortly after the center's opening on August 31, 1993, FIU invited former Secretary of State Henry Kissinger to meet with local corporate executives and FIU administrators and trustees to discuss the future of Cuba and the North American Free Trade Agreement.

The space has also been used for FIU Alumni Association board meetings and other alumni-related downtown functions, meetings of the FIU Foundation Board of Trustees and the Council of 100, and several seminars and workshops.

"The university has needed a downtown presence for many years," said President Maidique. "This facility will greatly enhance our ability to serve the downtown business community, especially by allowing us to offer more seminars on issues relating to Latin America, the Caribbean, world trade, and international banking."<sup>208</sup>

A number of events highlighted the first half of the 1990s. Faculty research resulted in FIU's first patent which was issued in 1990 to Mark Hagmann and Tadeusz Babij of the electrical and computer engineering department. Patent No. 4,897,600 was for a high frequency ammeter, the first device capable of non-evasively measuring levels of electromagnetic current in human tissue.

Simon Pak and John Zdanowicz of the FIU Center for Banking and Financial Institutions received widespread recognition for their research on international price discrimination and the possible evidence of massive international money laundering.<sup>209</sup>

Then in 1993, FIU and Milton Torres, professor of industrial engineering, received a patent for Panther Skin. Technically known as polyisocyanurate,

Panther Skin, a light, moisture-proof foam which lessens metal fatigue in aircraft, is applied into the hull of the aircraft.

Torres first got the idea in 1988 when the top section of an Aloha airlines aircraft ripped away because of fuselage fatigue failure. One person was killed and 61 were injured in that disaster.

"After I saw the Aloha incident, I said to myself, 'I know how to fix this'," Torres said.

He spent two years, along with Kuang-Hsi Wu, associate professor of mechanical engineering, testing the product in structure and theory. Because of Panther Skin's potential for profit, administrators would like to see the product trademarked.

"Because a patent runs out after seven years, we would like to trademark the name," Thomas Breslin, current vice president for research, said.<sup>210</sup>

In 1977, Jack Parker, associate professor of chemistry and director of the environmental studies program, asked the students enrolled in his environmental science course to work on projects in ecological preservation. Two of his students designed an environmental preserve to be located on the university grounds. In 1987, FIU's environmental preserve and education area was certified as an official wildlife habitat by the National Wildlife Federation. The result of a class project by two students, Janet Berman and Mike McKelvey, the seven-acre preserve is located south of Sunblazer Arena.<sup>211</sup>

In 1993, the university established the Southeast Environmental Research Program under the direction of Ron Jones, professor of biological sciences, to conduct basic and applied research on the myriad environmental challenges confronting South Florida, with an emphasis on the sensitive and unique ecosystem of the Everglades. The results of its research revealed solutions for problems and steps to prevent future degeneration.<sup>212</sup>

Jones' work in the Everglades, which established him as one of the top water quality researchers in the nation, developed a new type of chromatograph to determine mercury levels in Everglades samples. In 1993-94, he was the number one producer of grant funding, with \$2.3 million; he had brought in more than \$4 million since he joined FIU in 1987.<sup>213</sup>

The Academy for the Art of Teaching introduced its new publication, *The Journal for the Art of Teaching*, intended to "provide a forum for FIU faculty to discuss the far-reaching, philosophical issues implicit in university teaching" in February 1992. Essays by John Ernest of the English department and Bob Hogner of marketing and environment questioned faculty accountability and the nature of their mission. An exchange between Chuck Elkins, professor of English, and Tom Breslin explored philosophical and practical issues involved in FIU's pursuit to become a research university.

Because of the interest spawned by the Elkins-Breslin exchange, the journal's spring issue was devoted to the issue of teaching in a research university.<sup>214</sup>

The early 1990s saw the Board of Regents approve new doctoral programs in international relations and comparative sociology, and classes were offered in both in the fall of 1993.

International relations had offered a master's degree program for 10 years. Ralph Clem, department chair, said, "We've developed a large community at the master's level. These students now find themselves in a job market that is limiting. A Ph.D. degree opens doors to other employment opportunities."<sup>215</sup>

Growth continued at FIU. The number of full-time faculty grew from 555 in 1984-85 to 896 in 1992-93, and 90 percent of the university's 1,300 full and part-time faculty held doctorates or the terminal degrees in their field. The ratio of full-time students to faculty was acceptable at 18:1. The university's total operating budget had jumped from \$76.5 million in 1984-85 to \$179 million in 1992-93.<sup>216</sup>

FIU's 50,000 alumni constituted the largest university alumni group in Dade County; more than 43 percent of all degrees awarded by universities in the county were conferred by FIU, and the figure was projected to grow to 50 percent by the year 2001. Unlike most university graduates, FIU alumni remained in the region; 72 percent resided and worked in South Florida, and 82 percent could be found somewhere in the state.<sup>217</sup>

The university had more than 2,050 full-time employees, making it Dade County's 20th largest employer. Based on FIU's 1992-93 budget of \$200 million, using a conservative multiplier of 1.5, the university had an economic impact of at least \$500 million in the South Florida area.

FIU's physical plant, including property, buildings, roads, and land improvements, was worth an estimated \$234 million. Since 1972, \$150 million had been invested in buildings and grounds.<sup>218</sup>

In late 1993, FIU's top administrative officials were again shuffled to compensate for the change which became necessary after Michael Morgan, vice president for university relations and development since 1989, had a second heart attack in three years and was unable to return to work.

Paul Gallagher, at the time vice president for the North Miami Campus, budgeting and support services, assumed Morgan's responsibilities, including fundraising, public relations, and the FIU Foundation.

Judith Blucker, executive vice president for academic affairs, was also named interim vice president for the North Miami Campus until the new vice president, Mary Pankowski, arrived in January 1994.

Pankowski brought a wealth of expertise and knowledge of university affairs to FIU, particularly in the area of continuing education. She had spent the previous 23 years in Tallahassee. After receiving her doctoral degree in

adult education from FSU, she was immediately hired at her alma mater. “No one at FSU would have guessed I’d ever leave,” said Pankowski. “There is so much potential at FIU. It’s a dream come true for me.”<sup>219</sup>

The future of the North Miami Campus was in the hands of the new vice president. Small in stature, feisty, passionate, and dedicated, she cleaned up the campus and brought to it new life, new spirit, and new pride.

After serving as acting dean of the College of Arts and Sciences for two years, in July 1993 Art Herriott was appointed permanent dean. Since his arrival in 1973, Herriott had been involved in nearly every aspect of the college’s programs and departments. He felt the unique atmosphere of the college was a strength for FIU students. “Our racial and ethnic mix is a strength; it exposes our students to other views and prepares our students for the international market,” he stated.<sup>220</sup>

The 1990s were the age of technology, bringing change throughout the university. The high-tech Golden Panther Card was introduced to serve as an ID, library, and debit card, required in the health clinics, computer labs, and testing and fitness centers. The card was also used to secure tickets to all university events. Students could dine on campus, have a beer in Gracie’s Grill, purchase and check out books, pay tuition, use the copy center, buy tickets, or get a flu shot, all by using this new card.

Technology also made a big difference in the classroom. Distance learning became a reality in 1993, mainly through the efforts of Patrick Wagner, associate dean of university outreach, and Blanca Riley, director of instructional media and telecommunications. Busy South Florida nurses who had difficulty commuting to a college campus could have their classes transmitted directly to them on site. Students throughout the state who might want to study a foreign language or take classes that were rarely offered at their local universities were able to receive the courses they wanted via television from a professor at another university.

“Distance learning is the wave of the future in higher education,” said Cynthia A. Elliott, who in 1993 became FIU’s first director of distance learning. “Distance learning provides a convenient method for students to take college courses at locations closer to their homes or jobs. New technology will allow FIU to expand its distance learning courses nationwide and even into other countries in the near future.”<sup>221</sup>

The South Florida Distance Learning Hospital Project, which allowed nurses to take graduate level classes without leaving their workplaces, was a unique partnership between FIU, WLRN, and area hospitals, including South Miami, Baptist, Homestead General, the Veterans Administration, Miami Children’s, and Mariners in Key Largo.

Wagner explained that new distance learning technologies presented the opportunity to bring FIU to the community. “It was no longer necessary to



physically attend one of our campuses in order to take advantage of our programs and our faculty," said Wagner. "FIU was expanding beyond its walls and into the corporate boardrooms and community centers. The key word we're using is access."

Courses were conducted between the University Park and North Miami campuses, and to remote locations throughout Dade and Broward counties. They ranged from literature to history to management and were taught by FIU faculty trained to teach interactive courses. Graduate student assistants were on site to monitor attendance and preside over test-taking days. Three classrooms at UP were equipped with \$50,000 worth of cameras and televisions that carried video and audio both ways for classes.<sup>222</sup>

FIU also became part of what was called the IBM Global Campus, an international education and business framework helping colleges and universities use computer networks to redesign learning, teaching, and administrative functions.

"FIU's participation in the IBM Global Village will advance the concept of the virtual university," said Arthur S. Gloster II, FIU's vice provost and first chief information officer. "It will help put FIU in a position of adopting curricular content in a multimedia format in the same way faculty utilize textbooks to aid their teaching."<sup>223</sup>

As a way to pay for all this improved technology, the university took a giant leap forward in its efforts to pass a special ad valorem property tax which would have helped raise more than \$100 million for scholarships and fellowships for Dade County residents.

On April 19, 1994, the Dade County Commission voted unanimously to place on the ballot the FIU Tax Referendum proposal asking voters to approve a two-year continuation of a three-fourths mill property tax which at the time benefited Miami-Dade Community College. The FIU proposal would go into effect in 1996 and would have generated enough funds to pay for approximately 3,000 scholarships of \$2,000 each for up to 25 years.

"The funds generated from this tax would make a world of difference for our university and for the people of Dade County," said President Maidique. "We will need the entire university community's support between now and the fall to help pass the FIU tax proposal. Together I believe we can succeed."<sup>224</sup>

Dade County voters shot down the \$100 million FIU scholarship proposal in the October 1994 elections. The plan fell into the shadow of anti-tax sentiment cast by Dade residents.

At a poll-watching party election night, Maidique said, "We asked an anti-tax electorate that shot down proposals that you would expect to be very close to their heart... to impose a property tax which has never been done in Miami."

SGA President Rainier Gonzalez agreed. "I think it (the results) wasn't anti-FIU; it was anti-tax," he said.<sup>225</sup>

Athletic Director Dick Young announced his retirement effective early in 1994. Under his tenure the university had taken a giant step toward recognition in athletics by moving up to Division I and joining the TAAC. While the latter was not a major conference, it gave FIU a home where it could establish a reputation.

In July 1992, the Trans-America Athletic Conference realigned its members with the addition of the University of Central Florida and the withdrawal of Florida A & M University. The conference was divided into an east and west division, with FIU joining Stetson, Central Florida, and Charleston in the east. Young served as TAAC vice president.<sup>226</sup>

Despite the loss of the Golden Panther Arena due to Hurricane Andrew, women's volleyball, which hadn't practiced or played at home for three months, finished second in the TAAC tournament. The team advanced to the championship match with an upset win over the College of Charleston.

Students athletes also were doing well academically. Three teams, men's and women's basketball and men's tennis, reported a record 65 students earning GPAs of more than 3.0 for the fall semester and 21 student athletes making the Dean's List with more than a 3.5 GPA; the cumulative GPA for all student athletes was 2.61, the highest mark ever for the athletic program.

In February 1993, FIU men's basketball won its first TAAC championship. In the same year, women's basketball defeated Mercer, 77-52, for the championship of the TAAC tourney. The victory completed a clean sweep of the season for the Golden Panthers who became the first-ever TAAC team to go through the basketball season undefeated (14-0).

One month later, the men's golf team, coached by John Cusano, captured its first TAAC championship with a dramatic come-from-behind effort on the 18th hole of the final round.<sup>227</sup>

When Young retired in 1994, he was replaced by Ted Aceto, who had built the Villanova athletic program to a national power. Lured to Miami by the potential that he saw at the university, his career in college athletics spanned 32 years from his days as star football player to his current work as an administrator.

During Aceto's 19-year reign as Villanova's athletic director, the school won multiple Big East Conference titles as well as five national championships, four in women's cross country, and one in men's basketball. One of the opportunities that Aceto said he saw for the future of FIU was the addition of football. The fact that Aceto was instrumental in bringing football back to Villanova had people excited.<sup>228</sup>

Closely related to the athletic program and under the umbrella of the athletic department was the recreational sports program. For 13 years, FIU's first director of campus recreation, John Pederson, led the university's efforts in this area. In August 1994, he took a job at Indiana University as director in

charge of facilities and equipment. "It was a very hard decision to make. The faculty, staff, and students of FIU made it an even harder one because of the way they treated me during my stay here," said Pederson.

When he arrived in 1981, Pederson said the only intramural sport was co-recreational softball. With the help of the campus recreation staff, he built the intramural program to include 15 sports. Campus recreation covered intramural sports, the fitness center, and the racquetball and tennis courts.<sup>229</sup>

At a moving ceremony on March 31, 1994, the North Miami Campus Student Center was re-named the Gregory B. Wolfe University Center, in honor of FIU's third president, and the \$5.4 million expansion of the building was complete.

After a day of heavy rain, the sun broke through the clouds to shine on the crowd gathered on the lawn of the Student Center to pay tribute to former FIU President Gregory Baker Wolfe. Ronnie Wooten conducted the FIU Symphonic Wind Ensemble as it performed a fanfare composed in honor of Wolfe by FIU music professor Clair T. McElfresh.

The name change required special legislation in Tallahassee which came about due to the persistent efforts of President Maidique. It was a tribute, almost unheard of, for a living person to have a state building named in his honor. In a surprise move, Maidique also announced that he was renaming the theater in the Wolfe Center in honor of Wolfe's wife, Mary Ann.

"Dr. Wolfe has never before given me unsolicited advice," Maidique said, "but he wants Mary Ann's name on this (the university center) building." Maidique said he couldn't do that without further legislation, but he could rename the theater after her.

"By the power vested in me as president of this university," Maidique said, "I'm going to name the theater in this building the Mary Ann Wolfe Theater."<sup>230</sup>

Throughout the dedication, Wolfe was lauded by friends and colleagues. "1979 was the right time; FIU was the right place, and Gregory Baker Wolfe was certainly the right person to take over the leadership," former FIU trustee Kay Fahringer said.

Mary Ann Wolfe, a writer for Miami Today whose academic, governmental, and volunteer credentials closely rivaled those of her husband, spoke briefly, charming the audience with her recollection of seeing FIU for the first time in 1979. "It doesn't look too promising," she remembered saying to her husband.

Maidique introduced Wolfe, who approached the podium to a long and warm standing ovation. "You're going to make an old man cry today," Wolfe said, visibly touched. He acknowledged the vast contributions of his colleagues and friends as a "chair of heads, hearts, and hands that must be joined in familial alliance to build an institution," and discussed what the day meant to him:<sup>231</sup>

We recognized from the time we arrived here that this university had tremendous potential. We knew that it could be realized only when a foundation of public recognition and support was achieved... We've come a long way since we heard FI-Who?

Of course these were arduous and sometimes stormy adventures. We were sustained and aided by the talent and dedication of persons who preceded us in command and in the trenches on the front lines... We must also credit the enthusiastic support we had from student lobbyists, sturdy legislators, and foundation trustees. Without them we would never have had the resources needed to replace a keel intended for a light-weight dinghy with that of an education flagship.

Those days, for their time, were action-packed and development-filled.

Today, President Maidique has equipped us with a larger compass, deeper draft, higher masts and much richer cargo... The epic words of the great U. N. Secretary General Dag Hammarskjöld come to mind: 'For all that has been—thanks. For all that shall be—Yes!'

Universities are both repositories and incubators of civilization and culture. They also provide the theater that often previews profound social, scientific, economic, and political change.

This wonderful student center (recently restored and expanded), which bears Mary Ann's and my names, will certainly be a place to enjoy cultural discovery, intellectual discourse, and certainly to have fun, food, and enjoy frolic as well. Some of our community will doubtless object to and protest what is delivered from its stage and its podiums. I surely hope so! Some (I hope many more) will delight in and celebrate what is made available in these rooms. Overall, let the discourse, dissent, entertainment, and debate here be ever civil, free and honor the traditions of liberty.

When I left the presidency of Portland State University in Oregon, a dear friend and noted artist, Vera Prasilova Scott... was commissioned to render my head in bronze. Today, Mary Ann and I are pleased to make a gift of the copy of Vera Scott's sculpture to our beloved FIU for this center as a memento of our life with you.

One day I suspect a small Wolfe Pack from afar... will arrive with a small box. It will contain my ashes which the visiting pack will ask to sprinkle on the beautiful blue water this building commands. I promise not to haunt the center even if it is a favorite haunt for me now.<sup>232</sup>

The 200-acre site of the North Miami Campus provided a unique environment. Students, faculty, and staff could sit around the lake near artful arrangements of coconut palms, walk along the shore of the bay and gaze

across the water, and listen to the birds in the mangroves which arched into the waters of the bay. Great blue herons could often be observed standing motionless on one leg, watching for the tell-tale ripple of a fish, while overhead osprey would glide in slow circles.

At one time, no one could walk out to Biscayne Bay on the 90-acre area on the southeast corner of the campus, south of the conference center. The area was choked with Australian pines and malaleuca, and littered with all sorts of abandoned furniture and junk.

Matt Crawley, the North Miami Campus grounds supervisor who was honored by the university and environmental groups for his work, was responsible for saving the area. The Beacon described the man:

Crawley, a sunburned man with fearsome red eyebrows and a breezy cheerful manner, began working for the university in 1978 when he arrived from Long Island, New York, with no landscaping training or knowledge of the Florida environment. He started out pushing a lawn mower, but he fell in love with the South Florida environment and started learning.

One lesson he learned well was how to do more with less. Because the university has little money for the acquisition of new landscaping, Crawley asks community organizations and nurseries to donate trees, plants, and flowers. He has been effective at soliciting donations. In 1992 he obtained \$200,000 worth of landscaping at no cost to the university.<sup>233</sup>

Crawley landscaped the 200-acre campus in an ecologically sound manner, using the principles of xeriscape, foliage that didn't need much water, without forfeiting attractive flowers and plants. He planted native bushes and trees that would grow with minimal water such as bougainvillea, oleanders, fern oaks, bottle-brush trees, and hibiscus. Australian pines were trimmed into neat hedges and beds covered with mulch.

Superintendent Crawley began planting water-free plants on the NMC in 1981, even before he knew what xeriscape was, securing large savings on the annual water bill. By using xeriscape, the campus became virtually maintenance free, but looked good and used little water.

Crawley explained how he did it: "People who care about plants and the environment—private nurseries, the Florida Master Gardeners, a group of expert gardeners who donate their labor and know-how to non-profit organizations, county conservation people, the State Forestry Service—all of us talk to each other and help each other out."

It was the reclamation of the 1.25 miles of healthy bayfront, once a dumping ground, that won him the FIU Presidential Award for Innovation in 1992, the first year it was awarded.<sup>234</sup>

Another North Miami Campus pioneer, Joe Levin, assistant director of the NMC physical plant, retired from FIU in 1994.

Levin first came to FIU in 1976 and was selected to open the North Miami Campus with a few other men. He was the first full-time staff employee on the campus, when the only building there was the Trade Center.<sup>235</sup> As the campus grew, Levin documented its development with photographs, which are now in the university archives. He also worked on special projects including a wastewater project that used triple-treated wastewater for irrigation.

"Projects with Joe Levin have been quite monumental to FIU," said Ray Galleno, manager of laboratories in the College of Arts and Sciences. "The university has saved hundreds of thousands of dollars with the wastewater projects. Joe Levin headed that project."

Levin also worked with Matt Crawley on the shoreline project. "If you take a walk along the shoreline, you'll notice that a lot of the shoreline has been reclaimed and erosion has been prevented by the placing of the boulders and the rocks along the shore. Joe Levin was a major character in the shoreline erosion project," Galleno said.<sup>236</sup>

Sanford L. Kravitz, the first distinguished professor of public affairs at the university, retired in 1993 after 14 years of teaching, designing, developing, and proposing innovations.

When Kravitz came to FIU in 1979 *The Beacon* reported, "almost everyone considered the North Miami Campus with its two buildings and a few portables as Siberia. He saw a beautiful school in a tropical paradise on the bay. He saw a school where faculty and students were concerned about health and education, international peace, and community development. He saw a school that would make contributions to art, culture, and civic consciousness, a school where people would meet challenges. A school where people would make the world a better place."<sup>237</sup>

In 1980, *The Miami Herald* called Kravitz, who worked on programs under Presidents Kennedy and Johnson, "a pioneer of the New Frontier and the Great Society. Writer Shula Beyer described him as a person who believed strongly in government's ability to change things for the better. Kravitz told the reporter that he liked building new institutions, and he was interested in change and growth."<sup>238</sup>

Kravitz was special assistant to the provost, responsible for academic planning at the North Miami Campus, and was chief planner for the four-year liberal studies program, the College for Working Adults, the Center for Life Long Learning, the program in international social and economic development, and the master's degree in social work. Kravitz also founded the Center on Aging and the FIU-HRS Professional Development Center at FIU and received FIU's Distinguished Service Award in 1989.

Well-known to faculty and administration for his keynote address at the 1991 FIU Faculty Convocation and Awards Ceremony, the always controversial Kravitz “urged the abolition of tenure and a renewed emphasis on teaching. He suggested the university strive to be a center for scholarship, teaching, and service—instead of a research university.”

Vice Provost Tom Breslin said, “He was so well-respected that he was asked to coordinate and develop the university’s self-study for re-accreditation, one of the most important activities the university undertakes. He was a visionary.”

A week before leaving FIU, the ever-optimistic Kravitz met with FIU officials and proposed that the North Miami Campus be declared the university’s center for urban studies. He said he’d like to see the university encourage student interest in the community.<sup>239</sup>

In 1972 Chuck Perry had proposed a conference center for the North Miami Campus. In 1985 Greg Wolfe again proposed a conference center. Both of their facilities would have included hotel accommodations on campus, and both would have been operated by the School of Hospitality Management.

In 1994 a \$7.2 million conference center designed to hold professional seminars and workshops was finally under construction. “It’s going to be a prime location for professional development and outreach activities,” said Carolann Baldyga, at the time dean of continuing education.

Overlooking the bay, the conference center was situated 800 feet south of the rest of the campus; a three-story, 28,000-square-foot building, the facility can accommodate 1,100 people in a dividable waterfront dining/meeting room able to seat 475, two 20-station computer labs, and various seminar, case study, and meeting rooms, each capable of seating between 40 and 75 people.<sup>240</sup>

The center was named the Roz and Cal Kovens Conference Center in honor of the community philanthropist and developer who made a major contribution to complete the facility. Kovens, who served on the FIU Foundation Board of Trustees and chaired its development committee, passed away in 1995, prior to the facility’s opening the next year.

To provide needed medical services for a growing student body on that campus, a Health and Wellness Center was constructed between the library and the Holocaust Center. A one-story building of 3,000 square feet, the clinic had four examination rooms, an immunization and triage room, a pharmacy, storage space for medical records and supplies, automatic front doors, and 200 square feet of waiting room space.

Vera Velez, a nurse practitioner and the original administrator of health services at the North Miami Campus, said this was “a wonderful change.” She recalled that the original clinic was moved to the Trade Center back in 1984

into what used to be a personnel office. It was an improvement over the original location, a storage facility in the student center. "There was no bathroom (in the old clinic)," Velez said. "Students had to go to the public restrooms with their urine cups." A change was necessary.

During the 1993-94 academic year, more than 4,600 students visited the clinic, most seeking immunization in order to gain admittance to FIU, but others were treated for afflictions such as broken bones or acne or diseases like mononucleosis, hepatitis, or herpes; 140 students were tested for HIV.<sup>241</sup>

Ever since 1994 ongoing expansion of the North Miami Campus main entrance had created an obstacle course for students trying to get to class on time. But that was finally over, as the new four-lane road from busy Biscayne Boulevard to the entrance of the campus was officially opened to traffic in 1994.

New signs with the FIU Golden Panther motif were clearly visible. Panther Paws were painted on the road to lead drivers on the one-mile stretch from NE 151st Street; they took three days to paint. The paws helped promote school spirit. Student groups represented at the painting were the National Organization for Women, Panther Power, Tau Kappa Epsilon Fraternity, Peer Advisors, and the Student Programming Council.<sup>242</sup>

Unfortunately the raccoons and sand crabs that once sauntered across the pitted two-lane road lost their homes and had to move on—all in the name of progress.

Another development that concerned many faculty members occurred when the original Faculty Club dining room moved from Academic II, where it had been established by Rose Foster in 1991, to the Wolfe University Center. The new facility opened to faculty and staff members in January 1994 and closed in 1999.<sup>243</sup> In 2001, the Faculty Club became functional once again, this time in the Kovens Center.

The conference center completion in 1996 was the last major construction on the North Miami Campus. All such projects since then have occurred at University Park where buildings planned and started in the early 1990s were being completed and new ones begun. These projects involved 11 different construction sites, 11 different architectural firms, and more than \$65 million in construction costs.

By far the largest project was the library addition. SUS standards stated that campus libraries should seat 25 percent of the student population; in 1994, FIU's library was only able to seat approximately 4 percent of the student body.

Construction of Phase I of a new arts complex to provide the campus with a facility for the performing arts was under way, while the architectural firm of Spillis, Candela & Partners, Inc., of Coral Gables was completing the expansion of the entrance roadway. A Nautilus Fitness Center with state-of-the-art equipment for education, recreation, and research was also being built.



A campus support complex was being designed by APEC Consultants of Coconut Grove to be the focal point for physical plant operations, purchasing, public safety, architectural engineering services, and facilities management. Part of the building would house facilities maintenance, custodial services, campus services, utilities, key bank, vehicle services, and groundskeeping.

A mini-mall, which included a food court with seating for 250 occupants, fast food counters, a convenience store, a coffee and pastry shop, an ice cream shop, a film developing center, and check cashing, was being added to the Graham Center. That addition was being handled by Miami-based Lemuel Ramos & Associates, Inc.

The university was also in the process of adding a new residence hall and a new child care center. The latter, a 6,000-square-foot facility on the west side of the University Park Campus, would contain offices, classrooms, observation rooms, storage rooms, and a teacher's workroom, and would have a drop-off and pick-up point available in front. The distinctive artwork, entitled *Jump*, on the arches of the building was created by FIU alumna Beryl Solla. The child care center was renamed the Children's Creative Learning Center and celebrated its 20th anniversary in 1996.<sup>244</sup>

One construction project that drew mixed reviews was the leveling of the Graham Center Pit. To many this was a sad moment in the history of the university. For years, this popular hole in the ground in the center of the student center was the gathering spot for parties, debates, formal university ceremonies, and just hanging out. The mystique, as well as the depth, of the Pit was lost forever. The drastic change was a measure taken to comply with the Americans with Disabilities Act; a ramp was added for disabled students at a cost of \$88,000 paid for by student government.<sup>245</sup>

The change served as a reminder that everything must inevitably change, including the face of the university. For those who had been around long enough to remember, this was not the first time FIU's remodeling had resulted in removing a campus landmark. The old Rathskeller, AKA the Rat, was permanently replaced by the new, modern Gracie's Grill.

Other "firsts," too, were disappearing. In 1994, with no ceremony and no appreciation of its historical significance, the first building constructed on campus, W-4, the original modular building, was leveled. By the mid-1990s the airport runways along with the original bus loop in front of the university were part of FIU's brief history. The Presidential Suite on the third floor of the student center, at one time the showplace of the campus, became the Panther Suite and lost its glamour. The Alumni Room in the student center was gone, and FIU's original logo was replaced by the splash; the university's original mascot, the Sunblazer, became the Golden Panther.

Academically, 1994 was rewarding. The Carnegie Foundation for the Advancement of Teaching elevated FIU from the Master's (Comprehensive)

University and College I Category to the more prestigious Doctoral University II category; according to the Carnegie Foundation, all Doctoral II institutions awarded at least 10 doctoral degrees annually in three fields or more, or awarded 20 or more doctoral degrees in any single field.<sup>246</sup>

The university also established an African-New World Studies Certificate Program designed as an interdisciplinary approach to the study of the literature, history, art, politics, and culture of blacks in the U.S., Caribbean, and Africa.

"African studies programs have been blossoming in universities in the United States and abroad during the last two decades," said Adele Newson, English professor and the program's coordinator. "In a community as racially diverse as Miami, the role of this program is essential. It can serve to strengthen ties between the university and the black African-American, Haitian, and Caribbean community."

Participants in the program needed to complete 18 credit hours of study from disciplines as diverse as literature, geography, history, international religions, music, and political science. Two three-credit courses on African-American literature provided the program's foundation and fulfilled the university's general education requirements.<sup>247</sup>

On July 15, 1994, the Board of Regents approved four new graduate programs: master's programs in English and political science and a doctoral program in geology in the College of Arts and Sciences, and a Ph.D. program in mechanical engineering in the College of Engineering and Design; the latter complemented the master's degree which the college began offering in 1988.

"FIU has done in 10 years what other universities take 40 or 50 years to accomplish," said M. Ali Ebadin, chairman of the Department of Mechanical Engineering.<sup>248</sup>

Mark Rosenberg, founding director of FIU's nationally-recognized Latin American and Caribbean Center (LACC), was appointed acting dean of the university's newly-proposed College of Urban and Public Affairs, which replaced the existing School of Public Affairs and Services and comprised two schools—the School of Social Work and the School of Policy and Management. The revised structure of the academic unit demonstrated the college's new mission, to focus on education, training, and advanced research related to major urban and policy issues, especially those which affected South Florida.

"Miami is a model for the 21st century because it is a cutting-edge city in a global economy," Rosenberg said. "We look forward to organizing programs and pursuing research that will help the community analyze and address important issues such as crime, urban poverty, family problems, and racial and ethnic differences."<sup>249</sup>

The existing criminal justice, health services administration, and public administration departments were merged under the auspices of the School of

Policy and Management. In addition, the Department of Social Work was expanded and given school status.<sup>250</sup>

In 1995, the school had more than 1,500 students at the bachelor's, master's, and doctoral levels, as well as 60 full-time faculty members who were examining such urban challenges such as economic development, cultural pluralism, immigration, poverty, family dissolution, access to health care, and crime.<sup>251</sup>

Rosenberg, who served as director of LACC since 1977, had written or edited six books and more than 30 scholarly articles on Latin America. In 1992, he received the Distinguished University Service Award, FIU's highest honor for teaching and research.

Allen Rosenbaum, dean of the School of Public Affairs and Services, assumed the directorship of the new Institute of Management and Community Service, which became part of the College of Urban and Public Affairs.

Eduardo Gamarra, associate professor of political science and nationally-recognized scholar on Latin American affairs, was named acting director of LACC. The author or editor of nine books on Latin America, Gamarra held a doctorate in political science from the University of Pittsburgh and had taught at FIU since 1986.<sup>252</sup>

A number of FIU administrators were involved in the Summit of the Americas held in Miami, December 9-11, 1994. Approximately 20 volunteers, most of whom were students, assisted LACC in preparing for the event. LACC coordinated the SummitNet, an Internet site which served as the official electronic depository of summit-related information. President Maidique and Rosenberg were appointed to serve on the summit steering committee by Florida Lt. Gov. Buddy MacKay.<sup>253</sup>

Miami's glossy new image was broadcast to the world during the Summit of the Americas:

For geographic as well as cultural reasons, Miami was an obvious choice for the historic meeting that brought together 34 heads of state. The city was supposed to be only the backdrop to the international events that unfolded, yet it captured the world's fancy and established itself as the Magic City. Adorned with monumental sculptures by Colombian artist Fernando Botero, Miami had never looked more enticing and received high marks from the visiting international press as well. The city that had been plagued by violent crime and social unrest only a few years earlier almost overnight transformed itself into a world-class international center.<sup>254</sup>

In August 1994, Judy Blucker was named acting dean of the College of Health. William Keppler, dean of the college since 1988, returned to teaching full time.<sup>255</sup>

At the same time, Jacquelyn Hartley, a long-time faculty member and administrator, was named acting dean of the School of Nursing while Linda Simunek, the founding dean, completed a professional development leave.<sup>256</sup>

At the 1994 spring commencement at the Miami Arena, the university honored a diverse group of individuals while conferring nearly 2,300 degrees during a ceremony attended by more than 10,000 people. Honorary degrees were presented to Sylvan Meyer, editor emeritus of *Miami/South Florida Magazine* and former editor of *The Miami News*, and Rafael Rangel-Sostmann, president of the Monterrey Institute of Technology in Mexico.

Meyer's courageous stand for integration in the pages of the *Gainesville (Ga.) Daily Times*, which he helped found in 1947, had been acknowledged at the highest levels of American journalism.

In addition to the honorary doctoral degrees, the university presented three distinguished service awards. The Distinguished Community Service Award was presented to U.S. Rep. Carrie P. Meek, who was elected to the House of Representatives in 1992 from Florida's 17th Congressional District. The first African-American elected to Congress from Florida since Reconstruction, she delivered the keynote address.<sup>257</sup>

Dahlia Morgan, director of The Art Museum at FIU for 15 years and a respected contemporary art curator and lecturer, received the Distinguished University Service Award. "It's not just me; anyone who has ever worked here has worked very hard, way beyond the call of duty," said Morgan, who began her career at FIU in 1980 as an adjunct art history teacher. When she applied to become art historian for the museum, then called the Visual Arts Gallery, James Mau, then dean of the College of Arts and Sciences, approached Morgan about taking on the directorship of the gallery. She enthusiastically accepted.

Morgan juggled two distinct roles as director of the museum and curator of most of its exhibitions. "My job as director was to grasp the overall vision for the institution and its students as well as the surrounding community. Our mission is to educate and to display the highest quality art exhibitions, and to collect and preserve our objects," said Morgan.

As curator, she said it was necessary to decide which exhibitions and critics would visit the campus, while maintaining constant vigilance as to the progression of art at large. The curator pieces the exhibition together "like a giant jigsaw puzzle and hopes it comes together like we envisioned it."<sup>258</sup>

Her research in art history culminated in more than 50 exhibitions and as many exhibition catalogues on European and American Modernism and the Contemporary Art of the Americas, including Marcel Duchamp, Louise Bourgeois, and the American Art Today series featuring "Heads Only," diverse depictions of the human head by artists such as James Rosenquist, Christian

Boltanski, and Roy Lichtenstein. The exhibit attracted national attention, including a spread in *The New York Times* and *The Miami Herald*.

During Morgan's career at FIU, the museum received more than 20 grants from the National Endowment for the Arts and the Institute of Museum Services, and funding from the Department of State's Division of Cultural Affairs.<sup>259</sup>

The Distinguished Alumni Service Award was presented to Maria Elena Ibanez, president of International High-Tech Marketing and a member of the FIU Foundation Board of Trustees. Ibanez, a 1977 computer science graduate, was one of the university's most successful alumnae entrepreneurs.<sup>260</sup>

Henry Cisneros, U. S. Secretary of Housing and Urban Development, received an honorary doctorate and was keynote speaker, praising the university as a "vibrant institution which draws its strength and energy from the multi-cultural vitality of this remarkable community."<sup>261</sup>

In 1994, for the sixth straight year, *U.S. News and World Report* named FIU one of the best higher education institutions in the nation. FIU was also ranked eighth in a field of 147 comprehensive universities in the South.<sup>262</sup>

That year the University Park Campus came alive with sculpture. Since Spring Break, construction cranes had converged on the UP Campus, dodging FIU's expansion endeavors to place mammoth-size sculptures created by many internationally-renowned contemporary artists. The collection represented works by Joan Miro, William De Kooning, Jonathan Borofsky, Louise Nevelson, Alexander Calder, and Richard Serra, among others, and ranked FIU with UCLA, the University of Pennsylvania, and Stanford as one of the most prestigious campus sculpture parks in the U.S., according to Morgan.

"The installation of the sculptures sets a new standard of excellence for FIU. These are tools for inspiration and expression for our students and those who visit the campus. This is a tribute to the generosity of Marty Margulies," President Maidique said.

The works were the bulk of a sculpture collection owned by Martin Z. Margulies, art collector and real estate developer, who loaned approximately 40 sculptures to FIU. Before Margulies decided to move the collection to FIU, he visited the campus several times, studying daily traffic patterns as students, faculty, and staff moved through their daily routines, and talking and interacting with people.

"This is the right time and place for this collection. It may challenge the students to learn about it, so that they may enjoy it. They will see it every day, and that excites me. It's a natural fit," Margulies said. He felt the campus was a perfect setting for the sculptures, as they "embellished the concrete and the landscape."<sup>263</sup>

One of the unique and most admired pieces was American artist Jonathan Borofsky's *The Hammering Man* (1977-85), located in front of the Chemistry and Physics Building. Borofsky "created a giant sculpture to represent labor in contrast to spiritually," illustrating the "concepts of the human soul and labor through this enormous corten-steel sculpture."

For Borofsky, *The Hammering Man* represented "the meaning of work. Without work, our society will disintegrate; however, an excess of discipline may result in chaos. The artist related the size of the sculpture to fictional giants assigned to protect. Also, its massive size represents honor for the individual's contribution to society." The moving arm illustrated strength and repetition. Borofsky thus provided his impression of a mechanized world's destiny.<sup>264</sup>

Founding President Charles E. Perry returned to campus at year's end. The first building constructed on campus, *Primera Casa*, named by Betty Perry in 1972, was renamed after FIU's founder, the Charles E. Perry Building. During FIU's first year, this was the only building on campus, housing classrooms, the bookstore, the cafeteria, and the office of the university president. At the ceremony, President Maidique said, "Renaming *Primera Casa* in his honor is a fitting tribute to the fact that he spun the dream that has become FIU."<sup>265</sup>

The question of naming a building after FIU's founding president was originally entertained in 1982, when former President Wolfe suggested to former President Perry that the airport tower be named after him.

Perry responded:

Regarding a building being named for the university's founding president, I have (with some limited reflection) the following reactions:

1. It is very thoughtful of you and your associates to consider this action—I am deeply appreciative.
2. But, what does this do to the university's "historic" and recent policy regarding the naming of buildings?
3. And, what problems will this create for the future? Will Hal and you, etc., have the same opportunities?
4. What about a compromise? Why don't you name the plaza or courtyard in front of *Primera Casa* the Perry Plaza or Courtyard? Then, the building naming issue does not present a problem. (Also, I'd like to be buried in that courtyard and since my new will is now being finalized, the timing would be appropriate.) You and the Board of Regents should be able to handle the courtyard naming without legislative approval or changing the university's naming policy for buildings.<sup>266</sup>

Former President Wolfe responded:

Dear Chuck:

How nice of you to offer to create a cemetery at this institution! We have, however, already moved ahead sufficiently in our consideration of naming a building after you so unless you absolutely don't want me to, I will probably be ready to request formal approval of Perry Tower in early 1983.

I don't think you, I, or anyone else can influence the naming of academic buildings, but I will state that this administration is against the continued numbering of buildings around here—in any language!<sup>267</sup>

Perry responded:

Dear Greg:

Your letter dated November 10 has forced me to think very carefully about your offer to name the Tower in my honor. As you know, I am pleased that you and the faculty and staff have suggested this action.

Since you did not like my courtyard counterproposal and have already decided to change the naming policy, I think the naming of a Perry Building would be in order. However, I do not think that the Founding President of Florida International University should be bound for eternity to an old airport control tower—even though it played a role in the institution's early days.

Instead of naming the control tower, my hope would be that one of the major buildings on the Tamiami Campus could be renamed. Either Primera Casa or University House would be appropriate from my perspective.<sup>268</sup>

One year later, two men who were major players in the building of the newly-renamed Charles Perry Building passed away. Dan D'Oliveira, one of the original FIU pioneers, died of cancer. The Charles Perry Building, the library, Owa Ehan, DM, University House, the Chemistry and Physics Building, and most other campus buildings will forever stand as a reminder of the contributions to FIU of Dan D'Oliveira.<sup>269</sup>

In the same year, Albert Vrana, the local sculptor who created *The Four Races* which adorns the front of the Charles Perry Building, also passed away.

In 1995, a major reorganization occurred that would have a significant impact on the future of the university. The Division of University Relations and Development, which included public relations and fundraising, was combined and renamed the Division of University Advancement.

After a six-month search which involved more than 70 candidates, Paul Gallagher was chosen as its first vice president, with the major responsibility of raising outside money for the university. According to Gallagher, he

was the wrong choice for the job; he had never asked anyone for a dime and recalled that his first attempt to ask for a \$3,000 contribution for the university resulted in a refusal. As time would show, however, Gallagher was the right choice. By the year 2001, he and his office would raise over \$200 million for the university.<sup>270</sup>

On February 3, 1996, FIU officially kicked off the Campaign for FIU, the goal of which was to raise \$65 million to provide FIU with the financial resources to enhance the university's educational excellence for the next century. The specific goals of the campaign were as follows:

Eminent Scholar chairs	\$ 25 million
Facilities construction enhancement	\$ 15 million
Scholarships	\$ 10 million
Academic program enhancement	\$ 15 million
Campaign total	\$ 65 million <sup>271</sup>

Gallagher had his work cut out.

In 1995, Leonardo Rodriguez, vice president for business and finance, returned to teaching in the College of Business Administration and was replaced by Cynthia Curry, former assistant Miami-Dade County Manager for seven years. Curry, chosen after a four-month search which included more than 150 candidates, did her undergraduate and graduate studies in public administration at the University of Miami.<sup>272</sup>

At the beginning of fall semester 1995, the Department of Institutional Research estimated the student population at 27,564. Of all the nine state universities, only FAMU, with a 6 percent growth rate, surpassed FIU's average 5 percent growth. FSU had a 2.29 percent growth rate, and UF only .44 percent. According to institutional research, FIU would continue this growth rate into the year 2000. In 1995 FIU offered more than 200 baccalaureate, master's, and doctoral degree programs taught by 950 full-time faculty. The university had 53,000 alumni and was the fourth largest university in the state.<sup>273</sup>

Also in 1995, three new interdisciplinary centers were established. The We Will Rebuild Foundation made a gift of \$1 million to FIU to establish and endow an International Center for Hurricane Damage Research and Mitigation; the Administration on Aging of the U.S. Department of Health and Human Services awarded a \$1.1 million collaborative agreement grant to FIU's College of Health for the Department of Dietetics and Nutrition to establish the nation's first National Resource and Policy Center on Nutrition and Aging, and the U.S. Air Force awarded a \$3.6 million grant to FIU to establish a Future Aerospace Science and Technology Center in Cryoelectronics.



In 1995, a gift of \$1 million from Herbert and Nicole Wertheim enabled the university to complete the equipping and furnishing of the 53,600-square-foot Performing Arts Center. The state-of-the-art complex, the first major cultural center in western Dade County, has attracted the world's finest orchestras, ensembles, theater and dance companies, and soloists to FIU. The Herbert and Nicole Wertheim Performing Arts Center established FIU's University Park as one of the major cultural centers of South Florida.<sup>274</sup>

The arts complex was a long time coming. In 1988, Therald Todd, chairman of theater and dance, stated, "The building of a major theater facility for FIU has been in the plans for years. It's just never been done."

The only university theater at the time, VH 100, was originally intended for use as a television studio, and had 137 seats. Todd also had other major problems: "Our scenery must be built directly on stage, and after a show closes, we have to break it down because there is no place for storage. If we could store scenery, we could also reuse it."

The absence of a good theater kept major performing companies from coming to FIU. Todd said, "As a result, this community is missing out on some really good theater."<sup>275</sup>

Joe Rohm, associate professor of music, stated, "At least the drama department has a theater." In the 1970s and 1980s, FIU's two choirs, two bands, orchestra, jazz ensemble, and brass choir had "to fight for classroom space in which to rehearse." Musical rehearsals and performances usually took place in AT 100, but as Rohm told it, so did several large accounting classes and School of Hospitality Management courses. "Other classes always took precedence over ours," he said. "If a class was scheduled during one of our rehearsals, we had to leave."

Another problem with the use of AT 100 was its small stage. "When 62 band members and all their instruments get on that stage, there is hardly room to breathe," Rohm said.

Professor Bill Maguire, chairman of the Department of Visual Arts, added, "There were at least half a dozen high schools in Dade County with better facilities than FIU." He continued, "The quality of our program is excellent. The facilities are terrible. Without better facilities, FIU will never have a master's of fine arts degree program."<sup>276</sup>

The wishes and dreams of Therald Todd and Joe Rohm became reality. The landmark gift from the Wertheims represented FIU's first \$1 million contribution from a private individual. The state matched the gift and, in recognition, the university named the facility after the Wertheims.

The official opening of the Herbert and Nicole Wertheim Performing Arts Center took place on November 1, 1996. On a cloudless, balmy evening, to the fanfare of the gleaming brass sections of Walt Disney's Future Corps

band, President Maidique made it official. "I am closing the Department of Music," Maidique said, as fireworks punctuated his remarks. "I hereby declare it the School of Music under the direction of Fred Kaufman."<sup>277</sup>

Maidique thanked the Wertheims who made possible the completion of the beautiful \$14 million center with its 600-seat concert hall, 150-seat recital hall, rehearsal halls, faculty offices, and practice rooms.

The FIU Jazz Band, led by Arturo Sandoval and Nestor Torres, hosted a salute to "The Evolution of Jazz," with renditions of the Big Band tunes of Count Basie and Duke Ellington; a giant screen showed snapshots of these greats.<sup>278</sup>

The center had all the equipment associated with a first-class facility except one—a concert hall organ. That omission was rectified when a new organ costing nearly \$700,000 debuted in May 1999 in a special concert honoring the Wertheims, who made possible its acquisition through an additional gift. The organ was dedicated to Herbert Wertheim's mother, Sydell Ida Wertheim, who died in 1997.

"This is in memory of the joy she gave," he said. "She was a person who always gave and seldom took. Through this gift her voice will sing forever."<sup>279</sup>

*FIU Magazine* described its construction:

The prestigious 125-year-old Schantz Organ Company took a year to build the organ in its Orrville, Ohio, factory before disassembling and rebuilding it at FIU... The 75-rank organ—the largest in Miami-Dade County—is also one of the most technologically advanced in the country. Due to its large number of stops—55—it can accommodate virtually every piece of music ever written for the organ, including solo and orchestral works, as well as music written for a variety of other instruments and transcribed for organ.<sup>280</sup>

In athletics the men's head basketball coach, Bob Weltlich, announced his resignation; in his fifth season, he had compiled a 51-77 record. Weltlich told a Miami Herald reporter, "Sometimes you know what you don't want to do more than you know what you want to do." Weltlich guided the Golden Panthers to a 20-10 record and a TAAC Championship in 1992-93; he was named TAAC Coach of the Year, but in the following season the team suffered many key injuries and finished at 11-16.<sup>281</sup>

Marcos "Shakey" Rodriguez, head basketball coach at Miami Senior High School for 14 years and an FIU alumnus, was named FIU's new men's head basketball coach. Rodriguez led the Miami High team to six top 10 national finishes, won five state titles (including three straight, 1988-91), and had a career record of 428-62 (87.3 percent). He was named Dade County Coach of the Year in 1982 and 1986.

Rodriguez received a bachelor's degree in education from FIU in 1975. While the university didn't field intercollegiate men's basketball until 1981-82,

Rodriguez played on an FIU club team in 1973 and 1974 and traveled to South America and the Caribbean on good will tours.

Danny Price, head baseball coach since 1980, recorded his 600th career coaching victory on March 10, 1995, when the Golden Panthers posted a 13-0 victory over Trans-American Athletic Conference foe Samford. Price was honored in ceremonies between games of the Golden Panthers' double-header the next day. Price led the Golden Panthers to the 1980 NCAA Division II World Series, 1991 TAAC Tournament Championship, 1991 NCAA Regional Tournament, and the 1994 TAAC East Division Championship, and was named the TAAC Coach of the Year in 1991.<sup>282</sup>

In 1995, the Golden Panthers won their first playoff game in history, but were eliminated from the regional playoffs. The team finished its regular season with 21 consecutive victories.<sup>283</sup>

Along with the community in which it was situated, FIU entered the second half of the decade:

In 1996, there was reason for celebration when on the second week of the second month of 1996—a landmark year that commemorates Miami's 100th birthday—the Greater Miami Visitors Bureau disclosed its tourism statistics, showing the city's main industry to be in surprisingly robust health. While the rest of the country endured the worst weather of the century, South Florida was blessed with picture-perfect blue skies and mild, breezy temperatures that provided an ideal backdrop for the folksy annual Coconut Grove Arts Festival and the gigantic boat show that was being held at the Miami Beach Convention Center.

In the few years since it was declared 'Paradise Lost' by *Time Magazine*, Miami had overcome its tarnished image and acquired a new world-class sophistication. Like Cinderella transforming herself for the Prince's ball, the ugly duckling went through a metamorphosis into an exciting, polyglot metropolis.<sup>284</sup>

As the city of Miami celebrated its 100th anniversary in 1996, the University of Miami celebrated its 70th anniversary, and in October, Modesto Maidique celebrated his 10th year at the helm of FIU, not a small feat when one considers that the life expectancy of a university president was fewer than five years.

By 1996, FIU was having a major impact on Miami and South Florida. A study commissioned by FIU found that "the university has an estimated total economic impact of \$930 million of the Dade County economy." With regard to FIU's impact on local income and employment, it was estimated that "\$252 million of income in the local economy is generated by FIU. FIU is also responsible for supporting 13,950 jobs in the community—including the university's 3,800 employees—making the university a top employment generator for Dade County and South Florida."<sup>285</sup>

In 1996, \$200 million of construction projects were underway at the university. FIU's enrollment had reached 30,000, making it among the 50 largest universities in the country. Alumni numbered 73,000, while sponsored research topped \$30 million. FIU's operating budget was \$164 million, the largest increase in years.<sup>286</sup>

By the president's 10th anniversary, FIU was awarding more than 5,000 degrees annually, and in 1996 at the two commencement exercises held on campus, FIU awarded more than 80 doctoral degrees in 13 different disciplines.<sup>287</sup> Further cause for celebration was the BOR meeting in 1996 where nine new degree programs were approved, including two new doctorates, one in dietetics and nutrition and the other in history.

The dietetics and nutrition doctoral program was geared toward professionals already working in the field and focused on elderly nutrition, nutrition education, sports nutrition, cost benefits, effectiveness of nutrition intervention, and nutrition biochemistry.

"This program gives the Department of Dietetics and Nutrition a new dimension which will help serve the local community better," said Provost James Mau. "We continue in our quest to become one of the best doctoral-granting universities in the country," he added.<sup>288</sup>

"The doctoral program in history was the culmination of several years of focused and strategic faculty buildup designed to capitalize on our strengths in Latin American, European, U.S., and now, African history," said Mark Szuchman, chairperson of the history department. "It is a program intended to highlight the contributions and exchanges among the cultures surrounding the Atlantic. Students will still be concentrating on Latin America, Europe, or the U.S., but will be required to have breadth in one of more of the other cultures."<sup>289</sup>

Since 1988 when it introduced a master's degree program, the history department had experienced steady growth and enjoyed consistent praise from external review teams. Since 1991, the department had served as the editorial offices for the *Hispanic American Historical Review*, a prestigious national journal.<sup>290</sup>

The addition of these two new programs brought to 17 the number of Ph.D. programs offered at FIU.

The board also took action on several other proposed degree programs, voting to place a doctoral program in physics on the master plan and approving a bachelor's degree program in women's studies, master's degree programs in religious studies and engineering management, and feasibility planning for a doctoral degree program in political science. Master's degree programs in environmental studies and Latin American and Caribbean studies, and a doctoral degree program in Spanish were approved for implementation in the fall of 1997.<sup>291</sup>

In 1995, the School of Journalism and Mass Communication initiated the first journalism master's degree program taught entirely in Spanish in the U.S. The program was the direct result of research funded by a competitive \$75,000 grant from the Freedom Forum, which indicated a dearth of suitable training and education programs for the rapidly-growing Spanish-language news media in the U.S. The grant allowed the school to bring an outstanding Spanish-language journalist, Mario Diament, from Argentina to FIU to develop the degree program. By 2002, nearly 50 students, most from Latin America and the Caribbean and the rest from the United States, were enrolled in the program.

The Spanish-language master's program drew on the expertise SJMC had acquired in its Latin American Journalism Program which was funded by the U.S. Agency for International Development and trained more than 6,500 journalists from Central America and the Andean Pact nations.

The School of Hospitality Management had 35 full-time faculty members teaching 850 students from across the country and around the world in 1996. The school's alumni included more than 5,000 graduates. In June of that year, gifts of \$500,000 from the John W. Kluge Foundation and \$100,000 from Metromedia Restaurant Group were matched by \$420,000 in state funds to establish a \$1.02 million scholarship endowment for minority students in the school.

In 1996 the College of Engineering and Design introduced two new graduate programs, a master's in architecture and a master's in engineering management.<sup>292</sup>

During 1997, the College of Education received the largest private foundation grant ever awarded to FIU. This grant from the Knight Foundation, when matched by state of Florida funds, provided \$4.1 million to both launch and sustain the Knight Center for Urban Education and Innovation.

The School of Nursing and the College of Health merged in August 1997, officially becoming the College of Health Sciences (COHS), which included the School of Nursing and the departments of the former College of Health, dietetics and nutrition, health information management, medical laboratory sciences, occupational therapy, physical therapy, and public health. The new college was established to unify and strengthen the overall health-related thrust of the university.<sup>293</sup>

On April 26, 1997, FIU celebrated another major milestone: the graduation of its inaugural executive MBA class. A festive, black-tie gala was held at the Biltmore Hotel in Coral Gables to commemorate the culmination of 21 months of study by the trailblazers who "tested their wits and persistence in the new program."

The evening marked not only the culmination of an effort by students and faculty to create and sustain a new program, but also the first visible sign

of the success of a vision created by Dean Hal Wyman and implemented by Joyce Elam, the program director. By benchmarking all the best executive MBA programs in the country, Elam and the EMBA committee created a state-of-the-art program incorporating the best features of each.<sup>294</sup>

After considerable rallying by students, the Board of Regents voted in 1996 to add a master's degree program in architecture to the university's master plan. The vote directly impacted 333 FIU design students who were forced to pursue graduate architecture degrees elsewhere. FIU had a bachelor's program in design, but it did not qualify graduates to take the state's professional architects exam.

"This is a milestone for us, a coming of age," said President Maidique. "It says, 'Yes, FIU will have professional schools.' And when there is one, there will be others."<sup>295</sup>

William G. McMinn, a national leader in the architecture profession, was appointed director of the School of Design, the preparatory organization to an architecture school. McMinn had served as dean of the College of Architecture, Art, and Planning at Cornell University for 12 years, and spent a decade as the first dean of architecture at Mississippi State University; he had practiced professionally as the director of design for Six Associates in Asheville, North Carolina, where several of his projects had received design awards.

McMinn oversaw FIU's recently-created graduate program in architecture, landscape architecture, and environmental and urban systems.

"Bill McMinn's outstanding international reputation and his knowledge of Mediterranean design coupled with his extensive academic and professional experience make him the ideal candidate for creating world-class programs in architecture and design here in South Florida," said President Maidique.

"I want to use Miami as a lab for the school," McMinn said. "I want the students to really look at the different parts of Miami. The city is dynamic, always changing. There's good and bad development and good and bad architecture. I would like to see the students provide a natural solution (to the problems)."<sup>296</sup>

The architecture program would also award a bachelor's degree in architectural studies and a two-year master's program in architecture, along with existing degrees in interior design and landscape architecture.

McMinn's expectations for the school were quite high. He told faculty members the school needed to have a reputation as an innovator. "We're a new school for a new century and our professors need to create quality," McMinn said. "If we meet those challenges, we'll be able to have the best school for students, faculty, and professionals."<sup>297</sup>

In July 1997, the Board of Regents approved the establishment of a School of Architecture; McMinn was named its dean.<sup>298</sup>

Florida International University's three-year-old professional architecture program, which began in controversy, received full accreditation in record time from the National Architectural Accrediting Board. Accreditation allowed students who completed the two-step architectural studies program at FIU—a bachelor's degree and then a master's—to take the exam that allowed them to become licensed professional architects. In 1997 the school had about 400 undergraduates and 30 graduate students.<sup>299</sup>

Since 1990, the look and architectural style of the university began to change through new construction. The appearance of motifs such as arches and rotundas and the use of color were a marked contrast to the gray, blocky concrete architecture of the older buildings on both campuses.

"There's great strength and conviction in those concrete walls and the strong fortress-like feeling of the university's early buildings," said McMinn. "There was a commonality of tone in the architecture that was necessary when the school was new. A few buildings had to add up to a whole—they were creating a context for the growth of the university. We now have different architectural styles that reflect the great diversity of our university and its maturation."<sup>300</sup>

"About five years ago we began to establish a unique FIU architectural style which includes arches," said President Maidique. "We also began to use colors that were more typical of the Mediterranean and Caribbean and archways which are a classic design element common to North Africa and Southern Europe. I think that in every building we now construct you can see one or more signals that it is part of a set."<sup>301</sup>

The look of the North Miami Campus was also changing. A new entrance had been completed; a four-lane road leading from U.S. 1 into the campus had replaced the old, pitted, two-lane road, and new FIU signs along with FIU Panther footprints and chickee huts were added.

The North Miami Campus had been without a bus shelter; three were added, two for the city buses and one for the Golden Panther Express. In honor of its South Florida heritage, FIU built chickee bus shelters, an excellent example of an appropriate use of an indigenous shelter which served the Seminole Indians for thousands of years.<sup>302</sup>

By 1996, the School of Hospitality Management settled well into its new home and was in the process of building a 4,500-square-foot beverage management center which would enable students to study the service of alcoholic beverages, as well as gain product knowledge and learn how alcoholic beverages were made. The facility included a wine and spirits laboratory, complete with 36 individual tasting booths, a temperature-controlled wine cellar, a spirits training bar, a pantry kitchen, and a 1,400-square-foot, 76-seat seminar room.

To help expand beverage management studies in the U.S., Joseph E. Seagram & Sons, Inc. donated \$50,000 to the School of Hospitality

Management for its Beverage Management Studies Endowment Fund which was used to endow an Eminent Scholar Chair in Beverage Management Studies as well as develop new courses in wine and spirits studies, sponsor seminars and special presentations, and organize special tastings and promotions for the industry and the general public.

The building was named the Southern Wine and Spirits Beverage Management Center in honor of the company's major donation to the School of Hospitality Management and its leadership efforts in helping to raise additional funds for the endowment.<sup>303</sup>

Phase II of the Gregory B. Wolfe University Center was finally completed in the summer of 1996. The entire structure was enclosed and air-conditioned, and ballrooms, gamerooms, and meeting rooms were added.

The \$7.2 million Kovens Conference Center was also completed and opened for meetings. Overlooking the waters of Biscayne Bay, the conference center was a beautiful facility featuring 11 meeting spaces, including tiered lecture halls, seminar rooms, a computer training lab, a multi-purpose, bayview dining/meeting room seating 450, and full teleconferencing facilities.<sup>304</sup>

By 1997, the North Miami Campus had approximately 8,000 students, a major conference center, a broad array of academic offerings, a full-service library, a renovated student union and numerous activities, a separate Student Government Association, and a pride of its own.

In June 1997, in recognition of her long-time support of the university, state Sen. Gwen Margolis, chairperson of the Metro-Dade County Commission, had a street—Gwen Margolis Drive—named in her honor at FIU's North Miami Campus. During the nearly two decades that she served as a Florida legislator, Margolis became the first woman to preside in the Florida Senate. In 1994, she was elected to the Dade County Commission.

As a senator, Margolis was instrumental in the development of FIU's North Miami Campus, and with her support the university secured resources to build the conference center. Gwen Margolis Drive leads to the Kovens Conference Center.<sup>305</sup>

At the University Park Campus, Maidique's dreams became a reality. The new palm-tree-lined entrance constructed off the Tamiami Trail was completed at a cost of nearly \$500,000. The archway became the main entrance at SW 112th Street, officially opening on April 20, 1998, following a ceremony and the cutting of a red ribbon.

Arches began to appear everywhere on campus. A fraternity row, along with a presidential home, would complete the second new entrance to the University Park Campus off SW 107th Avenue.

Major construction on the Graham Center was also completed and a clock tower, along with a striking bell, was installed. A Barnes and Noble Bookstore with piped-in music and a reading area with comfortable lounge



chairs was completed, along with the interior mall and a fancy coffee shop, duplicating center, food court, travel center, and credit union.

Panther Hall, a four-story, 400-bed housing complex, opened in May 1996 to a capacity crowd. The new dormitories looked more like a Hampton Motor Inn than a university housing complex. Equipped with a swimming pool, volleyball court, laundry room, and game rooms, the complex also featured a card key system for individual rooms, complete with computerized security.

David Harper, principal and founder of Harper Partners, an architectural firm that created living quarters for a number of colleges and universities, designed Panther Hall and was selected as architect for phase three.

"The days of sharing a bedroom with a bathroom down the hall have come and gone," he said. "What we're talking about now are four-bedroom, single occupancy apartments, all with complete access to the backbone communications systems of the university in each bedroom and in the living room." The idea, he said, was to give students access to "library resources, e-mail, assignments from professors, and research tools available through a host of computers throughout the campus."<sup>306</sup>

The College of Engineering and Design also expanded its physical presence. Originally located in Viertes Haus, the college now had facilities in two additional buildings, the Engineering and Computer Science Building and the Center for Engineering and Applied Science, which was developed in 1996 on the site of the Cordis Corporation's former complex one-half mile from the University Park Campus. The 243,500-square-foot complex, situated on 38 acres of property, was originally designed for electronics manufacturing and research. More than \$23 million was allocated by the state for its purchase and renovation.<sup>307</sup>

The College of Education finally celebrated the opening of its building in July 1997, by far the longest building project under construction at the university. Delays were due to faulty windows, a leaky roof, and mildew; \$8 million and three years later, the building opened.

The university announced a gift of \$2.5 million from Sanford L. Ziff, founder and former chairman of Sunglass Hut of America. The donation was to be matched with another \$2.5 million in state funds to provide a total of \$5 million to be used primarily to fund scholarships and endow library purchases. In honor of this donation, FIU named its new building the Sanford and Dolores Ziff and Family Education Building and named the plaza of the library tower on the campus after the Ziffs.

The \$2.5 million donation, the largest single commitment received to date during FIU's \$65 million capital campaign, was an irrevocable gift involving two charitable trusts. More than half the \$5 million endowment generated by the gift would be used for the Sanford and Dolores Ziff and

Family Scholarships for students in the College of Education. Other portions would establish endowments for library purchases, scholarships for students in the College of Arts and Sciences, and internships in the Art Museum at FIU.<sup>308</sup>

U.S. Rep. Richard Gephardt, the House minority leader, praised the generosity of the Ziffs to help prepare teachers for a changing and difficult world, and stressed the importance of education as the “defining mission” in the post-Cold War era in his keynote speech. “I believe that what is going on in this place is the most important educational and human activity in the U.S. today,” he said.

Dean Ira Goldenberg “declared it a day for celebration and rededication for the college.” He said that the new building “reflects the potential and destiny of the college to shape the future of education, the Ziffs’ passion to use their philanthropy to enhance the quality of life, and the outstanding quality of the faculty, who enabled the college to be ranked among the top 10 percent of the nation’s accredited schools and colleges of education.”<sup>309</sup>

The 57,000-square-foot building included 11 classrooms, nine teaching simulation labs, two case study rooms, three technology labs, and 100 offices. The college intended to solicit donations to name spaces within the facility.

The dean noted “the transition from Deuxieme Maison, the college’s former home, to the new building was surprisingly smooth... since many faculty had been in DM since the university opened in 1972.” Goldenberg also praised the support of colleagues throughout the university, saying, “Never have so many expressed such concern for the movement of so few people.”<sup>310</sup>

Construction had been a constant companion at the university. Closed walkways, detours, construction barricades, warning signs, and the pounding of pile drivers served as incessant reminders of the growth and expansion that characterized the university since its inception. In recent years, FIU had conducted the most ambitious construction program in its history, and that undertaking was nearing completion by the end of 1997. More than \$200 million had been spent.

After three years of construction, the Steven and Dorothea Green Library at University Park was dedicated on October 1, 1998. Green, former FIU Foundation trustee and U.S. ambassador to Singapore, and his wife, Dorothea, were on hand to celebrate the inauguration of the library that bore their name.

“This (building) is really unbelievable, but nothing less than I would have expected from Mitch Maidique and FIU,” Green said, adding that he was “consistently impressed by the university’s power and positive energy.”

The Green Library is the “centerpiece of FIU’s University Park Campus. The \$40 million, eight-story structure is home to a large percentage of the 1.1 million books that comprise the library’s total collection, as well as 90 elec-

tronic databases and 200 computer terminals." The 230,000-square-foot structure could accommodate 2,000 students and faculty members.<sup>311</sup>

"This is one of the first libraries built for the 21st century," said Maidique. "The facility handles books and technology with the same ease and efficiency; it is a window into the future of the information age."<sup>312</sup>

The library was only the second building at FIU named after a private donor. In the case of the library, it was in recognition of the \$2.5 million gift from the Greens, which established a \$4 million program endowment for the university's Art Museum and a \$1 million visual arts purchase endowment for the libraries at both campuses.

"The library is the heart of the university," said SUS Chancellor Adam Herbert, who was on hand for the dedication. "This building exceeds our wildest dreams, but it's very much in keeping with the aspirations of this university."<sup>313</sup>

Now that the road improvements were winding down, the next phase of construction was aimed at alleviating the parking situation with a new parking garage. Danville-Eindorff, Inc., a company with several school board projects in its portfolio, began construction on the five-level, 1,005 space parking garage April 2, 1997. The project would eliminate 392 surface parking spaces in lot four, and when completed, the structure would occupy 366 spaces. However, the net gain would be 639 spaces.

The new structure was the first of an ambitious plan for five garages slated for construction over the next 16 years.<sup>314</sup>

By 1997 Paul Gallagher was well into his newest occupation as the university's chief fundraiser. In 1997, he negotiated the largest philanthropic gift in the history of FIU and the State University System of Florida, which would also give the university a major physical presence in the heart of South Beach.

The donation of the 52,000-square-foot Wolfsonian Museum and its eclectic collection of more than 70,000 artifacts was valued at \$70 million to \$100 million. The Board of Regents authorized the FIU Foundation to accept the gift from Mitchell "Micky" Wolfson, Jr, based on the condition that the Legislature had to approve appropriation of \$2.5 million in annual recurring funds to operate and maintain the museum building and related programs of an FIU-Wolfsonian Center for Research and Education on Material Culture.

FIU Now reported: "The Wolfsonian collection, assembled by the Wometco heir, included paintings, posters, furniture, sculptures, rare books, glass, ceramics, and metal works from the years 1885-1945. The collection focuses on the social, political, and aesthetic qualities of objects produced during this period."

"This is a once-in-a-lifetime opportunity," said President Maidique. "The FIU-Wolfsonian Center will become a major education, research, and exhibition center not only for South Florida, but for all of our universities."<sup>315</sup>

The Wolfsonian collection of artifacts would “dovetail with a broad array of FIU’s educational activities in several colleges and schools,” including Arts and Sciences, Design and Architecture, Urban and Public Affairs, and Journalism and Mass Communication. Topics of interest that could be explored using objects at the Wolfsonian “—which range from high art to the most ephemeral examples of popular culture—included tourism, urbanism, labor, industrial revolution, political ideologies, nationalism, international relations, imperialism, transportation, comparative history, advertising, consumer culture, propaganda, gender studies, world’s fairs, design, and architecture.” In addition, research and scholarship would be supported “through a variety of activities associated with operation of the Wolfsonian, including conferences, lecture series, collection development, and research publications.”<sup>316</sup>

In 1997, Ronald Berkman, former founding dean of the School of Public Affairs at the City University of New York’s Bernard Baruch College, was named as the new dean of the College of Urban and Public Affairs. With a Ph.D. in political science from Princeton University, he was an expert on crime, the media, economic development, and urban public policy, and was the author, co-author, or co-editor of four books and numerous articles.<sup>317</sup>

Provost Mau also announced the appointment of Arthur S. Gloster II to the position of vice provost and chief information officer. “With this appointment,” Mau stated, “...I am creating a new information resource management organization that will bring into a close working relationship those involved in the currently fragmented environment for information and communication technology at the university.”<sup>318</sup>

Within the IRM organization, the Southeast Regional Data Center (SERDAC), university computer services, telecommunications, and instructional media services were combined to form two basic units: a utility provider and a content provider, the utility to provide network services, central computing services, and telephone services, and the content unit to provide academic computer support, administrative computer support, and instruction and research support.

The new organization would also include the university libraries. As institutions of higher education approached the new millennium, university libraries were increasingly active in the collection and dissemination of information by electronic means.

According to Provost Mau, “Our library, which has worked closely with the university community to provide a wide array of electronic resources, will play a significant leadership role in new initiatives to provide computer-based information at FIU.”<sup>319</sup>

President Maidique announced the appointment of Orville M. “Butch” Henry, III, as the director of intercollegiate athletics and campus recreation in

fall 1997. Henry came to FIU after spending 14 years at the University of Arizona in Tucson, first as the Wildcats assistant athletic director for media relations/operations, then as associate athletic director.

"I am confident that the Florida International University athletic program will be brought to the next level of excellence under Butch Henry's capable leadership," Maidique said.<sup>320</sup>

The fall of 1997 was phenomenal in Miami. The Florida Marlins became baseball's world champions after only five years. Jubilation swept the community—from Cutler Ridge, Liberty City, and Aventura to Miami Springs, Little Havana, and Coral Gables. The elation in Miami, however, was very short lived. No sooner had the fans picked up that final Marlins World Champion souvenir than the team started being dismantled.

But the fall of 1997 was also special for FIU; it marked the beginnings of celebrations for the silver anniversary of the university.<sup>321</sup>

Preparations affected all areas. The university Executive Council and the president appointed a Silver Anniversary Planning Committee; one of its first tasks was to approve the logo which was used in association with the 25th anniversary celebration. Designed by the publications office, the logo highlighted the arch, the architectural motif that had become a familiar feature on both campuses,<sup>322</sup> and also adorned cans of Pepsi-Cola throughout South Florida in fall 1997. Pepsi had donated beverages for the university's opening day ceremonies in 1972.

A special commemorative issue of *Florida International University Magazine* was published to mark the anniversary, and *Celebrating Excellence, Creating Opportunity: A History of Florida International University* was written by Tom Riley. A pictorial history chronicling FIU's evolution from an abandoned airport to one of America's most dynamic young public universities, it was produced by university relations.

FIU's 25th anniversary opening week began and ended on an upswing of emotions. Many of the original students returned to campus and recalled their memories of the university's opening days.

FIU changed many lives since it opened, but Helen Mannion and Tom Clarke hold the record for speed. They were among 5,667 students who enrolled in the new university on September 19, 1972, and met the first day of classes. Eight months later, they were married, and eight months after that they were among the first 191 graduates.<sup>323</sup>

Charles Beeler—who was among the first 13 students in the School of Hospitality Management—had finished his two-year degree at St. Petersburg Junior College in 1971, but he couldn't afford the Ivy League tuition at Cornell University's hospitality management program. He turned to FIU, graduated from the hospitality program, and had been the manager of the 600-room Executive West Hotel in Louisville, Kentucky, for the past 20 years.

"It's made a tremendous difference." Beeler said. "I don't think I'd have had a job in hotel management."

James Marshall had a bachelor's degree from Florida A & M University, a master's from the University of Miami, and a job in Dade public schools' district office, but he wanted to be a school administrator. He enrolled in FIU's new master's program in administration and supervision in 1972, and is now assistant principal of Hammocks Middle School.<sup>324</sup>

Steve Hunter had a similar experience. "It was very hectic because the school was at its maximum capacity when it opened," said Hunter, a private trial lawyer in downtown Miami. "I did a lot of finagling because I wanted to register for a billion classes. But I got all the ones I wanted, and I finished two year's worth of school in just one."<sup>325</sup>

Sunday, September 14, inaugurated the official celebration of the week's festivities. It began with the throwing out of the first pitch of the 25-inning softball game. Afterward, a pre-soccer game tailgate party sponsored by the university's athletic department and Panther Rage offered food catered by Shorty's Barbecue to all those with tickets. FIU paraphernalia was on sale, with money raised from the purchases of the 25th anniversary T-shirts benefiting the United Way of Dade County.

More than 1,600 people attended the opening home game of FIU's men's soccer team. The evening finished off with fireworks, initiating the start of Silver Anniversary Week.

In the meantime, the Graham Center Ballroom was the site of the Founders' Day Reception, honoring individuals who helped bring the university through the past 25 years, and particularly honoring Charles E. Perry.

It was Tom Riley's responsibility to escort Chuck and Betty Perry to the reception as close to on time as possible. The founding president, who was fighting a losing battle with cancer, wasn't feeling well and needed more rest, so they arrived at the university 30 minutes behind schedule. As they were about to enter the Graham Center Ballroom, Perry saw a large number of students milling around outside the cafeteria. He immediately went over and stuck out his hand with the familiar, "Hi, I'm Chuck Perry," and began talking to the students. Riley made the mistake of reminding him they were late and that more than 350 people were waiting for him inside.

He said, "Too bad, there are students here and that's why I'm here, and that's why those 350 people inside are here." He spent the next 20 minutes talking to his new friends. The guests at the reception understood.

On Monday, in spite of intermittent rain and heavy humidity, several hundred people took part in dedication ceremonies for the new wing of the Ernest R. Graham University Center.

As part of the 25th anniversary festivities, the committee planned activities and programs that would live in the memories of those attending for

many years to come. It began with the posting of colors flag ceremony—the FIU ROTC Battalion, the Panther Battalion, raised, for the first time, and the United States, Florida, and FIU flags. This site in front of the Graham Center would, in the future, be the commemorative site for flag ceremonies to connote a local, national, or international happening. The National Anthem and FIU Alma Mater were sung by Jacqueline Murphy of the School of Music.

The striking of the traditional Westminster chimes on the university's new carillon was also initiated and would then continue on the hour and half hour. The first outdoor panther sculpture was presented to the university by Richard and Carol Correnti, and Sen. Bob Graham unveiled the portrait of the late state Sen. Ernest R. Graham and delivered the keynote address.<sup>326</sup>

At noon, the flame that would re-light the extinguished FIU Torch of Knowledge was on its way from the North Miami Campus down to University Park. North Miami Campus SGC President Arthur Papillion, Jr. started the race in which students representing different organizations on campus had the chance to run a part of the torch's route.

"Everything can't be at University Park. It was a good way to unite both campuses," UP-SGC President Carlos Becerra said.

During that time, a day-long celebration of FIU's first day of classes was taking place in the fountain area of University Park in anticipation of the torch's arrival. The carnival-like atmosphere included a step show, a pep rally sponsored by Panther Rage, food and games, and a live panther. When the torch arrived in the early evening, it was given to President Maidique, who relit the torch situated in front of the Charles Perry Building.

At the rededication ceremony of the university held on the steps of FIU's first building, formerly Primera Casa, the crowd of more than 2,000 listened to a series of letters from well wishers ranging from President Clinton to the U.S. Secretary of Education. The ceremony was followed by a large-scale pyrotechnics display and an anniversary cake.<sup>327</sup>

A week's hoopla over FIU's 25th anniversary boiled down to one over-riding theme on Friday: Thank You, Charles Perry.

Scores of professors and staff who ordinarily would have skipped the annual faculty convocation joined the crowd in the Wertheim Performing Arts Center to honor the political wunderkind who was so determined to bring a public university to Miami that he told his staff they'd open in tents if necessary.

They came even though Perry left FIU more than 20 years before for a career in corporate suites around the country.

Professor Butler Waugh, FIU's first faculty member and founding dean of the College of Arts and Sciences, flew in from a teaching stint in Florence, Italy, to pay tribute to FIU's "indispensable" founding president.

"It was like a Frank Capra movie—like *It's a Wonderful Life*," Waugh said.<sup>328</sup>

Gregory Wolfe, FIU president from 1979-86, strode to the podium in somber academic regalia, only to break into song. Now an FIU international relations professor, Wolfe tinkered with the lyrics of "How Do You Solve A Problem Like Maria" from *The Sound of Music* and warbled, "How do you hold a hero in your hand?"

President Maidique said that despite booming development, FIU was as much Chuck Perry's creation as it was 25 years ago.

Addressing Perry in front of more than 350 people—many professors in brightly colored hoods signifying doctorates earned at universities around the world—Maidique said, "You are solely responsible for the synergy that became FIU."<sup>329</sup>

Normally subdued educators rose to their feet, clapping as Perry approached the podium to receive his honorary degree, and again as he left.

"This community needed, this community deserved, a public baccalaureate degree-granting institution. We were going to give them one—and, by golly, we did it," Perry said, referring to then-intense opposition from much of Miami's civic leadership.

He was also the same Chuck Perry who, as FIU president, made a point to drop by and spend an hour with each new employee.

He stood as a representative of the hundreds of faculty and staff who worked with him to get FIU going and declared, "Without you, ladies and gentlemen, this place wouldn't be here today, nor would it be worth a damn. I wish you could be here with me and all your names should be on this diploma."<sup>330</sup>

In 1998 the university logo, the "splash," which caused so much controversy when it replaced the "egg" in 1990, was itself replaced by FIU's third logo. A memo to the university community from Steve Sauls, vice president of university relations, stated:

While the yellow and blue 'splash' logo, introduced in November 1990, was appropriate for a younger FIU, we believed that the university needed a new graphic identity to mirror the FIU of today—a maturing institution that is developing a public research university of national distinction.

The logo features... the university great seal, and the tag line 'Hope, Knowledge and Opportunity' (which appear in Latin in the seal).<sup>331</sup>

The student newspaper, *The Beacon*, was named a 1998-99 newspaper Pacemaker finalist by the Associated Collegiate Press and the Newspaper Association of America Foundation. From nearly 200 newspapers that entered the competition, only 47 were honored with the Pacemaker finalist awards. *The Atlanta Journal and Constitution* and the NAA provided the judges.<sup>332</sup>

And, finally, FIU's FM radio station WRGP was on the air. After a 12-year struggle with everything from politics to Hurricane Andrew, FIU's AM radio



station, WUFI, went into retirement. As the new FM station, WRGP (Radio Golden Panther, located at 88.1) went on the air. The official ribbon-cutting ceremony took place in the Graham Center Pit September 13, with Paul Gallagher, senior vice president of business and finance, and Patricia Telles-Irvin, acting vice president for student affairs, representing the administration.<sup>333</sup>

As Chuck Perry said, it was the people who built the university. That assertion was true again in 1998; The people continued to contribute to FIU.

As the century was drawing to a close, a number of faculty and staff from the FIU community underscored the power of the individual and the difference one person could make by speaking and acting.

There was Betty Friedan, a visiting faculty member, whose writing, speeches, and organization started the women's movement in the 1960s, thereby ushering in some of the greatest social changes in the second half of the century.

There was alumnus Jason Theodosakis who bucked the medical establishment when he propounded a new treatment for osteoarthritis that offered relief to millions through his book *The Arthritis Cure*.

There was political science professor Dario Moreno, a voice of reason and clarity amidst the topsy-turvy world of Miami politics. His commentaries in the media—and the misplaced attacks against him which sought his silencing—demonstrated the importance of the university as “a forum for free, unfettered speech and its ability to build coalitions and provide direction.”<sup>334</sup>

On a *60 Minutes* segment, Moreno said that “Miami is almost the definition of a Third World banana republic” and that “Cubans had made political corruption a fine art.” His comments provoked criticism and outrage from various parts of the community.<sup>335</sup>

The most disturbing reaction appeared in The Herald's report “that state Rep. Jorge Rodriguez-Chomat, R-Miami, threatened ‘to hurt the university when funding issues come up in Tallahassee’ if FIU President Modesto Maidique did not ‘take some kind of stand against Moreno.’”

To his credit, Maidique “refused to crumble under Rodriguez-Chomat's threat.”<sup>336</sup> The threat to retaliate through the use of legislative power assaulted academic freedom, that precious commodity over which hundreds of years of battles were waged for universities to be free from pressures of any kind.

The Miami Herald column noted:

As Maidique put it: ‘Academic freedom is the most cherished tradition in American higher education.’ We agree. The ability to speak one's mind—no matter the political ramifications—is essential to a democracy. Despite threats from the community and elected leaders, Moreno shouldn't have to apologize or retract his statement in order to retain his job. Nor should Maidique have to worry about FIU's funding because of comments by faculty members.<sup>337</sup>

Throughout the history of the institution, one of the cornerstones of FIU has been a vigorous support of academic freedom. The faculty has enjoyed a strong tradition of freedom of expression, supported by each president and his administration.

On a less confrontational note, poet Campbell McGrath, a creative writing professor, was awarded a MacArthur Fellowship—better known by the nickname “genius grant.” He received \$280,000 to allow him to spend the next five years doing whatever he wanted—presumably writing great poetry.

“The MacArthur Foundation announcement called McGrath “one of the most creative poets of his generation, (who) appeals to a broad and diverse audience,” and said his poetry “is characterized by lyrical skill, intellectual breadth, blending of high and low subject matter, and humor.”<sup>338</sup>

A lifetime of fighting for the rights of others and documenting atrocities around the globe led Susan Waltz to the chairmanship of Amnesty International, the world’s largest human rights organization. Waltz, an international relations professor, was the first U.S. citizen elected to the volunteer position.<sup>339</sup> Amnesty International was founded in 1961 as an organization that works for the release of prisoners of conscience, those imprisoned for the non-violent expression of their beliefs.<sup>340</sup>

In 1998, the university welcomed David Lawrence, Jr., former publisher of *The Miami Herald* for the previous nine years, who joined the faculty to promote ways to improve early childhood education.<sup>341</sup> Throughout his career as a journalist, he saw the devastating consequences of poverty in children’s lives, so he formed a committee to find out what needed to be done to assure that every child in Florida entered kindergarten and first grade ready to learn. That committee was called the Readiness Coalition.<sup>342</sup>

Stephen Leatherman, known as “Dr. Beach” for his annual rating of more than 650 American beaches, joined FIU in 1997 as director of the International Hurricane Center. His ratings of beaches had become a staple of travel magazines and he authored or edited 11 books and more than 100 journal articles.<sup>343</sup>

On the North Miami Campus, Lillian Lodge Kopenhaver, associate dean and professor in the School of Journalism and Mass Communication, became the new president of the Association for Education in Journalism and Mass Communication, the nation’s largest organization for college and university journalism educators and administrators. Membership included more than 3,300 journalism/mass communication faculty, students, administrators, and professionals. Maidique stated of Kopenhaver’s appointment, “This is a marvelous achievement for both Kopenhaver and the FIU family. We are extremely proud that she will lead the country’s most prestigious organization in the field of communication education.”<sup>344</sup>

↓1

The College of Education building was named in honor of Sanford and Dolores Ziff in 1996.

↓2

President Maidique and Larry Miller flank Dorothea and Steven Green at a ceremony naming the library in their honor in 1997.

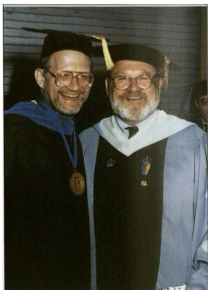
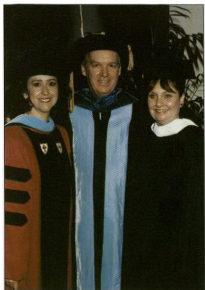


↓3

Patricia Telles-Irvin, vice president of student affairs, Paul Gallagher, executive vice president, and Dale Chapman Webb, vice president for marketing, attend the 1998 commencement.

↓4

Provost Mark Rosenberg and Education Professor Steve Fain share a laugh at the 1998 commencement.



↓5

College of Business Administration faculty join together at the 1998 commencement.

↓6

President Mitch Maidique, a former Arthur Murray instructor, dances with a student at the opening of the Wertheim Performing Arts Center, October 30, 1999.

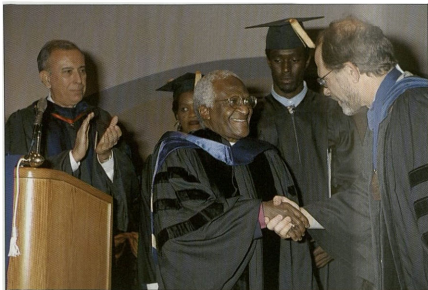


↓7

Provost Mark Rosenberg greets Archbishop Desmond Tutu who spoke at FIU in the fall of 1998, as President Maidique looks on.

↓8

President Mitch Maidique cuts the ribbon at the opening of FIU's new gateway on SW 8th Street on April 20, 1998.



↓9

Don Strock, former Miami Dolphins quarterback, center, was introduced as FIU's football coach at a Council of 100 reception on September 9, 1999. He is joined by President Mitch Maidique and Trustee Alvah Chapman.

↓10

Roz Kovens talks with David Chang of the FIU art department who painted the portrait of Cal and Roz Kovens which hangs in the conference center named for them.



↓11

Inspecting a model of the new School of Architecture building are Dean William McMinn, Mitch Maidique Bernard Tschumi and Bruno Elias, architects.

↓12

Provost Mark Rosenberg talks with Richard and Robert Renick at the dedication of the Ralph Renick Archives at the FIU Library in spring 1999.





↓13

Cheerleaders perform at the opening ceremony for fall classes on August 23, 1999.



↓14

Ted Koppel brought his *Nightline* show to FIU in April 2000 to discuss the Elian Gonzalez case.

↓15

President Mitch Maidique, Rep. Mario Diaz-Balart and College of Law Dean Leonard Strickman celebrate the signing of legislation to establish a law school at FIU in 2001.

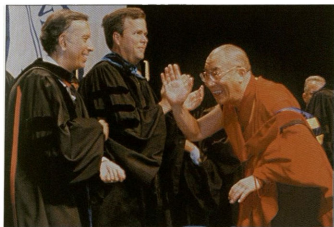


↓16

Joseph Gordon, president of Phi Beta Kappa, right, presents FIU's charter to President Mitch Maidique, Gisela Casines, associate dean, and Dean Art Herriott, College of Arts and Sciences, at the April 1, 2001, ceremony.

↓17

The Dalai Lama, who received an honorary degree from FIU in 1999, greets President Mitch Maidique and Gov. Jeb Bush.



↓ 18

FIU alums were part of the 2001 Pulitzer Prize won by The Miami Herald. Liz Balmaseda, Johnny Diaz, Eunice Ponce, Mireidy Fernandez, Jasmine Kripalani and Manny Garcia

are congratulated by Dean Art Heise, School of Journalism and Mass Communication, and President Mitch Maidique, center.



↓19

M. Ali Ebadian, Steve Sauls, Art Herriott, Mario Diaz-Balart, and Paul Gallagher attend a gathering at FIU in 2001.

↓20

Dale Webb, Alvah and Betty Chapman, and Christine Webb dedicate the Student Webb at University Park in 2001.



↓21

FIU's first Board of Trustees met on July 27, 2001: back, Victor Romano, Albert Dotson, Sr., David Parker, President Mitch Maidique, Armando Codina, and Rafael Angel Calderon Fournier;

front, Adolfo Henriquez, Alvah H. Chapman, Jr., Patricia Frost, Betsy S. Atkins, Rosa Sugranes, Miriam Lopez, and Herbert Wertheim.



↓22

FIU's Executive Council in fall 2002: back, Paul Gallagher, Dale Webb, Tom Breslin, Rosa Jones, and John McGowan; front, Mitch Maidique, Mark Rosenberg, Patricia Tellis-Irvin, and Howard Lippman.

↓23

Vice President of Academic Affairs Rosa Jones addresses the incoming freshman class in the fall of 2002.



↓ 24 ⌘ 25 ⌘ 26

Three coaches have each dedicated 25 years or more of service to the athletic department and remain as the backbone of FIU's athletic program in 2002: Karl Kremser, soccer, Cindy Russo, women's basketball, and Danny Price, baseball.







↓27

The completion of the Phi Gamma Delta House, FIU's first fraternity house, marked the start of Fraternity Row in 2001.

↓28

Women's golf great and FIU alumnus Pat Bradley gives some pointers to Judy Blucker at a local golf tournament.



Two other long-time faculty members from the North Miami Campus were rewarded for their service to the university. Rocco Angelo, associate dean and professor in the School of Hospitality Management and an FIU employee since 1974, was presented with the FIU Distinguished Service Award at the 1997 winter commencement.<sup>345</sup>

In the same year, Michael Hurst, professor in the School of Hospitality Management, who passed away in 2001, became the first Ernest R. Graham Professor. The professorship was endowed by the Graham family in memory of the Florida legislator who was instrumental in the establishment of FIU.<sup>346</sup>

Some sad notes touched the university community in 1998. Margaret Anliker, director of orientation at the University Park Campus, died in a tragic car accident; she was only 26 and had been at FIU for only two years, but made a tremendous impact on the lives of students. A Graham Center room was renamed the Margaret Anliker Auditorium.<sup>347</sup>

In a casual atmosphere, friends and colleagues of Arthur Schucher from the cafeteria recalled funny anecdotes, old jokes, and work habits of their colleague who had been employed in UP dining services since the early 1980s. "This memorial is a celebration of life," explained Jose "Pepe" Garcia, director of dining services. "We want to 'celebrate' because he loved the place he worked at. He loved the students, and he got love in return. A lot of people cared for him because he cared for them in the first place. He was never mad or unhappy. He was just Artie, and that's how I remember him. He had a short life but a good one."

"Are you done with your tray?" was Schucher's favorite question. Indeed, it was his way to be competent at work and close to students. FIU was Schucher's favorite place to be because he felt like he was part of a big family, except that it was made up of students and professors.<sup>348</sup>

College of Education alumni were saddened to hear of the passing of E. Joseph Kaplan, an associate professor in the Department of Educational Foundations and Professional Studies. For more than 20 years, Kaplan taught FIU education majors bedrock teaching skills, with a special emphasis on diversity.

"There is one less warrior in the struggle for peace, for decency, and for social justice," wrote I. Ira Goldenberg, director of the Center for Urban Education and Innovation, in a tribute to Kaplan. "For Joe Kaplan, life was a frenzy of passion and people, a life where time was always precious."<sup>349</sup>

1999 saw the close of a sordid chapter in American history when the U.S. Senate acquitted President Bill Clinton, thus ending 13 months of a sexual scandal that divided the nation and disgraced the final year of the Clinton administration.

As the century ended and a new millennium began, FIU continued to welcome a variety of politicians, presidents, prime ministers, and religious leaders to campus.

Madeleine K. Albright, U.S. ambassador to the United Nations, later Secretary of State, delivered a lecture on human rights and received an honorary doctorate from FIU in 1997. Albright had been a leading champion of human rights and social justice and had maintained a very high profile in the South Florida public affairs community as a result of her outspoken advocacy for human rights in both Cuba and Haiti.<sup>350</sup>

In November 1998, Jeb Bush gave a speech at the University Park Campus to launch his candidacy for governor of Florida.

Two years later his brother George W. Bush, while a candidate for president, appeared on the University Park Campus to outline his foreign policy agenda. The presidential candidate was introduced by President Maidique who said having Bush at FIU continued to strengthen the university's reputation nationally. "Gov. Bush wants to make the American Dream possible," Maidique said. Bush appeared before an invitation-only audience in the Graham Center Ballroom. While giving a speech on foreign policy, Bush spoke about the importance of Latin American relations, and said if he were elected, Latin American trade and democracy would be among his primary duties.<sup>351</sup>

In 1998, FIU welcomed the Prime Minister of Spain, Jose Maria Aznar, at the Wertheim Performing Arts Center at University Park. FIU had already welcomed other important figures from the political world, including the president of the Dominican Republic, the president of Nicaragua, and the president of Uruguay. Later that year, FIU was visited by the president of Argentina.<sup>352</sup>

Prime Minister Aznar of Spain joined the list of FIU's honorary alumni including U.S. ambassador to the U.N. Madeleine Albright, Spanish writer Camilo Jose Cela, Peruvian author Mario Vargas Llosa, and Cuban singer Celia Cruz.<sup>353</sup>

One of the most inspirational and respected world leaders, the Dalai Lama, Tenzin Gyatso, the head of state and spiritual leader of the Tibetan people, spoke at FIU on April 16, 1999, and was honored with the conferral of an honorary degree. This was the Dalai Lama's first visit to Miami.

FIU Now reported on his visit:

Born Lhamon Dhondrub in 1935, the Dalai Lama was recognized at age two, in accordance with Tibetan tradition, as the reincarnation of his predecessor, the 13th Dalai Lama... He was enthroned in 1940 in Lhasa, the capital of Tibet.

In 1950, Chinese forces invaded and occupied independent Tibet. After 10 years of ceaseless but unsuccessful efforts to have the Chinese regime recognize the rights of the Tibetan people to live with freedom and dignity, in 1959 the Dalai Lama and 80,000 of his followers escaped to India where they were granted political asylum.

For the past 40 years, the Dalai Lama has mounted an increasingly widespread international campaign to restore a free Tibet and end the systematic repression of China against the Tibetan people.

The visit of the Dalai Lama to FIU was arranged by Nathan Katz, chair of the Department of Religious Studies.<sup>354</sup> The visit provided a once-in-a-lifetime thrill for those who came to his lecture.

Miami Today reported:

There is no certain mystery about why a simple man from so far away could create such excitement in a world so different from his own. The struggle for tickets, the sense of almost breathless anticipation could not have been more intense.

As he moved, smiling, down the aisle of the packed auditorium, the audience was clearly moved by his presence. He emanates an aura of warmth, serenity, and gentle, good humor—as well as the compassion that might have been expected.

More surprising was his accessibility... He was clearly enjoying himself, and the audience reciprocated with great enthusiasm. He clasped hands and engaged with those around him.

There have been a good many speakers on the FIU podium who have validated the international in FIU's name—European, British, Latin American—but the Fourteenth Dalai Lama really added panache to the list.<sup>355</sup>

On August 30, 1999, Charles E. Perry, founding president of FIU, passed away at the age of 62 of cancer at his home in Rockwell, Texas. Perry died 30 years ago to the day that he and the original founders began building the university in an old abandoned airport tower on the Tamiami Trail.

In the book *Celebrating Excellence, Creating Opportunity: A History of Florida International University*, Perry said, "I believe that 'the people issue' will again become the key ingredient in determining the university's future. This is a 'people's university.' It always has been and should always be."<sup>356</sup>

On October 7, 1999, directly across from the old airport tower, a group of 10 gathered to pay their final respects to Charles Perry. Chuck's brother, Jim, talked of Chuck's love for FIU and its people. Former President Wolfe recited a prayer Chuck had written for the occasion. Paul Gallagher recalled coming to an abandoned airport and meeting Chuck for the first time. Bill Jerome recalled how the university began and the vision the founders had for what was to be a different university.

Perry was cremated with his straw hat, three cigars, a love note from his wife, and God's blessing. He is buried in view of the Tower. The inscription on the stone memorial reads: "In loving memory of Charles E. Perry,

1937-1999, beloved husband, father, son, brother and founding president of Florida International University on January 25, 1971. His wisdom, energy and indomitable spirit endure in the hearts of all who knew him."

As the decade of the 1990s came to a close, another organizational change was necessitated by major changes at the Board of Regents office. Adam Herbert, president of the University of North Florida from 1989-98, became the first black chancellor of the State University System of Florida—and the only black leader of a statewide university system in the country.

When he was growing up in Oklahoma, the law forbade him to attend the same school as whites. Theaters, restaurants, and even public restrooms were segregated. He said, "My mother once told me, 'There are some things over which you have no control and you can't allow that to let you limit your aspirations. You can do and be anything you choose to become. But you have to be prepared. You have to work very hard, sometimes harder than others. If you do those things the opportunities will be there.'<sup>357</sup>

Education provided the vehicle for his advancement. Herbert determined to make it available for the generations to come. As a young administrator at Florida International University in the 1980s, Herbert invented a way to do so, President Maidique recalled.

"He decided there were minority kids, particularly African-Americans, who were quite capable of doing FIU work but who hadn't been properly identified," Maidique said. "He met with teachers, counselors and principals and said, 'Let's put grades and SATs aside. You know the kids who are going to be successful. Identify them and I'll find them scholarships'," Maidique said.

Herbert did, raising money, reallocating funds in the North Miami Campus budget, where he was the chief administrator, and convincing Maidique to come up with more.

"It was a breakthrough for us," Maidique said. "It has proved to be one of the great pathways for the minority community to FIU."<sup>358</sup>

The first appointment Herbert made at the Board of Regents office was to name FIU Provost Jim Mau as vice chancellor for academic affairs.

A large crowd gathered in the Graham Center Ballroom to bid farewell to the long-time administrator as he prepared to go to Tallahassee. "You have been an inspiration to me; I wish you the best on your new job in Tallahassee," said Maidique. "He leaves behind a legacy of memories at FIU; his presence will be sorely missed. He's a giant. If we drew up a short list of founders of FIU, he'd be on it," Maidique continued.<sup>359</sup>

Veteran FIU administrator Mark B. Rosenberg assumed the role of provost and vice president of academic affairs for an 11-month interim period while a 22-member Provost Search and Screen Committee sought a permanent candidate for the position.

Chaired by Art Herriott, the committee, consisting of faculty, students, deans, trustees, and other administrators, was instructed not to consider Rosenberg as a candidate for the permanent position. Maidique made it clear that during the interim period Rosenberg would be fully empowered to make management decisions and represent the university in long-term planning for academic programs while providing the search committee the time it needed to identify and select a successor.

To further ensure a smooth transition, Maidique appointed Judith Blucker as executive vice provost for academic administration. In this new role, she would assist Rosenberg in overseeing all aspects of administration in the provost's office.<sup>360</sup>

Other components of the reorganization included Paul Gallagher being named senior vice president for business and finance; Dale Webb, acting vice president for advancement; and Patricia Telles-Irvin, acting vice president for student affairs. Webb and Telles-Irvin would report to Gallagher and both would serve on the Executive Council.<sup>361</sup>

Following a national search that brought six finalists to campus, Thomas A. Breslin was named FIU's first vice president for research and graduate studies, reporting to the provost and serving as a member of the Executive Council.

Maidique said, "Dr. Breslin's appointment stands in recognition of his outstanding leadership in the development of a nationally-competitive research profile for FIU, support for his candidacy throughout the university, and his ability to propel FIU into the ranks of leading research universities in the United States. "We are convinced that Dr. Breslin has the vision and entrepreneurial skills to help us reach our goal of a Carnegie Research I university."<sup>362</sup>

Rosenberg announced the appointment of Eduardo A. Gamarra as director of the Latin American and Caribbean Center.

For the last 20 years, since his appointment in 1982 as the director of the Division of Sponsored Research, Breslin was the driving force behind raising funding for the university through sponsored research and grants. Each year new goals were established and each year Breslin and his staff met or surpassed those goals.

Demonstrating their continued commitment to the growth of sponsored research, FIU faculty secured nearly \$58.8 million in scientific contracts and grants in 1999-2000, with nearly \$34 million of the new total coming from federal sources.<sup>363</sup>

In July 1999, after extensive internal and external consultations, the Provost Search and Screen Committee recommended that Rosenberg remain as the university's executive vice president and provost, concluding that Rosenberg's "qualifications, energy, and demonstrated skills make his continuation as provost the clear choice," said President Maidique. "Additionally, I

consulted with Chancellor Adam Herbert, Regents, members of the Board of Trustees, deans, faculty, and staff who enthusiastically support and are in accord that the university needs Dr. Rosenberg's strengths and leadership."<sup>364</sup>

Administrative changes were also in store for the North Miami Campus; in 1999, Richard Correnti, vice provost of that campus, left to join the College of Education faculty.

For years, the North Miami Campus had been known for its serene waterside setting. In February 1999, the university requested official approval from the Board of Regents for a name change to the Biscayne Bay Campus.

The change in identity was just the start, however, of what was in store for the campus. Academic programs were to be expanded; buildings were to be renovated, and new facilities were planned. Plans included an \$11 million marine biology building and, once again, talk of a hotel for the campus. To that end, two senior administrative officers—one for broad-based responsibility for the campus and another for focusing academic efforts—were appointed.<sup>365</sup>

Raul Moncarz, professor of finance, was named vice provost for academic affairs. In this capacity, he would be responsible for developing the campus master plan—including the possible construction of new facilities, the campus-related budget, and enrollment management efforts for the campus.

Moncarz was a founding member of the university and the Department of Economics, where he served as its chair from 1988-94. He had also served as assistant to the executive vice president and assistant vice president for academic affairs, with responsibility for developing FIU's relationship with Miami-Dade Community College.

In 2001, the newly-named Biscayne Bay Campus had grown to accommodate more than 8,000 students, which was more than the total enrollment of many other universities. Housing 11 major structures, including a residence hall that could accommodate 552 students, the campus is home to a number of academic programs including three schools, Journalism and Mass Communication, Hospitality Management, and Nursing, and the social work program. Degree programs in Arts and Sciences and courses in business administration, education, and engineering are also available at the campus.<sup>366</sup>

For many, however, the Biscayne Bay Campus remained an unfulfilled promise. Since it opened, the FIU campus in North Miami-Dade County continues to search for an identity and to establish itself as an equal partner with the University Park Campus.

Each administration for the past 20 years had attempted to identify what programs, what administration, what purpose, and what future was in store for the campus. For many the problems remained the same.

In a letter to *The Beacon*, Eric Leed, one of the original faculty of the university and a long-time member of the Biscayne Bay Campus family, expressed the frustration felt by many on the campus:



In the past 10 years, eight buildings have gone up at UP; one (the Kovens Center) at NC and the renovation of the Wolfe Center. We have no athletic programs. They are all at UP. We have a swimming pool but no swim team, tennis courts but no tennis team. We don't even have a gymnasium.

Culturally, there are similar inequities between campuses. We have no music program or school of the dramatic arts here where there are so many talented singers, musicians, dancers and actors. Where is our art gallery?

The reality is that NC with 10,000 students is a third of the university, but receives nowhere near a third of the resources. This longstanding pattern of unfairness has even been recognized by administrators. Our interim provost, Mark Rosenberg, has assured us that we will all grow and things will get better. Then, he removes our School of Public Policy and relocates it to UP; and there is talk the business school presence at NC will also be eliminated and moved south.

In general, it is wise to judge people by what they do rather than what they say...<sup>367</sup>

In May 1999, Mary Pankowski, vice president for athletics and outreach, retired to attend law school at Florida State University and devote more time to her family.

Continuing education was reassigned under the provost, and Paul Gallagher would oversee athletics. Bob Donley, an assistant to the president, became chief of staff for the president's office.<sup>368</sup>

Daniel Coleman joined FIU as vice provost for academic affairs and director of the office of institutional research. With more than 26 years of administrative experience in institutional research and enrollment planning at the University of Central Florida, Coleman's responsibilities included development of an enrollment management model, leadership and development of the university's academic planning, program review and accountability processes, and leadership for all of the university's priorities for institutional research.

David Grossman became dean of university outreach, bringing with him a 19-year affiliation with the University of Minnesota's continuing education programs, most recently as the associate dean of university college.<sup>369</sup>

In August 2000, the last administrative reorganization of the millennium occurred. Provost and Executive Vice President Rosenberg assumed overarching responsibility for FIU's educational operations, including student affairs and governmental affairs, as part of a plan to improve coordination of the two principal aspects of education, academics and campus life.

Simultaneously, Gallagher assumed responsibility for all business aspects of the university, including advancement, becoming executive vice president for business and finance.

As part of the new structure, Telles-Irvin, who also became vice provost for academic affairs, and Steve Sauls would report to the provost and Webb, vice president for advancement, would report to Gallagher.

Because of the centrality of the student affairs and advancement functions, both vice presidents in those areas would have dotted-line reporting relationships to the president. Breslin would continue to report to Rosenberg and Gallagher.<sup>370</sup>

The last vice president appointed in 2000 was Gwendolyn Boyd, most recently chief of the Miramar, Florida, Police Department to head up a new area, the Division of Administration. Boyd, an FIU alumna who earned her doctorate in adult education and human resource development and a master's in public administration, was the first FIU graduate to become a member of the university's Executive Council. As such, she was responsible for key administrative areas of public safety, controller's office, environmental health and safety, human resources, purchasing, and inspector general. Her appointment would allow Gallagher to focus more of his attention on athletics, fundraising, budgets, acquisitions of land and buildings for the future growth of the university, and other university priorities.<sup>371</sup>

For the first time in FIU's history an FIU graduate was named to the Executive Council, and for the first time in university history there were three women vice presidents, all serving on the council.

A majority of FIU's academic deans were new appointees as the century came to a close. Joyce Elam, who had served as interim dean of the College of Business Administration, became permanent dean.

In 1990, she came to FIU as the James L. Knight Eminent Scholar in Management Information Systems; prior to that she was a Marvin Fower Fellow at the Harvard Business School and assistant professor at the Wharton School. Elam established the executive MBA program at FIU.

Her vision for the college emphasized three themes: technology, globalization, and the expansion of graduate programs through the establishment of a graduate school of business within the college.<sup>372</sup>

In 1998 the second dean in the history of the School of Hospitality Management, and FIU's senior dean, Tony Marshall, resigned to become president and CEO of the Orlando-based Educational Institute of the American Hotel and Motel Association.

Provost Rosenberg said:

Dean Marshall, one of the founders of the School of Hospitality Management, has played a key role in the school's emergence and sustained performance as a national leader in the field of hospitality management education. Dean Marshall has also been a source of leadership and mentorship for many throughout the university during his service at

Florida International University. His imaginative approach to ceremonial occasions, coupled with his effervescent stage persona, have added uplifting moments to many too solemn occasions. While this new assignment is an exciting personal opportunity and professional challenge for Dean Marshall, we will nevertheless miss his leadership and humor in the many institutional fora that bring us together.<sup>373</sup>

Lee C. Dickson, who was appointed interim dean, joined FIU in 1983, and had served as assistant and associate dean, and associate professor of management and marketing.<sup>374</sup>

Joseph West, former chair of the Department of Hospitality Administration in the College of Business at Florida State University, was named dean of the School of Hospitality Management. West's appointment, effective in July 1999, followed a national search.

"Dr. West's extensive professional and academic experience ensures continued vigorous leadership in our School of Hospitality Management," said Rosenberg.

West, who grew up in Miami, was a graduate of Columbus High School. He received his B.S. in hotel administration from Cornell in 1974, his M.S. in systems management from the University of Southern California, and his Ph.D. in hotel, restaurant, and institution management from Virginia Polytechnic Institute and State University.<sup>375</sup>

After nearly 10 years as dean of the College of Education, I. Ira Goldenberg left his post to lead a new university initiative that addressed an issue he had worked on for decades: innovative urban education. At the end of the spring semester 1998, Goldenberg became executive director of the Knight Center for Urban Education and Innovation, which was created in 1997 with a \$2.04 million grant from the John S. and James L. Knight Foundation and \$2.04 million in matching funds from the state.

Looking back on his years as dean, Goldenberg discussed some of the key accomplishments of the college and its faculty:

- The college has an enhanced identity and sense of purpose and has local and national credibility for its academic excellence and mission.
- The college was now fully accredited and is ranked in the top 10 percent of all nationally accredited colleges of education by the National Council for the Accreditation of Teacher Education.
- The Council of Great City Schools has designated the college as a "national model" for its programs and initiatives to address issues associated with an urban, multi-cultural, and rapidly-changing school system.
- The college was recently named the recipient of the American Association of Colleges of Teacher Education's 1998 Exemplary Practice Award, which recognizes the college's leadership and success in

utilizing the accreditation process to both improve teacher preparation programs and increase institutional effectiveness.

- The college expects to generate more than \$4 million in sponsored research and external grants and contracts this academic year, thus contributing to the university's pursuit of Research I university status.
- The college moved into its new home, the Sanford and Dolores Ziff and Family College of Education Building.<sup>376</sup>

Rob Vos, associate dean, served for 15 months as interim dean, and Linda P. Blanton, director of the School of Education at James Madison University in Virginia since 1995, became the new dean in August 1999.

Blanton also served in a variety of leadership positions at Appalachian State University as director of the doctoral program in educational leadership and a professor in the Department of Language, Reading, and Exceptionalities. She had also been coordinator of the Center on Excellence in Teaching and Learning at ASU, and assistant dean and chair of the Department of Special Education.

William G. McMinn, FIU's first dean of architecture since the school opened in 1996, resigned to return to the classroom and resume his teaching career. McMinn was credited with leading the way for the School of Design to become the School of Architecture and working to unify and expand the school's curriculum and faculty. He led FIU's first-ever global building design competition, which resulted in Bernard Tschumi, in a joint venture with local architect Bruno-Elias & Associates, Inc., being awarded the contract to construct the school's building, scheduled to be completed in 2002.<sup>377</sup>

In August 2001, Juan Antonio Bueno, who had been at FIU since 1988 and served as director and associate professor in the graduate program in landscape architecture, accepted the assignment of dean for an interim period until the end of the 2001-02 academic year. Bueno graduated from Harvard University's Graduate School of Design with a master's in landscape architecture.<sup>378</sup>

Ten years into its existence, FIU's Honors College was thriving, thanks to a stimulating curriculum and a growing, diverse group of students.

"We have approximately 600 students representing 57 countries," said Caryl Myers Grof, Honors College assistant dean. "Our students are from virtually every major within the university, which we think is a plus."<sup>379</sup>

Under the direction of Honors College Dean Fernando Gonzalez-Reigosa, the students maintained "dual citizenship" as members of the Honors College and members of their major department. "All courses offered were interdisciplinary," said Stephen Fjellman, anthropology professor and Honors College associate dean.

"Honors colleges tend to offer honors courses in a student's respective major, or they bring together students to do 'honors stuff,' which tends to concentrate heavily in the arts and sciences," explained Fjellman. "This is one of the only honors programs whose courses are designed specifically to bring together people and ideas from a lot of different places."<sup>380</sup>

Saying that "new blood was needed at the top level of the Honors College," Gonzalez-Reigosa stepped down in the summer of 2001 from the post he had held for 10 years to return to the classroom. "It's time to let other people move the college forward," said Gonzalez-Reigosa. "We've been able to put together what I think is a very interesting program, but it's time for the college to grow in other directions. The creator is not always the right one to move his or her creation forward."<sup>381</sup>

Indeed, Gonzalez-Reigosa, founding dean of the Honors College, was dean of undergraduate studies, where he created and developed the Honors College. Gonzalez-Reigosa said the students made him proud of the program: "Our students are a marvel. We have also gathered a fantastic group of faculty who work, frankly, beyond the call of duty. The interaction between our faculty and our students is the most fruitful and beautiful thing that I think the Honors College has achieved."

"That was my first academic job out of college," he reminisced. "The university was new; we had great plans. The whole thing has gone fantastically well."<sup>382</sup>

Ivelaw L. Griffith, professor of political science and associate dean of the College of Arts and Sciences, became the new dean. Provost Rosenberg said, "Our expectation is that Dr. Griffith will work with Honors College faculty, staff, and student to enhance the program's role as a magnet for high performance students, and as a source of innovation in multi-disciplinary undergraduate education at FIU and in the broader community... He is recognized nationally and internationally for his work on Caribbean politics and Inter-American security and narcotics issues." Griffith holds a Ph.D. from the City University of New York, and his B.Sc. from the University of Guyana.<sup>383</sup>

In 2001, the Honors College began a new tradition at FIU, an inaugural parade, on Tuesday, October 2, 2001, at the University Park Campus. Led by bagpipers Chris Brown, director of FIU's marine biology program, and Todd Lopez, an FIU student, the spectacle featured the flags of the 57 nations and 21 U.S. states from which the college's students came. The flags were displayed on the Perry Building steps prior to the parade, which started on the north side of Deuxieme Maison, wound though campus, and ended in front of the GC Ballroom where a viewing tent was located.

At the parade's conclusion, everyone was invited to an Honors College faculty convocation and reception; Fjellman was speaker.<sup>384</sup>

A message was sent by President Maidique: "Since its establishment 10 years ago, the Honors College has become a thriving academic unit thanks to

its stimulating curriculum and growing, diverse group of students. In many respects, the Honors College is a microcosm of the diversity and excellence of the university."<sup>385</sup>

He noted that the students represented FIU's "best and brightest," with an average 3.7 GPA and 1257 SAT. "The Honors College is playing a vital role in the overall maturation and progress of FIU as the university raises the bar on admissions standards and the quality of the total educational experience delivered to our students," he said.<sup>386</sup>

In December 2000 Gordon Hopkins stepped down as dean of the College of Engineering. Richard Irey, chairperson of mechanical engineering, served as interim dean until the permanent appointment of Vishwanath "Vish" Prasad, associate dean of research and graduate studies in the College of Engineering and Applied Sciences of the State University of New York at Stony Brook, in early August 2001.

Prasad, who was awarded his doctorate in mechanical engineering from the University of Delaware in 1983, played a key role in the expansion of engineering education, research, and partnerships with the private sector while at Stony Brook, assisting in the development of his college's new graduate programs in bioengineering, mechatronics engineering, and information systems, and the proposed undergraduate program in chemical engineering. While he was associate dean, sponsored research increased by almost 50 percent to more than \$16 million.<sup>387</sup>

As the university was heading toward the new millennium with a new administrative team and six new deans, students were excelling both inside and outside the classroom and faculty were gaining national and international acclaim.

In 1998, FIU accounting students were ranked among the most successful in the nation. The national CPA Examination Report revealed that FIU students were second in the nation in passing the Certified Public Accountant examination. FIU appeared in the top 10 list for three consecutive years, said James H. Scheiner, director of FIU's School of Accounting. "These results are indicative of our standard of excellence and the challenging curriculum used to prepare students for a successful career."<sup>388</sup>

In 1999, for the second consecutive year, FIU engineering students won the top award in a competition sponsored by the Florida Water Environment Association to seek solutions to real world problems. The team of students from the Department of Civil and Environmental Engineering, under the direction of Hector R. Fuentes, developed the best design of a reclaimed water system for the Ogden Martin Facility, a refuse-to-energy process in Lee County, Florida. They selected a state-of-the-art micro-filtration pretreatment system utilizing reclaimed city of Fort Myers wastewater, with the highest pay-back for the county taxpayers.

The Florida International University Concert Choir, under the direction of John Augenblick of the School of Music, won first place in the Chamber Choir Category of the First International Choir Festival and Competition of Fort Lauderdale. By winning this competition, the first such international event held in the United States, the Concert Choir qualified to participate in the 2000 Choir Olympics held in Linz, Austria, in the summer of 2000.<sup>389</sup>

One of the most amazing student success stories at FIU came from the School of Journalism and Mass Communication. A department since 1980 and a school since 1988, the SJMC in its short history has a total of eight Pulitzer Prizes, journalism's highest awards, to its credit. The most recent was when five alumni and one current student shared part of the 2001 Pulitzer Prize awarded to The Miami Herald for its breaking news coverage of the Elian Gonzalez story.

For SJMC alumni Liz Balmaseda, '80 and Manny Garcia, '81, it was their second Pulitzer Prize. It was the first for Johnny Diaz '96, Meredy Fernandez '99, Eunice Ponce '00, and Jasmine Kripalani, who graduated in 2001 after receiving the prize.

The SJMC has produced more Pulitzer Prize winners than any school in Florida. Michigan State University, one of the oldest and largest journalism schools in the country, has produced only four Pulitzer-Prize winning alumni.<sup>390</sup>

*Hispanic Business* magazine ranked the College of Business Administration as the nation's number one business school in attracting Hispanic enrollment, while *Kiplinger's Personal Finance* magazine ranked FIU as the 18th best value in public higher education in the country.

At the same time, *U.S. News and World Report* ranked FIU graduates with the least amount of debt in the country, while *Black Issues in Higher Education* and *Hispanic Outlook* magazines ranked FIU among the best universities for minority and Hispanic students, respectively.<sup>391</sup>

The 30-year building program begun in 1972 continued into 2002 as FIU recognized the generosity of its strongest corporate supporter by naming the College of Business Administration building the Ryder Business Building. On June 11, 1999, the college held a formal dedication ceremony that featured M. Anthony Burns, chairman and CEO of Ryder System, Inc., as featured speaker.

"The gift from Ryder System was among the most significant in the university's history," said President Maidique. "Coming at the start of the Campaign for FIU, it was the university's first multi-million dollar gift. Even more importantly, it set an example that others could follow. Their commitment demonstrated the depth of support that FIU has in the community."<sup>392</sup>

The Ryder gift, including state matching funds, provided \$4.08 million to endow four Eminent Scholar chairs and established the Ryder Center for Logistics in the College of Business Administration.<sup>193</sup>

Currently under construction or scheduled to begin construction is \$214 million in new buildings and renovations. These include the \$37 million Health and Life Sciences building scheduled for completion by fall 2002, and the \$16 million Paul L. Cejas School of Architecture Building begun on June 11, 2001, and named after Cejas, a former member of the BOR who championed the creation of the school and made a gift of \$2 million to the university.<sup>194</sup>

An additional \$43 million is earmarked for residence halls, while a \$12 million Executive Center was scheduled for completion in summer 2002. The latter five-story facility would house the offices of the president and other university administrators and is paid for through foundation funding; tenants will pay rent to the foundation, and when the mortgage is paid off, the building will revert to the university.

Projects in the planning stages include \$10 million toward construction of the College of Law, \$14 million toward the new Chapman Graduate School of Business, and \$11 million for the only major building on the Biscayne Bay Campus, the Marine Sciences Building.<sup>195</sup>

In 1998, the university asked the BOR to add 31 new academic programs over the next five years, from a bachelor's in geography to a doctorate in environmental studies.

The 1998-2003 Board of Regents master plan for the SUS authorized the 10 state universities to consider adding more than 210 programs. FIU's big chunk reflects the rapid maturing of the young university," President Modesto Maidique said. "...the university already had the foundation of a major research university in place—25 doctoral programs, most begun over the past decade. Now it can fill in the gaps."<sup>196</sup>

The list of degree programs requested included the following:

- **Bachelor's level:** art history, construction engineering, early childhood education, environmental engineering, geography, health sciences, landscape architecture, marine biology, meteorology/atmospheric sciences, and software systems engineering.
- **Master's level:** African-New World studies, biomedical engineering, chemical engineering, fine arts in theater, forensic sciences, French, humanities, industrial and systems engineering, museum studies, performing arts production, philosophy, physician assistant, speech pathology, and statistics.
- **Doctoral level:** engineering, environmental studies, industrial and systems engineering, and music.<sup>197</sup>

At the July 1999 BOR meeting, FIU was authorized to open three of the new degree programs requested in the fall of 1999.



A new master's degree program in biomedical engineering was approved, which strengthened the university's role in Miami-Dade's economic development effort, Provost Rosenberg said. The new master's program in biomedical engineering focused on training engineers to design cardiovascular and blood system devices.

By 2000 a new program and partnership had been developed between the university's Biomedical Engineering Institute and leading South Florida hospitals to enhance the training, research and development, and health care offered by the partners.<sup>398</sup>

At the same time the university received one of the largest grants in history, \$5 million from the Wallace H. Coulter Foundation to support the Biomedical Engineering Institute. The grant was matched by the state to create a \$10 million endowment.<sup>399</sup>

The new master's in African-New World Studies would assist Miami-Dade Public Schools in fulfilling their requirements to teach about the African experience, and the new bachelor's program in art history reflected FIU's rapidly developing focus on the arts and culture, according to the provost.

Regents also authorized FIU to begin planning for a proposed master's in speech pathology that would focus on cultural, racial, and linguistic diversity and gerontological issues. Rosenberg said the public schools had requested the program. "There's a shortage of speech pathologists for schools statewide, and the problem is more acute in Miami-Dade," he said. "With the multilingual nature of our population, there's a real need for it."<sup>400</sup>

Additional degree and certificate programs included a new Asian Studies Program offering an 18-credit-hour certificate covering the regions of East Asia, especially China and Japan, and South and Central Asia, particularly India, Pakistan, and Iran.<sup>401</sup>

A unique music program was also started in fall 1999 when FIU joined forces with Walt Disney World to offer a master's of music program in performing arts production. The objective was to train graduates to be show directors, producers, and managers at major entertainment venues around the world.<sup>402</sup>

Looking at the future, School of Music Director Fredrick Kaufman noted, "Plans are moving ahead to introduce a doctoral program in 2000, expand programs dealing with music production and technology, and possibly launch a full-fledged opera program."<sup>403</sup>

Later in 1999, FIU's undergraduate public relations program in the School of Journalism and Mass Communication was cited as one of the nation's 23 "premier programs" in a national directory. *Preparing for a Career in Public Relations* profiled 110 of the country's top public relations programs, including each school's public relations curriculum and faculty. The directory—the first evaluative, comparative guide of its kind—was compiled by Bill L.

Baxter, a Public Relations Society of America fellow and an associate professor emeritus at Marquette University in Milwaukee.

"We're very proud of receiving this honor, which acknowledges the excellence of our program and the outstanding achievements of our faculty," said SJMC Dean J. Arthur Heise. "In addition, the quality of our students and the accomplishments of our alumni have been instrumental to our success."<sup>404</sup>

Meanwhile, a report in the December 2000 issue of the *Academy of Management Journal* ranked the Management Information Systems Program in the College of Business Administration the 11th best in the U.S. The ranking included more than 700 accredited MBA programs nationwide.<sup>405</sup>

FIU's graduation ceremonies changed in 1999. Nearly 3,000 students graduated in spring of that year as FIU's commencement ceremony experienced a new format. For the first time since FIU opened in 1972, the traditional four-hour event was split up into three separate 90-minute ceremonies. The idea was to make the session shorter and more personal for graduates and their families, with several schools featured at each ceremony. In December, commencement changed once again, to four ceremonies over two days. Each ceremony had a distinguished speaker who was presented with an award.

In 2000, in a move mirroring the trend toward interdisciplinary practice and research, the College of Health Sciences and the College of Urban and Public Affairs merged to form the College of Health and Urban Affairs. "There is a very strong academic and professional connection between the two colleges," said Ronald M. Berkman, dean of the newly-created college, who had served as dean of CUPA since 1997.<sup>406</sup>

The new College of Health and Urban Affairs housed four schools: Social Work, Nursing, Policy and Management, and Health. In addition, under the auspices of the School of Policy and Management were three programs, health services administration, public administration, and criminal justice. Under the auspices of the School of Health were programs in public health, dietetics and nutrition, health information management, physical therapy, occupational therapy, and speech language pathology.<sup>407</sup>

With the merger, the College of Urban and Public Affairs moved its main headquarters from the Biscayne Bay Campus to University Park. "All (the move) encompassed was moving the dean's office and some faculty," Welker Mitchell, assistant dean, said.

Berkman said the college would receive a portion of the architecture building once it had been built and an office would remain at the Biscayne Bay Campus, with courses continuing to be taught there. However, the larger faculty presence would be at UP.

"We are very emphatic about maintaining a presence here (at Biscayne Bay)," Berkman said. "We have not left this campus and want to maintain an obvious presence. We are very committed to Biscayne Bay."<sup>408</sup>

On June 14, 2000, the university community was invited to a very important ceremony as Senate Bill 68 establishing FIU's College of Law was signed. With the flourish of a pen, Florida Gov. Jeb Bush signed the bill, culminating more than a decade of effort and frustration. The historic ceremony took place at the Green Library.

"This is a signal event in the history of our institution," said President Maidique as he thanked the many people who worked together to make the College of Law a reality. "This is a day that many South Floridians, and certainly the FIU community, have been looking forward to for years. Finally there will be a viable way for South Floridians, including many minorities, to obtain a quality, affordable legal education without uprooting their lives."<sup>409</sup>

In establishing the College of Law, FIU became one of only 31 public universities in the country with both architecture and law schools.

The legislation, which was passed unanimously in the Florida Legislature on the last day of the session, had four co-sponsors, Mario Diaz-Balart (R-Miami) and Betty Holzendorf (D-Jacksonville) in the Senate and Gaston Cantens (R-Miami) and Rudy Bradley (R-St. Petersburg) in the House. All the co-sponsors were present at the ceremonial bill signing, except for Holzendorf.

Many of the supporters of the FIU College of Law attended the historic bill signing, including Chesterfield Smith, founder of Holland and Knight LLP and former president of both the American Bar and the Florida Bar associations. Smith agreed to chair the community advisory board of the new College of Law, which would open its doors in the fall of 2002.<sup>410</sup>

Leonard Strickman, former dean of the University of Arkansas School of Law, a graduate of Yale Law School, and a seasoned law school dean with extensive experience in legal education and law school accreditation, was named the first dean of the College of Law.

Strickman also served as dean of the Northern Illinois University College of Law from 1981-91 and took that law school from provisional status to full approval from the American Bar Association. Shortly thereafter, he led the college into the prestigious Association of American Law Schools. At Arkansas, he initiated a process of diversifying both the faculty and student body, advanced the school's rankings, enhanced resources to support faculty research, and initiated the school's first major fundraising effort. His work in the latter area created six endowed professorships and established a highly-regarded legal writing and professional skills program.<sup>411</sup>

The hard work of the faculty and administration was rewarded when in August 2000 the Carnegie Foundation for the Advancement of Teaching awarded FIU the highest, most comprehensive ranking possible in its prestigious classification system, making FIU one of only five Florida schools to hold that status.

FIU made the biggest leap of any of Florida's research universities, rising from a "Doctoral II" rating in Carnegie's old classification system to "Doctoral/Research University-Extensive" in the new categories unveiled along with the newly-released classifications. "Extensive" replaced Carnegie's previous rating of "Research I."

Only five universities nationwide, including FIU, made the move from Doctoral II to Extensive. "We set a goal a decade ago of achieving Carnegie's Research I distinction and are pleased that we met the foundation's criteria so quickly," said President Maidique. "The investments we made in our doctoral programs and research facilities and the standards to which we held ourselves have paid off.

"We've known for some time that we're not only Florida's fastest-growing research university, but one of its very best. But it feels wonderful to get this kind of external validation," Maidique added.<sup>412</sup>

On October 21, 2000, one month later, the Phi Beta Kappa Society, the oldest and most prestigious academic honor society in the nation, voted to establish a new chapter at FIU. Dating back to 1776, Phi Beta Kappa had chapters at 265 colleges and universities. The highly selective organization's congress meets every three years to consider new members; the meeting in 2000 yielded eight new members, FIU among them. FIU became the youngest member of the honorary society.

"Receiving a Phi Beta Kappa chapter at FIU validates the hard work of many dedicated academic leaders and faculty at this university—chief among them Arts and Sciences Dean Art Herriott—and further enhances the value of an FIU degree," said Maidique.

"The honor of having a Phi Beta Kappa chapter at FIU tells our current and future students that they have chosen to study at one of the United States' most respected institutions of higher learning," said Provost Rosenberg.<sup>413</sup>

In addition to FIU, four other Florida institutions have Phi Beta Kappa chapters: Florida State University (1935), the University of Florida (1938), Stetson University (1982), and the University of Miami (1983).<sup>414</sup>

To complement FIU's new Carnegie classification and Phi Beta Kappa recognition, the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) reaffirmed the university's accreditation for another 10 years at its annual meeting in Atlanta in December 2000. SACS based its judgment for reaffirmation on the university's self-study report and the action plans that addressed the visiting committee's recommendations and suggestions.

At the conclusion of its three-day visit in February 2000, the SACS re-accreditation committee informally reported that the university passed in all areas of eligibility, but made 23 recommendations and 23 suggestions. In July 2000, the university submitted its response and action plans for addressing the recommendations.

The governing structure of the State University System changed as the Board of Regents met for the last time on May 24, 2001, and in a quick, unsentimental session ended its 36-year history of presiding over the SUS.

The meeting at the University of South Florida ended "more than a year of bruising, mostly losing political battles for the board" when the Legislature voted to disband the BOR on June 30 as part of a major overhaul of how the state managed its public education system.<sup>415</sup>

Chancellor Adam Herbert resigned on March 2, 2001, and was replaced by Judy Hample, the SUS executive vice chancellor in charge of planning, budget, and policy analysis, who was the unanimous choice to replace Herbert. She was the second woman and last chancellor of the BOR.

Gov. Jeb Bush announced his appointees to the new FIU Board of Trustees at a press conference at University Park June 26, 2001. The board would set policy and serve as the institution's legal owner and final authority responsible for efficient and effective use of resources.

"No longer in Florida are we focused on systems," said the governor. "We are focused on creating a sense of urgency and passion for lifelong learning. The focus now is on the student."<sup>416</sup>

The new board was part of the major restructuring of educational governance in Florida. In 2000, Gov. Bush and the Legislature acted to abolish the Board of Regents. In the 2001 legislative session, lawmakers elected to replace the BOR with 11 new local boards of trustees governing each of Florida's public universities. FIU's Foundation Board of Trustees was renamed the Board of Directors. FIU's new Board of Trustees would have broad responsibilities similar to the BOR, including hiring/firing the university president, approving new degree programs, and establishing local tuition rates.

"This is a great day in the history of FIU," said Maidique, who called the newly-formed governing body "a dream board."<sup>417</sup>

Joined by Phil Handy, chairman of the Education Governance Reorganization Transition Task Force, and FIU President Modesto A. Maidique, Gov. Bush announced the following appointments to FIU's Board of Trustees:

- Betsy Atkins, president and CEO of Baja LLC, an independent venture capital firm that helped high-tech companies raise funds for their early stages of development.
- Rafael Calderon, former president of Costa Rica and current managing partner of Calderon & Associates law firm.
- Paul Cejas, U.S. ambassador to Belgium during the administration of President Bill Clinton and former member of the Board of Regents, of the Dade County School Board from 1980-88, and of the advisory committee of the Florida Education Finance Program.
- Alvah Chapman, retired CEO of Knight Ridder, Inc., who was closely associated with FIU since its inception and served on the university's

advisory board in the early 1970s; since 1988, served on the FIU Foundation Board of Trustees.

- Armando Codina, chairman and CEO of the Codina Group and a founding member of the FIU Council of 100.
- Albert Dotson Sr., chairman and CEO of Puryear, Inc., a consulting firm and a member of the FIU Foundation Board of Trustees since 1983.
- Patricia Frost, retired public school principal and member of the FIU Foundation board who worked closely with the FIU College of Education since 1970.
- Adolfo Henriques, chairman and CEO of Union Planters Bank, an FIU alumnus, member of the FIU Foundation board for 10 years, and former member of the Board of Regents.
- Miriam Lopez, president and CEO of TransAtlantic Bank, chair of the American Bankers Association Community Council from 1999-2000, and president of the Florida Bankers Association from 2000-01.
- David Parker, managing partner of the venture capital firm Interprise Technology Partners, L.P., Beacon Council chairman in 1995, and member of the FIU Foundation Board of Trustees.
- Rosa Sugranes, chairman and founder of Iberia Tiles Corp., member of the FIU Foundation Board of Trustees since 1995, and member of the university's Executive Committee since 1996.
- Dr. Herbert Wertheim, former chairman of the FIU Foundation Board of Trustees, chairman of the FIU Capital Campaign, which raised more than \$200 million.
- Victor Romano, FIU student body president.<sup>418</sup>

The year 2000 had begun as a year of uncertainty. The presidential election, the hanging chads, and the Elian Gonzalez saga dominated Florida headlines. The Sun-Sentinel noted that all this "put a spotlight on the uneasy diversity of Florida":

A survey done by Florida International University after the Elian affair showed that 78.5 percent of Cuban-Americans thought that Elian should have stayed in the United States. But that opinion was held by only 33.6 percent of local non-Cubans. And only 28.3 percent of people interviewed nationwide agreed that he should have been kept by his Miami relatives... Miami-Dade Mayor Alex Penelas defiantly announced he would not allow police to aid in any attempt to separate Elian from his Miami relatives. His comment infuriated non-Cubans who chastened the mayor and questioned his representation of 'only some of Miami's citizens.'

When Elian and his father finally boarded a plane back to Cuba in June, politicians and pundits loosely appropriated the phrase 'rule of law' to either condemn or support the outcome.<sup>419</sup>

Only four months later, on December 1, the ballots in Florida were still being counted and recounted, and the U. S. Supreme Court had been drawn into the fray. The presidential election had come down to the political foibles of the Sunshine State. In the midst of this political uncertainty, it was a season of resolute direction and bona fide victories for FIU.

A memorandum from Maidique to the FIU community spelled out the university's accomplishments in 1999-2000 and added another slogan to FIU's two most popular historical ones, "FIU in '72" and "First-Class First Class." This time it was "FIU in 2002: A Football Team and a Law School, Too."

The Golden Panther football schedule for 2002-03 included the following:

- 8/29 St. Peter's College, @ FIU Community Stadium
- 9/7 Elon University, @ Rhodes Stadium
- 9/14 Butler University, @ FIU Community Stadium
- 9/21 Bethune-Cookman College, @ Lockhart Stadium
- 9/28 Georgetown University, @ FIU Community Stadium
- 10/12 Western Kentucky University, @ L. T. Smith Stadium
- 10/19 University of Maine, @ FIU Community Stadium
- 10/26 Gardner-Webb University, @ FIU Community Stadium
- 11/2 Jacksonville University, @ FIU Community Stadium
- 11/9 University of Albany, @ FIU Community Stadium
- 11/23 Florida Atlantic University, @ Pro Player Stadium

In preparation for FIU's inaugural football season kickoff on August 31, 2002, the FIU Community Stadium was undergoing renovation; seating was being expanded and a 17,000-foot fieldhouse built.

Don Strock, head football coach, said, "When we open our season against St. Peter's College, we will be entertained by the first FIU marching band under our first band director Gregory Martin. Our band will play and hopefully we will sing our first fight song written by Sam Lussier":

### **The FIU Fight Song**

From the green fields of Tamiami to the north shore of Biscayne Bay,  
Here's the place where we can gather where Golden Panthers hunt their prey.  
Anyone who tries to defeat us better think twice and stand aside.

Bring them here, with their fear to Miami, and when they come we'll  
show our Panther Pride.

Golden Panthers strong and true, we will fight for FIU.

Let's go Panthers, gold and blue, fight for FIU.

After an extensive national search, Rick Mello was named the university's new director of intercollegiate athletics and campus recreation. Mello spent

the last five years as director of athletics at the University of Arkansas-Little Rock, during which time UALR won a conference title and finished as high as second for the Sun Belt Conference's Commissioner's Cup. He also served three years at the University of Miami, where he was responsible for all outside revenue generation as associate athletic director for external operations.<sup>420</sup>

Donnie Marsh, who came from Virginia Tech where he spent three seasons as the men's basketball associate head coach, was appointed as the new head coach of men's basketball.

Athletics was complemented by a constant array of activities as student life at FIU honored past original theme weeks and added new ones. The list was endless: Homecoming, Pan-African Celebration, Spring Culture-Fest, Student Organizations Council Club Fair, Spring Luau, Student Government Association elections, Honors Council graduation reception, Student Life Awards, football pep rally, George W. Bush visit, Greek rush, new student orientation, Graduate Student Scholarly Forum, and the annual SGA retreat.

Reservations in the Graham Center rose from 4,839 in 1996 to 7,256 in 2000.<sup>421</sup>

The most obvious addition to student life on campus was renewed interest in fraternities and sororities. At a time when the membership of fraternities and sororities was holding fairly steady across North America, the Greek system at FIU was growing dramatically. Since the mid-1980s, FIU had grown from a few groups to its current scope of 25 chapters representing nearly 900 undergraduate students.

Phi Beta Sigma opened in 1979 as the first black Greek organization and led to the founding of the FIU chapter of the National Pan-Hellenic Council for historically African-American fraternities and sororities. Phi Sigma Sigma in 1984 was the first women's sorority. The Panhellenic Council soon followed to govern the women's groups. Sigma Phi Epsilon in 1985 became the first men's fraternity that would constitute the Interfraternity Council.<sup>422</sup>

FIU's newest fraternities included Pi Kappa Phi and Lambda Chi Alpha, and recently-added sororities included Alpha Omicron Pi, Sigma Lambda Gamma, and Omega Beta Phi.

In yet another landmark reflecting FIU's maturation, the university's first fraternity house was dedicated on September 4, 2000, at an open house. Phi Gamma Delta, also known as FIJI, was leading the way for what would eventually become Fraternity Row at FIU.

The two-story, concrete block and stucco house featured 13,500 square feet of space, including bedrooms to accommodate 34 students and a suite for the house director. The attractive cream-colored building with a red tile roof represented the first of five fraternity houses planned for the campus. The house's \$2 million price tag included the costs of landscaping.<sup>423</sup>

President Maidique said, "Fraternity houses go hand-in-hand with the



construction of more residence halls, the addition of a football program, and our expansion of the existing football stadium. This campus is no longer simply a place for classroom learning, but a place to live, learn, and play in a communal, social setting."<sup>424</sup>

At the spring commencement in 2001, in another milestone for FIU, the university conferred its 100,000th degree. "This milestone represents the life-changing fulfillment of dreams for our students, their families, and this community," said Maidique. "And it's an even more significant milestone in light of FIU's recent achievement of the leading Carnegie Foundation designation and the establishment of our Phi Beta Kappa chapter. Those designations add significant value to all 100,000 degrees."<sup>425</sup>

In an article in *The Miami Herald*, Provost Rosenberg said passing 100,000 "shows the investment the community has made in the university and the investment the university has made in the community."<sup>426</sup>

*Hispanic Outlook in Higher Education* magazine released its annual Top 100 list in May 2001, and FIU was ranked number one in several categories. The list included those four-year U.S. colleges and universities that, by the latest available National Center for Education Statistics, annually conferred the most academic degrees on Hispanics. Of the 100 institutions listed, FIU ranked first in bachelor's degrees awarded to Hispanics (2,062 out of 4,038 total bachelor's degrees) and in master's degrees awarded to Hispanics (467 out of 1,284 total master's degrees). Women bachelor's recipients at FIU outnumbered males, 1,210 to 852; women's master's recipients also surpassed men's, 301 to 166.

In a comparison of bachelor's degrees awarded to Hispanics, FIU ranked in the top three colleges and universities in the following academic disciplines: first in business and marketing, computer science, education, psychology; second in engineering/engineering technology, communication, and public administration; and third in health sciences and protective services.<sup>427</sup>

In late fall of 2001 the School of Journalism and Mass Communication received word that its master's degree track in Integrated Communications: Advertising and Public Relations was designated as a "premier program" for graduate study in public relations. A directory published by Marquette University of the country's leading schools offering such degrees listed FIU's program as the eighth best in the U.S., based on recommendations of peers, professional and academic experience and stature of faculty, scope and quality of course offerings in the field, and leadership and innovation of the program.

Fundraising at the university for 2001 exceeded all expectations, both for the Capital Campaign and for sponsored research. In February 2001 it was announced that the \$200 million Campaign for FIU surpassed its record-breaking goal, one-and-one-half years ahead of schedule. More than \$205 million had been raised.<sup>428</sup>

In addition, for the sixth consecutive year FIU researchers attracted record levels of sponsored research and contract and grants funding, for a total of \$61.2 million for 2000-01. During the year, FIU marked a major event when the Hemispheric Center for Environmental Technology (HCET) received a \$35 million, five-year grant from the U.S. Department of Energy, the largest grant in the history of FIU.<sup>429</sup>

Also in 2001, Alvah Chapman and his wife Betty were honored by the university for their contributions and support of FIU since its opening nearly 30 years before. The plaza in front of the Graham Center was named the Betty B. Chapman Student Plaza, while the soon-to-be-constructed graduate school of business would be named for her husband, the Alvah H. Chapman Graduate School of Business.

A third-generation newspaperman, Chapman came to Miami in 1960 to work for Knight Newspapers, which then had five newspapers in four cities. He helped take the company public in 1969 and was the leading architect of the 1974 merger that created Knight Ridder in Miami. The company now publishes 32 daily newspapers, including *The Herald* and *El Nuevo Herald*, and produces a variety of online products.

Chapman became chief executive officer of Knight Ridder in 1976 and chairman in 1982. During his tenure, corporate revenue tripled and Knight Ridder newspapers won 33 Pulitzer Prizes. He retired as CEO in 1988, stepped down as chairman in 1989, and retired from the board in 2000.

Also a leader in civic and community projects, he co-founded the Non-Group, an influential alliance of Miami-Dade business leaders, chaired a United Way campaign and Miami Citizens Against Crime, and headed the "We Will Rebuild" effort after Hurricane Andrew.<sup>430</sup>

Chapman said the naming was an honor and he was "humbled" by the tribute.

"I have long believed that Miami needed a strong public university to meet the needs of the business community and of our people," he said.

On June 1, 2001, Tad Foote retired as the president of the University of Miami. The longest-serving president of a major private university in the country, he had led UM for 20 years. Donna Shalala, a former college president and chancellor, and the longest-serving member of the Clinton Cabinet, became the new president. Three months after her appointment she was on the FIU campus to inaugurate the FIU/UM European Union Center, a "think tank" focusing on economic, political, and social issues related to the European Union.<sup>431</sup>

"The European Union Center is significant to both of our institutions because it gives Miami's two research universities a new opportunity to work together on a project of significant importance to our universities and our country," said President Maidique. "The center will strengthen our institu-

tions' research capabilities and international outreach efforts at a time of increasing global interdependence. We're privileged to be able to collaborate directly with our counterparts in the United States and Europe."<sup>432</sup>

In 2001 the university celebrated several anniversaries as the Children's Creative Learning Center marked 25 years under its original director Nancy Ponn. The Beacon, FIU's campus newspaper, celebrated 10 years of publication, and the School of Journalism and Mass Communication celebrated 10 years as a free-standing school.

In 2002 two locations that had served the university well in Broward County, the Davie site, which had opened in 1982, and the University Tower in Fort Lauderdale, which opened in 1987, were closed and moved to a different location. FIU had been an active player in higher education in Broward County since the university opened in 1972.

The unusual situation in Broward required FIU and FAU to work cooperatively to provide higher education for the residents of the county, thus saving taxpayers money by providing a university presence without the expense of building another university. This cooperative relationship existed in part to ensure that the Legislature did not feel it necessary to build an 11th state university somewhere along Las Olas Boulevard in downtown Fort Lauderdale.

In 2000, FIU hired an outside consultant to evaluate the need for higher education in Broward. To no one's surprise, the consultant recommended that FIU stay in Broward and expand certain programs in the western section of the county.

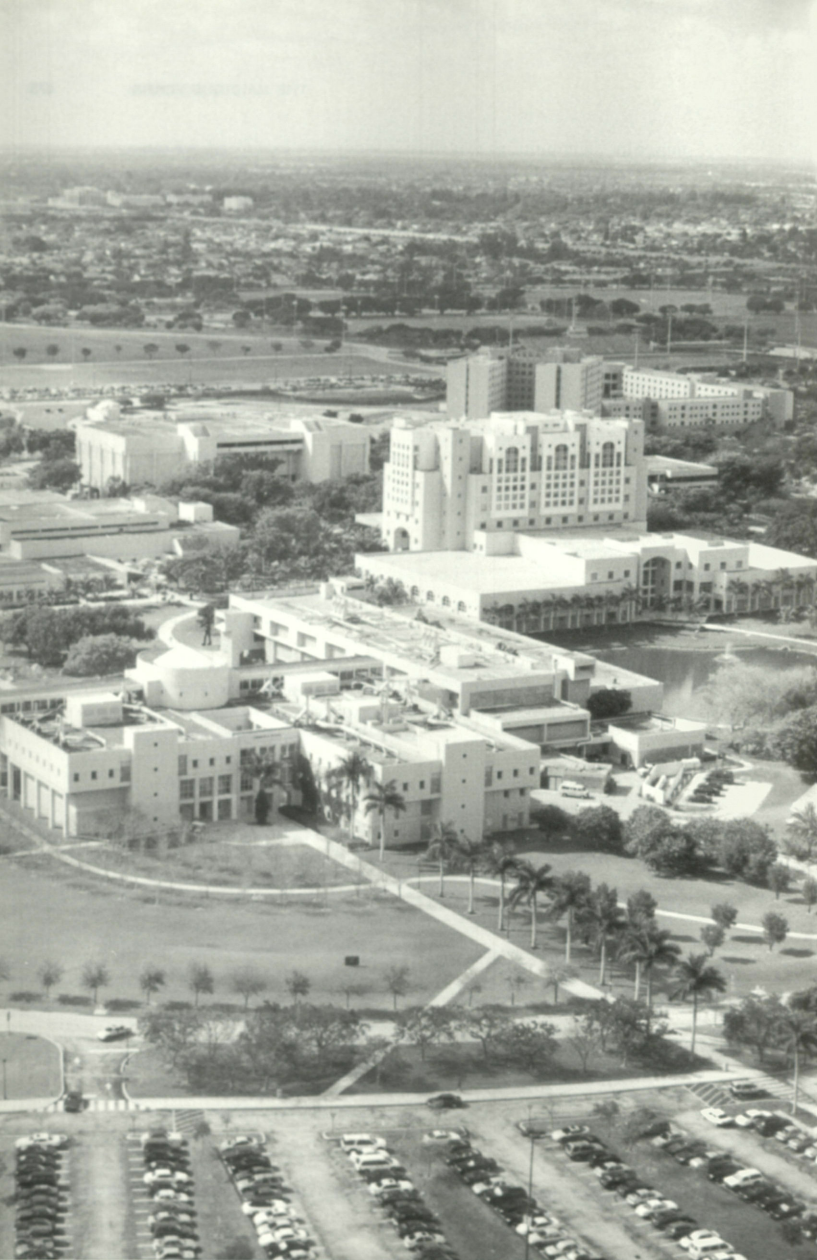
In February 2002 FIU and the city of Pembroke Pines entered into an agreement that would enable FIU to establish a site in the new Academic Village at the corner of Sheridan Street and 172nd Avenue. Programs would be offered to meet the needs of Broward residents for education beyond the associate's degree.

Fall semester 2001 marked the 29th anniversary of FIU. In early September FIU was a university filled with optimism. Students were planning welcome back parties; the annual Fall Festival and fraternity and sorority rushes were under way. It was a time for celebration on all campuses.

Then came September 11, 2001, and the first major terrorist attack on U.S. soil. It was a day of nightmares that changed the nation and the FIU community, a day that would remain forever etched in the memories of all who lived through it.

Flags were flown at half mast on campus; classes and sporting events were cancelled. A blood drive began and a candlelight vigil was held as the university community individually and collectively tried to make sense of this tragic loss of life.

In September 2002 FIU celebrates its 30th anniversary. Life on campus will have returned to normal. The new football team will have played its



UNIVERSITY PARK CAMPUS





CHAPTER 6  
THE TOWER... AND BEYOND

HOW MUCH HAS FLORIDA INTERNATIONAL UNIVERSITY CHANGED OVER the past 30 years? When the university opened in 1972, President Charles E. Perry knew that as the institution grew, matured, and developed, it would change a great deal. Since 1972, the mission, identity, and goals of the institution have changed, but have also remained the same.

Under President Harold Crosby, in 1977 FIU became a multi-campus university when the North Miami Campus was opened.

By 1982, under the leadership of President Gregory Baker Wolfe, the university was transformed from an upper-division commuter school to a comprehensive university, with lower division residential students, master's programs, and some doctoral students.

President Modesto A. Maidique again altered the focus and direction of the university. FIU became a Research I institution and a member of Phi Beta Kappa. A law school was established; a football team would take the field in 2002, and a medical school appears to be in the university's future.

In 1972, FIU opened with 5,667 students in one large building, on one campus. Faculty offices were in two airplane hangers on the west side of that campus. FIU was an experimental university in many ways, opening with the idea of being different by offering an education to as many people as possible.

Butler Waugh, FIU's first dean of academic affairs, said it best: "The university, though striving for academic excellence, vowed not to be 'elitist'. In fact, academic empowerment would be directed toward the needs of 'street kids', the working-class groups who would provide the 'mechanism for upward mobility'."<sup>1</sup>

The 1970s were a different era in Miami. Then a three-bedroom, two-bath house cost less than a new Camry did in 2002.

Technology was just beginning; telephones were on desks and computers did not fit on any lap. Instead, they occupied almost an entire floor of the Charles E. Perry Building. The microchip had revolutionized society as the telephone had changed the previous generation. In the 1970s mail was the major form of written communication, delivered to offices and homes. E-mail and voice mail were unheard of, as were beepers or cell phones.

In 2002 the university has more than 32,000 students taught on two main campuses, the 344 acres at University Park and 195 acres at Biscayne Bay, as well as at an educational site in Broward County and on the 40-acre engineering complex in Sweetwater. The university has 1,100 full-time faculty,



a total of 2,500 full-time employees, an operating budget of \$433 million, and an economic impact of \$1.4 billion on the South Florida economy. The university has more than 180 baccalaureate, master's, and doctoral programs with more than 100,000 alumni. Today FIU is one of the 25 largest colleges and universities in the U.S.<sup>2</sup>

In 1973, the university's three goals were cast in bronze and set in concrete; they weathered with time, but did not change, only altered along the way. Today its goals are on a web page, able to be changed as today's technology and circumstances demand. FIU is now a traditional university, an urban university. Fewer than 30 years after opening its doors, FIU is within reach of attaining its foremost goal—to become one of the nation's top urban public research universities.

At the first faculty convocation in the first days of Florida International University, its founding president presented the route that FIU would follow. His speech is as relevant today as it was 30 years ago:

New universities may be lacking in old traditions—but, by the same token, they are not shackled by them either. At Florida International, we intend to make the most of newness by seeking out new ways in which to serve the community, the state, the nation, and, yes, even the world as well. The measure of the imprint we shall leave upon the future will also be the measure of how well we have advanced to meet the goals and objectives we have set out for this university. How wisely we have planned and how well we shall implement these plans will be measured by those who will later come to judge us. Undoubtedly, we shall alter our plans from time to time as we proceed, but the direction for this newly-born institution has become clear. Only history will prove if we have chosen the correct route—we think we have.

Ladies and gentlemen of the faculty and staff of Florida International University, I continue to think today, as then, that we have chosen the correct route. Nonetheless, I encourage each of you to study the road map and check our direction. I want you to do this because the road ahead is long and arduous and not without difficulties. I want you to do this because, in the fashioning of this university, we have only begun!<sup>3</sup>







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## CHAPTER 6

1. Annual Report, 1996-97, 6.
2. FIU Fact Sheet, 2001.
3. First Faculty Convocation, Fall 1973-9

## INDEX

- A History of Florida International University* 395
- Academic I 164, 165, 190, 288
- Academic II 166, 264, 266, 271, 272, 284, 288, 355, 374
- Academic Village 425
- Aceto, Ted 368
- action 418
- Adams, Hugh 73
- Administrative Council 110, 342
- African-New World Studies 376, 414, 415
- Agett, Jack 120
- Alba, Marlen 159
- Albright, Madeleine K. 402
- Alfonzo, Carlos 325
- Alma Mater 122, 319, 397
- Alpha Gamma Omega 254
- Altman, Steve 156, 208, 264, 283, 285
- Alumni Association 259, 260, 304, 358, 363
- American Association of Upper Level Colleges and Universities 146
- Anderson, Marie 74, 116, 158, 260
- Anderson, Reba 313
- Angelo, Rocco M 212, 267, 307, 401
- Anliker, Margaret 401
- Antrim, Harry T 76, 204, 208, 250, 252
- Apfelbaum, David 170
- Aquatic Center 288
- Argudin, Juan 84, 173, 342, 344
- Arias, Ricardo 131, 144, 155, 156
- Arnold, Joseph P. 77
- Arrowsmith, Ronald G. 77, 96, 110, 154, 155, 160, 282, 315, 341, 342, 346
- Ashley, Donn L. 169, 170, 321, 342
- Ashton, Bill 120
- Askew, Reubin 11, 28, 73, 85, 86, 87, 88, 132, 141, 330
- Athenaeum 95, 170, 184, 190
- Athletic Council 124, 281, 340
- Augenblick, John 413
- Aurell, John 73, 74
- Aurioles, Gabriel 216, 217
- Ausley, Dubose 322
- Babij, Tadeusz 363
- Bailey, Donald Z. 95
- Baldrige, Paul 46
- Baldyga, Carolann 373
- Barrett, Lynne 350
- Barron's Guide 304
- Bass, Doris 168, 236
- Baxter, Bill L 415
- Beacon, The 334, 344, 353, 371, 372, 398, 406, 425
- Beaton, William R. 76
- Becerra, Carlos 397
- Beeler, Charles 395, 396
- Bellock, Shirley 282
- Benes, Bernardo 74
- Berk, Toby 150, 151
- Berkman, Ronald M. 394, 416
- Berman, Janet 364
- Bigby-Young, Betty 63
- Biggs, Bradley 271
- Biltmore Hotel 96, 283, 387
- Biscomb, Richard L. 159
- Bisher, Nanette 120
- Bishop, Chris 260
- Black Employees Association 63, 186, 207
- Black History Week 112, 184
- Black Student Union 237
- Blackburn, Sara 269
- Blake, Richard 258
- Blakley, Dorothy T. 77, 116

- Blanton, Linda P. 410
- Bloom, Elaine 115
- Blucker, Judith 15, 111, 126, 185, 245, 281, 309,  
310, 342, 344, 365, 377, 405
- Blue Bulletin* 84
- Board of Control 23, 24, 25, 26
- Board of Trustees 28, 29, 98, 405
- Bodhoo, Ken 176, 232
- Borofsky, Jonathan 379, 380
- Botifoll, Luis J. 300
- Boyd, Gwendolyn 408
- Bradley, Pat 126, 186, 227, 339
- Breslin, Thomas A. 177, 178, 190, 232, 310, 342,  
364, 373, 405, 408
- Brooke, Lee 222
- Broward Center 221, 247, 280, 309, 316, 342
- Broward Economic Development Council 309
- Brown, Carmen 108
- Brown, Edward Lee 104
- Brown, Jay 96
- Brumbaugh Report 24, 25
- Brusha, Don 120
- Bryan, Robert A. 28, 67
- Bryant, Leonard 120
- Bueno, Juan Antonio 410
- Burke, William 221
- Burns, M. Anthony 300, 413
- Bush, George 331, 351, 352, 357
- Bush, George W. 402, 422
- Bush, Jeb 402, 417, 419
- Butler, Ron 78, 102, 109
- Byrd, Milton B. 128, 157, 167
- Byrd, Rep. Robert C. 39
- Campaign for FIU 382, 413, 423
- Campbell, Duke 153
- Campus Safety, Department of 104
- Career Planning and Placement 120, 153, 171,  
353
- Carey, Danine 319
- Caribbean Review* 176, 234
- Caribbean Studies Program 176
- Carnegie Foundation 375, 417, 423
- Carpenter, John 186, 211, 245, 268, 278
- Carroll, Barbara 318
- Carter, Jimmy 141, 195, 345
- Cartwright, Phyllis 82, 116
- Carvajal, Manuel 322
- Casines, Gisela 108, 118
- Castro, Fidel 30, 142, 195, 196, 298
- Center for Environmental and Urban  
Problems 71, 154, 213, 240
- Center for International Affairs 134, 154, 159,  
176, 177, 178, 212, 231, 232, 243, 288, 310
- Center for Labor Studies 213, 265
- Center for Lifelong Learning 243
- Center on Aging 244, 288, 372
- Chapman, Alvah H., Jr. 9, 29, 73, 308, 314, 419,  
424
- Chapman, Betty B. 424
- Chi Delta Epsilon 254, 255
- Child Care Center 174, 257, 261, 353, 375
- Childers, Sen. Donall C. 217
- Children's Creative Learning Center 375, 425
- Christian, Floyd T. 106
- Chronicle of Higher Education 148, 295
- Church, Phillip 223
- Chusmir, Janet 349
- Cistone, Peter 211, 268
- Citizenship and Public Policy, Institute for 288
- Clark, Harcourt 105, 173
- Clark, Jack 216
- Clark, Sandra 103, 116, 155
- Clark, Steve 106, 321
- Clem, Ralph 176, 196, 197, 365
- Coleman, Daniel 407
- Coleman, Lane 208
- Commission on Educational Outreach and  
Service in Florida 145
- Communication, Department of 215, 262, 347,  
348, 349
- Community Affairs, Office of 154
- Community Symphony Orchestra 115
- Comprehensive University Presence 278, 279,  
288, 324

- Computer Services 128, 174, 394
- Conference on Water Management for South Florida 72
- Conferences, Department of 168, 231
- Construction, Division of 59, 89
- Continuing Education 20, 48, 49, 69, 80, 81, 97, 109, 110, 116, 118, 208, 213, 240, 243, 244, 269, 288, 340
- Control Tower 20, 50, 51, 52, 53, 63, 88, 90, 128, 170, 253, 381
- Cooperative Education, Office 102
- Coords, Bob 315
- Copacabana 257, 335
- Cordell, Howard W. 360
- Cornerstone Campaign 307, 311, 314
- Correnti, Richard 311, 336, 342, 344, 406
- Council for the Advancement and Support of Education 149, 234
- Couper, James M. 177, 184
- Courvoisier Centre 363
- Cox, Luther 354
- Cramer, Kevin 120
- Crawley, Matt 371, 372
- Creative Writing Program 350
- Credit Union 175, 391
- Creech, Glenwood L. 149, 219
- Criser, Marshall 148
- Cruz, Arturo 233
- Cuadrado, Raul 180
- Culpepper, Broward 26, 98
- Culture-Fest 256, 422
- Curry, Cynthia 382
- Cusano, John 368
- D'Alemberte, Rep. Talbot 100
- D'Oliveira, Dan 46, 47, 48, 90, 91, 94, 110, 165, 381
- Dade County Comprehensive Drug Program 115
- Dade County Parks and Recreation Department 88
- Dade County Youth Fair and Exposition 361
- Dade Educational Facilities Authority 283
- Dalai Lama 402, 403
- Daniel, J. J. 107
- Danker's Inn 85, 169
- Davidson, Jordan 74, 281, 289
- Davidson, Lewis F. 269
- Davis, Porter 120, 344
- Deastlov, Frank 183
- DeGangi, Dominic 170
- DeGrove, John 214
- Delgado, Leonore 344
- Democratic National Convention 60, 72
- Dermer, Jay 97
- Dessler, Gary S. 76, 360
- Deuxieme Maison 94, 117, 392, 411
- Diament, Mario 387
- Dick, Walter 57
- Dickson, Lee C. 409
- Diehl, Helen Leitch 304
- Diekhoff, John 64, 65
- Dietetics and Nutrition, Department of 382, 386
- DiMaggio, Joe 357
- DiStefano, Gracie 256
- Division of Sponsored Research and Training 310
- Dominicis, Jorge 283
- Donahue, Kenneth 93
- Donley, Bob 407
- Dorsett, Herman 63
- Dorsey, D. A. 61
- Drinking Water Quality Research Center 180
- Dubbin, Murray 27, 73, 189
- Duck Key Conference 66
- Dufresne, John 350
- Dunlop, Beth 247
- Durr, Frederick R. 76
- Dwyer, Richard A. 76
- Ebadin, M. Ali 376
- Eber, Victor 74
- Edson, Edwin G. (Jerry) 91, 110
- Educational Consortium for Southeast Florida 152
- Edwards, Charles 323

- Edwards, Everton 230, 317  
 Edwards, Mellen 184  
 Ehrling, Robert F. 315  
 Eisner, Toni 320, 321  
 Elam, Joyce 388, 408  
*Elan* 120, 121, 161, 171, 201, 254, 326, 334  
 Elders Institute 168, 190, 236, 240, 321  
 Elementary Education, Department of 57  
 Elkins, Charles 150, 237, 310, 311, 364  
 Elkins, Mary Jane 283, 358  
 Ell, Leon 74  
 Elliott, Cynthia A. 366  
 Ellis, Robert W. 56, 58, 77  
 Eminent Scholars Program 315  
 Engineering Technology, Division of 59  
 English Language Institute 172, 362  
 Environmental and Urban Affairs 20  
 Environmental Technology and Urban Systems, Division of 59, 180  
 Eshghi, Ali 120  
 Estadt, Dick 102, 120  
 Eubanks, Eugene E. 187  
 Executive Airport 71, 246  
 External Degree Program 79, 81, 265, 274  
 Faculty Club 342, 344, 374  
 Faculty Scholars Program 181  
 Faculty Senate 58, 131, 151, 300, 303, 338, 356  
 Faculty Union 150, 151, 152, 182, 311  
 Fahringer, Catherine H. 160, 271, 369  
 Fain, Stephen M. 77, 153, 205  
 Fall Festival 112, 121, 257, 425  
 Farrell, R. V. 177, 211  
 Fascell, Dante B. 282  
 Fenlon, Tim 173  
 Ferguson, Chester 32, 42, 43  
 Ferguson, Obadiah 112  
 Ferguson, Thomas 74  
 Fernandez, Jose 186  
 Ferzacca, F. L. 124  
 Field, Ann 255  
 Financial Aid 120, 154, 171, 225, 238, 271, 317, 342, 351  
 Fink, Philip H. 114, 115, 122  
 Finkelstein, Max 298, 299  
 First-Class First Class 249, 250, 251, 421  
 Fisher, Ida 97, 98  
 Fisher, Robert 118, 153, 156, 178, 208, 282  
 Fiske, Mary Ellen 226  
 FIU Foundation Board of Trustees 74, 314, 343, 358, 362, 363, 373, 379, 419, 420  
*FIU Hospitality Review* 268  
*FIU Now* 393, 402  
 FIU Wind Ensemble 222  
 FIU-Wolfsonian Center for Research and Education on Material Culture 393  
 FIU/Florida Poll 214  
 Fjellman, Stephen 410, 411  
*Flashback* 334  
 Flavin, Don 221  
 Florida Association for Health, Physical Education, and Recreation 281  
 Florida Association of Intercollegiate Athletics for Women 126, 185  
 Florida Endowment for the Humanities 146  
 Florida International Friends of Fine Arts 113  
 Florida International Transportation System 168, 240, 333  
 Florida Press Club 116  
 Folsom, Bob 49, 90, 110, 159  
 Foote, Tad 252, 424  
 Ford Foundation 234, 299  
 Ford, Charlotte 318  
 Ford, Gerald 141, 345  
 Ford, Norman 90  
 Foreign Languages, Department of 116  
 Foreign Students Services 120  
 Foreman, Ruth 220, 236, 240  
 Forman, Howard 26  
 Fornaguera, Andy 342  
 Fors, Louis 125  
 Foster, Rosebud L. 180, 266, 271, 319, 374  
 Founders' Day 253, 396  
 Fraser, Robin 318  
 Fraternity Row 305, 390, 422

- Free Period 121  
Freeman, Lester 73  
Friday, Earnest 76  
Friedan, Betty 399  
Friedman, Michael 249  
Fritz, Bill 342  
Frost, Philip 224  
Frye, Barbara 41  
Fuentes, Hector R. 412  
Gallagher, Paul 57, 77, 200, 279, 280, 285, 286,  
310, 311, 333, 341, 342, 365, 381, 382, 393,  
399, 403, 405, 407  
Galleno, Ray 372  
Gamarra, Eduardo 377  
Garcia, Jose "Pepe" 401  
Garcia, Manny 413  
Garcia, Richard 328  
Gavin, James M. 282  
Gentry, Dick 267  
Gephardt, Rep. Richard 392  
Gersten, Joe 249  
Gibbs, Rafe 81, 110  
Giberson, Phillip 112, 113, 114, 151  
Gibson, Robin 278  
Giordano, Enrico A. 80, 110  
Gloster, Arthur S. 367, 394  
Godwin, Winfred L. 67  
Goerke, Glenn A. 46, 48, 49, 62, 63, 86, 109, 110,  
124, 127, 154, 156, 188  
Govert, Gui 74, 75  
Golden Panther Arena 288, 317, 338, 339, 354,  
355, 368  
Golden Panther Card 366  
Golden Panther Club 317  
Golden Panther Express 389  
Golden Panthers 111, 125, 308, 368, 384, 385,  
421  
Goldenberg, I. Ira 328, 329, 392, 401, 409  
Gomez, Tito 229  
Gonzalez, Betty 336  
Gonzalez, Rainier 367  
Gonzalez-Reigosa, Fernando 410, 411  
Good Times, The 105, 120, 334  
Goodstein, Albert and Delores 160  
Goodwin, Nancy 109, 116  
Gordon, Elaine 249  
Gordon, Sen. Jack D. 29, 73, 163, 165, 182, 189,  
220, 249, 265, 295, 335  
Gracie's Grill 256, 336, 366, 375  
Graduate Council 261, 278  
Graf, Carol 338  
Graham Center 119, 259, 288, 319, 337, 344, 345,  
353, 355, 358, 375, 390, 396, 397, 399, 401,  
402, 404, 422, 424  
Graham, Ernest R. 22, 107, 277, 337, 343, 396,  
397, 401  
Graham, Rep. Robert 27, 73, 100, 130  
Graham, Rev. Edward T. 61, 107  
Gram, Harold A. 128, 154  
Graves Tract 160  
Greater Miami Press Association 116  
Greek Council 255  
Greek Week 255  
Green Library 392, 417  
Green, Charles H. 348  
Greenberg, Donnie 125  
Greenberg, Martin H. 176  
Greenleaf/Telesca Planners, Engineers and  
Architects 165  
Greer, Patty 114  
Griffith, Ivelaw L. 411  
Grof, Caryl Myers 410  
Grosse, Robert 235  
Grossman, David 407  
Gunson, Harvey 354  
Hagmann, Mark 363  
Hale, Kate 357  
Haleblian, Albert 268  
Hall, Charles 249  
Hall, Jim 236, 350  
Hall, Kevin 349  
Hamilton, Leonard 338  
Hamilton, Ruth 255, 258, 337, 344  
Hample, Judy 419

- Lopez, Albert 358
- Love on the Bay 169
- Lubell, Myron 211
- Lumpkin, Thomas D. 160
- Lussier, Sam 421
- Lutterbie-Hansen, Patricia 157, 167, 207, 271, 281
- Luytjes, Jan B. 76, 183, 235
- Lynn, Shirley Mae 118
- Madrigal Dinners 259
- Magnusen, Karl 353
- Magnusen, Olga 102, 353, 354, 383
- Maidique, Ana 300
- Maingot, Anthony 176, 232
- Majzub, Iraj 178, 217
- Management Information Systems Program  
416
- Manella, Mary Alice 317
- Manos, Irene 342
- Marcus, Edward 168
- Marcus, Eileen 158
- Margolis, Sen. Gwen 319, 390
- Margulies, Martin Z. 379
- Marine Sciences Building 414
- Marsh, Donnie 422
- Marshall, Anthony G. 77
- Marshall, James 396
- Martin, Gregory 421
- Martinez, Rosa 49
- Masiko, Peter 73
- Mason, Gerald K. 83
- Masvidal, Raul 295, 297
- Mathematical Sciences, Department of 156,  
177
- Mathews, John 27
- Matthews, Frank 359
- Mau, James 156, 209, 270, 295, 314, 340, 346,  
349, 378, 386
- Mautz, Robert 26, 31, 32, 63, 73, 100, 132,  
142, 144
- May, Mark 127
- McArthur, James 177
- McClure, William P. 118
- McCollum, Margaret 49, 63
- McDonald, Charles 164
- McDonald, Marjorie 272, 285
- McDowell, Donald L. 11, 44, 46, 49, 50, 51, 52,  
62, 63, 64, 75, 77, 90, 91, 94, 107, 109, 110,  
125, 127, 128, 129
- McElfresh, Clair T. 108, 114, 122, 181, 222, 224,  
251, 283, 319, 369
- McGrath, Campbell 400
- McKnight, Bob 249
- McLaughlin, Patsy 210
- McMinn, William G. 388, 389, 410
- McPherson, Scott 249
- McTarnaghan, Roy 243, 264
- Medoff, Mark 113
- MEEK, Carrie P. 249, 378
- Mello, Rick 421
- Merchant, Frank 125
- Merritt, Judy 116, 155, 187, 207
- Metro Transit Authority 122, 165
- Metscher, Laura 250
- Meyer, Sylvan 73, 349, 378
- Miami Arts Center 113
- Miccosukee Indians 51
- Migratory Children Compensatory Education  
Program 60
- Miller, Bob 227
- Miller, Laurence 319
- Miller, Roger 25, 98
- Minority Affairs Committee 62
- Minority Student Services 238
- Miskovic, Linda 185, 225
- Mitchell, Welker 416
- Model Cities 69, 70
- Modern Languages, Department of 58, 210,  
231, 232
- Mohamed, Dominic 63
- Moll, Steve 268
- Moncarz, Raul 183, 232, 235, 406
- Monell, Lina 338
- Moreno, Dario 399
- Morgan, Bill 96

- Morgan, Dahlia 221, 378, 379  
Morgan, Michael 365  
Morgan, Robert 57  
Morley, Nicholas 160  
Morrison, George 211  
Multi-Cultural Center 172  
Multi-Purpose Building 92, 93, 94  
Music, Department of 384  
Myers, Greg 125  
National Collegiate Athletic Association  
    124, 127, 185, 226, 227, 228, 229, 230, 288,  
    340, 385  
Natural and Applied Sciences, Division of 156  
Neal, Leslie 346  
Neff, Charles 189  
Nelson, Brian 150  
Neu, Howard 272  
New International, The 334  
New South Women's Athletic Conference 317  
New World School of the Arts 347  
Newell, Barbara 195, 249, 286  
Newson, Adele 376  
Nickerson, Charles 268, 269, 285, 327, 328  
Nicosia, Richard 106  
Nuttall, Bill 185, 226  
O'Neal, Kathy 318, 339  
O'Neil, Tom 226  
Oakie, Robin 102  
Obata, Yoshi 185, 222  
Office of Education, U. S. 71, 77, 103  
Olander, Joseph D. 76, 158, 187, 189, 206  
Olds, Glenn A. 145  
Oliva, Peter F. 77  
Olson, Nancy 226, 227, 228, 229, 265  
Orange Bowl 90, 186, 220, 229  
Orovitz, James 74  
Ortiz-Morales, Maria 213  
Osborne, Bennie 63  
Owa Ehan 95, 135, 170, 257, 326, 354, 381  
Pachecho, Ramon 165  
Pagano, Jules 63, 109  
Pak, Simon 363  
Palmer, Lucian 76  
Pankowski, Mary 365, 366, 407  
Panther Hall 391  
Panther Rage 396, 397  
Papillion, Arthur 397  
Pardo, Robert 254  
Parker, Janat 109, 157  
Parker, John 109  
Parker, Julius F., Jr. 41, 79  
Paupe, John 272  
Pearce, Carolyn 74, 107  
Pearce, Frank 74  
Pearson, Becky 186  
Pearson, John 89  
Peck, George S., Jr. 114  
Pederson, John 368  
Pelise, Donna 351  
Penalver, Rafael 300  
Pennington, Clement 248, 259  
Pepper, Claude 271, 277, 331  
Perry, Betty 40, 47, 54, 86, 89, 113, 114, 222, 380,  
    396  
Perry, Doyt L. 48, 77, 102, 110, 123, 124  
Perry, Gregory 118  
Perry, Jim 53, 403  
Perry, Tom and Lynn 53, 54  
Peterson, Brian 15, 150, 182, 252, 275, 359  
Pettigrew, Richard 27, 29  
Pezullo, Lawrence 233  
Phi Beta Kappa 44, 310, 418, 423, 431  
Phi Beta Lambda 255  
Phi Sigma Sigma 255, 336, 422  
Physical Sciences, Department of 116, 312  
Pit, The 146, 258, 375  
Planning and Analysis, Office of 110  
Platt, Karen 254  
Plummer, John 249  
Plummer, Larry 249  
Ponn, Nancy 174, 425  
Pope John Paul II 315, 316, 343, 351  
Popovich, Helen 195  
Porges, John 235



- Hanewicz, Wayne B. 73  
 Hansen, Richard W. 76  
 Harcleroad, Fred F. 67  
 Hardwich, Bobbi 116  
 Harris, Henrietta 318  
 Harris, Manny 289  
 Harris, Marshall 158, 163  
 Hartman, Paul E. 77, 125  
 Hartz, J. Ernest, Jr. 160  
 Hauenstein, A. Dean 77  
 Hauptli, Bruce 300  
 Havens, Richie 169  
 Haverfield, Sen. Robert M. 26, 27, 28, 42, 43, 73  
 Hawkins, Paula 195  
 Hayek, Joanne 260  
 Haynes, Jr., Ulric 296  
 Health and Wellness Center 373  
 Heise, J. Arthur 213, 214, 347, 348, 349, 416  
 Helm, Jim 174  
 Helming, Josie 113  
 Hemispheric Center for Environmental Technology 424  
 Hendrickson, Harvey S. 76  
 Hennington, Charles 170, 320, 321  
 Henry, Orville M., III 394  
 Herbert, Adam W., Jr. 311, 319, 341, 393, 404, 405, 419  
 Herbert, John 125  
 Herriott, Arthur W. 156, 157, 186, 366, 404, 418  
 Hiller, Herbert 176  
 Hirsh, Sam 223  
*Hispanic American Historical Review* 386  
 Hispanic Heritage Week 112, 184, 257  
*Hispanic Outlook in Higher Education* 423  
 Hoder-Salmon, Marilyn 230, 231  
 Hodgetts, Richard 156, 211  
 Hofstetter, Dick 361  
 Holcomb, Valerie 238  
 Hollahan, George 27  
 Holocaust Center 235, 240, 373  
 Holtz, James N. 76  
 Home Economics, Department of 216  
 Homecoming 112, 256, 258, 335, 422  
 Honea, Dorothy 116  
 Honors College 410, 411, 412  
 Hopkins, E. W., Jr. 164  
 Hopkins, Gordon R. 270, 325, 412  
 Hopkins, William S. 118  
 House, Doug 225  
 Houston, J. Edward 160  
 Howell, Parky 338  
 Hudson, J. Stephen 160  
 Huizenga, H. Wayne 332  
 Hunsicker, Gerry 125, 185  
 Hunter, Jim 96  
 Hunter, Steve 396  
 Hurricane Andrew 168, 214, 352, 353, 354, 355, 357, 362, 368, 398, 424  
 Hurst, Michael E. 55, 267, 401  
 Huse, Richard 151  
 Ibanez, Maria Elena 358, 379  
 IBM Global Village 367  
 Ilvento, Charles 111, 121  
 Independent International, The 254  
 Industrial Systems, Department of 216  
 Industrial Technology, Division of 59  
 Institutional Research, Office of 77, 85, 116, 333, 407  
 Intensive English Program 231, 232  
 Intensive Language Program 118  
 Inter-American Trade and Cultural Center 131  
 International Banking Center 183, 243, 288, 340  
 International Center for Hurricane Damage Research a 382  
 International High-Tech Marketing 358, 379  
 International Institute for Creative Writing 288  
 International Institute for Housing and Building 178  
 International Media Center 348  
 International Week 112, 121, 122, 184, 257, 335  
 ivory tower 31, 52, 69  
*Ivory Tower, The* 81, 84

- Jackson, Daniel 180  
 James L. Knight Center 229, 387, 409  
 Jay, Scott 111  
 jazz band 115, 222, 384  
 Jazz by the Bay 258  
 Jazz Ensemble 184, 383  
 Jendra, Rick 185  
 Jenkins, William A. 128, 155, 162  
 Jenne, Ken 220, 278  
 Jerome, Jean 40  
 Jerome, William T. III 40, 47  
 Jimmie's Bar 50  
 John W. Kluge Foundation 387  
 Johnson, Dewey 27  
 Johnson, Harry 278  
 Johnson, Herbert 95  
 Johnson, Lester 73  
 Johnson, Lyndon B. 199, 253  
 Johnson, Michael 169  
 Joint Commission on Higher Education 219  
 Jones, James 58  
 Jones, Ron 364  
 Jones, Rosa 52, 63  
 Jones, Russel C. 296  
*Journal for the Art of Teaching, The* 364  
 Kalmanson, Dan 360  
 Kaminsky, Howard 182  
 Kapkje, Barbara 170  
 Kaplan, E. Joe 112, 401  
 Kassner, Thelma Z. 82  
 Kaufman, Fredrick 384, 415  
 Kelch, Rich 228  
 Kennedy, John F. 30, 31, 198, 199, 372  
 Keppler, William J. 313  
 Kerschner, Lee 309  
 Ketzle, Jim 342  
 Kibler, D. Burke, III 42, 43, 79, 87  
 King, Karel 102  
 King-Shaw, Ruben Jose, Jr. 274, 287  
 Kirk, Claude 11, 27, 32, 40, 41, 141  
 Kissinger, Henry 198, 256, 363  
 Klimmer, Richard 150  
 Knight Foundation, Inc. 71  
 Knight Ridder, Inc. 315, 419  
 Knight, James L. 315, 349, 408, 409  
 Koestline, Frances 158  
 Konkel, Richard H. 48, 76, 118, 144  
 Kopenhagen, Allen D. 113  
 Kopenhaver, Lillian Lodge 120, 121, 158, 254, 348, 400  
 Koptur, Suzanne 321  
 Kramer, Richard 151  
 Kravitz, Sanford L. 224, 372  
 Kremser, Karl 226, 258  
 Kubit, Joe 186  
 Kujawa, Duane 211, 235  
 Kutun, Barry 249  
 Labor Center 288, 321  
 Labor Research and Studies, Institute for 69, 70  
 Lang, Leonard 120  
 Latin American and Caribbean Center 209, 232, 376, 405  
 Latin American Journalism Program 348, 387  
 Lattin, Gerald W. 55, 77, 84, 179, 188, 212, 266  
 Lavernia, Maria 120  
 Lawrence, David, Jr. 400  
 Lazarus, John 272  
 Leatherman, Stephen 400  
 Lee, David 320, 362  
 Leed, Eric 406  
 Leffland, K. William 177, 178, 190, 232  
 LeGrande, James L. 77  
 Lehman, Rep. William 165  
 Leonard, Rene J. 228  
 Leroy, David 215  
 Levin, Joe 372  
 Levine, Barry 176, 232, 234  
 Lewis, John E. 56, 76, 110  
 Lewis, Ralph 338  
*Listening Post, The* 84  
 Little Havana 50, 171, 196, 395  
 Lively, Carey 238  
 Loomba, Paul 210

- Post-Secondary Education Planning  
Commission 275
- Powell, Earl 160
- Prasad, Vishwanath 412
- President's Council 85, 110
- Presidential Suite 120, 189, 208, 375
- Price, Danny 125, 225, 318, 339, 385
- Public Affairs Council 85, 110
- Public Education Capital Outlay 360, 363
- Public Opinion Research, Institute for 214
- Pugh, Gene 63
- Pulitzer Prize 413, 424
- Pyron, Darden A. 76, 283
- Rangel-Sostmann, Rafael 378
- Rathskeller 119, 173, 185, 253, 255, 256, 257, 335, 337, 375
- Rauschenberg, Robert 221
- Reed, Charles 280, 286, 287, 297, 322, 323
- Reed, Gregory 63
- Rembert, Emma W. 177
- Reserve Officers Training Corps 313
- Resource Management Task Force 72
- Rice, David 230, 317
- Richards, Jennifer 362
- Richardson, Michele 239
- Richey, Ozzie 238
- Riley, Blanca Bello 107
- Riley, Pat 338
- Riley, Tom 11, 271, 274, 395, 396
- Ringstrom, Norman H 76, 268
- Rizzo, John P. 104
- Rock, Howard 151
- Rodriguez, Griselle 112
- Rodriguez, Leonardo 210, 341, 382
- Rodriguez, Marcos 384
- Rodriguez, Richard 345
- Rodriguez-Chomat, Rep. Jorge 399
- Rodriguez, Jose 229
- Rohm, Joe 184, 222, 270, 383
- Romero, Carlos 163
- Ros-Lehtinen, Ileana 331, 358
- Rosen, Lois M. 118
- Rosen, Virginia 249
- Rosenbaum, Allen 329, 330, 377
- Rosenberg, Mark 232, 233, 234, 376, 377, 404, 405, 406, 407, 408, 409, 411, 415, 418, 423
- Ross, Stanley 145
- Rostow, Elspeth Davies 253
- Roussakis, Emmanuel 183, 235
- Roz and Cal Kovens Conference Center 373, 374, 390, 407
- Ruffier, Joan 310
- Russell, Patrick 102, 316, 351
- Russo, Cindy 185, 226, 227, 318, 339
- Ryan, Colleen A. 77
- Rydel, Janice 49
- Sadoff, Doris 116, 342
- Sadowski, Bill 249
- Salas, Luis 213
- Salazar, Jorge 210
- Sanchez, Ralph 315
- Sanchez, Reinaldo 210
- Sanderson, Rep. Debby 324
- Sauls, Steve 342, 398, 408
- Saxon, Hanna 207, 208
- Scheiner, James H. 412
- Schmitt, Carlos R. 77
- Schrieber, Barry 285
- Schucher, Arthur 401
- Schultz, George 198
- Scruggs, Frank 271, 296
- Selmon, Joe 113
- Servomation-Mathias, Inc. 96, 119
- Sessums, T. Terrell 297
- Sewell, E. G. 129
- Shalala, Donna 424
- Shelton, David S. 77
- Shevchenko, Arkady 316
- Shevin, Sen. Robert L. 27, 28
- Shirker, Leo 248
- Shoemaker, Don 73
- Shostak, Robert 77
- Sicherman, Irving 212
- Sigma Phi Epsilon 255, 335, 422

- Sileo, Nicholas G. 11, 45, 46, 63, 76, 102, 103, 107, 110, 128
- Silver Anniversary 395, 396, 397
- Simmons, George 56, 178, 183, 187, 210, 285
- Simons, Arthur 73
- Simunek, Linda 266, 378
- Slayton, Waylon 110, 169
- Smading, Don 102, 120
- Small Business Development Center 240, 288
- Smathers, Frank 87
- Smith, Betsy 77, 116, 151, 181
- Smith, Donald C. 77
- Smith, Doug 208
- Smith, H. T. 187
- Snow, Robert 213
- Snyder, Adelaide 219
- Sobol, Francis T. 77
- Social and Cultural Program Council 168
- Social Work, Department of 213, 224, 377
- Solla, Beryl 375
- Southeast Regional Data Center 174, 394
- Southern Association of Colleges and Schools 118, 135, 146, 205, 278, 304, 341, 418
- Southern Wine and Spirits Beverage Management Center 390
- Sowards, G. Wesley 57, 77, 78, 110, 124, 125, 179, 186, 188
- Spanish-language master's program 387
- Spence, David 309
- Spence, Terry L. 77, 102, 117, 133, 135, 158, 160, 208, 258, 260
- Spillis, Candela & Partners, Inc. 374
- Stacek, John 231
- Standiford, Les 350
- Stanford, Henry King 62, 73, 98
- Statler Chair 266
- Statler Professorship 288
- Status of Women 116, 358
- Staubach, Major Jim 314
- Stein, Abraham M. 76
- Striehm, Judith 310, 322, 328, 340, 341, 346
- Stierheim, Merrett 330
- Stonewall Students Organization 345
- Strickman, Leonard 417
- Strock, Don 421
- Strong, Walter L. 311
- Student Development Center 238
- Student Health and Welfare Services, Office of 102
- Student Media Board 334
- Sullivan, Zola J. 77
- Summit of the Americas 377
- Sun Tan Jam 168, 169
- Sunblazer Arena 229, 307, 317, 318, 339, 364
- Sunblazer, The 226, 244, 296, 334
- Sunblazers 111, 125, 127, 185, 225, 227, 228, 258
- Supreme Court, U. S. 60, 61, 421
- Sutija, George 177, 183, 211, 235
- Sutter, Wesley C. 104
- Swan, John D. 114
- Szuchman, Mark 232, 233, 386
- Tall, Lambert 214, 269
- Tallon, R. E. 315
- Tamiami Airport 43, 50, 64, 88, 253
- Tatro, Charlotte 115
- Telles-Irvin, Patricia 399, 405, 408
- Thant, U 86, 87, 88, 93, 351
- Theodosakis, Jason 399
- Thomas, Babatunde 210
- Thomas, Henry B. 207
- Thorhaug, Anitra 210
- Tikofsky, Ronald S. 76
- Tinder, Chuck 208, 342
- Todd, Edward 189
- Todd, Therald 223, 383
- Tolbert, W. D. 70, 71
- Torch of Knowledge, Service, and Understanding 22, 107, 319, 397
- Tornillo, Pat 73
- Torres, Milton 363
- Torres, Nestor 384
- Tower Society, The 160
- Tracey, Martin 272
- Trionfo, Kathy 238

- Trotter, William 90  
Trowbridge, Keith 77, 90, 110  
Truett, Dale 76  
Tucker, Allan 100  
Tucker, Jan 212  
Turban, Efraim 76  
Turlington, Ralph 164  
Tursair Building 81, 83, 104  
Twyman, Terry 113  
United Way Campaign 73, 174, 243, 255, 396, 424  
University Advancement, Division of 381  
University Concert Choir 412  
University Forum 112  
University Nickname Committee 111  
University Outreach, Office of 154  
University Seal 319  
University Services and Continuing Education, Division of 20, 48, 69, 80, 81, 109, 110  
University Theater 112, 223  
University Tower 246, 309, 310, 350, 425  
Ural, Oktay 178, 209, 217  
Uscier, Sue 126  
Van Spiva, Ulysses 77, 131, 187  
Vaughn, Jack Hood 176, 177  
Velez, Elvira 238  
Velez, Vera 373  
Viertes Haus 95, 113, 115, 170, 391  
Vigilante, Nicholas J. 77, 211, 212, 268  
Villar, Juan 186  
Vishwanath, Baldev 337  
Visual Arts Gallery 221, 222, 288, 378  
Visual Arts, Department of 383  
Viva Las Artes 114  
Volcansek, Max 120  
Von Maurer, Bill 92  
Vos, Rob 410  
Vrana, Albert 92, 93, 248, 381  
Wagner, Patrick 366, 367  
Waldo, Dwight 330  
Walesh, Sid 174  
Walker, Rich 227, 228, 229, 338  
Wallace, Don 186  
Walez, Susan 400  
Warren, Fuller 237  
Washington, Blondeva 237  
Watson, Maida 210, 232  
Waugh, Butler H. 44, 46, 58, 75, 76, 78, 79, 107, 110, 128, 131, 151, 397, 431  
Webb, D. Neil 89  
Webb, Dale 405, 408  
Webster, Richard 110  
Weech, Judy 342  
Weiner, Ruth F. 62, 76, 116  
Weiss, Jack J. 160  
Weltlich, Bob 339, 384  
Wertheim Conservatory 362  
Wertheim Performing Arts Center 135, 224, 383, 397, 402  
West, Joseph 409  
Whalen, Eleanor Holm 239  
Whistler, Dick 40  
White, Robert E. 233  
White, Vandon E. 60, 62, 77, 131  
Wiesenthal, Simon 235  
Wiggins, Ed 73  
Wilbanks, William 213  
Wilgus, Curtis 82  
Wilke, Hannah 221  
Wilkins, Barrett 319  
Wilkins, Mira 210  
Williams, Kenneth R. 29, 71, 97, 149  
Williams, Robert 27  
Williams, Willie 63, 186, 207  
Wilson, Dave 111  
Wilson, George 238  
Winter, Robert 257  
Wisdom, Joseph 224, 337  
Wolfe University Center 164, 369, 374, 390  
Wolfe, Mary Ann 15, 201, 258, 290, 369  
Wolfe, Thomas L. 74  
Wolfson, Mitchell, Jr. 29, 393  
Wolfsonian Center 393  
Wolfsonian Museum 393, 394

- Women's Advisory Committee 89
- Women, Institute for 70, 115, 168
- Wonderling, Thomas H. 125, 185, 225
- Woods, Julie 82
- Woods, Sandra 212
- Woolf, Ken 77
- WRGP 398, 399
- Wright, Sonny 74
- Wyman, Harold E. 327, 388
- Wyroba, Francis 76, 113, 184
- York, E. T. 131, 142, 144, 186, 189, 248
- Young, Richard A. 312
- Yudin, Florence L. 76, 116
- Zanakis, Steve 269
- Zdanowicz, John 353, 363
- Ziff, Sanford L. 391, 392
- Zyne, Alex 152, 173, 208, 342







## INDEX

The index in *Beyond the Tower - The History of Florida International University* was printed incorrectly. Please use this updated version as a reference.

- A History of Florida International University* 427
- Academic I 164, 165, 206, 304
- Academic II 166, 280, 282, 287, 288, 300, 304, 387, 406
- Academic Village 473
- Aceto, Ted 400
- action 466
- Adams, Hugh 73
- Administrative Council 110, 374
- African-New World Studies 408, 462, 463
- Agett, Jack 120
- Alba, Marlen 159
- Albright, Madeleine K. 450
- Alfonzo, Carlos 341
- Alma Mater 122, 335, 429
- Alpha Gamma Omega 270
- Altman, Steve 156, 224, 280, 299, 302
- Alumni Association 275, 276, 320, 390, 395
- American Association of Upper Level Colleges and Universities 146
- Anderson, Marie 74, 116, 158, 276
- Anderson, Reba 329
- Angelo, Rocco M 228, 283, 284, 323, 449
- Anliker, Margaret 449
- Antrim, Harry T 76, 220, 224, 266, 268
- Apfelbaum, David 170
- Aquatic Center 304
- Argudin, Juan 84, 173, 374, 376
- Arias, Ricardo 131, 144, 155, 156
- Arnold, Joseph P. 76
- Arrowsmith, Ronald G. 77, 96, 110, 154, 155, 160, 298, 331, 373, 374, 378
- Ashley, Donn L. 169, 170, 337, 374
- Ashton, Bill 120
- Askew, Reubin xi, 12, 73, 85, 86, 87, 88, 132, 141, 346
- Athenaeum 95, 170, 200, 206
- Athletic Council 124, 297, 372
- Augenblick, John 461
- Aurell, John 73, 74
- Aurioles, Gabriel 232, 233
- Ausley, Dubose 338
- Babij, Tadeusz 395
- Bailey, Donald Z. 95
- Baldrige, Paul 30
- Baldyga, Carolann 405
- Barrett, Lynne 382
- Barron's Guide 320
- Bass, Doris 168, 252
- Baxter, Bill L. 463
- Beacon, The 350, 376, 385, 403, 404, 430, 454, 473
- Beaton, William R. 76
- Becerra, Carlos 429
- Beeler, Charles 427, 428
- Bellock, Shirley 298
- Benes, Bernardo 74
- Berk, Toby 150, 151
- Berkman, Ronald M. 426, 464
- Berman, Janet 396
- Bigby-Young, Betty 63
- Biggs, Bradley 287
- Biltmore Hotel 96, 299, 419
- Biscomb, Richard L. 159
- Bisher, Nanette 120
- Bishop, Chris 276
- Black Employees Association 63, 202, 223
- Black History Week 112, 200
- Black Student Union 253
- Blackburn, Sara 286
- Blake, Richard 274
- Blakley, Dorothy T. 77, 116
- Blanton, Linda P. 458
- Bloom, Elaine 115
- Blucker, Judith xv, 111, 126, 201, 261, 297, 325, 326, 374, 376, 397, 409, 453
- Blue Bulletin* 84

## INDEX

- Board of Control 7, 8, 9, 10  
 Board of Trustees 12, 13, 98, 454  
 Boodhoo, Ken 176, 248  
 Borofsky, Jonathan 411, 412  
 Botifoll, Luis J. 316  
 Boyd, Gwendolyn 456  
 Bradley, Pat 126, 202, 243, 371  
 Breslin, Thomas A. 193, 194, 206, 248, 326, 374, 396, 405, 453, 456  
 Brooke, Lee 238  
 Broward Center 237, 263, 296, 325, 332, 374  
 Broward Economic Development Council 325  
 Brown, Carmen 108  
 Brown, Edward Lee 104  
 Brown, Jay 96  
 Brumbaugh Report 8, 9  
 Brusha, Don 120  
 Bryan, Robert A. 12, 67  
 Bryant, Leonard 120  
 Bueno, Juan Antonio 458  
 Burke, William 237  
 Burns, M. Anthony 316, 461  
 Bush, George 347, 383, 384, 389  
 Bush, George W 450, 470  
 Bush, Jeb 450, 465, 467  
 Butler, Ron 78, 102, 109  
 Byrd, Milton B. 128, 157, 167  
 Byrd, Rep. Robert C. 23  
 Campaign for FIU 414, 461, 471  
 Campbell, Duke 153  
 Campus Safety, Department of 104  
 Career Planning and Placement 120, 153, 171, 385  
 Carey, Danine 335  
*Caribbean Review* 176, 250  
 Caribbean Studies Program 176  
 Carnegie Foundation 407, 465, 471  
 Carpenter, John 202, 227, 261, 284, 294  
 Carroll, Barbara 334  
 Carter, Jimmy 141, 211, 377  
 Cartwright, Phyllis 82, 116  
 Carvajal, Manuel 338  
 Casines, Gisela 108, 118  
 Castro, Fidel 14, 142, 211, 212, 314  
 Center for Environmental and Urban Problems 71, 154, 229, 256  
 Center for International Affairs 134, 154, 159, 176, 193, 194, 228, 247, 248, 259, 304, 326  
 Center for Labor Studies 229, 281  
 Center for Lifelong Learning 259  
 Center on Aging 260, 304, 404  
 Chapman, Alvah H., Jr. ix, 13, 73, 324, 330, 467, 472  
 Chapman, Betty B. 472  
 Chi Delta Epsilon 270, 271  
 Child Care Center 174, 273, 277, 385, 407  
 Childers, Sen. Donall C. 233  
 Children's Creative Learning Center 407, 473  
 Christian, Floyd T. 106  
 Chronicle of Higher Education 148, 311  
 Church, Phillip 239  
 Chusmir, Janet 381  
 Cistone, Peter 227, 284  
 Citizenship and Public Policy, Institute for 304  
 Clark, Harcourt 105, 173  
 Clark, Jack 232  
 Clark, Sandra 103, 116, 155  
 Clark, Steve 106, 337  
 Clem, Ralph 176, 212, 213, 397  
 Coleman, Daniel 455  
 Coleman, Lane 224  
 Commission on Educational Outreach and Service in Florida 145  
 Communication, Department of 231, 278, 379, 380, 381  
 Community Affairs, Office of 154  
 Community Symphony Orchestra 115  
 Comprehensive University Presence 294, 295, 304, 340  
 Computer Services 128, 174, 426  
 Conference on Water Management for South Florida 72  
 Conferences, Department of 168, 247  
 Construction, Division of 59, 89  
 Continuing Education 4, 32, 49, 69, 80, 81, 97, 109, 110, 116, 118, 224, 229, 256, 259, 260, 285, 304, 372  
 Control Tower 4, 50, 51, 52, 53, 63, 88, 90, 128, 170, 269, 413  
 Cooperative Education, Office 102  
 Coords, Bob 331

- Copacabana 273, 351  
 Cordell, Howard W. 392  
 Cornerstone Campaign 323, 327, 330  
 Correnti, Richard 327, 352, 374, 376, 454  
 Council for the Advancement and Support of Education 149, 250  
 Couper, James M. 193, 200  
 Courvoisier Centre 395  
 Cox, Luther 386  
 Cramer, Kevin 120  
 Crawley, Matt 403, 404  
 Creative Writing Program 382  
 Credit Union 174, 423  
 Creech, Glenwood L. 149, 235  
 Criser, Marshall 148  
 Cruz, Arturo 249  
 Casadrado, Raul 196  
 Culpepper, Broward 10, 98  
 Culture-Fest 272, 470  
 Curry, Cynthia 414  
 Cusano, John 400  
 D'Alemberte, Rep. Talbot 100  
 D'Oliveira, Dan 30, 31, 32, 90, 91, 94, 110, 165, 413  
 Dade County Comprehensive Drug Program 115  
 Dade County Parks and Recreation Department 88  
 Dade County Youth Fair and Exposition 393  
 Dade Educational Facilities Authority 300  
 Dalai Lama 450, 451  
 Daniel, J. J. 107  
 Danker's Inn 85, 169  
 Davidson, Jordan 74, 297, 305  
 Davidson, Lewis F. 285  
 Davis, Porter 120, 376  
 Deastlov, Frank 199  
 DeGangi, Dominic 170  
 DeGrove, John 230  
 Delgado, Leonore 376  
 Democratic National Convention 60, 72  
 Dermer, Jay 97  
 Dessler, Gary S. 76, 392  
 Deuxieme Maison 94, 117, 424, 459  
 Diamant, Mario 419  
 Dick, Walter 57  
 Dickson, Lee C. 457  
 Diehl, Helen Leitch 320  
 Diekhoff, John 64, 65  
 Dietetics and Nutrition, Department of 414, 418  
 DiMaggio, Joe 389  
 DiStefano, Gracie 272  
 Division of Sponsored Research and Training 326  
 Dominicus, Jorge 299  
 Donahue, Kenneth 93  
 Donley, Bob 455  
 Dorsett, Herman 63  
 Dorsey, D. A. 61  
 Drinking Water Quality Research Center 196  
 Dubbin, Murray 11, 73, 205  
 Duck Key Conference 66  
 Dufresne, John 382  
 Dunlop, Beth 263  
 Durr, Frederick R. 76  
 Dwyer, Richard A. 76  
 Ebadin, M. Ali 408  
 Eber, Victor 74  
 Edson, Edwin G. (Jerry) 91, 110  
 Educational Consortium for Southeast Florida 152  
 Edwards, Charles 339  
 Edwards, Everton 246, 333  
 Edwards, Mellen 200  
 Ehrling, Robert F. 331  
 Eisner, Toni 336, 337  
 Elam, Joyce 420, 456  
*Elan* 120, 121, 161, 171, 217, 270, 342, 350  
 Elders Institute 168, 206, 252, 256, 337  
 Elementary Education, Department of 57  
 Elkins, Charles 150, 253, 326, 327, 396  
 Elkins, Mary Jane 299, 390  
 Ell, Leon 74  
 Elliott, Cynthia A. 398  
 Ellis, Robert W. 56, 58, 77  
 Eminent Scholars Program 331  
 Engineering Technology, Division of 59  
 English Language Institute 172, 394  
 Environmental and Urban Affairs 4  
 Environmental Technology and Urban Systems, Division of 59, 196  
 Eshghi, Ali 120  
 Estadt, Dick 102, 120  
 Eubanks, Eugene E. 203

## INDEX

- Executive Airport 71, 262
- External Degree Program 79, 81, 281, 290
- Faculty Club 374, 376, 406
- Faculty Scholars Program 197
- Faculty Senate 58, 131, 151, 316, 319, 370, 388
- Faculty Union 150, 151, 152, 198, 327
- Fahringer, Catherine H. 160, 287, 401
- Fain, Stephen M. 77, 153, 221
- Fall Festival 112, 121, 273, 473
- Farrell, R. V. 193, 227
- Fascell, Dante B. 299
- Fenlon, Tim 173
- Ferguson, Chester 16, 26, 27
- Ferguson, Obadiah 112
- Ferguson, Thomas 74
- Fernandez, Jose 202
- Ferzacca, F. L. 124
- Field, Ann 271
- Financial Aid 120, 154, 171, 241, 254, 287, 333, 374, 383
- Fink, Philip H. 114, 115, 122
- Finkelstein, Max 314, 315
- First-Class First Class 265, 266, 267, 469
- Fisher, Ida 97, 98
- Fisher, Robert 118, 153, 156, 194, 224, 298
- Fiske, Mary Ellen 242
- FIU Foundation Board of Trustees 74, 330, 375, 390, 394, 395, 405, 411, 467, 468
- FIU *Hospitality Review* 284
- FIU *Now* 425, 450
- FIU Wind Ensemble 238
- FIU-Wolfsonian Center for Research and Education on Material Culture 425
- FIU/Florida Poll 230
- Fjellman, Stephen 458, 459
- Flashback* 350
- Flavin, Don 237
- Florida Association for Health, Physical Education, and Recreation 297
- Florida Association of Intercollegiate Athletics for Women 126, 201
- Florida Endowment for the Humanities 146
- Florida International Friends of Fine Arts 113
- Florida International Transportation System 168, 256, 349
- Florida Press Club 116
- Folsom, Bob 49, 90, 110, 159
- Footc, Tad 268, 472
- Ford Foundation 250, 315
- Ford, Charlotte 334
- Ford, Gerald 141, 377
- Ford, Norman 90
- Foreign Languages, Department of 116
- Foreign Students Services 120
- Foreman, Ruth 236, 252, 256
- Forman, Howard 10
- Fornaguera, Andy 374
- Fors, Louis 125
- Foster, Rosebud L. 196, 282, 287, 335, 406
- Founders' Day 269, 428
- Fraser, Robin 334
- Fraternity Row 321, 422, 470
- Free Period 121
- Freeman, Lester 73
- Friday, Earnest 76
- Friedan, Betty 431
- Friedman, Michael 265
- Fritz, Bill 374
- Frost, Philip 240
- Frye, Barbara 25
- Fuentes, Hector R. 460
- Gallagher, Paul 57, 77, 216, 295, 296, 301, 302, 326, 327, 349, 373, 374, 397, 413, 414, 425, 431, 451, 453, 455
- Galleno, Ray 404
- Gamarra, Eduardo 409
- Garcia, Jose "Pepe" 449
- Garcia, Manny 461
- Garcia, Richard 344
- Gavin, James M. 298
- Gentry, Dick 283
- Gephardt, Rep. Richard 424
- Gersten, Joe 265
- Gibbs, Rafe 81, 110
- Giberson, Phillip 112, 113, 114, 151
- Gibson, Robin 294
- Giordano, Enrico A. 80, 110
- Gloster, Arthur S. 399, 426
- Godwin, Winfred L. 67
- Goerke, Glenn A. 30, 32, 49, 62, 63, 86, 109, 110,

- 124, 127, 154, 156, 204
- Goevert, Gui 74, 75
- Golden Panther Arena 304, 333, 370, 371, 386, 387, 400
- Golden Panther Card 398
- Golden Panther Club 333
- Golden Panther Express 421
- Golden Panthers 111, 125, 324, 400, 416, 417, 469
- Goldenberg, I. Ira 344, 345, 424, 449, 457
- Gomez, Tito 244
- Gonzalez, Betty 352
- Gonzalez, Rainier 399
- Gonzalez-Reigosa, Fernando 458, 459
- Good Times, The 105, 120, 350
- Goodstein, Albert and Delores 160
- Goodwin, Nancy 109, 116
- Gordon, Elaine 265
- Gordon, Sen. Jack D. 13, 73, 163, 165, 198, 205, 236, 265, 281, 311, 351
- Gracie's Grill 272, 352, 398, 407
- Graduate Council 277, 294
- Graf, Carol 370
- Graham Center 119, 275, 304, 335, 369, 376, 377, 385, 387, 390, 407, 422, 428, 429, 431, 449, 450, 452, 470, 472
- Graham, Ernest R. 6, 107, 293, 369, 375, 428, 429, 449
- Graham, Rep. Robert 11, 73, 100, 130
- Graham, Rev. Edward T. 61, 107
- Gram, Harold A. 128, 154
- Graves Tract 160
- Greater Miami Press Association 116
- Greek Council 271
- Greek Week 271
- Green Library 424, 465
- Green, Charles H. 380
- Greenberg, Donnie 125
- Greenberg, Martin H. 176
- Greenleaf/Telesca Planners, Engineers and Architects 165
- Greer, Patty 114
- Griffith, Ivelaw L. 459
- Grof, Caryl Myers 458
- Grosse, Robert 251
- Grossman, David 455
- Gunson, Harvey 386
- Hagmann, Mark 395
- Hale, Kate 389
- Haleblian, Albert 284
- Hall, Charles 265
- Hall, Jim 252, 382
- Hall, Kevin 381
- Hamilton, Leonard 370
- Hamilton, Ruth 271, 274, 369, 376
- Hample, Judy 467
- Hanewicz, Wayne B. 73
- Hansen, Richard W. 76
- Harcleroad, Fred F. 67
- Hardwich, Bobbi 116
- Harris, Henrietta 334
- Harris, Manny 305
- Harris, Marshall 158, 163
- Hartman, Paul E. 77, 125
- Hartz, J. Ernest, Jr. 160
- Hauenstein, A. Dean 77
- Hauptli, Bruce 316
- Havens, Richie 169
- Haverfield, Sen. Robert M. 10, 11, 12, 26, 27, 73
- Hawkins, Paula 211
- Hayek, Joanne 276
- Haynes, Jr., Ulric 312
- Health and Wellness Center 405
- Heise, J. Arthur 229, 230, 379, 380, 381, 464
- Helm, Jim 174
- Helmig, Josie 113
- Hemispheric Center for Environmental Technology 472
- Hendrickson, Harvey S. 76
- Hennington, Charles 170, 336, 337
- Henry, Orville M., III 426
- Herbert, Adam W., Jr. 327, 335, 373, 425, 452, 454, 467
- Herbert, John 125
- Herriott, Arthur W. 156, 157, 202, 398, 453, 466
- Hiller, Herbert 176
- Hirsh, Sam 239
- Hispanic American Historical Review* 418
- Hispanic Heritage Week 112, 200, 273
- Hispanic Outlook in Higher Education* 471
- Hoder-Salmon, Marilyn 246, 247

## INDEX

- Hodgetts, Richard 156, 227  
 Hofstetter, Dick 393  
 Holcomb, Valerie 254  
 Hollahan, George 11  
 Holocaust Center 251, 256, 405  
 Holtz, James N. 76  
 Home Economics, Department of 232  
 Homecoming 112, 272, 274, 351, 470  
 Honea, Dorothy 116  
 Honors College 458, 459, 460  
 Hopkins, E. W., Jr. 164  
 Hopkins, Gordon R. 286, 341, 460  
 Hopkins, William S. 118  
 House, Doug 241  
 Houston, J. Edward 160  
 Howell, Parky 370  
 Hudson, J. Stephen 160  
 Huizenga, H. Wayne 348  
 Hunsicker, Gerry 125, 201  
 Hunter, Jim 96  
 Hunter, Steve 428  
 Hurricane Andrew 168, 230, 384, 385, 386, 387,  
     389, 394, 400, 430, 472  
 Hurst, Michael E. 55, 283, 449  
 Huse, Richard 151  
 Ibanez, Maria Elena 390, 411  
 IBM Global Village 399  
 Ilvento, Charles 111, 121  
 Independent International, The 270  
 Industrial Systems, Department of 232  
 Industrial Technology, Division of 59  
 Institutional Research, Office of 77, 85, 116,  
     349, 455  
 Intensive English Program 247, 248  
 Intensive Language Program 118  
 Inter-American Trade and Cultural Center 131  
 International Banking Center 199, 259, 304, 372  
 International Center for Hurricane Damage  
     Research a 414  
 International High-Tech Marketing 390, 411  
 International Institute for Creative Writing 304  
 International Institute for Housing and  
     Building 194  
 International Media Center 380  
 International Week 112, 121, 122, 200, 273, 351  
 ivory tower 15, 52, 69  
*Ivory Tower, The* 81, 84  
 Jackson, Daniel 196  
 James L. Knight Center 245, 419, 457  
 Jay, Scott 111  
 jazz band 115, 238, 416  
 Jazz by the Bay 274  
 Jazz Ensemble 200, 415  
 Jendra, Rick 201  
 Jenkins, William A. 128, 155, 162  
 Jenne, Ken 236, 294  
 Jerome, Jean 24  
 Jerome, William T. III 24, 31  
 Jimmie's Bar 50  
 John W. Kluge Foundation 419  
 Johnson, Dewey 11  
 Johnson, Harry 294  
 Johnson, Herbert 95  
 Johnson, Lester 73  
 Johnson, Lyndon B. 215, 269  
 Johnson, Michael 169  
 Joint Commission on Higher Education 235  
 Jones, James 58  
 Jones, Ron 396  
 Jones, Rosa 52, 63  
 Jones, Russel C. 312  
*Journal for the Art of Teaching, The* 396  
 Kalmanson, Dan 392  
 Kaminsky, Howard 198  
 Kapkje, Barbara 170  
 Kaplan, E. Joe 112, 449  
 Kassner, Thelma Z. 82  
 Kaufman, Fredrick 416, 463  
 Kelch, Rich 244  
 Kennedy, John F. 14, 15, 214, 215, 404  
 Keppler, William J. 329  
 Kerschner, Lee 325  
 Ketzle, Jim 374  
 Kibler, D. Burke, III 26, 27, 79, 87  
 King, Karel 102  
 King-Shaw, Ruben Jose, Jr. 290, 303  
 Kirk, Claude xi, 11, 16, 24, 25, 141  
 Kissinger, Henry 214, 272, 395  
 Klimmer, Richard 150  
 Knight Foundation, Inc. 71

- Knight Ridder, Inc. 331, 467  
 Knight, James L. 331, 381, 456, 457  
 Koestline, Frances 158  
 Konkell, Richard H. 32, 76, 118, 144  
 Kopenhagen, Allen D. 113  
 Kopenhaver, Lillian Lodge 120, 121, 158, 270, 380, 432  
 Koptur, Suzanne 337  
 Kramer, Richard 151  
 Kravitz, Sanford L. 240, 404  
 Kremser, Karl 242, 274  
 Kubit, Joe 202  
 Kujawa, Duane 227, 251  
 Kutun, Barry 265  
 Labor Center 304, 337  
 Labor Research and Studies, Institute for 69, 70  
 Lang, Leonard 120  
 Latin American and Caribbean Center 225, 248, 408, 453  
 Latin American Journalism Program 380, 419  
 Lattin, Gerald W. 55, 77, 84, 195, 204, 228, 282  
 Lavernia, Maria 120  
 Lawrence, David, Jr. 432  
 Lazarus, John 288  
 Leatherman, Stephen 432  
 Lee, David 336, 394  
 Leed, Eric 454  
 Leffland, K. William 193, 194, 206, 248  
 LeGrande, James L. 77  
 Lehman, Rep. William 165  
 Leonard, Rene J. 244  
 Leroy, David 231  
 Levin, Joe 404  
 Levine, Barry 176, 248, 250  
 Lewis, John E. 56, 76, 110  
 Lewis, Ralph 370  
*Listening Post, The* 84  
 Little Havana 50, 171, 212, 427  
 Lively, Carey 254  
 Loomba, Paul 226  
 Lopez, Albert 390  
 Love on the Bay 169  
 Lubell, Myron 227  
 Lumpkin, Thomas D. 160  
 Lussier, Sam 469  
 Lutterbie-Hansen, Patricia 157, 167, 223, 287, 297  
 Luytjes, Jan B. 76, 199, 251  
 Lynn, Shirley Mae 118  
 Madrigal Dinners 275  
 Magnusen, Karl 385  
 Magnusen, Olga 102, 385, 386, 415  
 Maidique, Ana 316  
 Maingot, Anthony 176, 248  
 Majzub, Iraj 194, 233  
 Management Information Systems Program 464  
 Manella, Mary Alice 333  
 Manos, Irene 374  
 Marcus, Edward 168  
 Marcus, Eileen 158  
 Margolis, Sen. Gwen 335, 422  
 Margulies, Martin Z. 411  
 Marine Sciences Building 462  
 Marsh, Donnie 470  
 Marshall, Anthony G. 77  
 Marshall, James 428  
 Martin, Gregory 469  
 Martinez, Rosa 49  
 Masiko, Peter 73  
 Mason, Gerald K. 83  
 Masvidal, Raul 311, 313  
 Mathematical Sciences, Department of 156, 193  
 Mathews, John 11  
 Matthews, Frank 391  
 Mau, James 156, 225, 286, 311, 330, 372, 378, 381, 410, 418  
 Mautz, Robert 10, 15, 16, 63, 73, 100, 132, 143, 144  
 May, Mark 127  
 McArthur, James 193  
 McClure, William P. 118  
 McCollum, Margaret 49, 63  
 McDonald, Charles 164  
 McDonald, Marjorie 288, 301  
 McDowell, Donald L. xi, 28, 30, 49, 50, 51, 52, 62, 63, 64, 75, 77, 90, 91, 94, 107, 109, 110, 125, 127, 128, 129  
 McElfresh, Clair T. 108, 114, 122, 197, 238, 240, 267, 299, 335, 401  
 McGrath, Campbell 432  
 McKnight, Bob 265  
 McLaughlin, Patsy 226

## INDEX

- McMinn, William G. 420, 421, 458  
 McPherson, Scott 265  
 McTarnaghan, Roy 259, 280  
 Medoff, Mark 113  
 Meek, Carrie P. 265, 410  
 Mello, Rick 469  
 Merchant, Frank 125  
 Merritt, Judy 116, 155, 203, 223  
 Metro Transit Authority 122, 165  
 Metscher, Laura 266  
 Meyer, Sylvan 73, 381, 410  
 Miami Arts Center 113  
 Miccosukee Indians 51  
 Migratory Children Compensatory Education  
   Program 60  
 Miller, Bob 243  
 Miller, Laurence 335  
 Miller, Roger 9, 98  
 Minority Affairs Committee 62  
 Minority Student Services 254  
 Miskovic, Linda 201, 241  
 Mitchell, Welker 464  
 Model Cities 69, 70  
 Modern Languages, Department of 58, 226,  
   247, 248  
 Mohamed, Dominic 63  
 Moll, Steve 284  
 Moncarz, Raul 199, 248, 251, 454  
 Monell, Lina 370  
 Moreno, Dario 431  
 Morgan, Bill 96  
 Morgan, Dahlia 237, 410, 411  
 Morgan, Michael 397  
 Morgan, Robert 57  
 Morley, Nicholas 160  
 Morrison, George 227  
 Multi-Cultural Center 172  
 Multi-Purpose Building 92, 93, 94  
 Music, Department of 416  
 Myers, Greg 125  
 National Collegiate Athletic Association 124,  
   127, 201, 242, 243, 244, 245, 246, 304, 372, 417  
 Natural and Applied Sciences, Division of 156  
 Neal, Leslie 378  
 Neff, Charles 205  
 Nelson, Brian 150  
 Neu, Howard 288  
 New International. The 350  
 New South Women's Athletic Conference 333  
 New World School of the Arts 379  
 Newell, Barbara 211, 265, 302  
 Newson, Adele 408  
 Nickerson, Charles 284, 285, 301, 343, 344  
 Nicosia, Richard 106  
 Nuttall, Bill 201, 242  
 O'Neal, Kathy 334, 371  
 O'Neil, Tom 242  
 Oakie, Robin 102  
 Obata, Yoshi 201, 238  
 Office of Education, U. S. "1, "7, 103  
 Olander, Joseph D. 76, 158, 203, 205, 222  
 Olds, Glenn A. 145  
 Oliva, Peter F. 77  
 Olson, Nancy 242, 243, 244, 245, 281, 282  
 Orange Bowl 90, 202, 236, 245  
 Orovitz, James 74  
 Ortiz-Morales, Maria 229  
 Osborne, Bennie 63  
 Owa Ehan 95, 135, 170, 273, 342, 386, 413  
 Pachecho, Ramon 165  
 Pagano, Jules 63, 109  
 Pak, Simon 395  
 Palmer, Lucian 76  
 Pankowski, Mary 397, 398, 455  
 Panther Hall 423  
 Panther Rage 428, 429  
 Papillion, Arthur 429  
 Pardo, Robert 270  
 Parker, Janat 109, 157  
 Parker, John 109  
 Parker, Julius E., Jr. 25, 79  
 Paupe, John 288  
 Pearce, Carolyn 74, 107  
 Pearce, Frank 74  
 Pearson, Becky 202  
 Pearson, John 89  
 Peck, George S., Jr. 114  
 Pederson, John 400  
 Pelise, Donna 383  
 Penalver, Rafael 316



- Pennington, Clement 264, 275  
 Pepper, Claude 287, 293, 347  
 Perry, Betty 24, 31, 54, 86, 89, 113, 114, 238,  
 412, 428  
 Perry, Doyt L. 32, 77, 102, 110, 123, 124  
 Perry, Gregory 118  
 Perry, Jim 53, 451  
 Perry, Tom and Lynn 53, 54  
 Peterson, Brian xv, 150, 198, 268, 291, 391  
 Pettigrew, Richard II, 13  
 Pezullo, Lawrence 249  
 Phi Beta Kappa 28, 326, 466, 471, 479  
 Phi Beta Lambda 271  
 Phi Sigma Sigma 271, 352, 470  
 Physical Sciences, Department of 116, 328  
 Pit, The 146, 279, 407  
 Planning and Analysis, Office of 110  
 Platt, Karen 270  
 Plummer, John 265  
 Plummer, Larry 265  
 Ponn, Nancy 174, 473  
 Pope John Paul II 331, 332, 375, 383  
 Popovich, Helen 211  
 Porges, John 251  
 Post-Secondary Education Planning  
 Commission 291  
 Powell, Earl 160  
 Prasad, Vishwanath 460  
 President's Council 85, 110  
 Presidential Suite 120, 205, 224, 407  
 Price, Danny 125, 241, 334, 371, 417  
 Public Affairs Council 85, 110  
 Public Education Capital Outlay 392, 395  
 Public Opinion Research, Institute for 230  
 Pugh, Gene 63  
 Pulitzer Prize 461, 472  
 Pyron, Darden A. 76, 299  
 Rangel-Sostmann, Rafael 410  
 Rathskeller 119, 173, 201, 269, 271, 272, 273, 351,  
 369, 407  
 Rauschenberg, Robert 237  
 Reed, Charles 296, 302, 303, 313, 338, 339  
 Reed, Gregory 63  
 Rembert, Emma W. 193  
 Reserve Officers Training Corps 329  
 Resource Management Task Force 72  
 Rice, David 246, 333  
 Richards, Jennifer 394  
 Richardson, Michele 255  
 Richey, Ozzie 254  
 Riley, Blanca Bello 107  
 Riley, Pat 370  
 Riley, Tom xi, 287, 290, 427, 428  
 Ringstrom, Norman H 76, 284  
 Rizzo, John P. 104  
 Rock, Howard 151  
 Rodriguez, Grisel 112  
 Rodriguez, Leonardo 226, 373, 414  
 Rodriguez, Marcos 416  
 Rodriguez, Richard 377  
 Rodriguez-Chomat, Rep. Jorge 431  
 Rodriguez, Jose 245  
 Rohm, Joe 200, 238, 286, 415  
 Romero, Carlos 163  
 Ros-Lehtinen, Ileana 347, 390  
 Rosen, Lois M. 118  
 Rosen, Virginia 265  
 Rosenbaum, Allen 345, 346, 409  
 Rosenberg, Mark 248, 249, 250, 408, 409, 452,  
 453, 454, 455, 456, 457, 459, 463, 466, 471  
 Ross, Stanley 145  
 Rostow, Elspeth Davies 269  
 Roussakis, Emmanuel 199, 251  
 Roz and Cal Kovens Conference Center 405,  
 406, 422, 455  
 Ruffier, Joan 326  
 Russell, Patrick 102, 332, 383  
 Russo, Cindy 201, 242, 243, 334, 371  
 Ryan, Colleen A. 77  
 Rydel, Janice 49  
 Sadoff, Doris 116, 374  
 Sadowski, Bill 265  
 Salas, Luis 229  
 Salazar, Jorge 226  
 Sanchez, Ralph 331  
 Sanchez, Reinaldo 226  
 Sanderson, Rep. Debby 340  
 Sauls, Steve 374, 430, 456  
 Saxon, Hanna 223, 224  
 Scheiner, James H. 460

## INDEX

- Schmitt, Carlos R. 77  
 Schrieber, Barry 301  
 Schucher, Arthur 449  
 Schultz, George 214  
 Scruggs, Frank 287, 312  
 Selmon, Joe 113  
 Servomation-Mathias, Inc. 96, 119  
 Sessums, T. Terrell 313  
 Sewell, E. G. 129  
 Shalala, Donna 472  
 Shelton, David S. 77  
 Shevchenko, Arkady 332  
 Shevin, Sen. Robert L. 11, 12  
 Shirker, Leo 264  
 Shoemaker, Don 73  
 Shostak, Robert 77  
 Sicherman, Irving 228  
 Sigma Phi Epsilon 271, 351, 470  
 Sileo, Nicholas G. xi, 29, 30, 63, 76, 102, 103,  
     107, 110, 128  
 Silver Anniversary 427, 428, 429  
 Simmons, George 56, 195, 199, 203, 226, 301  
 Simons, Arthur 73  
 Simunek, Linda 282, 410  
 Slayton, Waylon 110, 169  
 Smading, Don 102, 120  
 Small Business Development Center 256, 304  
 Smathers, Frank 87  
 Smith, Betsy 77, 116, 151, 197  
 Smith, Donald C. 77  
 Smith, Doug 224  
 Smith, H. T. 203  
 Snow, Robert 229  
 Snyder, Adelaide 235  
 Sobol, Francis T. 77  
 Social and Cultural Program Council 168  
 Social Work, Department of 229, 240, 409  
 Solla, Beryl 407  
 Southeast Regional Data Center 174, 426  
 Southern Association of Colleges and Schools  
     118, 135, 146, 221, 294, 320, 373, 466  
 Southern Wine and Spirits Beverage  
     Management Center 422  
 Sowards, G. Wesley 57, 76, 78, 110, 124, 125,  
     195, 202, 204  
 Spanish-language master's program 419  
 Spence, David 325  
 Spence, Terry L. 77, 102, 117, 133, 135, 158, 160,  
     224, 274, 276  
 Spillis, Candela & Partners, Inc. 406  
 Staczek, John 247  
 Standiford, Les 382  
 Stanford, Henry King 62, 73, 98  
 Statler Chair 282  
 Statler Professorship 304  
 Status of Women 116, 390  
 Staubach, Major Jim 330  
 Stein, Abraham M. 76  
 Stiehm, Judith 326, 338, 344, 372, 373, 378  
 Stierheim, Merrett 346  
 Stonewall Students Organization 377  
 Strickman, Leonard 465  
 Strock, Don 469  
 Strong, Walter L. 327  
 Student Development Center 254  
 Student Health and Welfare Services, Office of  
     102  
 Student Media Board 350  
 Sullivan, Zola J. 77  
 Summit of the Americas 409  
 Sun Tan Jam 168, 169  
 Sunblazer Arena 245, 323, 333, 334, 371, 396  
 Sunblazer, The 242, 260, 312, 350  
 Sunblazers 111, 125, 127, 201, 241, 243, 244, 274  
 Supreme Court, U. S. 60, 61, 469  
 Sutija, George 193, 199, 227, 251  
 Sutter, Wesley C. 104  
 Swan, John D. 114  
 Szuchman, Mark 248, 249, 418  
 Tall, Lambert 230, 285  
 Tallon, R. E. 331  
 Tamiami Airport 27, 50, 64, 88, 269  
 Tatro, Charlotte 115  
 Telles-Irvin, Patricia 431, 453, 456  
 Thant, U 86, 87, 88, 93, 383  
 Theodosakis, Jason 431  
 Thomas, Babatunde 226  
 Thomas, Henry B. 223  
 Thorhaug, Anitra 226  
 Tikofsky, Ronald S. 76

- Tinder, Chuck 224, 374
- Todd, Edward 205
- Todd, Therald 239, 415
- Tolbert, W. D. 70, 71
- Torch of Knowledge, Service, and Understanding 6, 107, 335, 429
- Tornillo, Pat 73
- Torres, Milton 395
- Torres, Nestor 416
- Tower Society, The 160
- Tracey, Martin 288
- Trionfo, Kathy 254
- Trotter, William 90
- Trowbridge, Keith 77, 90, 110
- Truett, Dale 76
- Tucker, Allan 109
- Tucker, Jan 228
- Turban, Efraim 76
- Turlington, Ralph 164
- Tursair Building 81, 83, 104
- Twyman, Terry 113
- United Way Campaign 73, 174, 259, 271, 428, 472
- University Advancement, Division of 413
- University Concert Choir 461
- University Forum 112
- University Nickname Committee 111
- University Outreach, Office of 154
- University Seal 335
- University Services and Continuing Education, Division of 4, 32, 69, 80, 81, 109, 110
- University Theater 112, 239
- University Tower 262, 325, 326, 382, 473
- Ural, Oktay 194, 225, 233
- Uscier, Sue 126
- Van Spiva, Ulysses 77, 131, 203
- Vaughn, Jack Hood 176, 193
- Velez, Elvira 254
- Velez, Vera 405
- Viertes Haus 95, 113, 115, 170, 423
- Vigilante, Nicholas J. 77, 227, 228, 284
- Villar, Juan 202
- Vishwanath, Baldev 369
- Visual Arts Gallery 237, 238, 304, 410
- Visual Arts, Department of 415
- Viva Las Artes 114
- Volcansek, Max 120
- Von Maurer, Bill 92
- Vos, Rob 458
- Vrana, Albert 92, 93, 264, 413
- Wagner, Patrick 398, 399
- Waldo, Dwight 346
- Walesh, Sid 174
- Walker, Rich 243, 244, 245, 370
- Wallace, Don 202
- Waltz, Susan 432
- Warren, Fuller 253
- Washington, Blondeva 253
- Watson, Maida 226, 248
- Waugh, Butler H. 28, 30, 58, 75, 76, 78, 79, 107, 110, 128, 131, 151, 429, 479
- Webb, D. Neil 89
- Webb, Dale 453, 456
- Webster, Richard 110
- Weech, Judy 374
- Weiner, Ruth E. 63, 76, 116
- Weiss, Jack J. 160
- Weltlich, Bob 371, 416
- Wertheim Conservatory 394
- Wertheim Performing Arts Center 135, 240, 415, 429, 450
- West, Joseph 457
- Whalen, Eleanor Holm 255
- Whistler, Dick 24
- White, Robert E. 249
- White, Vandon E. 60, 62, 63, 77, 131
- Wicsenthal, Simon 251
- Wiggins, Ed 73
- Wilbanks, William 229
- Wilgus, Curtis 82
- Wilke, Hannah 237
- Wilkins, Barrett 335
- Wilkins, Mira 226
- Williams, Kenneth R. 13, 71, 97, 149
- Williams, Robert 11
- Williams, Willie 63, 202, 223
- Wilson, Dave 111
- Wilson, George 254
- Winter, Robert 273
- Wisdom, Joseph 240, 369

## INDEX

- Wolfe University Center 164, 401, 406, 422  
Wolfe, Mary Ann xv, 217, 274, 306, 401  
Wolfe, Thomas L. 74  
Wolfson, Mitchell, Jr. 13, 425  
Wolfsonian Center 425  
Wolfsonian Museum 425, 426  
Women's Advisory Committee 89  
Women, Institute for 70, 115, 168  
Wonderling, Thomas H. 125, 201, 241  
Woods, Julie 82  
Woods, Sandra 228  
Woolf, Ken 77  
WRGP 430, 431  
Wright, Sonny 74  
Wyman, Harold E. 343, 420  
Wyroba, Francis 76, 113, 200  
York, E. T. 131, 143, 144, 202, 205, 264  
Young, Richard A. 328  
Yudin, Florence L. 76, 116  
Zanakis, Steve 285  
Zdanowicz, John 386, 395  
Ziff, Sanford L. 423, 424  
Zyne, Alex 152, 173, 224, 374





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