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ABILITY UNLIMITED

BY RAFE GIBBS

FROM A DESERTED AIRPORT OF YESTERDAY TO AN URBAN UNIVERSITY OF TOMORROW



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VISIBILITY UNLIMITED

From a deserted airport of yesterday
to an urban university of tomorrow

FROM A DESERTED AIRPORT OF YESTERDAY
TO AN URBAN UNIVERSITY OF TOMORROW

BY RAPE GIBBS



This nation cannot afford the luxury
of universities which are aloof from
the problems of society
— Charles E. Peery



*This nation cannot afford the luxury
of universities which are aloof from
the problems of society.*

— Charles E. Perry

Dedication

VISIBILITY UNLIMITED

FROM A DESERTED AIRPORT OF YESTERDAY
TO AN URBAN UNIVERSITY OF TOMORROW

BY RAFE GIBBS

This book is dedicated to the memory of the late Isidore Hecht of Miami, who as one of the pioneering members of Florida International University Foundation, Inc., played a pivotal role in the University's development. Isidore Hecht transferred his estate to the Department of Florida International University Foundation, Inc. in 1964. His generous contribution was a major impetus to the advancement of that com-

Art by Joseph Markley

VISIBILITY UNLIMITED



FROM A DESERTED AIRPORT OF YESTERDAY
TO AN URBAN UNIVERSITY OF TOMORROW

BY RAFF GIBBS

This station is a model of the luxury
of transportation which is a part of
the progress of society.

— Charles L. Perry

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Art by Joseph Markley

Dedication



photo by Becker

This book is dedicated to the memory of the late Isadore Hecht of Miami, who, as one of the pioneering members of Florida International University Foundation, Inc., played a significant role in the University's development. Innovator, financier and philanthropist, he was devoted to the betterment of his community. And, to him, Florida International University was a major new stimulus to the advancement of that community.

7/13/76 MG

Preface

To build a new university is to take a new look at the universe.

— George Leonard

The three years from 1970 to 1973 were among the most exciting of my life because they were spent helping to build Florida International University. It is the intent of this book to share with you that excitement — that special “Spirit of FIU” — which was generated by the dynamic Founding President, Dr. Charles E. Perry, and which proved so contagious.

“Visibility Unlimited” is not a history, but is a former newsman’s account of the molding of what quickly emerged as one of the nation’s most remarkable institutions of higher learning. It is an in-depth report, going behind the walls of the new campus on the Tamiami Trail — a story of people, and why they did what they did.

Not all those who played major roles in the development of Florida International University could be heralded in detail. This I deeply regret, but the book simply does not have a thousand pages.

The incidents covered are what I thought were interesting and significant. If some of the events chronicled here are of a lighter nature than normally prescribed for such a publication, it must be remembered that, when the insignificant is a part of the complete picture, it becomes significant.

Inspiration — and funds — to tell the story of Florida International University at this period in the young life of the institution came from the late Isadore Hecht of Miami, to whom this book is dedicated. In early 1975, when Hecht was being shown by President Perry how much had been accomplished on the campus in so little time, he commented:

“There’s quite a story here — a story that should be told in a book . . . now. I will be pleased to provide the necessary funding.”

And so Hecht did. On April 16, 1975, however, he died before he could read what he felt so strongly should be written.

In producing “Visibility Unlimited,” I had the help and cooperation of many persons. To all of them, I am very grateful. Particularly, I am grateful to Terry L. Spence, Dean of University Relations and Development, who cheerfully — and efficiently — assisted me in so many ways in making this book possible. To the busy faculty and staff members, including the very busy Founding President, who gave so generously of their time in interviews. And to Robert G. Folsom, Director of Information Services, who made available to me his voluminous and invaluable files of clippings and other information.

Also, I wish to extend warmest appreciation to my wife, Elizabeth, a former editor and newswoman, for her editing of this book — a task in which she took special interest, because, like all the wives of Florida International’s early faculty and staff members, she gave so much of herself that the University might be.

— Rafe Gibbs

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Charles E. Perry
Founding President

The Tamiami Campus



Chapter I

THE EXCITING PLACE

On the evening of June 16, 1973, sky-darkening clouds rolled from Florida's Everglades down the Tamiami Trail to settle over the newly-emerged campus of Florida International University in Miami.

As 191 graduates in caps and gowns began marching beneath the covered walkway leading from La Deuxieme Maison (Second House) to Primera Casa (First House), 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."

And 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.

On September 2, 1969, only 45 months before the University's first commencement, President Charles E. Perry and three colleagues had come to the weed-covered Old Tamiami Airport on the Trail to begin molding — academically and physically — the new state university. That beginning led to the most remarkable feat of its kind in the history of the nation — the establishment of:

- A university which was daringly predicted to open with 4,250 students, but which would actually open on September 19, 1972, with 5,667 students — the largest first-year enrollment recorded by any of the more than 2,000 universities and colleges spawned during more than three hundred years of higher education in the United States. And those 5,667 first-day students were all college juniors, seniors or graduate students. There were no freshmen or sophomores.
- A university whose enrollment would approximately double within three years, skyrocketing to more than 11,000 in 1975.
- A university which, after only two full years of operation, would win Regents' approval to become the State's largest. Indeed, the Regents would authorize it to grow to a maximum enrollment of 30,000 students — 2,500 more than prescribed for any other state university in Florida.
- A university which would promptly engage in an impressive number of international as well as community endeavors, with many of them instituted before there were full-time students on the campus.
- A university which would serve as a significant unifying force for the diverse population of Greater Miami, comparable in this respect only to the impact made by the Miami Dolphins professional football team — when it started going to the Super Bowl.

And the first commencement at Florida International in 1973 was a major achievement in itself because the University's initial commencement had been planned for the following year. But the 191 students who had earned bachelor or master degrees in the University's first year of classes were not to be slighted. They not only demanded graduation exercises, but exercises with all the pomp and circumstance which could be mustered.

"We want the works," they said.

And they got it!

But "the works" did not come easily. The new University boasted no large auditorium, but President Perry, whose practicality is laced with a streak of sentimentality, was determined that the first graduation exercises should be held on the campus.

At first, it was thought that the front steps and courtyard of Primera Casa would serve as the setting. On second thought, however, it was decided that the Sunshine State gets too many showers in June to take chances for the first commencement. The exercises had better be held inside. But where?

After careful scouting, it was determined that the only place big enough to hold the exercises was the reading room of the Library on the ground floor of Primera Casa. Two staff members blanched when they heard that. They were Howard E. Cordell, Director of University Libraries, and Wayland F. Slayton, Director of the Physical Plant.

Clearing the reading room for commencement meant not only removing a multitude of study carrels, but dismantling the carrels to get them out of the room for temporary storage. But at Florida International you did what had to be done — and quickly. The carrels rapidly faded from the scene, and folding chairs and potted palms borrowed from assorted places provided the new decor.

Then came the big night for the graduates — and more than 1,500 parents, wives and husbands, and cousins showed up to watch the graduates march across an improvised stage . . . to receive a diploma and handshake from President Perry. Everybody couldn't get into the room, but those who couldn't found sitting or standing space beneath the covered walkways outside Primera Casa. There they were able to watch the scene through Library windows while loud speakers brought them the words. And a graduate's wife, who had come with a small baby, fed the child in a Library office while she peered through the door to catch glimpses of her smiling husband.

Great pride was known on the Tamiami Trail in Miami that night!

In fact, it was great enough to startle Dr. Glenn A. Goerke, then Associate Vice President and Dean of Faculties, who was presiding at the exercises. When he paid tribute "to the parents who sacrificed so much to make these graduations possible," the graduates — as one — leapt to their feet, turned to their respective parents, and applauded them. Academically traditional? No, but as the graduate in the rain pointed out to his friend, this was a place where spirit ran high.

And those diplomas, long delayed while waiting for a state university to arise in Miami, meant so much . . .

There was, for instance, Gwendolyn Pierre, a former "Miss Black Texas." She had attended colleges in California and Texas, and, with her beauty and personality, she had it made as a charm instructor. She wasn't downgrading this career, which brought light into the lives of many women, but she wanted to do something more. She wanted to be a lawyer. So, on June 16, 1973, she completed her studies at Florida International University for a bachelor's degree in Political Science. Law school would be next.

Or there was Edith Mallinger, a native of Czechoslovakia, who had been a nurse in America since 1947, and who had risen to the position of Director of Nursing at Palm Springs Hospital, heading a staff of 300. Convinced that learning should never cease in this world of rapid change and development, she was dedicated to upgrading in-service training at the hospital. And, she believed, the Director of Nursing should set the example. Enrolling in Florida International's External Degree Program, which permitted off-campus study, she earned a bachelor's degree in Social Work.

"There is more to nursing than applying bandages," she said.

Also, there was Gabriel Valdes, "numero uno" graduate of FIU's Department of Modern Languages. In 1969, Valdes had known the joy of watching the good

earth — or asphalt — of America rise up at Miami International Airport to meet the jetliner on which he had made a "Freedom Flight" from Cuba. But in Miami, although he found many different jobs, none of them, he felt, would lead to what he wanted for a life career.

At the University of Havana, he had studied engineering. In Miami, he took night classes at Miami-Dade Community College, where he received an Associate in Arts degree. With a family to support, that ended his formal education, he thought, until Florida International University opened in 1972.

Working nights at the Doral Country Club, he was able to complete studies for his bachelor's degree. And perhaps now he would go on for a higher degree.

Thomas Wolfe, in his book "You Can't Go Home Again," wrote of "the shining, golden opportunity — to every man the right to live, to work, to be himself, and to become whatever thing his manhood and his vision can combine to make him . . . this is the promise of America." For Valdes, the promise was there because of Florida International University.

So, too, was this true for many others in that first graduating class . . . of different ethnic groups, of different ages — from 21 to 59.

In his commencement address, President Perry told the graduates:

"We of faculty and staff commend you for choosing to come to a new university, yet untried, yet untested; for your confidence in us, for your faith that we would 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."

Indeed, the machinery of the University which Dr. Perry said should have been established in Miami a quarter-century earlier was working overtime to catch up with the years. Progress and growth at FIU were such that in 1974, with 7,500 persons expected to attend the commencement exercises for 1,200 graduates on June 8, the only available place large enough for scheduling the event was the Hialeah Park Racetrack.

This was the historic site which had provided starts for many greats — Citation, Whirlaway, Nashua, War Admiral, Seabiscuit . . . But they were equine immortals, and money had been riding on their noses. So there was some question about the appropriateness of holding the exercises at the racetrack. But not in the mind of President Perry, who had had to do a lot of improvising so that the new University could get where it was. He thought it fitting "that the graduates should receive their diplomas at the track's finish line — as long as they remember that the race for knowledge is never really finished."

And perhaps no college commencement has ever been held in a more beautiful setting. The flowers and fountains, which annually draw many thousands of sightseers to Hialeah Park in addition to the betting fraternity, were at their gorgeous best. There was just one disappointment. This was the nesting season for the park's 400 pink flamingos, and they could not be disturbed to go on parade.

Tourists who had come to the park that Saturday afternoon to take the tram ride through it had to wait until the exercises were over, for the trams had been stilled. But few complained, because they could see that a very special event was in the running at the track that day. They could see it in the eyes of the graduates and parents, who were particularly proud because the son or daughter in cap and gown represented in many cases the first generation in the family ever to wear such collegiate attire.

Wives or husbands? There were many, including a particularly memorable one.

She had come with her cap-and-gowned husband and their three children,

dressed in their Sunday best on a Saturday. While her husband went to report and find his place in line, she happily pointed out park sights to the youngsters. Then her husband came striding angrily back to her, and announced:

"We're leaving! They say I haven't been certified to graduate — that I'm missing some credits."

The wife burst into tears, and the children clustered around her, asking, "What's wrong, mama?"

She only shook her head, and the family started to walk from the park.

But, meanwhile, Ronald C. Butler, Director of Academic Operations and University Registrar, had been informed of the incident. He came running up to the unhappy family.

Quickly, he went over the situation with the father, who by now had his cap and gown hidden as best he could beneath an arm.

"Look," said Butler. "An error has been made some place. I'll personally see that it's corrected later. But right now you're coming back with me to get in line for graduation."

And, indeed, an error had been made. The next Monday a professor submitted a missing grade, which gave official status to the on-the-spot, personal decision. That was most satisfying to Butler, but not as satisfying as the smile which he saw break through the wife's tears on graduation day.

You would have thought that she had just won the daily double.

Chapter II

PLANTING OF THE SEED

Standing on the campus of Florida International University today is a torch in memory of State Senator Ernest R. Graham, who first sought to establish at Miami a state university. The year that Graham made the initial proposal was 1943 — not a propitious time for such a project.

In 1943, Franklin D. Roosevelt and Winston Churchill had agreed at the Casablanca Conference on an unconditional surrender goal for World War II, but D-Day for the Normandy Invasion was still a year away. In the South Pacific, the Japanese were taking heavy air losses, but were still kings of many island hills. Throughout the United States, the main sales pitch was “Back the attack! Buy an extra bond today.”

But Senator Graham, affectionately known as “Cap” because he had been an Army captain in World War I, decided to launch a different kind of attack. A strong advocate of the public school system at all levels, Graham introduced a bill in the Florida Legislature to establish a State university “in South Florida.” To Graham, who operated a dairy and beef cattle farm on the original Miami Canal site, South Florida meant Dade County.

The county, encompassing Greater Miami, had started to boom around the turn of the century when developers concluded that its sub-tropical climate was a strong magnet to draw vacationers from the North. By 1943, the once drowsing little village of Miami had become a major metropolitan center. And over on Miami Beach there was a greater concentration per square mile of hotels and motels than in any other place in the world.

True, in 1943, it seemed that there were more young people on the streets in uniform than not. But Graham was confident that the war would end before too long, and he felt that Miami should be ready to serve the youth of the area with a state university when that day came.

He plugged hard for his bill. It did not pass.

For years the seed, which Graham with his wisdom and foresight had planted, lay dormant, although the Senator tried from time to time to nourish it with glowing words. Then, in 1956, with the youths born in the baby boom of World War II nearing college age, the Council for the Study of Higher Education in Florida urged in a report titled “Higher Education and Florida’s Future”:

“That the State of Florida prepare to serve a greatly expanding enrollment of college students in the next ten to fifteen years, and that the plans be based on an expected enrollment by 1970 of at least three times the number of students attending college in the State in 1955.”

Further, the council recommended that “immediate steps be taken to establish additional State degree-granting institutions in the Tampa Bay area and on the lower East Coast.” The Board of Control, forerunner of the Board of Regents, was urged by the Council to seek legislation in 1957 authorizing the establishment of what is now Florida International University. The council’s words were wise ones, but wise words had gone unheeded before. It was up to a freshman Legislator in 1965 to plow the legislative ground to give the seed originally planted by Senator Graham fertile soil in which it would finally sprout.

The neophyte Legislator was State Senator Robert M. Haverfield, a former Dade County Commissioner, who is now a Judge of the Third District Court of Appeal in Miami. Haverfield may have been new in the Legislature, but he was an astute attorney who knew that victory on the political battlefield required strong support on all flanks.

After preparing Senate Bill 711, he started rapping on the doors of his Senate colleagues, and persuaded 24 of them, representing districts from Key West to Tampa to Jacksonville to Pensacola, to sign as co-introducers of the bill. Thus, Senate Bill 711 was assured favorable consideration by the Senate.

The bill pointed out that "it is essential that a higher education be afforded every high school student capable of undertaking advanced study if we are to survive in the atomic and space age" and "in less than a decade more than three million people will reside in Dade County and within a fifty mile radius of the center thereof." The solution:

"Be It Enacted by the Legislature of the State of Florida:

"Section 1. The State Board of Education and the Board of Regents shall plan for the establishment of a four-year degree granting institution of higher learning in Dade County with all dispatch consistent with the needs of higher education and the availability of funds for the support thereof.

"Section 2. 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."

It may be difficult to start a snowball rolling down hill and gathering size and speed in sub-tropical Florida, but Haverfield accomplished the feat. House of Representatives members Murray Dubbin, Richard Pettigrew and Robert L. Shevin of Dade County, along with other House members, quickly co-introduced companion legislation in the House designating Dade County as the site for a new university. Then Senator Haverfield's bill was referred to the Senate Education-Higher Learning Committee, and this committee changed the bill so that instead of simply directing the planning for a new institution in Dade County, it authorized the establishment of a degree-granting college, and called on the Board of County Commissioners of Dade County to cooperate with city, county and state agencies in the establishment of the institution.

On May 26, 1965, the Committee Substitute for Senate Bill 711 by Senator Haverfield passed the Senate by a vote of 41 "yeas" and no "nays." The House of Representatives followed with its approval on June 1, and Governor Claude Kirk signed the bill into law on June 22, 1965. Florida International University was on its way, but it was like the young man who started out to set the world on fire, and had to return home for more matches. No money had been appropriated for getting the University into operation.

Senator Haverfield called for help from the late Chuck Hall, then serving as Mayor of Metropolitan Dade County. As a result, on November 15, 1966, Hall appointed the following persons to a committee for the Establishment of a State University for Dade County: Dade Commissioners Joe Boyd, Earl Starnes and Lewis Whitworth (named chairman of the committee); Frank Buchanan, Miami civic leader and banker; Thomas F. Fleming, also a South Florida civic leader and banker, and a former member of the Florida Board of Regents, and Senator Haverfield. Senator George L. Hollahan, Jr., Chairman of the Dade Legislative Delegation, authorized Haverfield to represent the Senate delegation on the committee. Then a month later Representative D. Robert Graham, son of the late Ernest R. Graham, who introduced the first bill for a university in Dade County in 1943, was added to the committee.

From the committee came a resolution asking for full Dade County cooperation, which was promptly passed by the Board of County Commissioners. Porter W. Homer, Dade County Manager, followed with a report calling for legislative action in funding. So, with Dade County giving staunch support, Senator Haverfield introduced in the Legislature on April 20, 1967, Senate Bill 419 calling for a

2.5 million dollar appropriation to permit start of construction on the new university. Included in the bill were \$240,000 for educational planning; \$260,000 for construction planning, and \$2,000,000 for the construction of the first Administration Building.

Dade Representative Louis Wolfson and others introduced a companion bill in the House of Representatives on April 21. Both the Senate and House Education committees approved the bills, but neither bill was passed because the funds called for were included in that year's Appropriations Act. Planning funds in the act were vetoed by Governor Kirk. More delay . . .

Meanwhile, however, Senator Haverfield and Representative Graham were not idle. They maneuvered to have additional "Charity Days" set aside at Tropical Race Track, with some of the proceeds to go for planning funds for the new state university in Dade County. Also, the Board of Regents allocated \$1.4 million for construction funds for the institution.

Then in 1968, through the special efforts of Senator Haverfield, Senator Robert L. Shevin of Miami, who would later become State Attorney General, and Senator Reubin Askew of Pensacola, who would later become Governor of Florida, the Legislature appropriated \$225,850 for initial planning money. Was the seed for the new university at last ready to start sprouting? Not quite.

Still to be settled was the matter of site. Ordinarily, the Board of Regents required 1,000 acres for the construction and future expansion of a new university. But where in Dade County, except out in the "boondocks," could that much land be provided at a reasonable cost? The Dade County Planning Department came up with six different possible sites, among them the Old Tamiami Airport in Southwest Miami and a piece of the long fought-over Interama property in North Miami. None of the sites, however, was anywhere near a thousand acres.

Senator Haverfield decided that it was time to hold a press conference, and he did so — on May 20, 1969. At the conference, Haverfield, who was then Chairman of the Senate Education Sub-Committee on Universities and Colleges, said:

"The need for a new State university in Dade County is urgent. The bill designating Dade as the site for such an institution was approved by the 1965 Legislature. It is almost unbelievable to me, and I'm sure to the people of Dade County, that we still haven't been advised as to when the facility will be commenced . . .

"Here we are almost at the end of the 1969 session, and planning monies provided for Dade's new state university by the 1967 Legislature have never been utilized . . .

"Unless a timetable for planning, engineering and construction at the new university has been determined by that time (end of the session — June 6, 1969), I will call together my committee, and go into the reasons that have occasioned all the delays."

Haverfield's message was clear. There would be action, or else . . .

Thus, the record shows that the birth of Florida International University was not an easy, painless one. Finally, in July of 1969, the Board of Regents, accepting two sites — the Old Tamiami Airport for a first campus and some acreage on the Interama site for a second — gave the go ahead for Florida International University.

At last, the only major metropolitan center in the United States without a State university would have one!

(Actually, the four years during which Florida International University existed merely on paper represented a relatively short time. For some universities, it took decades to blossom after establishment. The record in this regard is held by the Catholic University of Dublin, Ireland. Pope Clement V authorized its establish-

ment in 1312 — but the school was not opened until nearly three centuries later.)

By the time Florida International began operation in 1972, most Floridians had forgotten the original university bill introduced by Senator Graham in 1943 during the crucial days of World War II. But Dr. Charles E. Perry in his new role as the first president of the State university established in Dade County had been reading up on Florida history, and knew about that bill. He decided to do something about — and for — “Cap’s legislation.” As a result, there was erected on the campus with private funds the Florida International University Torch of Knowledge, Service and Understanding in memory of Senator Graham.

First lighted at the official opening of the University on September 14, 1972, the gas-fueled torch was to “burn forever.” As this was written, however, the United States was suffering a fuel shortage, and the torch was allowed to flame briefly only on special occasions.

Still, even the unlighted torch is a reminder that the glory of success comes from the courage to begin.

Chapter III

COMING OF THE FOUNDERS

For Charles E. Perry, a native of Holden, West Virginia, the beginning was on July 11, 1969. On that date, the Florida Board of Regents, meeting at Jacksonville, appointed Perry President of Florida International University.

The Regents charged Perry, the youngest person ever to be named head of a state university in Florida (he was only 32), with the responsibility of building an academic institution that would serve the vast and heavily-populated South Florida urban region. And, as if that were not enough, there was the added responsibility which came with the name the Regents had given to the new university.

In a word — “International” — the University was invited by the Regents to think beyond the confines of a region, of a state, of a nation, to the needs of the world. Indeed, the Regents dared Florida International University to be one world in viewpoint.

Despite his young age, Perry had been preparing for just such an assignment for quite a while — with some parental nudging. His parents, both school teachers in Logan County, West Virginia, insisted that young “Chuck” read an encyclopedia an hour a day. Thus, he learned about the world from Afghanistan to Zambezi.

An astute student, Perry ranked seventh in his high school graduating class of 500 without neglecting sports activities. As a senior, although standing only 5 feet 7 inches tall and weighing no more than 160 pounds after a heavy lunch, he captained the football, basketball and baseball teams.

All this got him a basketball scholarship to Bowling Green State University in Ohio. There he made the freshman basketball squad, but the varsity coach, who figured that “the spunky little kid from West Virginia” would get lost among the giants dominating a varsity game, only shook his head. So Perry turned out for football, becoming an extra-point specialist, and setting all-time school and Mid-American Conference records with his kicking.

Always in a hurry, Perry took only three years to earn his B.A. degree in History and Political Science at Bowling Green. Becoming a high school teacher in Detroit, he began studying law at nights at Wayne State University. But the legal profession lost a potential member of note when, at the age of 22, Perry was called back to Bowling Green University to serve as Admissions Counselor.

Within two years, Perry received a master’s degree from Bowling Green, started working on his doctorate at the University of Michigan’s Center for Higher Education, got promoted to Director of Admissions at Bowling Green, and met and married Betty Eleanor Laird, an attractive registered nurse, who came from Ashland, Ohio.

In 1961, an interruption was sparked in far-off Berlin, Germany, when a wall constructed between the eastern and western parts of that city precipitated an international crisis. The activation of an American Army Reserve unit by President John F. Kennedy put Perry briefly in uniform with private first-class stripes on his sleeves.

Back in civvies in 1962, Perry returned to Bowling Green, where he was moved up in 1964 to Director of Development, and a year later to Assistant to the President, then Dr. William T. Jerome III. He also continued working on his doctorate.

Then one day in December, 1966, after Perry had finished giving a speech on higher education at a Bowling Green alumni meeting in Akron, Ohio, a fellow alumnus congratulated him. The alumnus was Richard Whistler, Vice-president of Trans-General Life Insurance Company.

"You've got the same kind of enthusiasm for education that Claude Kirk has for business and politics," said Whistler.

"Who's Claude Kirk?" asked Perry. "Oh, yes, he's the fellow who is going to marry that beautiful German girl."

Whistler, who was a close friend of Kirk and had worked with him for the American Heritage Life Insurance Company in Florida, nodded.

"That's correct. Kirk has also just been elected Governor of Florida."

That did not end the matter. Whistler sent a detailed report on Perry to Kirk. It had no more than arrived when Thomas Ferguson, Executive Assistant to the Governor, asked James C. Wolf, Press Secretary (now a principal in a Miami advertising firm), to come into his office.

"Read about this fellow named Perry," said Ferguson. "Kirk wants our reactions to hiring him."

Wolf read.

"I think," he said, "that he should be hired as of yesterday."

"My sentiments, too — and Kirk's."

Soon thereafter, Perry received a letter from Governor Kirk, who stated that he was forming a new and young team, and would like Perry to come to Tallahassee to discuss the possibility of joining it. Perry replied that he was flattered but too busy to comply, which was an understatement. Another letter from Kirk. But again Perry declined the invitation to come to Florida.

The Governor, who by this time had become used to turning down applicants for state positions, was really intrigued by the young man who was turning him down. Flying to a meeting in Chicago, Kirk and Ferguson stopped off in Bowling Green. Between the two of them, they convinced Perry that he should at least become a part-time educational consultant. That arrangement lasted for several months. Then, in June of 1967, Perry was named Florida's first Special Assistant to the Governor for Educational Affairs.

Quickly, he became a key man — more importantly, a popular one — in Tallahassee.

A prolonged, statewide teachers' strike was heating up, with both Governor Kirk and the teachers reaching the boiling point of exchanging insults. Perry's job: To get the dispute off the front burner of name-calling, and return it to the back burner of reasonable arbitration. So successful was the Governor's young assistant as a roving ambassador — he really ran — that he gained the friendship and respect of many of the teachers' leaders as well as of those backing the Governor.

A United Press International newspaper report stated:

"Throughout the nagging statewide teacher strike, Perry 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."

After only one year in Tallahassee, Perry became Vice Chancellor of the State University System. Governor Kirk was unhappy about Perry switching jobs, but soon had to admit that his former educational assistant was doing well in his new role.

Then a year later, when the Regents began looking for someone to perform the monumental task of putting together a new State university at Miami — in a hurry — they gave consideration to the young West Virginian who had a knack for getting jobs done — in a hurry.

Encouraging the Regents in this regard were leaders of the Miami area, who had come in contact with Perry and thought that his dynamism was just what was needed to launch the University. Perhaps the strongest — and most persistent — support came from Don Shoemaker, Editor of *The Miami Herald*. And, to no little

degree, the power of the press was demonstrated by the Regents' decision to name Dr. Charles E. Perry the Founding President of Florida International University.

When the announcement came, *The Tallahassee Democrat* rushed into print with the only photograph of Perry it had — not exactly a flattering portrait. One side of Perry's mouth held a big cigar, and the other side was pulled downward to give him a grim look. But fortunately the *Democrat* readers who knew Perry were well aware that any grimness about him was in the form of determination. They were confident that he would get the job done.

In selecting Florida International's first three staff members to go with him to Miami to get the University under way, Dr. Perry couldn't have chosen men of more varied backgrounds or interests or temperaments.

There was square-jawed Donald L. McDowell, with a keen mind for the ramified figures on cost sheets. As a young man, he had wanted to be a writer. He could handle words well, but soon learned that he did better with figures. And, before becoming a part of Florida International's founding team, he had demonstrated this as Director of Management Information Systems for the Florida Board of Regents, as Director of Finance and Accounting for the University of Florida, and as Accounting Supervisor for General Motors Corporation at Toledo, Ohio, and Atlanta, Georgia. McDowell (now Executive Director of Operations at Vanderbilt University in Nashville, Tennessee, and the only member of the founding team to leave the University at this writing) became FIU's first Vice President for Administrative Affairs (the position now held by Dr. Harold A. Gram, who had previously headed administrative affairs at Valparaiso University in Indiana).

While working for the Board of Regents in Tallahassee, McDowell had had his eye on a position at the University of North Florida, the new State institution to be started in Jacksonville. Perry had discussed briefly with him the possibility of coming to Miami instead, but McDowell was startled one day when he returned to Tallahassee from a conference at Boca Raton, and was met by Ward Hancock of the Regents' office with the question:

"What color do you want?"

"Color for what?"

"Well, we're calling for bids on a couple of cars for the new university at Miami, and Chuck Perry says that you should pick the color."

"I don't know that I'm going to Miami."

"Chuck has decided that you are."

So McDowell rapidly shifted his thoughts from North Florida to South Florida.

Then there was Dr. Butler H. Waugh. A Phi Beta Kappa who looked like one even without a gold key dangling from a vest, he had been an Associate Professor of English at the University of Florida, Editor of *Southern Folklore Quarterly*, and Coordinator for Humanities and Fine Arts, Division of Academic Offices, State University System. By nature, he was more thoughtful than outspoken, but, when the pump was primed by a critical decision to be made, the words flowed. At Florida International, he was first named Assistant to the President, then Dean of the College of Arts and Sciences.

Dr. Nicholas G. Sileo of the trio selected by Perry not only had a Ph.D in Sociology, but a Bachelor of Divinity degree. An ordained Baptist minister, he had done extensive YMCA and other youth work besides teaching at the University of Miami.

When Perry began inquiring about Sileo, he got the same report from various persons:

"Nick is controversial — but he's a good man."

And a good man — controversial or not — who understood youth and knew the City of Miami was what Perry wanted. Sileo was appointed as FIU's first Dean

of Student Services, but later resigned this position to devote full time to teaching.

Thus, the four members of the founding corps of Florida International University — Perry, McDowell, Waugh and Sileo — represented a cross-section of academic life. 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. These factors not only had a tremendous influence in the founders' decisions on basic policies for Florida International University, but in the initial hiring of faculty and staff members — state-university oriented.

It has been generally thought that Perry chose three close friends to work with him in starting the new campus at Miami. But the opposite was true. Not only did he barely know the men, but each barely knew one another.

"Matter of fact," recalled Sileo, "in brief encounters we had had at educational meetings, we generally rubbed one another the wrong way. Later, in our early debates over courses of action for FIU, sparks often flew. But always we respected one another professionally. And, above all, there was total dedication by each person to bringing into being the best possible university — at least, what we thought would be the best."

So, if ever a university was forged from the metal of a melting pot which now and then boiled over a bit, it was Florida International. And that was good, because, if mixed metaphors might also be blended on occasion, it would be well to remember the words of Winston Churchill:

"Kites rise highest against the wind — not with it."

On September 2, 1969, the founding corps of FIU came to the Tamiami Trail to set up shop on land donated by the citizens of Dade County. Earlier, however, Perry brought McDowell to the "campus" for a preview when the two happened to be in Miami for an educational conference.

The greeting for Perry and McDowell was minimal. Here on the site of the abandoned Old Tamiami Airport there was only the chirping of a few birds among the high grass and weeds of the 344 acres which had once known the roaring of many aircraft.

The Tamiami Airport had its beginning in 1946 when the Dade County Port Authority purchased the land to provide a field for elementary flight training in civilian aircraft and for the great number of "Sunday flyers" in the area. Interest in private flying had run high ever since Glenn Curtis, who had opened the third airport in the United States at Miami in 1912, had followed up by establishing the Curtis School of Aviation there in 1912.

Not only did "Little Tamiami" prove to be an immediate success, but use of the airport steadily increased each year until by 1961 it had become the second busiest landing field in the nation. In 1960, it handled 321,605 landings and takeoffs, a greater number than at New York City, Washington, D.C., Los Angeles or, in fact, at any city except Chicago. It was a nose ahead of Miami-International's 321,017 plane movements . . . and that offered problems.

Tamiami's traffic pattern imposed on that of Miami International, just eight miles away. Thus, too much success meant that the beehive-like airport had to go. The Dade County Port Authority decided to build New Tamiami Airport some eight miles southwestward. That field was dedicated November 18, 1967, and Old Tamiami Airport, where in peak periods planes had taken off or landed at the rate of 179 an hour (three every minute), became only a memory.

Some relics of those earlier days remained. Besides the rusting frame of an airplane, there were runways, in surprisingly good condition except for an occasional pockmark, and several hangars, also fairly well preserved although

now a bit sway-backed. (One of those hangars had once housed the private plane of Arthur Godfrey, who always had trouble deciding whether he got more satisfaction out of being a pilot or an entertainer.) But most importantly, there was a control tower which had generally performed nobly in defying the elements throughout the years.

Of course, as Perry and McDowell inspected the tower, they observed that it badly needed paint, both inside and outside. More immediately, it could do with a thorough dusting. Then there were some skittering cockroaches, which also called for dusting — with bug killer.

McDowell, who was wondering how the building could be utilized as an on-campus storage facility while planning of the University was done from downtown offices, had his thoughts suddenly jolted by Perry.

"This tower," said the President, "will be the site of our first offices."

"It will be what?" gasped McDowell.

"That's right — our first offices."

"Chuck, if that's the case, we'll be sweeping the floors ourselves. We couldn't get a janitor to come to this place."

"Maybe. But this is where the University will have its beginning."

Later, McDowell said that "it was hard for me at that moment to believe that a man like Chuck Perry, who runs on image and P.R., would want to call the old tower Florida International University — even for a relatively brief period." But he understood after Perry asked how much money would be saved by utilizing the tower for offices instead of rented space in downtown Miami. When McDowell came up with a figure, Perry replied:

"I think the taxpayers of Florida would be happy about our using the tower."

It was Perry's first major decision regarding Florida International University. Shortly thereafter, he made two more decisions, both concerning the tower. It would be painted ivory, thus giving the University, which would move far from the ivory-tower atmosphere, a start in one. And, come what may, the tower would never be torn down.

"Every university should have an Old Main," said Perry.

So, in September that year, when the founding corps officially came to Miami to start the University, it was to the Control Tower they went. At first, there was no furniture, but Perry found an old packing crate which he could use as a desk, and an overturned wastebasket which became his chair.

"There was only one wastebasket, and naturally it went to the President," Sileo recalled. "Until we got a loan of some furniture from Florida Atlantic University, the rest of us sat on the stairs leading to the second floor. We wrote on pads held in our laps."

Too, it was several days before telephones were installed. When it was necessary for someone to make a telephone call, he got in a car, drove down the Tamiami Trail, and conducted the University business over the telephone of the Coral Park Delicatessen. Things have never been the same at the delicatessen since.

The new activity around the control tower almost proved the undoing of the pilot of a plane from South America. Thinking the campus was still an operating airport and having trouble with radio communications because he spoke only Spanish, the pilot swooped his craft down to a landing, saw his mistake, and, with all parts of the plane straining, hastily took off again.

The incident was not without its impact on the planning for Florida International University. It emphasized the changing character of Miami into an interna-

tional city. FIU must be geared to meet the change. For the immediate present, however, McDowell had some brightly-painted sand-filled barrels placed on the runways so there would be no further attempted landings on them.

But some confusion still remained about the place — certainly in the mind of Lynn, President Perry's daughter, then seven years old. When the pupils in her class were telling what their fathers did, Lynn proudly announced:

"My daddy works in a control tower."

Although her report was limited in scope, Lynn was one up on most Miamians who were not even aware that any work was being done in the Control Tower. This was brought home when McDowell went to a nearby hardware store to purchase a hammer and saw. (At the time, the founders were doing their own repair work.)

"Charge these to Florida International University," McDowell told the hardware clerk.

"Florida International University? What's that, and where is it?"

"Why, it's the new State university being built just down the Tamiami Trail from here. You know, where the Old Tamiami Airport used to be."

"Hum-m! Well, the boss will have to okay this — and he's not here."

McDowell got the hammer and saw — by paying cash from his own pocket.

What was even more disconcerting was learning of Miamians who were aware of the University, but doubted that it would ever get off the ground, and, if it did, would do some pretty low-level flying.

"We can't operate without community support," President Perry said. "The people not only have to know we're here, but what we're doing, why we're doing it, and just what we intend to accomplish."

So he began giving speeches — many of them — in and around Miami. The speeches did not interfere with his work, because, when he gave one, he merely extended the ordinary work day. And that was long — usually, 12 to 16 hours.

In one of his early speeches, Perry told the people:

"Institutions of higher education should give top priority toward extending their total resources to the community by offering broad-ranged education and service programs to many and varied "publics." Unfortunately, the great majority of our institutions are not doing as much of this as they could (and should) during this era of our history that is marked by great change. In fact, probably the most constant thing in American higher education during the Seventies will be change itself . . .

"Through the years higher education in this nation has seen many trends, some of which eventually became popular slogans. There was *Publish or Perish*, one of the most memorable; then there was *Research Regardless*, one that came after Sputnik. Currently, there is *Teach or Terminate* — a movement that has not yet reached its full proportions. Now, I want to propose another: *Service or Silence*. Universities in the United States are going to have to start serving, if they expect to survive as viable and creative institutions in our society.

"One hundred years ago, the Morrill Act established the land-grant colleges and universities to train people in education, engineering, agriculture, public health and the professions. And they were successful beyond anyone's wildest dreams! But over the years those land-grant colleges and universities have changed a great deal . . . One of the major roles of the new service-oriented universities in this nation — such as Florida International — and indeed, of many existing universities . . . is to have a rebirth of the land-grant tradition which will concentrate on humanizing education.

"This kind of approach means that universities are going to have to change

the way in which students are served, because they now, more than ever before, need to have their regular studies supplemented with work and life experiences that will allow them to make much more effective use of their lives. This rebirth also means that our universities are going to have to make a much stronger commitment to public service in order to help the community to meet the growing challenges of enabling people to live a full and happy life in our ever-changing society . . .

“Too, the university must help bridge the geographical and cultural gap between nations. While a great many things have been accomplished in this area, a great many more programs can be devised to involve the public . . .

“This nation cannot afford the luxury of universities which are aloof from the problems of society.”

With these remarks by Dr. Perry, Miamians began to get the picture — that not only was a new university about to rise on the Tamiami Trail, but a different university. Indeed, it would be a university different in both the thrust and scope of its teaching; different in the breadth of its service to the urban community; different in its approach to the advancement of international understanding; different — not just for the sake of being different — but to be a university better geared to meet the needs of the changing times.

Chapter IV

CHARTING THE COURSE

Among the first words penned for Florida International University to live by were those outlining its goals. They state simply, determinedly, forcefully:

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.

These words were written, edited and re-edited by President Perry after much input and discussion by a growing staff. (Mr. and Mrs. Leon J. Ell of Miami who had been instrumental in the Tamiami site selection were so impressed by the words that they provided funds to have them cast in bronze on a plaque, which now hangs at the entranceway to Primera Casa. Beneath the words is inscribed: "Presented to the University by Mr. and Mrs. Leon J. Ell with the hope that all who pass here may share in the promise of higher education as expressed in these words.")

To aid in the planning of the University, the Regents had selected the Miami planning, engineering and architectural firm of Greenleaf/Telesca. Too, various individual consultants were engaged. But basically the responsibility of putting together the University fell to the early ones who were on the regular payroll. And, although they had many disagreements, they all agreed that once the goals were clear the horizon brightened considerably.

Of course, there were dark days such as the one in October, 1969, when someone stole the University. Well, a big share of it.

When Vice President McDowell was called by police to come to the campus early that morning, he discovered that a state car, which had been parked overnight in front of the Control Tower, was minus four wheels and tires. Then, entering the building, he saw that it had been stripped of all typewriters and other office equipment.

This brought out a reporter and photographer from Miami's Channel 4 to depict for the television audience the offices without equipment, and to interview President Perry.

"Just how will this affect the University?" asked the TV reporter.

With five other things on his mind, Perry gave a quick reply:

"Well, it's a low blow to our limited budget, and could delay a bit our scheduled opening in September, 1972."

Calls of concern began to come in, and this led to Perry's often-quoted promise that "we will open Florida International University in September, 1972, even if we have to do it in tents."

With replaced office equipment and automobile wheels, the planning for the

University continued.

The Master Plan was built around the goals of the University. Really, it was three plans — The Academic and Organizational Plan, The Resource Requirements Plan, and The Campus Plan. And permeating all three plans was a basic philosophy:

“The University will be innovative in building on the traditions of the past without being constrained by them. It will attempt to be responsive to diverse and rapidly changing requirements of society without losing its integrity or attenuating its efforts. Florida International will also concentrate its resources on goals to which it can make the greatest contribution, together with the other institutions of society, in creating a higher and better quality of life.”

“We couldn’t proceed without a philosophy against which all the decisions could be weighed,” recalled Dr. Nicholas G. Sileo. “But once a philosophy was there, it was just a matter of shutting ourselves away — individually and collectively — in a kind of retreat to get operational ideas generated and on paper. And at the end of each discussion session, President Perry would always say, ‘Tomorrow I want to hear more ideas, and to see more copy.’ ”

This was said in a more relaxed later year, but it really wasn’t all that easy. Actually, the situation was an invitation to heart attacks, and some did occur. They might have happened to the persons concerned in other situations, but it was significant that they happened in this one. Even more significant was the fact that the persons who suffered the attacks were soon back on the job. Because they wanted to finish it. And because they thought it was that important.

Too, as McDowell commented:

“The throes of putting a new university together took a lot out of us, but they put a lot into us.”

Many of the discussion sessions lasted until 1 or 2 o’clock in the morning. More often than not the participants did not make it home to dinner. And then there were always the carefully-kept charts and cards, which showed what must be accomplished the next day . . . the next week . . . the next month. To keep up with those charts and cards, some of the work load had to be carted home. Trying times for the planners? Indeed, but the times were just as trying for the wives.

When the four founders were still the only members of the University’s professional staff, they decided one Friday that they had had it, and took off to Miami Lakes for a weekend of relaxation from the paper university. Ordinarily, such a weekend does not make a college history, but it is making this one, because it led to a well-deserved tribute.

“The weekend was great therapy for us, but we made one mistake,” said President Perry. “We didn’t take our wives. All Floridians owe them a debt for what they went through. And the husbands are foremost among those debt-owing Floridians.”

The University philosophy of working together with other institutions was applied early in the creating of the Master Plan. Although Florida International had been established by the Legislature as a four-year degree-granting institution of higher learning, it was decided that, because of the quality and scope of Greater Miami’s community colleges, FIU would “build a program of baccalaureate and graduate instruction based substantially upon the two-year preparation now offered by the various community colleges.”

No empire building this! Instead, just common sense applied in the best interests of the taxpayers.

Most satisfying today in regard to that decision on classes to be served is the fact that the upper-division students with community college backgrounds are

generally doing very well. And the sampling to date has been extensive, with more than 20,000 such students already having enrolled at FIU.

Many other major decisions had to be made before the Master Plan was completed. There was, for instance, the matter of the colleges and schools to be established at Florida International.

Miami, with the stepping stones of the Florida Keys extending out into both the Atlantic Ocean and Gulf of Mexico, is a natural place for a State School of Marine Biology. But the private University of Miami already had an excellent and long-established marine school. FIU would forego such a school.

Medicine? Law? Schools providing training in these fields are very expensive to operate. And again the University of Miami had long given outstanding service in the areas.

No, Florida International would stick to the basic major divisions of a state university — with one exception. That exception — the School of Hotel, Food and Travel Services — generated considerable debate in the discussions on the Master Plan.

Most of the planners felt that the number of students who would be served in this area justified only departmental status. President Perry was not one of them, and throughout all the discussions he never wavered.

Pounding a table in the Control Tower to divert attention from the clacking of typewriters and the thumping of a Xerox machine, he declared:

"We are agreed that it is essential for each student's academic program to include related, off-campus working experience wherever possible. Where else in the world can hotel, food and travel practicality be better linked to the academic than in Miami? Be assured that Florida International will become the Mecca for students seeking careers in these areas. We can settle for no less than a school."

It was suggested that more than departmental status might not be approved by the Regents.

"Then," said President Perry, "I will resign."

So the School of Hotel, Food and Travel Services was established. And by 1974 — only two years after opening of the University — the faith of Dr. Perry was completely vindicated. Awarding 225 degrees that year, the school had only one close competitor in the number of graduates — Michigan State University. Also, in 1974, the school was declared by the Regents to be one of five "Schools of Distinction" in the entire Florida State System of Higher Education.

The hardest decision for the planners to make was that, although FIU would have a School of Technology, the school would not open for service in 1972 with the rest of the University. Said Perry:

"The money simply wasn't there."

Nevertheless, the School of Technology was given detailed attention in the Master Plan, which stated:

"In assessing the needs of the community and of potential students, Florida International believes that the role it can fill is not so much in traditional scientific curricula as it is in programs which emphasize the economic, ecological, and social applications of scientific and technical knowledge. While emphasis will be on technical skills and understanding, all programs in the School of Technology will also emphasize the larger man-machine relationship, the interaction of technology and man's total physical and social environment."

The University's one college — the College of Arts and Sciences — was designed as a hub with spokes reaching out to all teaching, research and service activities of the institution. Organized around the classic academic disciplines, the

college was charged with meeting the needs of students seeking a liberal education. But it was also to help meet the needs of the University in its various other areas, from Business and Organizational Sciences to Technology.

The School of Education was to do more than turn out teachers — much more — for it was pointed out:

“The Florida Legislature has recently required that local school systems and the Department of Education assume a greater degree of responsibility for staff development in the public school systems. Florida International anticipates that county school systems will need significant assistance in designing, implementing and evaluating local programs for administration, staff and curriculum development. The emerging pattern for staff development of educational personnel calls for close, coordinated and cooperative effort among the University and various state and local education officials.”

Dean G. Wesley Sowards, who had come aboard early enough to do much of the basic planning for his own school, commented:

“On the surface, the school may appear to be pretty much like the same old wine bottles which have been on the shelf a long time. In my own mind, however, I don't think the old bottles are so bad if you put new wine in them. That's what we hope to do — put new content into the school's structure.”

The School of Business and Organizational Sciences, recognizing the need of the business community and the various governmental agencies for trained and highly skilled management graduates, would develop appropriate programs to meet this need. A major in the school would be designed to offer a general background in accounting, statistics, marketing, finance, advertising, management and business law. But there would also be opportunities for specialization in systems and organization, business communications, personnel practices and cost analysis. Too, there would be special emphasis on the international aspects of the business and industrial community.

It was decided that, at the immediate opening of the University, both the School of Education and the School of Business and Organizational Sciences would offer graduate programs leading to master degrees. This was a daring move, but one that had been so long awaited it could not be put off for a later year.

The changing times — and needs — were given special attention in the planning for the School of Health and Social Services. As the forming of the school was being pondered in the Planning Office of Florida International University (the old Control Tower), two questions were asked:

How can one respond to the admonition “Thou art thy brother's keeper”?

How, in a megalopolis era, can we as a society develop a sense of community so necessary for man's self-fulfillment?

The asker of the questions was Dr. William T. Jerome III, who, as President of Bowling Green State University, had once had Dr. Perry on his staff. Now Jerome was on the staff of Perry, for he had been tapped by his former assistant as FIU's first Academic Vice President. Jerome, who served as president of the Ohio university for seven years, said that he took the job as vice president of the new Florida institution “because I knew that under Perry it couldn't be anything else but exciting.” The answers to his two questions bore him out.

The School of Health and Social Services, it was decided, would emphasize training that is geared to providing for the total physical, emotional and social needs of each citizen. And the needs were to be met as far as possible in the sense of prevention rather than of crisis.

With the school considering both health and social services inseparable, students enrolled in the various programs, from Physical Therapy to Criminal Justice, would take a combination of broad general courses. In addition, they would pursue specialized professional courses along with clinical training and field experience. It was written in the Master Plan:

"The University is committed to the development and, when necessary, assistance for the rehabilitation of all the human resources of the community."

Since the theory and mechanics of formal course work are understood better when applied to the situations of real life, students would be encouraged to engage in related community endeavors. Thus, theory tested in practice would be available to students before graduation.

As Dr. Butler H. Waugh, one of the University's four founders, put it, "Knowledge without experience is simple speculation."

Indeed, regardless of what career in life a student might choose, the problems related to it must be known and understood. Today's university, it was felt, should be aware of the individual's needs for responsible leadership. So plans for Florida International were made with both of these factors in mind.

The planners were also aware that "the student can be left with ideas, but without the tools to implement them." At Florida International, the student would have an opportunity to learn to do his job well, because it was believed that a student should be trained as well as educated. But it was also recognized that today's training can become obsolete tomorrow. Therefore, the University would foster on the part of its students attitudes which encourage creative adaptation to change.

Because the world is becoming increasingly complex, the University would stress the importance of some kind of international experience during the college career. It might be possible for a student to coordinate a period of study in another country with his Florida International program. For most students, however, this would not be practicable, and experience would come through courses or seminars concerned with both international affairs and understanding. Not only would lecturers from various lands be attracted to the campus, but students would come from distant places. (Indeed, in its first year of operation, the University would draw students from more than 60 different countries.)

Of special interest in the planning of Florida International University was the decision to establish two centers — the Center for Urban Affairs, and the Center for International Affairs. Usually, such centers are an afterthought at a university, growing out of special programs developed at the institution throughout the years. But not at Florida International! Here the centers were born with the University.

(In 1972, the Center for Urban Affairs became a part of a newly-established Joint Center for Environmental and Urban Problems at Fort Lauderdale, with Florida International University and Florida Atlantic University joining forces to provide a regional approach to the problems. But otherwise, FIU today looks to both urban and international affairs as originally planned.)

Certainly one of the busiest persons at Florida International during the planning period was Dr. Glenn A. Goerke, who came aboard in April, 1970, as Dean of the Division of University Services and Continuing Education. An educator from Michigan, who had migrated to Florida to become Director of Academic Program Planning and Director of Continuing Education for the State University System, Goerke had a reputation for being a troubleshooter who could cope with new and varied situations after only a minimum of briefing. This was fortunate, because the Division of University Services and Continuing Education was put into

operation when planning for it was barely getting started.

It was early determined that the division would assume "responsibility for effective delivery and coordination of the resources of the University" to the wide variety of off-campus audiences. But, while the planners were still trying to work out details of operation, President Perry was continually learning of audiences which needed help — now. So he did something which no university president had done before. He instructed Goerke to get busy with community service programs — two years before the opening of the University to classes.

"There were times," Goerke recalled later, "when I didn't know whether I was coming or going."

Nevertheless, the progress was rapid. Within a few months, Goerke supervised the sponsoring of 13 major conferences on various community topics. And that was only the beginning of an ever-broadening program of community service before the official opening of the University on September 14, 1972.

(In a recent reorganization at the University — the Master Plan was never intended to be inflexible — the Division of University Services was placed under the umbrella of a newly-established division — Community Affairs. Also now under Community Affairs are the Division of Special Programs and the External Degree Program, the Division of University Relations and Development, and the Center for Environmental and Urban Problems. The division is headed by Dr. Goerke as Vice President for Community Affairs.)

Covered, too, in the Master Plan were such activities as Supporting Administrative Services, Governance, and Admission Policies. And thought had to be given to an Organizational Chart, Projected Enrollment and Projected Staffing Through 1980, Per Cent of Majors by College/School, Space Requirements, Buildings Planned Through 1980 (with priorities to be given to them and locations to be determined), Parking Requirements, Pedestrian Circulation. Details . . . details . . . They seemed infinite.

The last major sessions for developing the Master Plan were held in April, 1970, at the Indies Inn on Duck Key of the Florida Keys. There was no place on the campus where all the planners, including consultants, could get together. And, by a quirk of history, Duck Key was a most appropriate place.

Early in the Nineteenth Century, a group of settlers at Duck Key had looked to a basic of life — salt. Distilling sea water, they turned out great quantities of salt for sale, but the project collapsed when the head of the operation died. Deserted in 1837, the key remained so for more than a century until developers started building on it. Then Duck Key became a resort area.

But for the planners of Florida International, gathered in lawn chairs on Duck Key in the spring of 1970, there was no relaxing. Like the pioneer salt seekers of Duck Key, they got down to the basics — the basics of a university.

The consultants who were there were among the nation's leading educators. They included such persons as James I. Doi, Professor and Director, University of Michigan Center for the Study of Higher Education; George Kaludis, Vice-Chancellor, Vanderbilt University; J. Martin Klotsche, Chancellor, University of Wisconsin — Milwaukee; and Kenneth E. Krouse, Executive Assistant to the President, Ohio State University . . .

"They were all chosen people — chosen, to be honest, because we believed that they thought the same way we did about what a university should be," said Perry. "We were startled when we learned that this was not totally true. But we had lived both night and day with our ideas, and, when any attempt was made to knock one down, we had answers — a barrage of them. Still, although our ideas remained basically unchanged after Duck Key, the consultants made some

significant contributions which went into the final shaping of the Master Plan.”

One of the consultants, Dr. John Diekhoff of Case Western Reserve University, was inspired to write a lengthy poem on Indies Inn stationery in which he hopefully looked to Florida International to open a “world of common sense.” With the reading of this poem on the last night of the Duck Key sessions, the Master Plan was wrapped up — almost. Dr. Perry then retreated for three days to a motel on Key Biscayne, where nobody could get at him, and there he did the final writing and editing.

In September, 1970, the Master Plan was published as “The Birth of a University . . . and Plans for Its Development.” It was — and is — the Bible of Florida International.

In his introduction to the publication, President Perry wrote:

“In these pages of ‘The Birth of a University . . . and Plans for Its Development,’ we have charted the beginning course for Florida International. 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.”

Others thought so, too. From across the nation came tributes:

“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.” — Fred F. Harclerod, President, The American College Testing Program.

“I am particularly impressed with the thoroughness with which you have studied every problem involved in developing a new university.” — Leland J. Kalmbach, Honorary Chairman, Massachusetts Mutual Life Insurance Company.

“A superb job in delineating Florida International’s philosophy, goals and objectives . . .” — Norman P. Auburn, President, University of Akron.

“The document, in its entirety, is one of the most remarkable plans for a modern American university in existence.” — Newsletter of the National University Extension Association.

Also from across the nation came letters of applications for jobs — thousands of them — from educators, who, after reading the Master Plan, wanted to work at Florida International. As a recruiting tool, the plan was unexcelled.

But the real success of any publication today is marked by a pocketbook edition. And there was such demand for copies of “The Birth of a University . . . and Plans for Its Development” that an abridged, pocketbook edition had to be published. This has happened to no other university master plan.

significant contributions which reflect the leadership of the Board of Directors
for the past several years. The Board of Directors of Case Western Reserve
University is proud to have had such a distinguished group of leaders who have
dedicated themselves to the advancement of the University and its students.
The Board of Directors is grateful to the Board of Trustees for their
generous support and to the Board of Officers for their able leadership.

and ending
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Chapter V

BUILDING IN RECORD-BREAKING TIME

If you had been the president of the new State University in Miami, with your staff shoehorned into an airport control tower, you would no doubt have done as Dr. Charles E. Perry did — cast covetous glances at the vacant Biltmore Hotel in Coral Gables. But, not being Perry, you may not have pressed so hard to obtain the hotel to provide initial office space and perhaps later to serve as the site for the Center for International Affairs . . .

In the 1920's, a boom to top all booms was being experienced by Greater Miami, especially on Miami Beach where a tropical jungle was being transformed into a deluxe resort city. Everyone in the area had just bought a piece of real estate, or had just sold a piece of real estate, or was on the verge of buying or selling a piece of real estate.

This inspired George E. Merrick and his associates to start extensive developments which evolved into "The City Beautiful" — Coral Gables. Elegant homes and hotels were built, and the most elegant structure of all was the Biltmore Hotel. With its golf course, and tennis, shuffle board and croquet courts, the hotel complex extended over 19.84 acres. It went strikingly upwards, too, with a magnificent 14-story tower forming the major landmark of the new city.

For years, the Biltmore of Coral Gables was the place for socialites of the East Coast to go — to dine and dance to the music of such baton-waving greats as Paul Whiteman and Jan Garber. Then the Biltmore went under financially, and closed its handsome doors. At the end of World War II, the Federal Government took over the vacant structure to operate it as a Veterans Administration hospital. But in 1968 the Biltmore once again became an abandoned property — "until declared to be in excess of government needs."

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 Dr. Perry, after viewing the historic hostelry and envisioning students and faculty and staff all over the place, developed a strong argument for the government to turn over the property to Florida International University. He pressed his case in Atlanta, 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 — with Perry's full support — and got it.

In withdrawing any claim for Florida International University, Perry did not feel that he had lost a battle. He had helped make the Biltmore a public issue — and it would continue to be public property.

When word came early in 1970 that FIU would not get the Biltmore, Perry knew that he had to work harder to provide space for his growing staff. The Control Tower could be stretched no further.

For one thing, Florida International University got into the computer business early — on the second floor of the Control Tower. The seventh professional person hired at the University 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 — from the staff of Florida Atlantic University — and he lost no time in organizing computer operations.

The initial equipment was limited, but it still took up precious space needed for personnel. One of Edson's staffers found a place to work by extending a board from the desk of another staffer, and holding the board in place on the desk with a concrete block.

There was simply no place in the computer room, however, for Willie Mae McClain, programmer and typist. A desk had to be set up for her in a hallway next to the restroom. That wouldn't have been so bad except that her chair had to be placed in front of the restroom door. This meant that Mrs. McClain had to move every time someone went into or out of the restroom.

To her credit, she never complained — just smiled when she had to interrupt her work, and added a chuckle for good measure. If a Congeniality Contest had been held on the campus at that time, Mrs. McClain would have received every vote.

Also adding to the crowding in the Control Tower was the fact that it was the first home of the University Library. FIU's first book — a gift volume on Florida hurricanes — was duly indexed there.

Then other gifts and purchased books began to pour in for Director of Libraries Howard W. Cordell and Reference Librarian Thelma Z. (Teddy) Kassner to sort, index and shelve. They looked around for additional space, and found some in the office of Dr. Nicholas G. Sileo. Being a professor who loved books, he agreed to take in all he could. But his office did not exactly a library make.

For years, many newcomers to Florida had been satisfying the need for instant, low-cost housing by rolling trailer homes onto vacant lots. And Florida International University was a newcomer with the same need. So the University went the trailer route, renting or buying mobile "offices" to park on the campus.

Office space could be rented here and there in Miami, but that would have left the staff scattered. Besides, the trailer space came much cheaper, and money was tight.

But then came the big "break through." It developed from both foresight and the fortune of birth.

Florida International had been born into an era of experimentation with modular housing. First, homes were built piecemeal in a factory, then assembled on lots. Cheaper, quicker housing . . . This led to some experimentation with the process in constructing small office buildings. But no one had ever thought of constructing a modular office building on a college campus.

When President Perry suggested the idea, there were a lot of raised eyebrows in Tallahassee. But after all, Perry argued, Florida International would be a different university in various academic aspects. Why not in housing?

So bids were called on a modular office building. In Fort Lauderdale, the Behring Corporation was anxious to have the prestige and publicity of building the first modular structure on a Florida campus, and bid low — \$98,000, less than \$10 per square foot.

On October 12, 1970, a contingent from Florida International University, headed by President Perry and wearing hard hats, toured the giant Behring Corporation Modiflex Assembly Plant at Fort Lauderdale, and was duly impressed. In the plant, covering space the size of a city block, the FIU staffers watched workmen on an assembly line putting together the first unit of the University's 10,350-square-foot building. The unit, 12 feet wide and 44 feet long, was being assembled, complete with plumbing, insulation and carpeting. It would take 16 of these modules to form the two-story structure.

The modules did not come along quite as fast as expected, but, within a couple of months, 16 trucks, bearing the huge sections, rolled from Fort Lauder-

dale to the Florida International campus. No circus caravan ever attracted more attention in moving across country.

On the campus, the modules were swung into place with cranes — like putting together the pieces of a puzzle. Then came the joining and linking.

A further instant touch was added later. Large trees — palm and ficus — and a variety of shrubs were planted around the building. They quickly and amazingly took off with new growth. This writer recalls returning to his office in the Modular Building from lunch one day, and observing outside his window a blooming shrub which had not been there before lunch — and thinking that he was in the wrong office.

The building was ready for occupancy on January 26, 1971 — the day after Florida International's big Groundbreaking for the university's first major building. U Thant, Secretary-General of the United Nations, was an honored guest at the Groundbreaking, and was given a preview of the Modular Building by President Perry. U Thant's comment:

"If only this building process could be brought to all the underdeveloped countries of the world . . ."

Donald L. McDowell, FIU Vice President for Administrative Affairs, also had a comment:

"For \$98,000, we got 10,035 square feet of space for the next 40 years instead of rent receipts."

For a while, the building was occupied by the biggest share of the University faculty and staff. Today, it is devoted entirely to the use of the Athletic Department.

When the Modular Building became operational, the Computer Center and Library were given all the space in the Control Tower. They had room to spare — for a brief period.

The Computer Center continued to operate on a limited basis until February, 1971, serving primarily University accounting needs. Actually it was a sort of Pony Express arrangement. Data would be key-punched in the tower. Then once a week the documents would be placed in a car, and taken to Florida Atlantic University at Boca Raton, where they would be run through computers. The finished product would be returned to Florida International by mail three days later.

On February 2, 1971, however, the University set up a terminal operation, with telephonic connections to the computers of Miami-Dade Community College South and the University of Miami. This greatly speeded up operations — and took more space.

But requiring much more space was the Library. Books were coming in by the truckload.

Out in Portland, Oregon, the Richard Abel Company (now Blackwell North America) had become the nation's No. 1 gatherer and supplier of books considered to be the foundation core volumes of any college library. The books totaled some 30,000 in number, and the Abel company would send all or any part of this collection for review before purchasing.

"Send us all the books," said Director of Libraries Cordell.

And that was a primary spur to the renovation of the old hangars which had been left standing on the former airport. Eventually, all the hangars would be utilized for different University activities. One hangar, which had to be torn down, continued to serve in part, because its concrete floor was turned into an outdoor court for basketball and volleyball. But the biggest hangar became — initially — the Library. For \$35,000, this building even got carpeting. But air-conditioning was not included. Huge fans served instead.

At first, there were some problems with wildlife, which had long considered the hangar as home. Strange noises developed in the copying machine, and

investigation revealed lizards running around inside, trying to keep up with — or to dodge — the moving equipment.

Then there was Gwendolyn. It was not certain whether Gwendolyn, a mouse which peered from time to time around bookshelf corners, was male or female. But William Elliott, the new Acquisitions Librarian, thought the coy look of the mouse, upon being spotted, merited for it the name Gwendolyn. No one wanted to kill Gwendolyn, but it would not do for students, when they would first start drawing out the Library's new books, to notice nibbled corners. Gwendolyn had to go.

Fortunately, there were no students around when the massive job of assembling the books was under way. But faculty and staff members were continually calling for books.

For Reference Librarian Teddy Kassner, the big day came when a faculty member asked for a particular book, and it was handed to him within 30 seconds. Mrs. Kassner clapped her hands in ecstasy.

By the time the University opened in 1972, the Library (housed that year in Primera Casa) would have 135,000 volumes. In addition, there would be substantial holdings in federal, state, local and international documents; maps; microforms; music scores; newspapers from around the state, nation and world; institutional archives, and curriculum materials. All of these would be quickly obtainable by reference to card catalogs and other indexes. But the day back in the hangar when a requested book was provided within half a minute was the day that Florida International University first had an operating Library.

Meanwhile, the biggest building challenge at the University loomed bigger — to have ready a major structure at the opening of the institution in 1972 to provide classrooms, laboratories and other facilities for an estimated 4,250 students. If the planners had known that the number of students would turn out to be 5,667, they might have thrown up their hands. But, as it was, they just worked day and night with the conviction that it could be done.

The major load of the building demands was carried by Daniel P. D'Oliveira, Director of Physical Planning. Although not a big man, he fortunately had broad shoulders, and a genial disposition complete with a ready smile. He was well aware that Rome had not been built in a day, but he was determined to do better by Florida International. Still, in 1975, he admitted:

"We made a mistake by not starting with the staff I have now — two professionals, and two technicians. At the beginning, I was it. Of course, I got the advice and ideas of President Perry, McDowell, and all the others on hand in the early days, but the problem was finding time to carry them out."

Eventually — in February, 1971 — a Building Program Committee was appointed to give D'Oliveira support and a continuing input of ideas. This committee included, besides D'Oliveira, McDowell, Dr. Sileo, B. G. Olson, Dr. G. Wesley Sowards, Ronald G. Arrowsmith, and Keith Trowbridge. Olson, who had headed public relations at both Northwestern University in Illinois and the University of Alaska, and who had been Acting President of William Jewell College, was Florida International's first Dean of University Relations and Development. Sowards, who had taught at both Teachers College of Columbia University and Stanford University, came to FIU from Florida State University, where he had been Head of the Department of Elementary Education. Arrowsmith, Director of Administrative Services, who would later become Associate Vice President of Administrative Affairs, had been University Controller at Florida Atlantic University. Trowbridge, Director of Planning and Analysis, was a Canadian (Sarnia, Ontario) who had served as Assistant Director of Institutional Research at the University of Michigan. (In 1973, Trowbridge would resign to become a con-

dominium builder on Florida's Sanibel Island.)

These men served vital roles in the early planning of buildings for the University, but most of them were not on hand when planning had to be started for the first major building. Indeed, planning began within a couple of months after President Perry and the three other members of the founding team first arrived on the campus — long before the Master Plan was completed.

This last fact made the planning for Primera Casa especially difficult. It was known only in general terms what would be taught in the building, and what divisions would be assigned office space in it. So how did you know what space should be designed for what purpose?

The ideal way to construct a university campus is to design specific buildings for specific purposes. But the ideal was out for Florida International. Its opening date was coming too fast.

"We will just have to be prepared for multiple possibilities," said Dr. Perry.

So, even though each floor of the first major building would be the size of the playing field in the Orange Bowl, it would be designed for total flexibility. Rooms would generally be made large, with walls which could be shifted. Space originally used for classrooms could become offices, and space for offices could be converted to classrooms. And, because there would be only the one major building at the opening of the University, the structure overall would be massive.

These were the practical aspects of the planning for the building. But there was another aspect. President Perry explained in a progress report to The Florida Board of Regents, entitled "The First Thousand Days," dated July 6, 1972:

"Presidents are 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 president. If, however, Primera Casa is ever perceived as my legacy, I hope it will not be for its massiveness — impressive though its 200 thousand square feet of space may be — but rather for the attention which we have paid to creating a human scale throughout this facility to match the concern for the individual student which has characterized all our academic planning.

"To achieve this human scale and to emphasize the critical importance of the aesthetic, a noted artist and sculptor was commissioned to create a mural for Primera Casa. His 'Four Races of Man' stands as a constant — and dramatic — reminder that Florida International serves all people — rich or poor, male or female, young or old — of all races.

"Also, as part of our 'humanizing' program for Primera Casa we have included a bold color and material design for each floor. A distinctive signage program, using international symbolism for the building and the campus, should also contribute to the cultivation of a friendly and interesting environment for learning and living."

That mural to which President Perry referred . . .

He had to argue long to justify its cost of \$40,000. But today, the huge bronze and concrete mural of Las Cuatro Razas (The Four Races), thrusting boldly outward from the front of the building, never ceases to draw an appreciative glance. In time, it will have cost less than a penny a glance — very cheap, especially if the glancer draws from the mural just a little of the meaning put into it by Artist Albert Vrana of Miami. He said:

"I hope this sculpture may begin to expose the faculty and student body to a new realization of internationalism, different races and ethnic backgrounds. I chose the theme 'The Four Races' because I see in the lack of understanding between races the biggest obstacle and the continued division of the world's population. Compatibility between races is of monumental importance to the youth of today, for incompatibility stands as the largest roadblock toward a real

one world.”

As for the “humanizing” designs on each floor mentioned by Perry, they, too, have drawn a lot of attention. In fact, the attention has been world-wide. The Associated Press distributed a photograph showing a coed reading a textbook as she sat on a hallway floor beside a wall sketch of a parking meter — eight-feet high. The photograph made newspapers in Paris, Stockholm, Rio de Janeiro . . . Probably the most space was given to it in the *China Post* of Taipei, Taiwan.

Then there were two other major aesthetic achievements which President Perry did not mention in his “thousand-day” report to the Regents.

First, there was the matter of parking lots. Florida International, certainly at the beginning, would be strictly a “commuter college” with no dormitories. This meant that there would be automobiles around the place by the thousands. And how did you go about hiding them, or partially hiding them, on a campus as flat as a billiard table — or as an airport?

Perry was determined to find a way. 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.”

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 get the earth needed for the mounds; and, of course in Miami, a 20-foot-deep hole of considerable diameter turns into a lake. So the once-level airport not only acquired earth mounds, but several lakes.

What pilot would ever again try to land there?

For further enhancement — and preservation of Florida’s cultural heritage — traditional, open-sided, thatch-roofed shelters of the Miccosukee Indians were constructed beside the campus’ biggest lake. Students use them today as shady places to eat their lunches, or to study, or just to admire the scenery which could have been much less attractive if President Perry had surrendered to the automobile.

But, in a way, perhaps the biggest aesthetic achievement was getting all the power lines on the campus placed underground. At first, the Florida Power and Light Company advised that it couldn’t be done. Too expensive.

Perry called the company’s main office in Miami. He was referred to Public Affairs. The male voice which answered said:

“Gene Autry speaking.”

“Well, I’m Roy Rogers, and I’m riding my high horse,” replied Perry.

The power company official was indeed Gene Autry, a vice president of the utility, and, although he quickly realized he was not talking to Roy Rogers, there was no question about the caller being on his high horse. Autry gave him assurance that a thorough study of the matter would be made, and, as a result, the Florida International University campus today is without the distractions of power poles. Not only that, but Perry, alias Roy Rogers, and Autry have become very good friends.

In the planning of the first major building, however, it was not so much the special touches, directly or indirectly associated with it, which caused the burning of midnight oil. It was the changed touches such as deciding to add another floor to the planned four-story building — a few days before the plans were to be submitted to the Regents for approval at their meeting on the Florida Atlantic campus in Boca Raton.

Francis Telesca of Greenleaf/Telesca was mildly startled to get a telephone call at 2 a.m. from President Perry. But he was jolted into full wakefulness when he heard what Perry had to say:

"We've just learned that we're receiving some extra building money, so we want to get started right away on adding a fifth floor to the building."

"Tonight?"

"Morning will be all right. But we have to move fast if we're going to have the plans for *all* of the building ready for the upcoming Regents' meeting. Otherwise, the final approval will have to wait until the Board meets again, and we can't hold up the call for bids that long."

"I'll be out to the campus tomorrow morning — this morning, that is."

The plans, with the fifth floor included, got completed all right — in the offices of Greenleaf/Telesca at 5 a.m. the day of the Regents' meeting. The weary planners looked to freshening up and breakfast before heading for Boca Raton. Perry and McDowell would travel together early enough to make the opening of the session. D'Oliveira and Telesca would come a little later — with the plans. Because they lived on opposite sides of the city, they would drive their individual cars to the tollgate of the expressway. Then one car would be left there, and the two would proceed together.

This worked out fine, except that midway between the tollgate and Boca Raton, Telesca commented to D'Oliveira:

"I think we should have taken your car."

"Why? Have we got trouble?"

"Maybe. The gas guage reads empty. There's always some gas left when the gauge does that, but the question is whether there's enough to get us to Boca Raton."

The time set for showing the plans to the Regents was drawing near, and running out of gas on the expressway could mean a delay of a couple of hours. The car's motor continued to "purr," but Telesca and D'Oliveira listened intently for an out-of-gas "cough."

"It never came," D'Oliveira grinned, "but I thought about that saddest of old stories, 'For the want of a nail, the shoe was lost; for the want of a shoe, the horse was lost — and finally the kingdom.' "

The building plans were approved by the Regents — they were particularly impressed with the "short-order" design for the fifth floor. (Further tribute came later when the plans won a first-place award in a national contest sponsored by the Construction Specifications Institute. The building also received the Annual Award of Excellence in 1973 for the Outstanding Concrete Structure in Florida, and was featured in *College Management Magazine* for February, 1973.)

Bids were called for November 12, 1970. The opening, held at the Holiday Inn on Brickell Avenue, had all the success-or-failure tension of a theatrical first night. The architect's estimate on the cost of the building was \$7,500,000. If the low bid went over that, the plans would have to be redrawn, and new bids called. The delay would mean that the building would not be ready for the University's planned opening in 1972. The air-conditioning in the Holiday Inn's conference room did not prevent sweating by some of the 41 persons there.

D. Neil Webb, Administrator of the Division of Construction and Maintenance, State Department of General Services, opened and read the sealed bids. There were big variances, but the biggest came in the bid of McDevitt & Street Company of Charlotte, North Carolina. This company was then building the new Tampa International Airport, but, more significantly, it was also just completing construction of the J.C. Penney store in Miami's Dadeland. It wanted to keep its Miami crews and equipment busy, so it entered the low bid of \$5,678,550 — about \$1,800,000 below the estimate.

This sort of thing never happens in the wildest dreams of college presidents. But it was reality for President Perry!

You would have thought that, following the cheering, there would be a period of relaxation at Florida International University. But, instead, the tempo speeded up. With the savings on Primera Casa, the second major building, which was to be ready for the fall of 1973, could now be pushed ahead for completion late in 1972.

And, meanwhile, everybody had to get ready for the Groundbreaking ceremonies for Primera Casa, which would be no ordinary affair — not if President Perry could help it.

Chapter VI

GROUNDBREAKING ON A DAY TO REMEMBER

It was the morning of January 25, 1971, and President Charles E. Perry of Florida International University had his hands full — of folding chairs. In shirt sleeves, he was helping unload several hundred chairs from a truck for use in the Groundbreaking ceremonies which were to mark the start of construction on the University's first major building.

Toting his burden to an area newly mown of grass and weeds, Dr. Perry paused to gaze at a large black limousine turning into the campus.

"Oh, no!" he thought.

Dr. Glenn A. Goerke had been assigned to bring U Thant, Secretary-General of the United Nations, to the campus in a large black limousine borrowed for the occasion. The distinguished world leader was to be awarded an honorary Doctor of International Laws degree at the Groundbreaking ceremonies, but he had not been scheduled to arrive until an hour and fifteen minutes later. Yet there was no mistaking the vehicle rolling toward the Control Tower.

Dropping his load of chairs, Dr. Perry rushed into the tower, and quickly washed his hands and donned his suit coat. Then as U. Thant stepped from the limousine which Dr. Goerke had brought to a stop in front of the University's first "Administration Building," Perry extended his hand in warm greeting.

"Welcome, Mr. Secretary-General, to Florida International University."

"I am early," said U Thant apologetically. "I hope I am not interrupting anything."

"Oh, no," replied Perry. "You are right on time. I have a trip planned for you before the ceremonies to show you a bit of Florida — the Everglades."

And thus was international diplomacy carried out.

With a driver and U Thant's personal bodyguard in the front seat of Perry's car moving west on the Tamiami Trail, the University President and Secretary-General of the United Nations relaxed in the back seat. U Thant handed Perry a cigar, and smelled the aroma of another before placing it between his lips.

"Cuban," he smiled.

"Ah, yes — Cuban," nodded Perry.

Then, with their cigars lighted, both men puffed reflectively. On that trip — short though it was — U Thant was fascinated by what he saw, what he learned.

"Tamiami — an Indian word?"

"No," said Perry, "a condensed version of the names of the cities of Tampa and Miami. The trail connects the two."

The trail had further interest for U Thant, because as Perry explained, it was an example of what could be accomplished when a major governmental agency took over after undeveloped areas, operating under local auspices, had to give up on a project. Construction had been started on the trail in 1915, with the various small communities along it setting themselves up as road and bridge districts. But they were short on both finances and engineering know-how, and work stopped in 1918. Then, in 1926, the State Highway Department took over the construction, and the ribbon-cutting ceremony officially opening the Tamiami Trail was held on April 25, 1928.

U Thant nodded.

"The problem and the answer," he said, "are world-wide."

At a trail-side village of the Miccosukee Indian Tribe, U Thant met some of the hardy descendants of the Seminole Nation. The Seminoles were the Indians against whom Andrew Jackson started warring in 1814, and who did not sign a truce with the United States until 1934, ending the longest war in history, and

bringing undying fame to Chief Osceola. At one time, the Seminoles in Florida were down to about 150 in number, but they now total more than 1,000. U Thant was pleased to know that a people can come back.

(The Miccosukee Tribe of the Seminoles, with its own Tribal School Board, today has one of the best Indian educational programs in the nation. As this was written, a Miccosukee descendant of the famed Osceola family is a student at Florida International University. Daily he can be seen on the Tamiami Trail, riding his motorcycle to school, with his colorful Seminole jacket flapping in the wind. Osceola — on wheels!)

There was not time enough for the Secretary-General of the United Nations to take a ride through the Everglades on an airboat, but, sipping an orange drink, he sat in one, and gazed silently across the broad expanse of still waters and whispering grass. What was he thinking? That an airboat would be a useful vehicle in marsh-covered areas of his native Burma? Or just that this was a moment of peace and restfulness among the many moments of world turmoil he had known during his nine years as Secretary-General of the United Nations?

U Thant's comment as Dr. Perry drove him back to the Florida International campus:

"Memorable . . . memorable!"

As the car moved down a runway to the site of the Groundbreaking ceremonies, Perry was pleased to see that a large crowd — much larger than he had dared to hope would be there — was already on hand. The 2,000 folding chairs which had been borrowed from here and there were filled, and people were standing. When the ceremonies started there would be more than 3,000 persons in attendance — a striking contrast to some university and college groundbreakings which had been held in other parts of the nation where the spectators had just barely outnumbered the officials.

The turnout for the FIU Groundbreaking had B. G. Olson, Dean of University Relations and Development, sporting a big smile instead of the worried look he had been wearing during the past month of planning and preparation. The staging of Groundbreaking was truly an all-University affair, with every staff member and spouse having a part. Helping to plan the festivities for the affair was a special women's committee comprised of Mrs. Daniel (Diane) Heller, Ofelia Tabores Fernandez, Mrs. Theodore (Thelma) Gibson, Joan Alderman, Mrs. William T. (Jean) Jerome III, and Mrs. Charles E. (Betty) Perry. And certainly there were no busier persons than Dorothy Honea, Administrative Assistant to the President, and Ethel Hutchins, Secretary for University Relations and Development, who had the responsibility for getting out invitations, and handling a great variety of other details. But Olson was chairman of the event, and had the over-all responsibility.

Ordinarily, he knew, the media of a metropolitan center figured that a groundbreaking warranted only a "one-shot mention." But Olson urged Robert G. Folsom, an ex-newspaperman from Fort Lauderdale who had been named Director of Information for the University, to call the media daily with a new angle.

"Once a day?" replied Folsom. "For this event, I may sometimes call twice a day."

And the media, sensing like Folsom that this groundbreaking was something very special to Miamians who had waited so long for a state university, responded. Aiding and abetting in the spurring of that response, of course, was the fact that U Thant would be at the affair.

When President Perry had indicated that he planned to invite the Secretary-General to the Groundbreaking ceremonies to receive an honorary doctoral

degree, he was advised that U Thant would not take the time to come to a university which still wasn't even off the ground buildingwise. At the time, another crisis in the Mid-East was being hotly debated in the United Nations. U Thant was a very busy man.

But Perry wanted him at the Groundbreaking, and he got him. The President of Florida International was well aware that the Secretary-General had already been awarded twenty-eight other honorary doctoral degrees by universities and colleges — eighteen in the United States, five in Canada, and one each in India, the Soviet Union, Belgium, Great Britain and Ireland. But, it was pointed out, that the FIU degree to U Thant would be the first of any kind ever awarded by the University. Thus, the international figure would forever be the No. 1 alumnus of the University with "International" in its name. What could be more fitting?

U Thant said that he would come on one condition — that he would not have to say anything. Perry readily agreed to this condition, because he knew that traditional Burmese courtesy would necessitate U Thant at least saying "thank you" in more than two words.

So now U Thant was there after a sidetrip to the Everglades, courtesy of Dr. Perry.

A blistering sun beat down, and the guests were pleased that they had fans in the form of programs — brown in the color of the earth and enhanced by an artist's conception of a plow's furrows. Besides, what was a little heat to pioneers? And these people gathered here were no less.

Indeed, each guest had been presented with a card, signed by President Perry, designating the recipient as an "Honorary Pioneer of Florida International University." Even the two-year-old son of Director of Personnel Harry N. McCall, astride his father's shoulders so that he could see over the many standees, proudly clung to his card with a moist hand.

A temporary, borrowed stage on wheels had been rolled onto the campus. Emblazoned across the front were the words "DADE COUNTY PARK AND RECREATION DEPARTMENT." Someone had suggested putting bunting in the blue, white and gold colors of FIU over the words. But this was a big day for the county which had done so much in cooperating with Florida International to get it started, and it was decided that what was written was written.

Some potted palms had been placed around the stage to add a touch of splendor — without much success. But the splendor was never really intended to be in the setting. It was in the happening.

Symbolic of this were the bulldozers, steam shovels and pile drivers, poised for action not too far from the stage. Their operators had been warned not to shift a gear while the ceremonies were in progress. So the crewmen tilted back their hard hats, and squatted silently in the shade of their machines. And, although they watched and listened politely, you could see that they were just itching to get on with their part in the building of a university.

Still, as one commented later, "It was as good a show as anything they put on over in Miami Beach."

Not only was U Thant, the international celebrity there, but so, too, was Florida's newly-elected Governor, Reubin O'D. Askew, lean and young, but with a touch of gray in his hair which enhanced his thoughtful look. For many in the audience, it was the first time they had seen in person the governor who would become a nationally-recognized state leader in the years to come.

Florida International had no students at the time, of course, so the Carol City Senior High School Band, directed by Clifford L. Colnot, played the opening music. Then 60 Girl Scouts from Coral Gables, with braids and bangs and uniforms showing special care by mothers for the occasion, marched onto the

scene. Each girl carried a flag of a different country represented in the United Nations. U Thant, now seated on the stage with the other dignitaries, smiled his appreciation.

Too, as he gazed at the audience, he could clearly make out the people of many different nationalities, because the various embassies in Greater Miami had sent delegations in native garb. The Secretary-General of the United Nations felt right at home.

To sing the United States National Anthem, attractive Maria Castellanos stepped forward, pertly and proudly. A Cuban who had found refuge in Miami, she brought special meaning to the singing of the words "the land of the free."

The invocation was given by a Black leader of the community — Reverend Canon Theodore R. Gibson of Christ Episcopal Church, Coconut Grove. The occasion meant something special to his people, too.

But for no one did it mean more than it did for Dr. Charles E. Perry, the man who had guided the new university — sometimes, in fact, carried it on his shoulders — to this first major milestone. In typically buoyant Perry style, he began his welcome and remarks by stating:

"Today I stand before you in a joyful spirit . . ."

Then Perry paid tribute to those who had helped in starting the University, giving special attention to his family by introducing his wife, Betty; son, Tom, and daughter, Lynn. The attention was well-deserved.

Even while the Groundbreaking ceremonies were going on, the mind of Betty Perry was concerned with a basic university matter. She had noticed that the giant, five-story building for which ground was to be broken that day was designated in the program merely by the construction title "Multi-Purpose Building." No woman can stand anything as mundane as that very long, and, shortly after the Groundbreaking, she suggested that each major building at Florida International be given a name in a different language. As a result, although the people at the Groundbreaking ceremonies on January 25, 1971, did not know it, they were marking the start of construction on Primera Casa (First House).

There was significance to all this, because it takes the time and thought of many people to shape the character of a university. As President Perry said in continuing his opening remarks:

"We know that this is just the beginning of the University. We also know that this University cannot be built, physically or otherwise, in a day or a year or in many years, because the kind of university which we are creating must continue to grow every hour every day . . ."

"We at the University believe that the educational pioneering taking place on the old Tamiami Trail is just as exciting as it was in those early days when man and civilization came to this area. We hope that this excitement will prove to be contagious among everyone in this region and in this state.

"Man cannot stand alone. Neither can a university."

Mayor David T. Kennedy of the City of Miami was next on the program to introduce Governor Askew. Before he did this, the Mayor commented:

"Annually, we welcome many newcomers of note to our city, but today the red carpet should really be rolled out the full length of the runways on this old Tamiami Airport to welcome to Miami one of the most eminent additions in our history — Florida International University. Education has been the forge that has shaped and formed the progress of America, and, from all that we have heard that Dr. Perry and his advance staff are planning, we can expect some special progress.

"With the creation of Florida International, we are getting a university that holds promise of national and international significance . . . one that will give new

purpose and pride to our city . . . one that will not only build a greater future for Miami and South Florida, but bridges of understanding for the Americas, for the world."

Then Kennedy introduced Governor Askew as "a man who, like Florida International University, is dedicated to progress."

"There is something thrilling about participating in the birth of a new university," said the Governor, "bringing as it does the hopes for a better and more productive life for the thousands of students who will pass through its doors . . .

"The urban area of Greater Miami is one of dynamic growth with all of the complex problems attendant to fast-growing urban areas. Many families in the Greater Miami area are bilingual, and some are even multilingual. Their business and cultural interests reach southward into Latin America, as well as northward. Miami is indeed located at the crossroads of America.

"President Perry and the Board of Regents have taken note of this hemispheric influence in the naming of this institution and in the advance planning efforts. It is especially gratifying that — in addition to 'education of students' and 'service to the community' — one of the three major thrusts of this institution is 'to become a major international education center with a primary emphasis in creating greater mutual understanding among the Americas and throughout the world.' "

Stressing that the hope of the world for "a solution of the complex problems of our day and the building of understanding" lies ultimately with institutions such as Florida International University, Governor Askew concluded:

"And so our prayers are with them and, more specifically on this occasion, our prayers are for the success of what I believe will become a great institution — The Florida International University."

Brief greetings followed from six others — State Senator Robert M. Haverfield, who had been the key figure in getting the bill passed which finally established the University; State Representative Richard A. Pettigrew; Stephen P. Clark, Mayor of Metropolitan Dade County; Frank J. Callahan, President of the Greater Miami Chamber of Commerce, representing the South Florida business and professional community; Dr. Jerome P. Keuper, President of Florida Institute of Technology, representing the independent colleges and universities of Florida, and Dr. Robert B. Mautz, Chancellor of The State University System of Florida.

Florida International had been established as a "degree granting university" and now — for the first time — it was about to carry out that responsibility, the awarding of the honorary doctoral degree to U Thant. There had been some question about the granting of a degree before the University was actually open to students. But, on the other hand, there had been no question about the University giving service to the community before opening. And certainly the proposed recipient was worthy of the honor, for, as the citation pointed out, he was a man:

"Who has been a calming influence on the many-troubled waters of the world and has helped pilot ships of state safely past the shoals of war;

"Who, through the humanitarian labors of the United Nations, has brought new hope for those born into poverty and raised amid havoc;

"Who has shown great courage and wisdom in coping with the problems of the present while ever keeping before all men the vision of a brave future."

So U Thant, the man who had guided the destiny of the United Nations for a third of its life, became the first alumnus of Florida International University. Presentation of the degree was made by D. Burke Kibler, III, Chairman of The Florida Board of Regents.

It would seem that there would be little stirring of emotion in a person over

what had become routine in his life. After all, this was the twenty-ninth honorary degree for U Thant. But his dark brown eyes behind the thick lenses of his glasses seemed to take on a special glow. The whole thing had gotten to this man who had stipulated that he be permitted to remain silent on this day, and he began an impromptu address which has become a classic among his speeches:

"I noticed that the distinguished Chairman of The Florida Board of Regents, in the course of his citation, stressed the importance of setting goals for peace and for the cultural and spiritual advancement of men. These goals as you will remember, are the same goals of the United Nations, which I have had the privilege to serve for the last nine years and more. The founding fathers in 1945, when they launched the United Nations, had this in their minds. Their primary motivation in San Francisco 25 years ago was to maintain peace, and to create conditions for the maintenance of peace. In other words, there are only two primary objectives of the United Nations — to maintain peace and to build peace . . . So, in my view, the objectives of all great educational institutions and the objectives of the United Nations are identical."

Then U Thant, himself a former teacher, expressed the hope that the great universities of the world would do more to create the conditions for the building of peace:

✓ "The philosophy behind any educational system is expressed in the syllabus and curriculum and motivation. In my view, in many technological societies, there is the greatest stress on the development of the intellect, while more or less neglecting the development of the moral and spiritual qualities of life. The primary objective of the educational system in many highly advanced countries of the world today is to create doctors and scientists, to discover outer space, to go to the moon, to Mars, and to the stars.

"At the same time, the moral and spiritual aspects of life have been more or less ignored. But the moral and spiritual development of man is as desirable and as essential as the development of the intellect . . ."

U Thant called neglect in developing the fully-integrated human being "one of the tragedies of our time." He added:

"It is the responsibility of institutions of higher learning to see to it that our young men and women of today are fully integrated in their moral, intellectual and spiritual development. Only then will we be able to fashion the kind of society we want."

For the new alumnus of Florida International, the speech, which was never intended to be given, brought a standing ovation. And it was a thoughtful crowd which bowed heads as the Most Reverend Coleman F. Carroll, Archbishop of the Catholic Archdiocese of Miami, gave the benediction.

Then the actual breaking of ground took place.

As four shovels, sprayed with gold paint, were brought forward, the camera-bearing crowd encircled a small, roped-off plot of earth. This was a special plot — of fresh top-soil hauled to the site. On the FIU campus, the coral rock is close to the surface, and it was decided that the dignitaries, unused to shoveling, would appreciate the extra light touch.

There was precedent for this. On May 10, 1869, when Leland Stanford of the Central Pacific Railroad and Thomas C. Durant of the Union Pacific Railroad drove the golden spike into a laurel tie at Promontory Summit, Utah, linking the American continent by rail, there were special preparations, too. A hole had been drilled into the tie so that the spike would sink in easily.

And, indeed, each dignitary at the Florida International Groundbreaking who dug into the soil to turn it had no more trouble than Stanford and Durant. This was especially true of an honored woman, Mrs. E.D. (Carolyn) Pearce, the Regent from

Miami who had taken a keen interest in the founding and developing of the University, and had become affectionately known as "the mother of FIU." She admitted, however, to having had "a lot of practice in gardening."

A huge tent had been erected on the campus for a reception to follow the ceremonies. At the reception, the guests were to have an opportunity to meet U Thant and Governor Askew.

The reception proved to be a great success. Actually, it turned into a sort of arts festival, with representatives of the different embassies providing native dancing and singing. But neither U Thant nor Askew was there.

It was reported that an anti-Arab group had threatened to set off a bomb at the Groundbreaking because of some stands taken by the Secretary-General in the United Nations. So both U Thant and Askew were quickly escorted off the campus by security police. The two did have a chance to visit with Miamians that day at a buffet luncheon hosted by Mr. and Mrs. Frank Smathers, Jr. But they missed as fine a show of international entertainment at the campus as was ever staged in the international city.

At the Smathers luncheon, U Thant seemed unperturbed by the reported bomb threat. In fact, he was probably the most relaxed person there.

So, although a dark cloud had risen over Florida International's Groundbreaking for U Thant, the day of January 25, 1971, was, on the whole, one for him to remember. As he told President Perry in saying farewell, "I don't know when I have had such a restfully pleasant experience. I will never forget it."

Just prior to Groundbreaking, *The Miami News*, in an editorial entitled "University's Relevance Greater Than Ever," had pointed out that U Thant was far from a non-controversial figure in his administration of the United Nations. The editorial added:

"The presence of the Secretary-General (at Groundbreaking) further attests to the relevance of the new urban university . . . The central mission of the university — its relevance, if you will — is to provide a neutral arena for free thought no less than to act as an instrument for social betterment. Florida International holds out this hope.

"We welcome FIU. And U Thant."

Following Groundbreaking, assessments were made in *The Miami Herald* by various writers.

An editorial writer, in a piece entitled "FIU Spadework Unburies a Dream," concluded:

"Yesterday's Groundbreaking was more than symbolic. It fulfills a dream which South Florida has nourished for years. The reality in terms of opportunity for its young people is beyond calculation. What a day!"

Columnist Charles Whited wrote:

"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."

Another writer with a special flare — Marie Anderson, Women's Editor — took a still different slant in her "Monday Musings":

"By the time the pre-broken ground was officially broken, President Charles E. Perry of FIU should have felt right at home as a university president. He had had a union man picketing the entrance, a student carrying a protest sign, a bomb threat, and an alumnus telling him how to run the university."

The union picket to which Miss Anderson referred had been stationed on the campus to protest the Behring Corporation's failure to use union carpenters and plumbers in putting the Modular Building together; the student carrying a protest sign — he was not from FIU because the University still had no students — was anti-U Thant; the bomb threat was also due to the presence of the UN Secretary-General, and the advising alumnus, of course, was U Thant, who got a standing ovation for what he said.

Obviously, however, Miss Anderson, a native Floridian (Pensacola), who had devoted her life to chronicling the American scene, was not too perturbed about the FIU happenings. Later, from 1973 to 1975, she served as Florida International's Dean of University Relations and Development, succeeding Donald C. Mackall. (Like Olson, the first Dean, who resigned to become a lawyer in Alaska, Mackall left the University to return to his law practice in Ohio.)

Summing up, this writer, who was there, would just like to say that he ranks FIU's Groundbreaking Day along with his wedding day and V-E Day — all great.

Chapter VII

LURE OF ACADEMIC PIONEERING — AND THE CLIMATE

In 1924, Kenneth L. Roberts, who later became one of America's best-selling historical novelists, wrote a series of articles in *The Saturday Evening Post* which helped make him as well as Florida famous. In the article appearing in the *Post* of May 17, 1924, Roberts said:

"The Florida climate . . . is without question the most wonderful climate in the world. It has only one failing; and it holds this failing in common with the California climate, which is without question the other most wonderful climate in the world . . . The one great failing of the Florida — and California — climate is its occasional unwillingness to show off before strangers in the way that old residents wish it to show off. And by an old resident of Florida one means a person who has lived there more than thirty days."

By 1970, President Charles E. Perry of Florida International University was an old resident of Florida — in fact, he considered himself almost a native — but he was not worried about the climate failing to show off as an inducement to hiring personnel. He had a system. Knowing that everything is relative — especially the weather — he simply waited until the weather was disgustingly bad in the North before inviting a faculty or staff candidate in whom he was particularly interested to come to Miami for an interview. The case of Dean Gerald W. Lattin, hired in the winter of 1970-71, provided a typical example of how the system worked.

In the hiring of faculty members, from instructors to professors, President Perry insisted that the deans ask two questions of each candidate: "(1) Are you genuinely committed to teaching and to counseling students as individuals? (2) Are you willing to make the community and the world your campus?" The deans were familiar with the questions, because they had been asked them by Dr. Perry, who was the No. 1 recruiter of the top echelon personnel. He worked diligently at this, and perhaps because he had had to fight to get Hotel, Food and Travel Services established as a school, he worked especially hard in trying to hire the best possible person he could to head the division.

First, he talked with leaders of Greater Miami's tourist industry, and asked each one the same question:

"If you had to pick the three or four most outstanding educators in your field, whom would you pick, and in what order?"

Almost without fail, the name of Dr. Lattin, Assistant Dean of the School of Hotel Administration at Cornell University in Ithaca, New York, came up. And, more often than not, the name was placed at the top of the list. But usually the person recommending Lattin would add:

"I don't think you can get Gerry. He's too well entrenched at Cornell. And both he and his wife, Jean, love Ithaca."

To Perry, of course, this was a challenge. He began studiously following weather reports in the media, and the night he learned that Ithaca had had a bad snowstorm, he telephoned Lattin, and invited him and his wife to come down south. During the visit, Miami had one of those "unusual three-day coolish spells," but the weather was a bit of heaven compared with that in Ithaca. Lattin, with some nudging by his wife, became the Dean of Florida International's School of Hotel, Food and Travel Services.

Later, Lattin, who in 1974 received the Howard B. Meek International Hospitality Educator of the Year Award, commented:

"My reasons for coming to Florida International? First, was the opportunity to create from scratch my own program, and to hire my own faculty rather than

inherit one. Second, of course, was the location with the tremendous number of hotels, restaurants, air lines, cruise ships, travel agencies, etc., all in one compact area where we would be able to utilize these organizations for practice laboratories. Then there was the fact that I felt and now know that I would have 100 per cent backing and support from the President. Also, there were the three major objectives of Florida International University as stated in the Master Plan, and the general atmosphere of excitement and dedication to those objectives.

"The beautiful Florida climate? Well, I would have to call that a fringe benefit. But I must confess that both my wife and I considered it a very nice one to have."

About the same time that Ithaca, New York, was getting an uncomfortable amount of snow — in January, 1971 — Cleveland, Ohio, was being similarly harassed. So Dr. Perry also invited Terry L. Spence, Director of Admissions at Case Western Reserve University, to come to Miami. Ostensibly, the visit was for the purpose of discussing a paper Spence had written on admissions policies. But, actually, Perry was interested in interviewing Spence for the position of Director of College and School Relations.

Already stacked up at Florida International were letters and notes on more than 1,000 potential students wanting information. But the big question was: How many more potential students — anxious to get the word on FIU — were out in the big beyond? To determine the answer, a Director of College and School Relations could not be hired too soon, and the weather situation as it pertained to Candidate Terry Spence was fortuitous.

In fact, it was so hot in Miami on the day Spence came that President Perry decided to interview him in the cool of the Chez Vivian Restaurant on the Tamiami Trail. The Chez Vivian was noted for keeping its lights low. This policy contributed to the mesmerizing effect of the glow from Dr. Perry's after-lunch cigar. Spence . . . But let him tell what happened:

"By the time we left the place, Dr. Perry had me so snowed, figuratively speaking, that I had accepted a job at Florida International sight unseen. We came out of the semidarkness of the restaurant into the bright sunlight, and it suddenly hit me. What am I doing? What am I going to tell my new bride who thinks she is settling down in Cleveland? Three weeks later, we had moved 1,500 miles, based on a dream."

The prospective deans and directors who were given an "in season" luxury look at Miami did not realize it, but the look was generally subsidized out of the pockets of President Perry. The State paid only tourist airfare and an \$18-a-day supplement to fly a prospective faculty member to the campus. In Miami, especially during the season, the per diem did not go far. But Perry considered the in-season treatment important enough for him to take out a personal loan to help pay the travel expenses.

The problem was not so much in seeking candidates for positions, but in selecting them. Florida International University came into being at a time when enrollments were declining at many universities and colleges. Thus, during the ensuing dry spell in academic hiring, FIU looked like an oasis in the desert. Forty to fifty thousand persons from all over the nation as well as from various foreign countries turned to it for jobs.

Dr. Richard S. Webster, who is now an assistant professor in the School of Hotel, Food and Travel Services, but who helped in the pioneering at Florida International as Assistant Director of Planning and Analysis, commented:

"The spirit of dedication at the University developed in part from the fact that each faculty and staff member knew that he or she had been chosen from among the many."

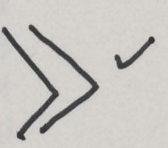
That didn't mean, however, that there was not a lot of soul-searching for many in deciding to make the move to the yet unbuilt, yet untried university in a large city. Typical in this regard was Dr. Robert C. Fisher, who, in 1971, became FIU's Director of the Division of Natural and Applied Sciences and Chairman of the Mathematics and Statistics Department.

Fisher and his wife, Jean, had just bought a new home at Columbus, Ohio, where Fisher was a highly respected member of the Ohio State University faculty. As Professor and Vice Chairman of the Mathematics Department, he had received the Ohio State Award for Distinguished Teaching.

Life was good; life was interesting. Not only could the Fishers travel by land in their car, but by water in their canoe, and by air in their private plane.

Then came the offer from Florida International University, followed by a strong sales pitch on academic pioneering.

"The primitive aspect was what got me," said Dr. Fisher. "All rational arguments such as position, prestige and money said that I should stay at Ohio. But in terms of inner satisfaction . . . of being able to express myself . . . the FIU job struck me as a wonderful opportunity.

"In the early part of your career, the important thing is to establish yourself. Then you work up to the plush office, the best secretarial help, the trappings of life that build up in a place. It's such trappings that snare you and keep you from trying things too much different. 

"It's exciting to shed those trappings. At Florida International you have a chance with a new university to re-think, to re-evaluate some of the basic issues."

Fisher was reflective for a moment, then added:

"In pulling up roots and moving to a new community, one thing is highly important — that you have an understanding and cooperative wife. Fortunately, Jean more than met that requirement."

The recruiting efforts at Florida International caused Charles Whited to observe in his *Miami Herald* column for September 1, 1971:

"President Perry's style is the driving force at Florida International. It is a blending of physical energy, articulate enthusiasm, and the hucksterism of a patent medicine man.

"Around him, he sees deeper evidence of progress than merely the rising raw concrete of the \$6 million multi-purpose building. Perry looks at buildings and thinks people, for he knows that 'too many universities are so concerned with buildings that they forget what goes into them.'

"The big push now is to build a faculty, and the magnetism of Florida International is drawing applicants from across the U.S."

Just when the magnetism of the University completely eclipsed that of the weather is uncertain, but it did. Besides, the hiring of personnel could not go on just during the winter months when Miami's climate was comparatively at its best. In fact, it even went on during one of the Perry family's rare summer vacations in the North Carolina mountains.

Dr. Perry was dismayed to learn that the cabin he had rented had no telephone. But the small town nearby did have a pay-telephone booth. And its close quarters were where Perry spent a considerable amount of his vacation time, talking with various candidates for different positions, and otherwise conducting university business as usual.

It was from this telephone booth that Perry hired the first Dean of FIU's School of Business and Organizational Sciences — Dr. John E. Lewis, Chairman of the Division of Business and Professor of Economics at the University of Alabama. Perry had recently visited with Lewis in Atlanta, but the final commit-

ments were made via telephone from the North Carolina retreat.

Lewis never held the deanship while the University was operational, however. Early in 1972, he resigned to return to teaching. This situation — of no dean — could have become critical at the opening of the University in September that year except that Dr. William T. Jerome III, Vice President for Academic Affairs, and Dr. Robert W. Ellis, Jr., Dean of the School of Technology, were able to take turns in stepping into the box and doing some pinch-hitting. Both served as Acting Dean of the School of Business and Organizational Sciences.

Today, the Dean of the school is Dr. George B. Simmons, who had been Chairman of the Department of Management at the University of Massachusetts. The international aspects of FIU interested Dr. Simmons in coming to the University, because he had taught at the Universidad de Buenos Aires and at Centro de Productividad de Monterrey, Mexico.

The University's magnetism for the internationally-minded was also a drawing factor for the first academic dean appointed at Florida International — Dean G. Wesley Sowards of the School of Education. Not only had Sowards, while at Stanford University, served as a consultant in national educational studies, but he had been a consultant in curriculum to the joint University of Tokyo — Stanford University Project on Educational Reform in Post-War Japan at the University of Tokyo, 1959-60. Too, in 1967, he had been a delegate from the United States to the Third International Curriculum Conference at Oxford University in England.

As a result, Dr. Sowards had developed a keen interest in working with other countries toward the common goal of better education. And, although he gave "the general challenge of helping build a new institution" as his primary reason for shifting to Florida International University after only two years as Head of Elementary Education at Florida State University, Sowards quickly became at FIU an educational leader on the international scene.

Under Sowards, the School of Education has developed and is offering a series of courses in comparative and cross-cultural education focused primarily on Latin America. The school has begun to establish some working arrangements with the Association of American Schools in South America. It is also participating with the Association of Caribbean Research Institutes and Universities in an attempt to develop joint efforts in the field of teacher education. In addition, individual professors have established working arrangements in various Caribbean countries, and summer study tours have been developed abroad.

The University's international potentialities also helped President Perry achieve another personnel coup which will probably become a legend in academic circles, even though the person concerned remained on the FIU staff as a full-time member for less than a year. That person was Jack Hood Vaughn.

This polished, multilingual man-about-the-world had traveled far from the little Yellowstone Trail town of Columbus in Montana, where he was born. He had served as Director of the Bi-National Center in both La Paz, Bolivia, and San Jose, Costa Rica . . . Program Officer for AID for Europe and Africa . . . Director of the AID Mission to Senegal and Mauritania . . . Ambassador to both Panama and Colombia . . . Director of the Peace Corps . . . President of the National Urban Coalition . . .

As a result, Vaughn was sought as a lecturer by colleges from coast to coast. But Dr. Perry did not want him just as a lecturer. He wanted him as a dean — of the Center for International Affairs. And that, somewhat to the surprise of both Perry and Vaughn, was what the distinguished diplomat became in March, 1972.

Unfortunately, Vaughn's tenure at Florida International was brief. Academia has long had the problem of competing salary-wise with industry, and Vaughn felt that he simply could not turn down the offer made to him to become Director of

Foreign Development for the Children's Television Workshop, producer of "Sesame Street." He resigned as Dean, but, with a part of him still on the Tamiami Trail, he agreed to serve as a consultant to FIU from time to time. That part of him which he left with the new University was his philosophy that went into the shaping of the Center for International Affairs. It was Vaughn's idea that "the goal was to make of the University as a whole an international center; and that, to achieve this, the staff of the center should serve alternately as advocate, lobbyist, convenor, planner, broker and fund raiser."

For Dr. Robert W. Ellis, Jr., the decision to come to Florida International 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."

Before coming to Florida International, Ellis had been Assistant Vice President for Academic Affairs and Professor of Engineering at the University of South Florida. A native of Richmond, Virginia, he was educationally a product of Virginia Polytechnic Institute, holding three degrees from that school. He had also done advanced studies at Vanderbilt University and the University of California at Los Angeles.

For years, engineering faculties had been for the most part a bastion of the male with a North-European heritage. Few women and few Blacks were able — or even tried — to breach its walls. But somehow, Dean Ellis, in the first year of operation for FIU's School of Technology, came up with a staff remarkable for its diversity as well as expertise. Statistically, in September, 1973, the faculty of the school had the following characteristics: Ph.D's, 72%; Blacks, 7.6%; Women, 7.6%; International, 38%; Latin, 15%.

Dr. Vandon E. White, by merely becoming Dean of the School of Health and Social Services, made history. He was the first Black dean to be hired at a State university in Florida, except at predominately-Black Florida A & M University in Tallahassee.

The media featured this fact — Ebony Magazine called special editorial attention to it — although it is interesting to note that there was no mention of race in the original announcement of the appointment emanating from FIU. The story simply quoted President Perry as saying that "Dr. White is one of the nation's most outstanding academic administrators in the field of health and social services," and then went on to provide background material to back up this statement. The author of three books on chemistry and biochemistry, Dr. 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.

In still another giant step for a state university south of the Mason-Dixon line, Dr. Perry tapped Dr. Ulysses Van Spiva, a Black, as Executive Assistant to the President. The highly capable and personable Spiva had been Assistant to the Director, 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.

"Dr. Spiva should be of great assistance to the University in achieving its goals," said President Perry.

That prediction would have been warranted if it had been based solely on Spiva's high school record in Tennessee. He was valedictorian of his graduating

class, senior class president, editor of the high school newspaper, and a letterman in football and basketball.

Executive recognition for Black women came early with the appointment of Barbara (Bobbi) Hardwick as Assistant Dean of the Division of University Services. Her philosophy was inspiration to people of all races in all walks of life: "No one can make you inferior without your consent."

Women generally began to emerge in higher echelon positions at FIU. Dr. Ruth F. Weiner from Temple Buell College, Denver, was appointed Chairperson of the Department of Chemistry in the College of Arts and 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 Dr. John DeGrove.

Other early appointments of women to major positions at the University included those of Dr. Betsy Smith, Assistant Dean of the School of Health and Social Services; Phyllis B. Cartwright, Assistant Director of University Libraries; Dr. Florence Yudin, Chairperson, Department of Foreign Languages, College of Arts and Sciences; Dr. Nancy L. Goodwin, Director of the Office of Institutional Research; Doris Sadoff, Purchasing Agent . . .

Then somewhat later (in June, 1972), Dr. Sandra Clark was appointed Dean of Student Services at FIU — the first woman to hold such a position at any state university in Florida. (Nominated by Betty Perry, Dr. Clark also became in 1974 the first student services dean to be named Florida's Young Woman of the Year.) To accept the deanship, Dr. Clark left the position of Special Assistant to the Vice Chancellor for Student Affairs and Dean for Project Planning at the University of California at Los Angeles.

At the time, she was only 34. But that didn't bother her. At 24, she had been named Dean of Women at Hiram College in Ohio. And at 26, while still at Hiram, she had turned down the presidency of a Midwestern community college, because "taking on such a post then wasn't part of the pattern I'd set for myself."

With President Perry agreeing with her philosophy that a "dean of student services should be more a consultant than a controller," Dr. Clark found cloth cut to her liking at FIU. And no doubt it was the University's pattern, woven with respect for both sexes, which a year later brought to the institution the second woman dean — Marie Anderson of University Relations and Development.

Thus, with everything considered, you would have thought that Florida International would be free from criticism regarding discrimination. But there were protests, particularly by Cuban and Jewish organizations.

Balance can be achieved easily with weights, but it is always difficult with people. Still, it was obvious — even to the most severe critics — that FIU was trying.

Chapter VIII

SERVICE THAT COULD NOT WAIT

An editorial in *The Miami Herald* of September 14, 1972, declared that the opening of Florida International University on that day would raise the curtain on a variety of activities "which will influence Greater Miami for all the years to come." But, the editorial added, this was nothing new, because:

"While getting ready for today, FIU actually has been in the education business since early 1970, offering a broad spectrum of programs through its Division of University Services and Continuing Education. Thus, it can claim the distinction of being the nation's only university to become operational without a student body."

That "only university" classification might be open to dispute, but certainly there could be no argument about Florida International being history's most thoroughly operational university without students. And it got that way in a hurry.

Volume 1, Number 1 of *The Ivory Tower*, the University's staff news letter, which came off the press October 9, 1970, contained this item:

"UPCOMING CONFERENCE: The Division of University Services and Continuing Education is about to explore another key issue of the day. With the State Department of Education and Its Division of Elementary and Secondary Education, in conjunction with Dade, Collier and Monroe public schools, FIU will present a seminar, 'Focus on Drugs,' on November 12-13 at the Deauville Hotel, Miami Beach. The division has already co-sponsored two well-attended conferences, one on environmental planning in September and the other on the arts and humanities on October 3."

Thus, even before Florida International had a regular means of communicating with faculty and staff, it was in the business of serving the community.

By July 1, 1971 — still more than a year before the opening of the University to students — the Division of University Services and Continuing Education had:

- Completed the recruitment of staff for all professional positions.
- Conducted a total of 13 major conferences. (These early conferences should not be mentioned without also mentioning Michael G. Kobasky, Coordinator for Professional and Developmental Educational Activities. He worked at high speed in making arrangements for them without missing a puff on his always warm pipe.)
- Applied for and been awarded \$650,000 in grants to carry out community and regional programs.

Biggest of the grants was for \$498,908. This was from the State Department of Education to launch a broad-ranged Social Educator's Program to assist in the education of migrant children in 23 Florida counties.

The whole idea of the program, coordinated by Glenda Benedict, was to keep the children in school — to keep them moving ahead educationally while they were moving around the country with their job-seeking parents. A major cause of migrant school children losing time whenever they changed schools was the lack of records. So the program for which FIU became responsible in Florida was primarily designed to get records flowing two ways from a computer operated by the Arkansas Department of Education.

But lack of records was not the only deterrent to education for the migrant child. Sometimes it was the lack of a pair of shoes. In this case, the Social Educator made arrangements for a visit to a shoe store where shoes were purchased for the child.

While there were funds for shoes, there was no money for a dress or pair of pants. So, when need arose for a non-funded item, the Social Educator tapped

such community resources as churches with left-over garments from last month's rummage sale. And, as both advisor and expeditor, the Social Educator went into the camps and homes to see what was needed there, and to advise the migrants as to just what services were available for meeting the needs.

Setting up a program entitled "How to Make Your Kids Smarter," the Social Educators organized a total of 114 school meetings of migrant adults to show what was being taught the children and how they could be helped at home. A special dividend of these sessions was a desire by many parents to advance educationally with their children. At Bradenton, a mother of nine children, at long last learned to read and write.

One Social Educator, Jorge Cuellar of Sarasota, even rode back to Brownsville, Texas, with a caravan of Mexican migrants to get to know them better. He learned among other things that they made only two kinds of stops on the 36-hour trip — at gasoline stations and at the establishments of a take-out food chain famed for its fried chicken. But more important, he learned just how the crew operator functioned, and how to enlist his aid in working with the children.

"We let the 33 Social Educators serving the various counties — many of them were former migrants — use their own skills . . . be creative in the way they operated," said Louis J. McManamee, who directed the overall program from a trailer on the Florida International campus. "We let them set their own times in contacting the parents — usually before 6 a.m. or after 6 p.m. — because you couldn't talk to them in the fields during working hours, let alone find them. But out of the varied patterns came a common one. Thus, the program is today being successfully carried on by the Migrant Section of the State Education Department rather than on a county by county basis."

What Florida International University did for the migrants drew wide attention. McManamee was sought for consulting advice by the states of New Jersey and Maryland, and he took Social Educators with him to both these states to explain and demonstrate what had been done in Florida.

President Charles E. Perry of Florida International was particularly proud of the program, not just because it successfully functioned before the University opened to students, but because its objectives meant so much in human values.

"With this program, we will finally know as much about migrating children as we do about migrating birds," Perry said.

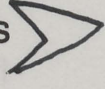
Because of Florida International's accomplishments with the Social Educator's Program, the University was asked in December, 1972, to take over the federally-financed Migrant Manpower Delivery System for Dade County. This was a \$585,000 comprehensive, family-oriented, total-service program aimed at getting migrants out of the meandering stream of life into which they had drifted, and into a self-sustaining, year-around job.

In previous administration of the program, migrants had complained of their lack of representation on a policy and decision-making board. So FIU, which had learned to value migrant input highly in the Social Educator's Program, promptly expanded the board for the Migrant Manpower Delivery System, giving the migrants a 60 per cent representation. The program quickly progressed from the stalemate of bickering to one of the nation's most effective answers to a question asked 15 years earlier by Edward R. Murrow. In a television documentary on the migrants entitled "Harvest of Shame," Commentator Murrow had asked the question, "What can be done to better their lot?"

Typical of the projects set up by FIU in giving its answer was a course to train nurse's aides. Twenty migrants — either Black or Mexican-American — started the first seven-week program, and all 20 finished it. There were no drop-outs, although taking the course meant considerable sacrifice for some of the partici-

pants.

To make the first class in the morning, for instance, Mrs. Marta Figueroa, 19, had to arise at 5 a.m., and get her three small children ready for a babysitter. But she had been working in the fields as a migrant for the last five years, and wanted something better in life. She was on her way to it the day after she completed the nurse's aide training program, beginning work as a nurse's aide at Variety Children's Hospital in Miami.

As President Perry said, "This nation cannot afford the luxury of universities which are aloof from the problems of society." 

Perry had taken to heart the words of another college president who became President of the United States — Woodrow Wilson. The one-time President of Princeton University stressed:

"It is not learning, but the spirit of service that will give a college place in the public annals of the nation . . . for service is the promise and the hope that shine in the face of all knowledge."

Then there was Florida International's role in the 1972 national political conventions . . .

During July 10-13, the Democratic Convention was held at Miami Beach. The Republican Convention, originally scheduled for San Diego, followed at the same Florida site, August 21-23. George McGovern won the presidential nomination for the Democrats, and Richard M. Nixon for the Republicans. But, in a way, the biggest news coming out of the two conventions was that they were generally as peaceful as county fairs — a marked contrast to the 1968 Democratic convention held in Chicago.

What had happened in Chicago — pitched battles between police and demonstrators — worried many Miami Beach residents, particularly the oldsters. Hippies and Yippies, planning demonstrations at the Miami Beach political conventions, assured the senior citizens that "we really love grandpa and grandma — it's ultra-conservative pop and mom in government we're after."

The oldsters, however, had more confidence in Miami Beach's husky, Cicero-quoting Chief of Police, Rocky Pomerance. Pomerance, known as the "thinking man's police chief," declared:

"I don't anticipate violent demonstrations, because I think they've peaked out. The American public has had it where violence is concerned. If nothing else, Chicago did that."

Just in case, however, \$573,737 was spent in federal, state, county and city funds for getting the police ready for the conventions. Added to the police arsenal were metal detectors for spotting hidden weapons, and such riot control gear as face shields, smoke generators, gas grenades, and plastic handcuffs with special pencils to write the name of the person arrested on the handcuffs. (A rumor circulated that 1,000 red handkerchiefs had also been ordered to wipe the blood off police nightsticks. Not true!) Electronic gear included 45 walkie-talkies, a scrambler system to prevent police radio communications from being monitored by amateur radio operators, a closed-circuit television system for surveillance in and around the convention hall, and night-vision lookouts for outside the hall.

But all this cost less than half of the supplemental funds allotted to the police in anticipation of possible trouble at the conventions. The big share of the funds — \$354,000 — went for training — training conducted in the spring and summer of 1972 by Florida International before the University had any regular students.

The training was something many long-established universities and colleges would have hesitated in providing, because, if it went sour and the conventions became centers of chaos, millions of television viewers throughout the nation would know about it immediately. But there was no hesitation at FIU — only full

confidence that the job could be done.

President Perry had no hesitation either about putting one of the youngest men on the faculty in charge of the program — 27-year-old Wayne Hanewicz, Chairman of Criminal Justice in the School of Health and Social Services. Hanewicz, who had headed criminal justice programs in Wisconsin and Montana before coming to Florida, accepted the challenge with a characteristic grin.

Assisted by Professor James L. LeGrande, young Hanewicz set up 96 hours of classroom instruction for the police at Miami Beach High School. Imported faculty members included such authorities as Dr. Gerald MacCallum, chairman of the University of Wisconsin Department of Philosophy; Law Professor Emeritus Frank Day of Michigan State University, and Professor John Klotter, Dean of the Southern Police Institute at the University of Louisville.

The police had to attend their classes during off-duty hours. For instance, one group, after racing from midnight to 8 a.m. to answer police calls, spent the ensuing four hours — until noon — in the classroom. The officers got overtime pay for this, but that did not prevent some of them from nodding as the professors lectured.

The noddors were jolted into full wakefulness on days when members of non-delegate groups were invited into the classroom to expound on their views. One of these auxiliary lecturers showed up wearing a Viet Cong pin. A young policeman, who was a veteran of the Vietnam War, stalked out. A friend followed him, but both soon returned to class.

"Keeping cool as well as the peace — that's what the training was all about," said Hanewicz. "And this required a better understanding — of the law, of the rights of demonstrators as well as delegates, of just human nature."

And, although some of the tired policemen may have missed some of the lecture points, it was the rare student who was not a better policeman at the end of the course.

"I'm looking forward to effective and humane policing of the conventions," said Chief Pomerance at the termination of the training. "We must see that the delegates are able to attain their objectives without undue disturbances or harassment. But our officers are not going to look at every youngster in sandals and long hair, and see a potential bomb thrower. There will be plenty of policing, but it will be low-key, low-profile."

And that's the way it was at both the Republican and Democratic conventions of 1972. Miami Beach police, backed up by county and state officers, had the situation under control all the way. National Guardsmen, who had been ordered to Miami Beach, did no more than stand by.

Pomerance was particularly intrigued by one side effect of the Florida International training program:

"Students around the country were impressed as they became aware of the fact that our police had been studying psychology, philosophy and political science, and had been given full college credit for this by FIU. They also accepted the fact that the course was well-structured — put together at the highest level of academic discipline — and not easy to crack. This generated more than a little respect for the policemen who proved they were not all muscle."

So, although Florida International did not open to serve regular students until September 14, 1972, it did have some special students before then. And the whole nation was impressed by the way those students applied their training.

Experts have calculated that the farmer of today can accomplish 15 times as much in a given period as the farmer of 100 years ago, and many farm crop yields have more than doubled — in some cases, tripled . . . quadrupled. Modern mechanical equipment, of course, is largely responsible for most of the savings in

labor, and new varieties of grain, vegetables and fruits, coupled with improved fertilization and growing care, are the main factors in the increased yields.

But not to be forgotten is the County Agricultural Extension Agent, who has served as the go-between of the Land-Grant colleges and universities with their agricultural research and the farmers in need of that research. The County Agent was the on-the-spot advisor, who, if he didn't know the answers, knew where he could find them. More than that, he was a willing community worker, organizing a barn raising, helping set up booths at the county fair, nursing a sick cow until the veterinarian came . . .

President Perry of FIU did not have an agricultural background, but he had read much about the Land-Grant College System started in the 1860's, and about the County Agricultural Extension Agent who was a key to the system's success. As a result, Perry was determined that Florida International would provide urban service to match the agricultural service of the Land-Grant colleges and universities, and that FIU would have its own agents — Urban Agents, that is.

Not only would they bring knowledge of better ways of doing things to the inner city, but they would be willing community workers. There would be no need for a barn raising, but there would be plenty of other assorted needs.

For the first Urban Agent, appointed early in 1971, a thoughtful, good-natured, pipe-puffing Black named W. D. Tolbert was selected. He would have looked at home leaning on a fence and talking about the rotation of crops, but he looked equally at home standing on a street corner discussing the rebuilding of city blocks.

Tolbert's job may have been the only one of its kind in the United States. Certainly there had never been anything like it in Florida. Because the job was so new, and because Tolbert had been given broad latitude to develop it as he saw fit, he admitted that he was "awed just a little bit."

Quickly, however, he decided two things. The job was not an "at-your-desk" affair, and it could not be conducted just between 8 a.m. and 5 p.m., with every weekend open for fishing.

Tolbert had no university office, but one in the downtown Model Cities development. It was a good office, but Tolbert could rarely be found in it. When he wasn't attending a meeting of some sort, he was likely to be with a group on the street — not talking much, but doing a lot of listening.

A photographer snapped a picture of a woman wagging a finger at Tolbert while she told him what she thought was wrong with the country. It was typical of the new Urban Agent scene — the new Americana.

"The first reaction of some of the people I contacted was, 'What are you bringing us?' " said Tolbert. "I told them that I was taking their problems back to the University, and that, hopefully, I would return with some answers they could use effectively."

The solutions, Tolbert knew, were not likely to come overnight, so, meanwhile, like the Agricultural Agent, he was helpful wherever he could be. For instance, in June, 1971, Tolbert was all over the place when a conference was held in Miami for Black contractors under joint sponsorship of Florida International University, the Model Cities Program, the Urban League of Greater Miami, and the Minority Contractors Association, Inc.

The new Urban Agent helped to line up speakers as well as the conference time, place and program. Indeed, he went to the top, getting John T. Douthit, Director of the Office of National Industry Promotion, U.S. Labor Department, as the banquet speaker.

The purpose of the conference was to help the Black contractors in getting more building jobs. Speakers covered topics from estimating to financing. But

Tolbert went a step further. He enlisted the publications expertise of FIU's Division of University Relations and Development in getting out a sales brochure for the Black contractors, showing what they had done to encourage others to seek their services. Widely circulated, the brochure became a model for publications gotten out by other Black contractor groups in other parts of the nation.

But it took aid in more than one project for Urban Agent Tolbert to convince fellow Blacks generally that Florida International University was dedicated to helping them as well as other minorities.

On October 16, 1971, *Liberty News*, a Black weekly newspaper published in Miami, stated in an editorial:

"It's amazing that Florida International University held the Model City Advisory Board Training Session over the past weekend. The amazing question being, why or how does a white university not totally organized, prepare elected community residents and politically appointed Board Members to handle the problems of the poor? Amazing, yes! The faculty of Florida International is or has been imported, and is totally unqualified, due to its structure . . .

"Is it that our super Black Administrators are yielding so much to the system and just forgot about the only Black College in Dade County (Florida Memorial College)? Which happens to have more qualified instructors.

"Florida International will not officially open its doors until September of 1972. Yet the university is already writing proposals and receiving funds thru Model City. This may sound strange, but it is true. *Liberty News* would like to know which of the super Black Administrators signed off on the contracts awarded to Florida International University?"

Urban Agent Tolbert, formerly the Director of Community Relations at Florida Memorial College, read the *Liberty News* editorial in his Model City office as he puffed thoughtfully on his pipe. He would have to get over to the Florida International campus to discuss the matter with Assistant Dean Bobbi Hardwick of University Services and Continuing Education, who had been a leader of the three-day workshop for Model City's new 26-member governing board, and was highly respected among fellow Blacks of the community. He might also talk with Dr. Vandon E. White, Dean of the School of Health and Social Services, who had recently been featured in *Ebony Magazine* as a Black educator of distinction. But for now, he would just go out on the street to check with Blacks in the area on what he might do to help them that day.

Then, about three weeks later, another conference was scheduled in the Control Tower on the Florida International campus. This one was a seminar for faculty members and administrators seeking answers to the question "Why Are There Still Slums in Dade County?" Blacks from throughout Greater Miami were invited to attend, and to "tell it like it is." Welcoming them, President Perry declared:

"Be assured that Florida International University is dedicated to working with the Blacks of this area. We are not only seeking to learn their problems, but to become involved with them in finding solutions to those problems."

When the seminar ended, Dewey Knight, Assistant County Manager, expressed appreciation on behalf of the area's Blacks. He said:

"The spirit demonstrated at this session indicates the value of more sessions. At this one, you heard from us. At the next one, we want to hear from each of you."

So, although the Urban Agent Program was not an overnight sensation — in fact, it did not come along nearly as rapidly as hoped for — the old-fashioned, neighborly spirit of helpfulness and the keeping of one's cool could not be denied. Gradually, the Urban Agent idea took hold in Greater Miami's Black community.

In 1975, the American Council of Education was commissioned by Congress to conduct a study on the effectiveness of Title I funds. The activities of Agent Tolbert, utilizing such funds, were rated by the council as No. 1 in the nation for doing the most to help people in relation to budget (\$19,000 annually).

The second Urban Agent scheduled to be employed when funds became available was one to work with the migrant population. But, with the broad spectrum of services provided by Florida International's other migrant programs, the need for this appointment was not so pressing, and was held up.

Meanwhile, however, Dade County's Hispanic population had grown in astronomical proportions due primarily to the influx of Cuban refugees displaced from their homeland. Using Spanish surnames as a basis for analysis, nearly 30 per cent of the county's total population is now of Spanish descent. In addition to the Cubans, there are a significant number of Puerto Ricans and a Mexican-American community consisting largely of migrants. Also, there are many others who have immigrated from the Caribbean, and from Central and South America. In brief, Greater Miami has become bicultural and bilingual. In many parts of Miami proper, there are signs in stores reading "Spanish Spoken," and in stores of the Little Mariano area of Hialeah the reverse is true — "English Spoken."

Through the assistance of Federal, State, local and private agencies, many of the basic needs of the Spanish speaking sector have been dealt with. Progress has been evident throughout the community, bringing it to a level now requiring the utilization of educational resources. So, in 1975, Florida International hired an Hispanic Urban Agent — the nation's first — with funds provided by a \$20,800 grant from the Knight Foundation, Inc. The new Agent was Luis J. Lauredo, a native of Cuba, who had been working on his master's degree in public administration at FIU and serving as Executive Assistant to Mayor Maurice Ferre of Miami. Said Dr. Glenn A. Goerke, the University's Vice President for Community Affairs:

"Through the implementation of the Hispanic Urban Agent program, Florida International will provide the catalytic agent to bring the resources of higher education to the people, to assist them in becoming more knowledgeable about the community, and to help them to become greater assets to it."

In time, there will be other Urban Agents. There will be experts on subjects from transportation to drug addiction.

Dr. E. A. (Hank) Giordano, who helped pioneer the work of the Division of University Services and Continuing Education, first as Associate Dean and later as Dean before returning to State duties in Tallahassee, commented at the start of the Urban Agent program:

"Our interest is in the community, and we will work with any group to help solve its problems. In the area of the arts, for example, the University may be able to assist in acquiring financial aid. We may also be able to serve as mediators between differing groups."

Thus, the Urban Agent Program spawned at Florida International was simply the old Land-Grant College System brought up to date. By any standards that system had been fantastically successful in the past. And no one was more confident than President Perry that FIU, given sufficient funds, personnel and time, could make history do some significant repeating.

Indeed, the mission of service which Perry had set for Florida International University was a major factor in winning for him national recognition . . .

Late in 1971, a group of distinguished Americans met in Tulsa, Oklahoma. They included Ralph Nader, champion of the consumer; Melvin Laird, United

States Secretary of Defense; George Bush, United States Ambassador to the United Nations; Burton E. Beck, President of Eli Lilly and Company, and Ronald G. S. Au of Honolulu, that year's National President of the Jaycees. Their task: To sift through the resumes of more than 3,000 candidates, and to select the Ten Most Outstanding Young Men of America, annually honored by the United States Jaycees.

The men selected for 1971 included the candidate of the Coral Gables Jaycees — Dr. Charles E. Perry. The judges, of course, were immediately impressed by Perry's meteoric career, which had moved him in only 10 years from public school teacher to university president — the youngest in the nation. They noted, too, his outstanding record of personal service in holding key educational policy posts. These included Executive Director of the Florida Commission for Quality Education, Chairman of the Governor's Education Advisory Council, Chairman of the Council for Junior College Affairs, Executive Secretary of the Florida Education Council . . .

But what made Perry a standout in America was that he was a young man in a hurry — a man who could not wait for the university he headed to open to students before starting to serve the people.

On January 14, 1972, Perry and his wife, Betty, went to Indianapolis to attend the two-day awards ceremonies, and wished that they had brought along warmer clothing. The temperature in Indianapolis hovered around 15 degrees below zero. But the ceremonies were a warming experience, particularly so that year because among the award winners was Larry B. Kirk of Aurora, Colorado. Although Kirk had lost both legs and an arm while serving in Vietnam, he was active both in business and civic improvement affairs. At one time, in fact, he was on the board of directors of seven community organizations.

Each of the ten men, whose ages ranged from 32 to 35, made brief comments when accepting the award — a silver statuette showing two right hands clasping to symbolize that "the hope of mankind lies in the hands of youth and action."

In his remarks, President Perry quoted Oliver Wendell Holmes that "life is action and passion," and said that he accepted the award on behalf of "all the young men of this nation who have dared to share the action and passion of their time." In stressing the theme that dedication to service must be constant, Perry stated that "without a deep concern for our fellow man, one's life is like a dry leaf in the winter wind."

Back in the city where Perry had proven so quickly to be anything but a "dry leaf," *The Miami News* commented editorially:

"Selection of Dr. Charles Perry as one of the outstanding young men in the nation comes as no surprise to those who know of his outstanding work in the Greater Miami community. While he has been a resident little more than two years, the president of Florida International University has proven himself a dynamic contributor to education, cultural and civic processes that make Miami a good place to live."

Chapter IX

NEW PATHS FOR EDUCATION

Florida International University was unique in the rapidity with which it bloomed. But perhaps more important, it was special in many of the things it did in the blooming process, and in the way it did them.

There was, for instance, the manner of planning curriculums. No attempt was made by the top administrators in BF — Before Faculty — to determine courses to be offered. The administrators felt that this was a matter for those who would be teaching the courses or heading the departments concerned. So early in the organization of the University — starting back in 1970 — faculty cadres were hired.

Members of these cadres, if not exactly founders of the University, qualify as pioneers who helped to shape its destiny. Certainly no little credit is due them for the full accreditation of Florida International on December 11, 1974, by the Southern Association of Colleges and Schools — a goal reached in the shortest time period possible for a new university.

The faculty cadre of the College of Arts and Sciences included:

Dean Butler H. Waugh, Harry T. Antrim, Richard A. Dwyer, Robert C. Fisher, Richard H. Konkell, 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 Sciences:

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.

The members of these faculty cadres prepared position papers on the courses planned for their areas, and discussed them at group sessions — generally during noon hours while munching hamburgers or pizzas at short-order restaurants near the campus.

A decision reached in a noon-hour conference of the College of Arts and Sciences was non-traditional enough to raise more than a few eyebrows. The college in the University that had “International” for its middle name would not require students to take courses in a foreign language in order to graduate.

Dean Butler H. Waugh pointed out:

“The legitimate objectives of elementary foreign language study can be achieved more efficiently, directly, and cheaply by some other kinds of study. The University takes its international responsibility too seriously to think that it can be discharged by a simple, uniform requirement. Much of the argument for the study of foreign language is indirectly aimed at increasing the appreciation of our own language and culture. This aim can be directly achieved by the study of linguistics,

comparative study of societies and religions, and by practice in writing and speaking English.”

Dr. Richard Dwyer, Director of the college's Division of Humanities, added:

“The extensive time required for study would detract from other areas of interest and possible specialization.”

Typical of some adverse reactions was a “Letter to the Editor” in *The Miami Herald*:

“I was shocked to learn that Florida International University will not require a foreign language for graduation. In my own experience, I have found both French and Spanish invaluable in both the conduct of my business and in understanding cultures of various lands . . .”

The writer of this letter would be pleased to know that today, although the College of Arts and Sciences is adhering to its non-traditional policy eliminating a foreign language as a graduation requirement, courses in Modern Languages are among the most popular at the University. Many students are taking enough work in a language to be able to communicate in it, and to understand the cultural background which spawned it. And that is what international relations are all about.

The academic decision at Florida International University which probably generated more discussion than any other was in regard to the grading system. For more than a century, the merits of shifting from the “A-B-C-D-F” system of grading to one of “Honors Credit-Credit-No Credit” had been expounded in academic circles. It was pointed out, for instance, that the latter system encourages students to learn for the “right reasons” rather than to learn for an A, B or C . . . encourages them to venture outside their major field without the fear of a grade point average disaster. By 1970, however, when the matter first came up for discussion among faculty members and administrators at FIU, only 2 per cent of the nation's institutions of higher learning had veered from the alphabetic system. Change comes hard when it is linked with tradition.

Florida International had no tradition to overcome, but there were arguments against breaking with the tradition of most other universities and colleges. Personnel directors hiring graduates like to check grade averages. Likewise universities and colleges admitting graduates for advanced studies want to know exactly how they fared in undergraduate studies.

So Florida International decided to engage in a widely-watched experiment with two systems that had one thing in common — no “F.” 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, School of Health and Social Services, and School of Independent Studies, however, opened with an Honors Credit (HC), Credit (CR) and No Credit (NC) system.

How did this experiment work out?

“There was a minimum of difficulty in employer requests for alphabetical grades where there were none,” said Ronald C. Butler, Director of Academic Operations and University Registrar. “Certainly, no graduate failed to get a job because of non-alphabetical grading. In transferring to other institutions for advanced studies, some graduates had difficulty in explaining the lack of a grade-point average. This, however, was never a serious problem except in the case of one graduate trying to get into the law school of his desire. Still, from an overall point of view encompassing the fact that there were two systems for one university, the experiment was not generally accepted by faculty and students.”

Consequently, as this was written, Florida International University was turning to the alphabetical grading system for all divisions — without an “F.”

Instead of the "F," there would be "No Credit." Generally, Florida International was bowing to tradition, but important was the fact that it had dared to join a relatively few other institutions of higher learning in experimenting with the non-traditional.

Among other variances from the customary academic pattern at Florida International was the "competency or performance-based" study program adopted for the School of Education. In 1970, there were at the most only 25 schools in the nation using this method, but it looked good to Dean G. Wesley Sowards and his faculty. They decided to give it a try.

Under the system, a student is told at the outset what he must know and what he must be able to do in order to graduate. The goals, based more on experience than theory, are continually updated by input from educators both on and off the campus. Most important, checking on the student is more from observance in teaching laboratories than from paper and pencil tests. And only after a student has proven himself in the laboratories is he allowed to do practice teaching in an area school.

"In effect," said Dean Sowards, "the system has a built-in wind tunnel in which the student can test the stress and strain of teaching."

The program took a bit of selling to Florida International's first students in Education, because there were no old students to tell them that "it really works." But now the students are generally enthusiastic about it, and so are school administrators who are anxious to hire the products of the innovative system. (One-fourth of all the new teachers employed by the Dade County system in September, 1974, earned their degrees and eligibility for certification from Florida International University.)

Indeed, the system which the School of Education at Florida International helped pioneer is today being rapidly and widely adopted throughout the United States. Various states, notably New York and California, have mandated its use.

There were other departures from the traditional — some following rising national trends — such as the granting of credit for life work experience. Many of Florida International's students would be older than average, would have learned much while earning a living. This knowledge would be evaluated, and due credit given. At the time Florida International University was being established, almost two-thirds of the nation's institutes of higher learning had started granting some credit for knowledge and skills previously acquired in unconventional ways. But Florida International gave more emphasis than most to this method of learning.

Typical was the case of Bill Orr, Florida's widely-known painter of harness-racing horses, who found he had a lot more college credit than he thought after rounding up evidence. This included books he had illustrated, films he had made, and proof that he had taught art for four years at Florida Technological University.

Or there was Peggo Cromer, who got credit for life experience doing freelance photography and running a ballet school.

Easy credits? Indeed, not. Explained Orr:

"The profs at FIU asked me lots of questions, and I was lucky in knowing most of the answers. They were clever. They'd drop names, and if I didn't know them, they knew I didn't know that area of art."

If practical experience was valuable to the student, it was also valuable to the teacher. So it was determined that where practicable — and as much as budget allowed — adjunct professors, representing various professions in the Greater Miami area and beyond, would be engaged to supplement regular faculty.

With its adjunct (and visiting) professor program, Florida International in 1973-74 became the first university in the nation to have on its faculty the prime

minister of a foreign country — the Honorable Errol Barrow of Barbados. For three months, Barrow taught a course on "Conflict and Cooperation in the Caribbean."

"There's something wrong with a prime minister and a country if the prime minister can't leave for three months," he said. "I feel sorry for those leaders who can't leave for even a few days because they don't know if they'll have a government to go back to."

The Prime Minister of the island nation in the Eastern Caribbean summed up his teaching experience at Florida International:

"It was most rewarding. I'm sure I learned as much or more than the students."

Perhaps the most significant decision in veering from the traditional was to establish at Florida International University the first External Degree Program for the State of Florida.

The program initially began to take form on a winter's night in 1970 in Philadelphia — on a wet napkin. The napkin was the only piece of paper on which to write at a table of a hotel cocktail lounge, where three men were discussing educational needs, following attendance at an all-day national conference on the subject. The three were Dr. Glenn A. Goerke, then Associate Dean of Faculties at Florida International University; Allan Tucker, Vice-Chancellor for Academics of The State University System of Florida, and Dr. Jules O. Pagano, who had held various top positions in adult education for 20 years, including Director of Adult Education in the United States Office of Education, and would eventually become Dean of the School of Independent Studies at Florida International.

Seeking to work out a feasible External Degree Program for Florida, the three took turns writing and drawing diagrams on the wet napkin. Before they were through, the napkin was almost devoid of any white space and very difficult to decipher, but it was carried as if it were the original copy of the Declaration of Independence to Dr. Goerke's room.

There the three men began to transcribe the words and diagrams from the napkin onto hotel stationery. And, in time, the napkin nucleus became a 15-page report to The Florida Board of Regents, which approved it to establish Florida's External Degree Program to be administered by Florida International University. Later, Dr. Pagano, assisted by Eric S. Katz, refined the program. Further refining was done by Dr. Dabney G. Park, Jr., Assistant to the President of Staten Island Community College, upon being named in January, 1973, Director of the External Degree Program at Florida International.

When the program was first announced, Dr. Pagano explained that it would "afford an opportunity for students who are unable to attend regular classes to obtain a Bachelor of Independent Studies degree." Sometimes referred to as the "University Without Walls," the program provides degree opportunities through a combination of independent study, media programming, testing, seminars and short courses at locations away from the campus. An individually designed study plan, encompassing the arts, sciences, humanities, and other academic and professional studies, is structured on an individual basis for each student.

Students have included an Irish monk, the wife of a North Florida watermelon farmer, an actress from Ireland's Abbey Theatre, policemen, nurses, retirees, young parents . . .

There were various problems in establishing the program, with funding a major one. Applicants the first year totaled 371, but only 107 could be accepted. Still, in October, 1973, Dr. Pagano could proudly report the awarding of 23 degrees — to students who simply could not make it to a college or university campus in the traditional manner. To date, the total of external degree diplomas awarded is 327.

By 1974 — the second year after opening — Florida International had more than 1,200 students enrolled in off-campus credit courses in the four-county area of Dade, Broward, Monroe and Collier. Included among the more than 90 courses offered were complete bachelor's degree programs — in Business Administration and Hotel Administration at Homestead Airbase, in Nursing at Naples Community Hospital, and in Criminal Justice at Broward Community College, Fort Lauderdale.

"Florida International is too young to have developed permanent off-campus study centers," explained Dr. James D. Wells, Director of Credit Activities and School Service Center, "so classes are taught wherever the space becomes available."

At the Naples hospital, a unique program was set up, with faculty from Edison Community College teaching freshman and sophomore courses, and faculty from FIU advanced courses. The hospital refers to the program as its "Upward Mobility Plan of Action."

Florida International was also quick to follow the relatively new trend of American universities and colleges in sharing more than just their athletic fields with the community and with one another. Among the cooperative programs adopted were:

- An arrangement whereby Barry College students could study dietetics at FIU.
- A joint Consumers Institute for research, education and forums, involving educators from Florida International and the University of Miami as well as the community.

As Louise Montgomery put it in a *Miami Herald* article, Florida International was doing its part to help erase "the lines that once marked off college and university campuses from the world — and from one another."

In establishing institutes at the University, a basic philosophy was followed. It was: "All institutes should be expressions of the mission of Florida International University as articulated in the Master Plan to provide educational service in the developing needs of the community." At the same time, the idea was to broaden the horizons of the participants, to make them cognizant of the conditions affecting their lives, 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 were:

- Institute for Development of Human Resources
- Institute for Labor Research and Studies
- Institute for Women
- Instituto Cultural Cubano
- International Institute for Creative Communications
- Real Estate Institute

The Institute for Labor Research and Studies got under way before the University opened in 1972, and has been going strong ever since.

Labor programs flourished at universities and colleges in the Depression Thirties. Then, during and following World War II, most of the programs faded from the academic scene. Only recently has there been a revival, and Florida International University has been in the forefront of it — both in this country and abroad. (The Labor Institute has held workshops in the Bahamas in organization and American labor history under the sponsorship of the Bahamian Workers Council.)

Successful labor schools conducted by the institute at Miami in 1974 and at Tampa in 1975 caused Arthur Halgren, State Vice President of the AFL-CIO, to comment:

The Foundation Trustees thought a potamological laboratory was a good idea . . . tangible . . . needed. But there was one catch. Funds were not available for immediate disbursement.

This bothered one of the Trustees especially — Pepe Avayu. He motioned Director of Development Ted Peck to a corner.

“That whatever laboratory cannot wait for us to find someone with \$2,000,” said Avayu. “Here is my check for \$2,000.”

Formal dedication of the Florida International University Potamological Laboratory was held on April 17, 1974. Dignitaries at the ceremony included R. B. Fordyce, Mayor of Miami Springs; Henry Milander, Mayor of Hialeah; Thomas Homberger, Executive Director of Miami River Intercity Board, Inc.; Kenneth Mackenthun, Director of the Water Criteria Division of the Environmental Protection Agency, Washington, D.C. — and Pepe Avayu.

Among the speakers at the dedication were Lorus and Margery Milne, distinguished naturalists and authors of 34 books, who were serving as visiting professors in the School of Technology. Their remarks were significantly titled:

“Fresh Water for Life.”

Chapter X

VISIBLE MARKS OF A UNIVERSITY

“What is it — a beauty school?”

To Terry Spence, Director of College and School Relations, and Douglas Hartnagel, Articulation Officer, the question was the most disconcerting one asked them in their efforts to get the word out on Florida International University — to learn just how many students would be interested in attending the institution, and just what their fields of interest were.

Early in 1971 — more than a year before the University’s opening — Spence and Hartnagel set up booths wherever someone would allow them free space — primarily on community college campuses and in shopping malls. A main point of attack — Hartnagel had just completed a tour of duty in Vietnam, and was inclined to use Army terms — was in Miami’s Dadeland Mall.

It was at an FIU booth there, between a display of new automobiles and a stand selling colorfully-patterned Key West neckties, that a girl in hip-hugging jeans asked the beauty-school question. Hartnagel blushed with a pained expression as if he had just been asked whether the United States Army was using bows and arrows, so Spence thought he had better answer the question.

“No,” he said. “Florida International is a new state university which will open in 1972 on the Tamiami Trail. It will offer courses leading to bachelor and master degrees in . . .”

But the girl in the tightly-fitting jeans was already moving on, feeling the material of a Key West necktie.

The main problem, as Spence and Hartnagel saw it, was lack of information material, especially on specific courses to be offered, to hand out to persons interested enough to ask questions. At first, there were only copies of typed sheets containing general information on FIU — its history to date, philosophy and broad academic structure. Of course, in keeping with Florida International’s name and its Miami setting, the information was printed in Spanish as well as in English:

“HISTORIA — Florida International University fue establecida por un acto, de la legislatura en Junio 22, 1965, pero sus clases no empezaran hasta Septiembre de 1972 . . .”

Also, Spence had some mail-back, questionnaire cards printed on which prospective students could indicate their interests, and educational background. The cards promised that “necessary forms and information will be mailed when available.”

But when would that be? That was the big question.

The deans by then were so busy recruiting faculty members and following through on dozens of other organizational matters that they had little time to put on paper such things as course offerings and rules and regulations. So Spence enlisted the aid of colleagues in the Division of University Relations and Development — College and School Relations then came under that division — and “catch-as-catch-can” interviews were conducted with the deans. Their ideas were written up, and returned for editing. Fact sheets — typewritten like the original handout on the University — emerged on each school and college. This was progress, with public relations continually spurring the policy-making process to keep the fact sheets updated. But publications-wise, Florida International still didn’t look like a university — not even like a first-class beauty school.

Then midway in 1971 came the first big break-through — a printed, two-color brochure. It had no pictures, because there was still nothing on the campus to

photograph, but it had architect's drawings of proposed buildings, and of the campus — as it would look in 1980.

Because of limited space in the brochure, the thrust of the University which was to have such an impact on the educational scene was summed up in about a hundred words:

"Florida International University is dedicated to challenging the best in you, the student.

"New and unfettered by tradition, the University offers a blend of higher education's proven features of the past and innovations of the present in looking to a better future — your future.

"In all its planning, the University is giving first consideration to your growth and self-development as an effective member of the larger society. Going beyond the walls of the classroom, the University is developing programs in various areas to include off-campus, real-life experience. It is also developing programs to broaden your international understanding. The University's Center for Environmental and Urban Affairs and Center for International Affairs are being designed to help you keep current on world problems and progress, and a distinguished faculty is being recruited to work closely with you."

As a starter, 35,000 of the brochures were printed. But this was only a warm-up. The brochure had to be reprinted again . . . and again. Many Miamians who never had any intention of going to college were simply curious. Still, the brochure contained tear-off, questionnaire cards, and they began to come back by the hundreds, by the thousands.

It was soon evident that the original estimate of 4,250 students for the opening of the University was too low. The estimate was upped to "about 5,000."

When is a university a university?

This question has many answers. Certainly, Florida International, with its pre-opening service programs, was a university long before there were students. But, to a prospective student, a university is a university only when he or she can peruse a catalog of the institution.

FIU had to have a catalog as soon as possible, but most faculty members would not be hired until midway in 1972, and many course offerings could not be determined until they were. So it was decided that Florida International would first get out an Introductory Catalog in 1971, then issue a supplementary Course Catalog in the summer of 1972, several months before the opening of the University.

Getting out an Introductory Catalog did not seem too forbidding a task — at first — but there were problems:

- Everything had to be done from scratch.
- Some major policies had not yet been decided, and changes were being made in others.
- The University Registrar — Ronald C. Butler, who later became Director of Academic Operations — had been hired, but he was still not aboard, and had to produce his copy in North Carolina.

Problems, indeed, but they all became minor compared with the one that developed with the printing firm which got the job. Low bid for the Introductory Catalog was submitted by an Orlando printer, who gave assurances of prompt action.

Galley proofs came quickly and were quickly returned all right, but days and weeks passed without any sign of page proofs. Repeated telephone calls to Orlando brought the response from a secretary at the printing plant:

"The page proofs will be on their way to Miami shortly."

But they never came. Meanwhile, Spence and Hartnagel were continually dropping into the office of FIU's Catalog Editor. Their plaint:

"We are getting flak from hundreds of people — thousands of them — because we are not providing the promised catalogs."

Their comments were mild compared with those of President Perry.

More calls were made to Orlando. Same answer. Then a secretary from an academic office walked into the Catalog Editor's office, and dropped a bombshell:

"That printing plant in Orlando which is supposed to be getting out the Introductory Catalog . . . Well, my husband couldn't find work in Miami, and got a job in an Orlando plant across the street. He says the printing plant ran into financial difficulties, and has been shut down. At least, the plant appears to be virtually deserted."

Six quick strides took the Catalog Editor into the office of President Perry.

"Take the next plane to Orlando," Perry told the Catalog Editor. "If it is true that the printing plant is not operating, pick up the catalog copy, and bring it back. We'll get another printer. If the plant is operating, stay there until you have checked all page proofs. In fact, stay there until the catalog is actually running off the presses."

Later that day, the Catalog Editor entered the Orlando printing plant, and was pleased to find that it was in operation.

"But," said the printer, "I don't know when we can get on the catalog. You see, we've had some difficulties. The plant has been closed, and that has put us way behind. Screams are coming from all over the State. For instance, the State Game and Fresh Water Fish Commission has run out of fishing licenses. We were supposed to have the new ones printed weeks ago."

"Look," replied the Catalog Editor. "I'm an ardent angler myself, but the licenses can wait. If the fishermen can't get licenses to fish in Florida's lakes and streams, they can always try the ocean or gulf where no licenses are needed. But you can't fish for university students anyplace without catalogs. I'm not leaving this place until the Introductory Catalog is rolling off the presses. Those are my orders from President Perry, and I intend to carry them out."

The printer shrugged.

"How about coming out to my place for dinner tonight, and we'll get to work on the catalog in the morning."

So for two days the Catalog Editor breathed over the shoulders of everybody concerned with the catalog — from typesetters to pressmen. And finally, the Florida International University Introductory Catalog began to roll off the presses.

This writer heaved a giant sigh of relief, for, among other things in those early, hectically high-pressure years of FIU, he was the Catalog Editor.

In 1971, the United States was becoming more and more hopelessly entangled in the jungles of the Vietnam War. On the home front, crime and drug addiction and pollution were rising. Job openings for many college graduates, particularly in the field of education, were declining. Altogether, the year did not offer the brightest prospects for young people, but the opening statement to them by President Perry in the Introductory Catalog was typically optimistic. Perry was the spirit of Florida International University, so he really gave of himself when he wrote:

"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. Florida International 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."

Not only was the Introductory Catalog published in 1971, but Director of College and School Relations Spence started circulating to community colleges a monthly publication called the "Articulator." This publication was designed primarily to keep the information in the Introductory Catalog updated. Counselors were apprised of each new policy and change, of courses which were added to or subtracted from the curriculum.

Too, Florida International was from the beginning imbued with the philosophy expressed by President John F. Kennedy:

"If a free society cannot help the many who are poor, it cannot save the few who are rich."

So, in 1971, Donald C. Smading, Assistant Dean of Student Services for Financial Aid and Career Planning, got out a folio on work-study opportunities, student loans and scholarships which would be available at the University. The fledgling University was lean on scholarships, but the number would grow, and Florida International wanted the poor to know that they had a fighting chance at the state institution rising on the Tamiami Trail.

With the Introductory Catalog, Articulator and Financial Aid Folio in circulation, student interest picked up rapidly. Again the estimate on enrollment for the opening of the University was changed from "about 5,000" to "more than 5,000."

Still, Spence and Hartnagel, FIU's roving ambassadors, wanted something more to help in telling the story of the University.

"All right," said President Perry. "We'll make a movie on FIU."

"Good. But to have rapport with prospective students, the movie should have students in it," replied Spence. "And we don't have any."

"Then we'll use community college students and others who are thinking about completing their college studies," said the President. "They can tell what the coming of Florida International means to them . . . about their hopes . . . their aspirations."

Consequently, the University enlisted the aid of Arthur H. Simons, a Miami marketing executive, who was a staunch supporter of FIU in general and of its President in particular. (He was the one who said that "whether Chuck Perry is a man for all seasons, only time will tell; that he is a man of his times is, however, already quite evident.") Simons had his staff produce a 13-minute movie entitled "The Beginning." And, sure enough, although short on campus scenes, the movie was long on shots of youths expressing themselves.

With publications and a movie out, Florida International was definitely making an impression on the Southern Florida scene. But then came the real attention-getter.

In the United States today when somebody has a cause, attraction or service to promote, he gets out a bumper sticker. The sticker may only state, "IF YOU CAN READ THIS, YOU ARE TOO CLOSE." But the words sink into the subconscious of the bored driver behind the sticker-bearing car stopped at a red light.

So how about a bumper sticker for Florida International University?

President Perry asked for ideas on catch phrases, and got them by the dozen. He turned them all down. Then one day, while doodling with his heavy, blue-ink pen, he scrawled the words "FIU in '72."

"That's our bumper sticker," he said.

The sticker, gotten out in 1971, became the best known one in Greater Miami. Not only that, it got around the globe, showing up, among other foreign places, in France. Articulation Officer Hartnagel, visiting the parents of his bride-

to-be in Paris, posted one beside the Eiffel Tower. Some near-sighted persons, both in this country and abroad, misread the wording as "FLU in '72." But the sticker never failed to get attention — and to lead to discussion.

The most visible mark of the new university, of course, was giant Primera Casa rising beside an old airplane runway. Standing then starkly alone as a major building on the campus, it looked even bigger than it was — and that was very big (200,350 square feet of floor space).

Motorists passing on the Tamiami Trail slowed their cars to gaze in wonder, and to speculate on just what would develop from that building. But the most speculation came from residents of the little town of Sweetwater across the trail, on the other side of the Tamiami Canal. Their speculation was sparked once a week by bits of conversation picked up in one of the town's two local bars.

Each Friday evening, the founders of Florida International adjourned to the Sweetwater bar to pour pitchers of beer as they talked over the happenings of the past week and all that had to be done the next week. As they sat in the bar beside the Tamiami Canal, they did not realize that they were emulating the pattern established hundreds of years ago by the founders of England's Oxford University when they dropped in at a tavern on the Thames River to quaff ale and to discuss their progress — in Latin as well as in English.

Fortunately, the FIU founders spoke only in English, because the town residents in the bar did not want to miss a word. What was happening across the trail, they sensed, was not only something very big and important, but they knew it meant a lot to them personally, especially to the value of their property.

Sweetwater had started as a town in 1941 in a small way. Not only was the town incorporated by only 26 property owners, but 11 of them were midgets. The midgets, who came from Russia, had been touring the United States, and planned to settle down and start a tourist attraction. Little houses, with furnishings to match, were built for the midgets, but the tourist-attraction dream failed to materialize, and most of the little people returned to the roving circus life.

Gradually, however, the town grew. By 1950, there were about 200 citizens; by 1960, 645, and, by 1971, 3,357 according to the 1970 census, but "4,500 — maybe 5,000" according to civic boosters. Still, Sweetwater, which supported only a one-man police force and a one-truck volunteer fire department, was no metropolis, and, to get to it from the Tamiami Trail, you had to drive across a creaking wooden bridge over the Tamiami Canal, single lane, one way at a time. (With the opening of Florida International University, a modern concrete bridge was constructed at 107th Avenue.)

As the Sweetwater residents listened on Fridays to the founders of FIU, they gradually began to realize that the University would do a lot more for the town than a midget tourist attraction could possibly have done. Reported one in a grocery store on a Saturday morning:

"I heard last night that the University expects 30,000 students by 1980. Of course, there will be two campuses — one over on the Interama site. But the main campus will be across the trail. That means that the Tamiami campus should have at least 16,000 students by 1980 — and Sweetwater should be just as big."

The price of lots in the town took another jump.

Clyde Andrews, who came to Sweetwater in 1947, recalled:

"My father-in-law then was selling lots for \$100 to \$150, at \$10 down and \$10 a month. By 1950, the same size lots were selling for \$250 to \$300. But now — well, the prices are up to 20 times that much."

Alvin Bray, also a Sweetwater oldtimer, gazed up the street at a whole row of new houses, with a resident mowing his lawn, another washing his car.

"I used to know everybody in Sweetwater," he said. "Now it seems like I don't know anyone here anymore."

The same thing happened to the little market town of Oxford, England.

On July 17, 1971, bus service was inaugurated by the Metro Transit Authority to Florida International University from two shopping centers — the Midway Mall and the Westchester Shopping Center. Privately-owned transportation — from bicycles to motorcycles to automobiles — was no longer necessary to reach the campus on the southwestern fringe of Miami. Although Miamians are generally inclined to ride a bus only as a last resort, this resort was now available for getting to and from FIU.

About three months later — on October 12, 1971 — ground was broken for the University's second major structure, the four-story Multi-Function Building, later to be known as La Deuxieme Maison. The \$3,650,000 structure, which was to be ready for occupancy late in 1972, would have four stories, providing lecture halls, classrooms and offices.

La Deuxieme Maison would blend with Primera Casa, but would be strikingly different. Where Primera Casa had a minimum of windows, La Deuxieme Maison would make extensive use of glass. Too, it would have an interior courtyard complete with palm trees, and upper stories which projected over walkways.

Academic Vice President William T. Jerome III, taking a look at the plans, beamed approval at President Perry, and commented:

"A bold attempt, Chuck, to bring the outdoors indoors."

By this time, Daniel P. D'Oliveira, Director of Planning, was no longer working directly under Perry, but under Donald L. McDowell, Vice President for Administrative Affairs. Perry, who was getting busier and busier, had reluctantly established this new administrative chain of command. But he made one stipulation: All exterior designs of buildings as well as all landscaping must be personally approved by him.

Thus, what you see today on the Florida International campus is what Perry determined it would be. Some times the esthetics which he insisted upon cost a little more than anyone else wanted to pay, but Perry believed that Florida was originally endowed with beautiful land, and he was not about to detract from it. So today the FIU campus, built in tightening economic times, is one of the most attractive in the state.

(Also at Florida International, of course, is a lot of Perry in what you don't see. Susan Burnside, staff writer for *The Miami Herald*, who made the University one of her regular beats from the beginning, wrote that "Perry's stamp is on every phase of FIU's development. He developed its philosophy. He hired the key academic deans. He supervised the master development plan.")

July 24, 1971 — not July 4 of that year — was Emancipation Day for most faculty and staff members then aboard at Florida International. On that day, they started moving from trailers and hangars and the old Control Tower into Primera Casa. But they were not the first FIU employees in it.

Formal acceptance of the building did not come until after final inspections were conducted on June 28 and 29. Long before this, however, members of the Library staff started occupying their new quarters in Primera Casa. This was bending the rules a bit, but, when a new university is being built, one has to do what he has to do. Library books were continuing to arrive on the campus by the thousands, and there was simply no longer any place to put them except in Primera Casa. So, while carpenters and painters were still scurrying around,

books were carted into the building, and the librarians started indexing them, and putting them on shelves.

Fortunately, the new quarters of the Library were on the ground floor of Primera Casa, because the elevators were not put into operation until months after faculty and staff moved in. The problem: Elevator installers were on strike.

At first, there was considerable grumbling about the extensive stair climbing. But no one ever complained to President Perry. His office was on the fifth floor.

After the first month, as the calves of legs began to get used to the strain, the grumbling subsided. Some faculty and staff members even admitted that the exercise was doing them good. Never harboring this opinion, however, were the workmen who had to trundle office equipment up the stairs. As for those who were charged with installing the giant computer equipment on the fifth floor — well, they were stumped. That is, at first.

Florida International University had been designated as the site for the State University System's First Regional Computer Center, servicing Florida Atlantic University in addition to FIU. That meant that about 50 pieces of equipment worth \$2,000,000 and weighing many tons, would have to be gotten up to the fifth floor of Primera Casa without benefit of elevators. Of course, installation of the Computer Center could wait until the elevators were operating. But waiting was not the rule around Florida International.

Now, if a crane could hoist the computers to the fifth floor patio at the front of Primera Casa, the equipment could then be trucked through the French windows of President Perry's office, and down the hallways to the Computer Center offices . . .

The Seven Santini Brothers Movers Company of Miami was willing to take on the job. One particular unit of the computer equipment cost \$250,000. Dropping of this would be a crushing financial blow to seven brothers, but the Santinis had confidence in the crane operator assigned to the job. More important, the crane operator had confidence in his hoisting machine. He just grinned at the challenge.

Getting the computer equipment stowed away in Primera Casa by crane turned out to be an all-day job, with a hot summer sun starting to set before it was done. As he watched the last piece of equipment swing through the windows of President Perry's office, Judd Lewis, who was in charge of the operation for the Seven Santini Brothers, admitted:

"I'm completely wrung out. But the damage was kept to a minimum."

This consisted of a cracked glass on a tape drive. Replacement cost: \$9.50.

Even the Regents had a chance to test Primera Casa without elevators. Dr. Perry had invited them to hold a meeting July 6, 1972, for the first time on the campus at Primera Casa, and he was not about to change plans for lack of elevators. Most of the Regents, he knew, could do with more exercise, so he scheduled the meeting on the third floor.

It was at this meeting that Perry gave his progress report entitled "The First Thousand Days." With the President being a natural-born showman, the Regents were treated to a performance unlike any they had witnessed before. Three screens were set up in the meeting room, and photos flashed on them in rapid order as Perry spoke. He began:

"This morning, I want to tell you about the development of Florida International — an institution of unique character and purpose that has come about as a result of your assistance and encouragement. I want to tell you about the birth of a university."

Perry told first of the struggles to give the University physical substance, starting with the cleaning and the painting of the Control Tower and the patching-up of hangars. He also discussed such decisions as the one that "Florida

International would be in the education business only — not the housing business, not the food business, not the book business, not the medical business. Private enterprise will provide all these services on the campus with the exception of housing. For housing, we have encouraged builders to develop appropriate facilities near the campus to meet the needs of those students who come from outside our commuter system.”

But of greater significance, Perry pointed out, was the fact that the University, at the same time that it was growing physically, was beginning to “amass a cadre of academic planners capable of translating our academic blueprint into meaningful learning experiences both inside and outside the classroom.”

The President declared:

“As I reflect back on those first 1,000 days, I am convinced that one of the most significant decisions which we made was to operationalize immediately our service mission, and thereby to learn first-hand what some of the community needs really were . . .

“To date more than 75 conferences have been conducted out in the community on such varied topics as drug education, Latin-American literacy, mass transportation, urban sprawl, zoning, pollution and ecology. Many workshops have also been sponsored, including training programs for leaders in the Model Cities community, teachers of disadvantaged students, and executives for airline food service companies, and special programs for the men and women of the labor movement through our Institute for Labor Studies and Service.

“The first Urban Agent program in the nation was also started — a program of unlimited potential, we believe, in shaping the response of this and other urban universities in meeting tomorrow’s needs . . .

“The Migratory Child Compensatory Program is a further illustration of what we believe our responsibility is in helping to understand and to resolve some of the nation’s critical social problems . . .

“In brief, community service for this, or any new urban university, must ultimately be judged in terms of the university’s effectiveness in helping people translate the fruits of our technology into socially useful knowledge.”

Speaking of staffing, Perry stressed:

“A conscientious effort has been made in all our recruitment to attract women, internationals, Blacks, and other minorities. An urban university in a cosmopolitan city can do no less and be consistent with its mission.”

The President also pointed out:

“One aspect of our academic organization is of great interest to all of us — that is the service role for the College of Arts and Sciences in support of the professional schools. Thus, we have endeavored to recruit a faculty in the college capable of accomplishing two complimentary goals. The first is to provide such training in the humanities, social sciences, or the natural and applied sciences as may be required by students enrolled in the Schools of Business and Organizational Sciences, Education, Health and Social Services, Hotel, Food and Travel Services, and Technology. The college’s second goal is to serve its own students, especially those who may want the in-depth training required for graduate school.

“We are also encouraging team teaching to accentuate interdisciplinary relationships so essential to the responsiveness and vitality of the University’s faculty and academic programs.”

Then, as the last photos flashed on the three screens in the meeting room, the man who was still bouyant after a thousand hectic, hard days concluded:

“As final curriculum designs are being approved, as new faculty members are ready to come on board, as secretaries and maintenance people are being recruited by the dozens, as parking lots are being landscaped, as Primera Casa

reaches the final stages of completion, as students are being pre-registered, as construction on the second building continues, as plans for third and fourth buildings come off the drawing board, as more staff and faculty are recruited, I can say, with great pride and confidence, that in seventy-five days from today a university will be born — a university that will proudly take its place as a full-fledged member of the State University System of Florida.”

Chapter XI

THE GRAND OPENING

Opening Day of Florida International University, September 14, 1972, was hot and sticky — like that July day three years earlier when Dr. Charles E. Perry first came with his three fellow-founders to the weed-grown Old Tamiami Airport. But the weather didn't bother the small FIU staff in 1969 or the much larger one in 1972 — now 650 strong. In 1969, there was great enthusiasm for the mission of building a university. In 1972, there was still greater enthusiasm for the accomplished feat.

You sensed it in the beaming expressions of all FIU employees as they showed up at the campus that day . . . in the sprightliness of their walk . . . in the way they were dressed — with more care than usual. Not only was a new university to be on display, but so, too, would they be. A university is people as well as bricks and mortar, and they were the people of this university — at last, a real one.

This writer recalls a young Cuban student assistant in University Relations and Development who proudly approached him on Opening Day in a brand new suit bought for the occasion, and asked:

“Do I look all right for the day?”

“You look terrific, Raul. But you may want to shed the coat before the day is over. It will be very hot out in front of Primera Casa where the ceremonies will be held.”

“President Perry and the deans will be wearing coats, won't they?”

“Well, it's been a shirtsleeve effort for them so far. But, yes, this occasion will bring out the coats.”

“Then I will not let them down. Not on this day!”

The ceremonies were scheduled to start at 11 a.m. But the excitement — and tension — began to mount long before then. For one thing, there was the matter of the plaque.

Mr. and Mrs. Leon J. Ell of Miami had provided funds to have the three goals of the University cast on a bronze plaque to be hung at the entranceway of Primera Casa. The plaque had been ordered in June so that it would be ready in plenty of time for unveiling at the Opening Day ceremonies. But by 9 a.m. on September 14 it had still not arrived.

There had been problems. First, the typecaster of the Miami firm which had the contract for producing the plaque was on vacation. Then, when the type was cast, part of it had to be done over. Wrong size. Finally, the “rubbing” of the entire plaque was approved for casting — in New Jersey. It turned out that the plaque was too big for forms available in Miami. More delay, with September 14 getting close. In fact, too close for auto freight to make the deadline. The plaque would have to be shipped by air freight. The plant foreman in New Jersey said that he would personally truck the plaque to the Newark airport, and see that it got aboard a plane for Miami. He kept his word.

At 9:48 a.m. a truck rolled up to the front of Primera Casa. (The truck would have made it sooner, but it got tied up in a traffic jam on the Palmetto Expressway.) FIU workmen were ready with mounting equipment, and by 10:32 a.m. — 28 minutes before the Opening Day ceremonies were to start — the Goals of Florida International University were in place, with, as the plaque said, “the hope that all who pass here may know the promise of higher education as expressed in these goals.”

Students of Florida International were not scheduled to show up for classes until September 19, but there were a good number of them in the crowd which sat

in folding chairs or stood at the entranceway of Primera Casa as the Opening Day ceremonies began on the morning of September 14. By being the first students to register at FIU, they felt that they were making history — and indeed, they were — so, classes or no classes, they were going to be on hand at the beginning.

“The Beginning” — that was the only wording on the cover of the elaborate, 24-page program which was handed to each person attending the ceremonies. The fact that the program was elaborate — President Perry insisted that Florida International “open first class” — had called for a bit of doing in the financing. But by this time Perry was used to taking hurdles in stride, and quickly found the money. The program, as stated on the last page, “was made possible through the generosity of Eastern Air Lines, GAC Corporation, The Miami Herald Publishing Company, Southeast Banking Corporation and Southern Bell.” The notation said a lot, because it typified the spirit of Miamians once they had decided that Florida International University was for real. Contributions by individuals as well as organizations went a long way in helping the new State University get to The Beginning.

Featured in the program was a history to date of Florida International, but, in a brief message preceding it, President Perry really said it all:

“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 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.”

At Florida International’s Groundbreaking Ceremonies on January 25, 1971, the University had to count on “guest performers” for all the music. Again at the Opening Day Ceremonies, symphonic band music was provided by high school musicians — this time the Southwest Miami High School Band, directed by Melvin E. Baker. But for the singing of the United States National Anthem . . .

Margaret Boydston, an attractive young resident of Miami, had sung in operas in this country and abroad. She had attended Northwestern University and the University of Indiana, but, what with taking voice lessons from such artists as Nelli Gardini, Boris Goldovsky and Hans Buch, she had never completed her studies for a bachelor’s degree. So she had enrolled at Florida International University, seeking a Bachelor of Fine Arts degree as a member of FIU’s first graduating class.

Would she come to the University a few days early and sing the “Star Spangled Banner” for the Opening Day Ceremonies? She would be delighted. So Florida International proudly presented its first student performer. And Margaret Boydston did not let her *alma mater* down. With her rich, operatic voice, she brought new inspiration to Francis Scott Key’s inspired words. Future student performers at FIU would be hard put to match the first.

The ceremonies, with Academic Vice President William T. Jerome III as master of ceremonies, moved in rapid order, a pacing that typified how the University had gotten where it was so fast. Besides, the ceremonies had to take place swiftly that day, for the amenities were many.

There were, for instance, various congratulatory messages to be read. A telegram of particular note pointed out that “the opening of each new educational

institution is an important milestone in the growth and development of our nation," and wished Dr. Perry "every success in the ambitious goals you have set for yourself." The message was signed: "Richard M. Nixon, President of the United States."

U Thant, Florida International's first alumnus, was no longer Secretary-General of the United Nations, but his successor, Kurt Waldheim, sent a congratulatory letter.

Proclamations by Mayor Steve Clark of Metropolitan Dade County and Mayor David Kennedy of Miami expressed the pride and appreciation of the millions of people in the area who would be served by Florida International. Then there was the proclamation by Governor Reubin O'D. Askew:

"Whereas the Official Opening Ceremonies for Florida International University, a distinguished new member of the State University System of Florida, will be held September 14th, 1972; whereas, the University's three significant goals — education of students, service to the community, and greater international understanding are so vital in this period of our history; whereas many educational and service benefits will accrue through the University, particularly to the great populous area of Southern Florida; and whereas the University is in an unique position to help build a bridge of better understanding between the Americas — indeed, to help build such a bridge for a better world, I hereby proclaim on behalf of all the people of the Great State of Florida, the observance of September 14th, 1972, as Florida International University Day. Further, on this historic day, I urge each Floridian to join with President Charles E. Perry, and his faculty and staff in their great excitement and deep satisfaction in giving birth to this new institution of higher education.

Reubin O'D. Askew
Governor
State of Florida"

"Great excitement and deep satisfaction" — indeed, they were felt by the people gathered that day before giant Primera Casa, but especially by the four men who had started it all — Charles E. Perry, Donald L. McDowell, Butler H. Waugh and Nicholas G. Sileo. As tribute for what they had done, Founders Plaques were presented to them by The State Board of Regents.

In making the presentations, Regent Carolyn L. Pearce commented:

"When Dr. Perry first came to the campus as the Founding President, he brought with him a spirit of excitement — a spirit that has been contagious. Certainly, I have not been immune to it, because I have been thrilled by each facet of the University's development, both academic and physical.

"As a long-time resident of Miami, I know how much this new State University will mean to this community. And as an observer of the national and international scenes, I know how much Florida International will mean to the national and world community."

Remarks were also made by J. J. Daniel, Chairman of The State Board of Regents, who was introduced by Jerome as one of the "unsung heroes of higher education," Daniel said:

"President Charles Perry and his faculty and staff have been moving at a rapid pace to be ready for this day. The Board of Regents asked much of them, but they have done more. At times, it has seemed to us that they have done the impossible."

Then came the big moment for Dr. Perry, the man primarily responsible for making the seemingly impossible possible. He had been up since 5 that morning, but, wearing a blue-gray pinstripe suit for the momentous occasion, he exuded

freshness and vigor. He beamed — a beam that swept the entire audience, but was obviously directed first at his proud wife, Betty; children, Lynn and Tom, and parents, Mr. and Mrs. Lester (Bus) Perry. The glance at Betty had particular significance, because, when Perry took the job as President of Florida International, he told his wife, "I'll see you in three years." The three years were now up. Thoughtfully, appreciatively, Perry began his Opening Day remarks:

"As a grateful first president, I stand before you with a full heart . . . because you are here to celebrate this historic day in the young life of this University — a day that represents a dream that has become a reality for this great region of our State.

"My heart is full because of the assistance that Florida International has received from all elements of this community — from business and industry, from the professions, from the private colleges and universities, from the public community colleges, from the political and governmental leaders, from the young and the old, from the black and the white, from the Spanish speaking citizens and the international community — from everyone!"

Perry was indeed grateful for what had been accomplished in the three years past, but he was not pausing. There was so much to be done in the years ahead. He urged:

"Let us remember that Florida International University was born today to serve all of the tomorrows that follow. And let us always be mindful of our continued commitment and dedication to Knowledge, Service, and Understanding."

The Goals of Florida International University . . .

Now it was time to unveil them. Just before the ceremonies started, the Goals Plaque had been covered with crepe paper and ribbons of blue, white and gold — the colors of the University. (Florida International was organized on democratic principles, but, in regard to its colors, President Perry took the same stand as Henry Ford. The pioneer of the automobile industry said that "the Model T can be produced in any color as long as it is black," and the pioneer of Florida International agreed that "the University can have any colors as long as they are blue, white and gold.")

So it was a covering of no other colors which was stripped away to reveal the courses charted for the University.

Then came the climax — the dedication and lighting of the Florida International University Torch of Knowledge, Service and Understanding. There had been difficulties earlier that morning with the feeding of gas to the torch of beautiful Olympian design. But Daniel D'Oliveira, Director of Physical Planning, had put men to work feverishly on it. Florida International had been "on target" thus far, and the torch honoring the late Senator Ernest R. Graham, who had introduced the first legislation for a State University in Dade County in 1943, just had to flame on September 14, 1972.

It did.

Attending the ceremonies were members of the family of the man whom the University Torch honored — his widow, Mrs. Hilda S. Graham, and his sons, William S. Graham, Chairman of the Board of Sengra Development Corporation and the Graham Company, and D. Robert Graham, now following his father by serving as a State Senator from Dade County. (Another son, the late Philip L. Graham, was President and Publisher of *The Washington Post* and Chairman of the Board of *Newsweek Magazine*. Mr. Graham was also survived by a daughter, Mrs. Mary Graham Crow of Los Angeles.)

With the ceremonies over, the three members of the Graham family walked with other dignitaries up the steps of Primera Casa. As they started into the main lounge, decorated for the occasion with the flags of many nations, young Senator Graham, said to his mother:

"I just wish that Dad could have been here today."

Chapter XII

STUDENTS — THE MAIN PURPOSE

On September 16, 1972, after only three years of planning and preparation, Florida International University opened for 5,667 students. In 1819, after more than six years of planning and preparation, the University of Virginia, the nation's first state university, had opened for 40 students. But this was the Jet Age, and Florida International demonstrated in its remarkably swift take-off from the Old Tamiami Airport that it was very much a part of the times.

A headline in *The Miami Herald* declared: "COMPUTER CREATES CHAOS AS FIU CLASSES OPEN." True, there were some foul-ups on the scheduling of classes, and the number given for one classroom turned out to be that for a restroom.

Certainly, however, there was less confusion in the rush of more than 5,000 education seekers to Florida International University on September 16, 1972, than say in the stampede of more than 5,000 land seekers into the "Indian Territory" of Oklahoma on its opening to settlement on April 22, 1889. For one thing, FIU students had been pre-registered so their "claims" were already staked out.

In fact, on October 19, 1972, Dr. Glenn A. Goerke, then Dean of Faculties, summed up a week of evaluation of the University's opening with this statement:

"Everything considered, the opening couldn't have gone more smoothly."

As expected there had been some "bugs," but a series of "de-bugging" meetings were held. Among the decisions reached were the following:

- Classrooms would be shuffled to correct undercrowding as well as overcrowding.
- More "internship" programs would be arranged for students to learn while working with agencies and organizations in Greater Miami.
- More counselors would be made available in the evenings for night school students.
- Additional funds would be sought to keep the Library open longer periods.
- Students would sit on all administrative and faculty committees "from the Budget Committee on down."

Probably the reaction of faculty and staff to the University's first crop of students, as expressed by Dr. Goerke, had something to do with that last decision:

"They're a hard-working, real serious bunch of people. They're fun to work with."

According to a student profile study, the typical Florida International student at the beginning was single, 25 years old, and attending classes full-time while holding a full-time or part-time job. Actually, however, as in most metropolitan institutions of higher learning and at Florida International in particular, there was no typical student.

Although most of the students were single, more than 43 per cent were married — many with children. Ages of students ranged all the way from 19 to 75. (The latter was represented by Leon J. Ell, who was the first to register for graduate studies at the University. A retired attorney and investments counselor, he was the one, who, with his wife, donated the University Goals Plaque which is mounted at the entrance of Primera Casa.)

More than 90 per cent of the students came from Greater Miami and other parts of Florida, but 57 different countries were also represented — from the nearby Bahamas to distant Nigeria. Spanish students were mostly Cubans, but there were also natives of many other Latin American countries. Blacks repre-

sented cultural backgrounds varying from the plains of Ethiopia to the sidewalks of New York City.

In 1974, Author James Jones, who first became famous for his novel "From Here to Eternity," joined the faculty as a visiting professor of creative writing, and made this observation:

"When I stand on the campus after my class, I feel as if I am back in the Latin Quarter of Paris or on Times Square in New York City. There is the passing of every age, color, culture . . . Nowadays — more than ever — we need an international viewpoint, and you have to be on the seaboard to find it. So what makes this place especially interesting to me is that the international viewpoint is here . . . really here.

"The University is not a Junior League for marriage. The student body is made up mostly of poor people who want to learn. And the faculty is composed of people dedicated to seeing that they do.

"I guess you might say that I have fallen in love with Florida International University."

For Jones, who had spent the previous two decades doing free-lance writing (mostly in Paris), the teaching assignment was the nearest thing to a "regular" job he had held since he worked on a fishing boat in Marathon, Florida, in the 1940's. It was in the waters of the Keys that "From Here to Eternity" was spawned.

"Everybody has stories to tell," mused Jones, "But Florida International students, being special, have some special stories."

One of his students, he said, was a taxi driver, capitalizing on the drama found in snatches of conversation emanating from the back seat of his cab. Then there was a barmaid at a Miami Beach hotel. She wrote stories about two crusty characters who regularly wound up at her bar after a day at the dog races, yelling at each other for their mutual bad judgment. Or there was the woman from Cuba, now a South-Miami teacher of English, who did a tragic story on a robbery involving her grandmother in Miami.

Someone snatched her grandmother's purse. It was bad enough losing the few dollars in it, but the real tragedy was the loss of a photograph. It was the only one the grandmother had of her home in Cuba — a faded memento of the past which she had been in the habit of withdrawing from her purse every day to gaze upon.

"You can readily see," said Jones, "why teaching students like these is not a drain on me — but an inspiration."

Another professor of distinction seeking inspiration from his students was Dr. Charles E. Perry, one of the few presidents of a state university teaching part-time. How could he spare the time from his many other duties to teach the course on "The Politics of Education" — two nights a week?

"It's time that just had to be found," said Perry, who also took the time to hold monthly "rap sessions" with students in the main lounge of Primera Casa. "Administrators need to keep attuned to the students — a president can't know the university without knowing the students."

One thing that Perry learned was that FIU students were also willing to make considerable sacrifices in time for the sake of education. Student John Forsythe, for instance, had to commute from Hallandale to the Southwest Miami campus. Or there was David Murphy. He drove all the way from Fort Lauderdale.

For John Russo, the day was just beginning after he folded his notebook at the end of a Perry evening lecture. Beverage manager at the Carrillon Hotel on Miami Beach, Russo had to hurry through Miami traffic to the Beach to look after the heavy night trade.

"Still," said Russo, "some day Dr. Perry is going to hold high political office, so I'd better be taking his course when I can."

Most of the initial students at Florida International — about 80 per cent — were graduates of Miami-Dade Community College. But not all were new graduates. Some had to wait until Florida International University opened before they could continue their education, and in many instances family responsibilities had been added during the waiting period. There was, for instance, the case of 26-year-old Van Isaacs.

One of nine children born to a native Bahamian family, he was about to ship out as a crew member of a luxury liner that had docked at Nassau in 1965 when his letter of acceptance came from Miami-Dade Community College. See the world or get a college education?

"Going to college was the wisest decision I ever made," Isaacs said. "I never would have met my wife, Mamie (a native of Georgia), at a friend's home in Fort Lauderdale, there never would have been my sons, Van Junior and Collier — or the opportunity to continue to learn, to apply myself in an executive capacity, and to look forward to a career with greater responsibilities . . . if I hadn't gone to college."

Isaacs was graduated from Miami-Dade in 1967, and got a job in Miami with the Bahamas Tourist Office. Then along came Van Junior and Collier. Isaacs' college days were over. That is, they were until the Bahamas government, which is very interested in tourism — and in the School of Hotel and Travel Management at Florida International University — provided a scholarship for Isaacs to get a degree in tourism.

That was the beginning of long days for Isaacs — and for his wife, who now had a job at the Shenendoah Branch Post Office. The alarm clock went off at their apartment at 4:30 a.m. Mrs. Isaacs had to be at work at 7, so Isaacs dressed and fed the children when they awakened, drove them to a nursery, and then got to the tourist office by 8 a.m. Working there until 5 p.m., he made the 40-minute drive to Florida International, got something to eat in the cafeteria, and was ready for class at 6 p.m. At 8 p.m., he started his drive back home, where Mrs. Isaacs, who had picked up the children at 4 p.m., already had them tucked into bed.

Isaacs really didn't mind the late-hour commuting. Everything is relative. In the Bahamas, he lived 15 miles from St. Augustine's College in Nassau (the British equivalent of an American high school), and commuted on his bicycle. The penalty for being late was severe. In Miami, Isaacs just wished that he could spend a little more time with his family — and get a little more sleep.

"But I shouldn't complain," he said. "Florida International is giving me the big chance to get ahead in my profession."

Getting ahead in a profession — that was the goal of most Florida International students. A survey in 1974, however, showed that many students were taking courses in history or classical literature for their electives. About 2,200 students — more than one-fifth of the total enrollment at the time — were enrolled in history courses.

But perhaps this really wasn't surprising, for the period represented a new era in which youth was trying to find something meaningful in the past — something to tie to. (This was not just true at Florida International, but nationally. Classes in classical mythology at the University of Connecticut at the time, for instance, were drawing 110 to 140 students a semester. The demand was so light four years earlier that the course was not offered.)

At FIU, Dr. Howard Kaminsky, an internationally-known medieval scholar, had 41 students enrolled in his course on the "Central Medieval Era," 1000 to 1200, the times of the Norman Conquests and the Crusades. Explained Kaminsky:

"The students are interested in how the people in history organized their lives and found meaning. In discussions, they often relate medieval happenings to modern events. I treat the modern as a way of understanding the medieval, but the students relate the other way around."

Indeed, the students were interested in finding ways to improve their lives — spiritually as well as economically. In brief, they were concentrating on getting the most out of the learning process. That did not mean, however, that Dr. Sandra Clark, Dean of Student Affairs, had an easy job — certainly she did not with a limited budget, and consequently a limited staff.

"The students have problems — perhaps the problems which require most counseling are economic and marital," she said. "And then there are the power struggles over the mixing of cultures — and politics. Students from Chile, for instance, aren't just Chileans, but pro-Allende and anti-Allende. When Allende was killed and the government of Chile overthrown, government scholarships from that country were wiped out. Of course, the pro-Allende students were bitter."

It was perhaps inevitable that Florida International would get involved over the issue of academic freedom when the institution was still very young. During "Cuban Experience Week" in May, 1974, it was decided to show the international award winning motion picture, "Lucia," made in Cuba in 1969 with some subsidizing by the Castro government. Many Cuban students were interested in seeing what it was all about — but not all.

At the first scheduled showing, about 25 Cubans, students and non-students, threw chairs, knocked over projectors, and tried to short circuit the electric power. The showing was called off — for that day.

"We want the film to be seen from an academic freedom point of view," said Dean Clark. "It may get to the point that purses will be left outside, and people will be searched to be allowed to view the movie — but view it, they will."

There were threats of bombing and threats to destroy the film. For safekeeping, "Lucia" was locked overnight in the trunk of the Dean's car, and the film was shown the next day. Women's purses were checked — fortunately. One contained a homemade tear gas bomb.

It wasn't difficult to discern the pro-Castro overtones and undertones of the film, but the viewers generally thought that its art form was excellent — and that you didn't have to agree with it to learn something from it. Thus, academic freedom prevailed, drawing both pro and con letters to the editor in the Miami press. As for the students, they quickly returned to the daily routine of classes.

Today, Florida International offers five courses in journalism, but when the University opened there was none — for budgetary reasons. It did not follow, however, that there were no media-minded students.

On November 17, 1972, *Action*, FIU's first student newspaper was published. It wasn't large — four typewritten pages measuring only 6 by 9 inches. But it was a beginning, just two months after the University opened.

The editor was Scott Jay, who was considered to be Florida International's first student problem — but a constructive problem. Short and stocky, Jay was a promoter and hustler, who, desiring an instant newspaper, argued any delays from one floor of Primera Casa to the next. He got results. (Graduated from the School of Hotel, Food and Travel Services, Jay today works for the Downingtown

Inn in Pennsylvania. The inn is promoted by Mickey Rooney, but Jay could probably show Rooney a thing or two about backing a cause.)

In an editorial in the first issue of *Action*, Jay complained about the "red tape" which had delayed the birth of the newspaper for a few weeks. He stated that University officials had decided that no student funds would be spent until a student government had been formed, and that the student government would decide on any expenditures for a newspaper.

"This sounds great in theory," Jay agreed. "But one problem remains — student government is far from becoming a reality."

In May, 1973, the Student Government Association held its first election, and students voted into office a presiding board. But meanwhile, there was *Action*. Jay had gotten it by talking fast to potential advertisers.

With the name changed to *Good Times*, the student newspaper is still independently published, but with student funds now augmenting advertising revenue. Expanded to eight printed pages of tabloid size, a little *Action* thus developed into an impressive student communications medium in a relatively short time.

An early attempt — at the beginning of 1973 — was also made to publish a literary magazine called *Mond Civitano* (Citizen of the World). But it likewise had financial problems, and failed to get off the press.

In the 1920's and 1930's — Era of the Pun — college humor magazines thrived. These were largely replaced after World War II by literary magazines. They were generally a great improvement over the humor magazines, but financing was always precarious because they were never best sellers. Most were short-lived.

Nevertheless, there were some dedicated students at Florida International who were determined to give a literary magazine a try, and, in July, 1974, Volume 1, Number 1 of *Hemispheres* was published with Albert Hoskin as editor. For a first issue, it was remarkably well done. And it was uniquely Florida International, for various writings were produced in different languages, including Chinese. (Translations in English were provided.)

Significantly, a poem by Joe Holley was entitled "Mond Civitano." It ended with the words:

"Please, God, give man one more chance."

This writer hopes that there are many chances in the years to come for students to express themselves and test their creative wings through *Hemispheres*.

Too, early in the life of the University, students took on the major project of getting out FIU's first handbook of information called *The Source — A Guide to Student Life*. Not only did students write all the copy for the 88-page booklet, but Student Editors Grisel Rodriguez and Joseph Kaplan were responsible for the organization, editing, layout, and coordination of the printing.

A highly creditable publication was the result. At the 1974 annual convention of the Florida Public Relations Association, *The Source* was selected as the "Best Student Public Relations Activity in Florida" for the year.

Generally, youth needs only a chance to prove itself, and at Florida International University youth was getting it.

Chapter XIII

CULTURE ON THE CAMPUS

On September 23, 1972, a week after Florida International University opened, students were painting in an art class. Their classroom was an old airplane hangar. It had been converted to art use — mostly by sweeping the floors. There was no air-conditioning, so, to take advantage of a faintly-stirring breeze, the hangar doors were opened wide.

A passing truck sent a cloud of dust rolling through the openings. Some of the dust settled on the fresh oil of canvases.

Raising his brush from the landscape he was painting, a neophyte artist stepped back to observe the effect of the dust.

"Hum-m-m!" he said. "Gives it the needed touch — earthy."

And, in this spirit, art students — primarily now in ceramics — are still utilizing the old hangar.

"Through art, the students of varied ages and backgrounds are finding common ground — in addition to that dust," said Francis Wyroba, Chairman of Fine Arts. "Many women with children are taking art courses. Some want to be teachers, but most just want to express themselves."

The 76th professional person hired at Florida International, Wyroba was doing some repeating of history in starting the fine arts program at the University. As the first Chairman of Fine Arts at Miami-Dade Community College South, he had established the program there.

At Florida International, Wyroba's main problem was financial, especially as regards finding scholarship money for the talented poor. But he had an able ally in Betty Perry, wife of the President of the University.

Mrs. Perry was a registered nurse by training, but her broad interests encompassed the arts — especially the arts. A glance at the coffee table in her home revealed books on Contemporary Jewelry Making, American Indian Art, and Andean Culture. This interest became a driving force in the development of the arts at Florida International University.

In April, 1973, Mrs. Perry called a meeting at her home. Among those attending were Wyroba; Philip D. Giberson, Jr., Director of Theatre Arts at the University; 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 (the University still doesn't have one), a concert harp . . .

Out of the meeting grew the organization of Viva Las Artes, whose members — from throughout the community — are interested in supporting the fine arts at Florida International. The members are urged to "join in the excitement of discovering new talent — to bask in the satisfaction of giving a creative spirit an opportunity to soar and cry out, 'Viva las artes!'"

To stimulate interest in the organization, an art exhibit and program of music and drama were presented at the University, followed by a luncheon for prospective-member guests.

"I'll never forget the original musical composition of Bernie Jaye as he played on a little Japanese upright piano," said Mrs. Perry. "His music deserved so much more!"

(Jaye was the first student in Fine Arts to be provided a scholarship. Prior to the opening of the University, a speech by President Perry on student needs had prompted the North Miami Music Club to establish the scholarship.)

After the campus exhibit and program, Viva Las Artes was formally organized with the first officers named. They were Ruth Shack, President; Simon Daro Dawidowicz, Vice President; Bette Steele, Corresponding Secretary; Diane Heller, Recording Secretary, and Stanley Barnett, Treasurer.

(Dawidowicz, Miami Beach philanthropist and patron of the arts, was the one who brought the first international touch to the main lounge of Primera Casa by presenting to the University "A Bolivarian Allegory," a ceramic art work representing homage to Simon Bolivar, "The Washington of South America." The ceramic, composed of 36 individual tiles by Artist Leopold Richter, is considered a masterpiece of South American Art. Dawidowicz was also responsible for starting at the University its collection of rare Latin American books.)

Viva Las Artes' first big fund-raising activity came in October, 1973, with the aid of Jay Kinzer, who took time out from promoting activities for Burdines Department Stores to do the same for fine arts at Florida International. With Burdines underwriting the affair, a luncheon was held at the company's Dadeland store. Proceeds from ticket sales and from posters sold at the luncheon netted \$4,000.

The spirit — and financial support — of Viva Las Artes did much to enable students and faculty members to stage their first off-campus art exhibition at the Miami Art Center in June, 1974. In a review in *The Miami Herald*, Griffin Smith, Art Editor, wrote that "the exhibition — with its 239 pieces self-juried by the 107 artists involved — is an eye-opener." After paying due tribute to faculty exhibits at the show, Griffin stated that the student creations were "what really got to me." He added:

"Many of the student exhibitors are coming to art for the first time, and are not even art majors — John Eller is a first-quarter art student majoring in criminal justice, Cara Dranow is studying dental technology, and so on.

"There are, quite naturally, certain things that just have to be 'swallowed,' but the vast majority of the work for this exhibition is so fresh, so free of cliches, that it is astounding. Perhaps the newness of the University has something to do with it"

To further promote the arts at the University — and to honor his wife, Betty, for her pioneering work in the area and in other university activities — President Perry established the Betty Laird Perry Art Collection. For this collection, one piece of outstanding student art is purchased each year by Perry and presented to Florida International. Thus far, there is in the collection a painting by Lewis Wilson, a sculpture by William Hollingsworth, and a wood block print by Allen Diaz.

In establishing the collection, Dr. Perry commented:

"Mrs. Perry has endured a great deal during the birth of this university — and her contributions have been numerous and significant. So it gives me a tremendous amount of personal pleasure to form this collection in her honor with the hope that it will enhance the future artistic and cultural development of this institution."

Thus, with both the Perrys behind the arts at the University, these words have become especially meaningful:

"Viva las artes!"

The early music students at Florida International, 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."

After more than enough of this sort of thing in Primera Casa, the Music Department moved to newly-completed La Deuxieme Maison. Complaints arose there too. The rooms in La Deuxieme Maison as well as those in Primera Casa were simply not sound-proofed for music.

Then 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 — Associate Professors Philip Fink and Clair McElfresh, Assistant Professor John D. Swan and Adjunct Professor 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 Dr. 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 Viertes Haus, the fourth major building on the campus, music students will be able to practice in rooms especially designed for them — with sound-proofing. But they will hate to leave the Tower. As one student put it:

"The Tower has character."

For first performances, Florida International was able to muster an orchestra of only 15 members and a choral group of only 20. But already — even with a steadily rising degree of selectivity — the orchestra numbers 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 reaches 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 as those to whom music is everything.)

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. It may never again be so well endowed with harpists.

The first brochure gotten out by the Music Department stated:

"Performance is a must."

But performance without a respectably-sized audience can be a bit discouraging. Although the Florida International audiences are captive, they are not discouraging. They are usually very large.

"We reasoned that people have to eat," said Fink. "Consequently, we hold most of our concerts on the campus during the noon hour. And the musical groups are strategically situated — on the main square between Primera Casa and University House, where the cafeteria is located. We catch our audiences coming and going."

Improvising in some situations and taking advantage of others . . . they are important factors in making a new university work.

No people are more dedicated than show people. And Phil Giberson, Florida International University's first Director of Theatre, was all show business. He was a native of Miami, but he had been around — wherever there was a stage.

For seven summers he was a member of the Lyceum Repertoire Theatre at Arrowrock, Missouri. As long as he was associated with the theatre in the river boat town, he did not care what he did, so he did many things. At different times, he acted, directed plays, and served as publicity director, tour director, and company manager. The Missouri folk who attended the theatre religiously were never certain in what role they would see the bouncing, smiling Floridian, but they knew he would be there — and busy.

In 1964, Giberson started the drama program at Miami Springs Senior High School, and produced plays there for the next four years. Then he became Administrative Assistant to the Director of Theatre at Memphis State University.

When Florida International opened, the budget allowed for only a one-person staff in drama, so, of course, that person had to be well-rounded in the theatre. Giberson was hired.

Today FIU's Drama Department boasts a staff of six — four faculty members, a technical coordinator and a secretary. But when the first play — "The Night Thoreau Spent in Jail" — was staged at the University on the evening of January 28, 1973, Giberson was all six.

Actually, the play was scheduled to run from March 2 to 11, but President Perry and Director of Development Ted Peck were not about to pass up the promotional opportunities offered by the presentation of Florida International's first dramatic production. They planned a preview for January 28 — a black-tie affair for invited guests, including members of Miami's Theatre Arts League, Legislators and Regents.

That gave Giberson exactly six weeks to convert a lecture room of newly-completed La Deuxieme Maison into a theatre (build a stage, hang drapes, etc.), purchase and install \$15,000 worth of lighting and sound equipment, build a multiple stage set, photograph 70 slides to be shown during the play, make 18 period costumes (they were 19th century and not easy to fashion), cast and rehearse the play, and get out programs.

"It wouldn't have been so bad," reflected Giberson, "except for the fact that I had to teach classes at the same time."

Usually, it is an overworked student who has trouble keeping awake in a class, but in this case it was an overworked professor. Some nights toward the end Giberson never went home. He merely dozed briefly on a prop cot before beginning a morning class lecture.

Came 7:30 p.m. on January 28, the time for the play to open, and the guests in formal attire were milling around outside. President Perry stuck his head inside the "theatre" door, and called to Giberson, high on a ladder, hanging a curtain.

"When do you think, Phil, we'll be able to . . ."

"Get out of my theatre!" roared Giberson.

And quietly the President of the University closed the door. Twenty minutes later, a smiling Giberson reopened it, and announced:

"The curtain is ready to open on drama at Florida International University."

So it was.

With drama students then in short supply, Giberson had had trouble casting the play based on the controversial and thought-provoking story of Henry David Thoreau by Jerome Lawrence and Robert E. Lee, co-authors of "Inherit the Wind." There was no difficulty with the lead role — Student Edward Ericson was a natural to play Thoreau. But Giberson did not have a student for the part of Thoreau's cellmate, so he enlisted the aid of Ralph Wakefield, drama teacher at South Dade High School, and Wakefield brought to the theatre as realistic a scene as was ever

staged anywhere. Like Giberson, Wakefield was overworked, and, when he was supposed to fall asleep during the play, he did.

Members of the Theatre Arts League were definitely impressed. That night the league presented a check for \$5,000 to the University that it might continue the good work in drama. (Special recognition came to Giberson later. In 1974, he was named Chairman of the State University System Directors of Theatre, and President of Omni Theatre of Greater Miami, a new organization of representatives of professional, community and educational theatres.)

Since "Thoreau" there have been many notable dramatic productions at Florida International, including the premiere of "Rabbit," an original play by Faculty Member Terry Twyman, and the first amateur production in South Florida of the musical show, "Godspell," entirely student produced and directed.

Indeed, during the first three years of Florida International's operation, culture became well-established on the campus — and it is obviously here to stay.

The two Perrys? One, of course, was Dr. Charles E. Perry, President of the University. The other was Doyt L. Perry, Coordinator of Student Activities and Recreation.

Although the Perrys were not blood relatives, they had established quite an athletic relationship back at Bowling Green State University in the Fifties. As Football Coach of the Ohio school (later, he became its Athletic Director), Doyt Perry had not only run up an astounding record of 77-30-5, but had made Student Athlete Chuck Perry into a kicker of considerable note. Tom Loomis of the Toledo Blade had written of Doyt Perry: "He did more to advance Bowling Green's and the Mid-American Conference's athletics than anyone ever has or will."

Little wonder then that Bowling Green named its football stadium after Doyt Perry, and that Dr. Perry brought him to Florida International. Dr. Perry "had a dream" for athletics at FIU, and he needed a man like his former coach to give that dream substance.

The President of the University opened the news conference for the sports writers by telling them about the dream.

"Florida International University will field intercollegiate athletic teams in soccer, basketball, golf, tennis and wrestling — when the University opens in 1972."

All the sports writers pressed pens to paper, although some raised eyebrows before they did so. No university or college had ever before started an intercollegiate athletic program the same day it started classes. Still, the writers knew both Perrys had a flare for accomplishing the unlikely.

There would be problems, President Perry admitted, especially as the University would have only juniors and seniors and graduate students. This prompted a question about football.

"That's one problem we don't intend to take on," replied Dr. Perry. "Besides, the Miami Dolphins and the University of Miami Hurricanes have a corner on the football market in this area. We may just adopt the Dolphins as our team."

Basketball?

Doyt Perry heaved that question.

"We would like to get into basketball as soon as possible," he said. "It all depends on the availability of facilities."

He added that other possible sports would include track and field, swimming and lacrosse. . . . that each team would be supplemented with a club.

Club sports are the new thing in college athletics, he pointed out, and, as part of a new university, we are willing to give the new a try.

Chapter XIV

INSTANT INTERCOLLEGIATE ATHLETICS

Sports writers — about 20 strong — descended on the campus of Florida International University on August 3, 1971. They had come for a news conference, although they were not certain what the news would be about. Opening of the University was still a year away, and there was not a student athlete in sight, let alone anything that looked like a playing field.

Hopefully, however, the sports chroniclers munched corned beef sandwiches that had gotten a bit dry on the buffet table set up in an open hangar . . . washed the food down with cold beer that had fortunately been iced enough to defy the sun's rays streaming into the open building. Then everybody moved to the "conference room" in the Tower — still hopeful. And none was disappointed when the two Perrys, utilizing an impressive set of charts, began to discuss the athletic future of Florida International University.

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"Club sports are the new thing in college athletics," he pointed out, "and, as part of a new university, we are willing to give the new a try."

Diligently, the two Perrys proceeded to follow through on the statements made at the 1971 news conference. Competition was scheduled in Florida International's five chosen intercollegiate sports even before coaches were hired.

Doyt Perry had relatively little trouble identifying himself over the telephone when he contacted athletic directors at other schools — his name was familiar to most of them — but the name "Florida International University" was something else again.

"Florida International? What are some of the schools it has played?" asked one director.

"Well, we haven't played any schools — yet," replied Perry. "You see, we won't open for another year."

"And you're setting up intercollegiate competition with your athletes sight unseen?"

"That's right. In fact, we're going international in our competition."

"Now I've heard everything! But I admire your nerve. Let me take a look at our schedules."

And so the telephone conversations went — and so the competition was lined up.

In January, 1972, Doyt Perry was hospitalized for open-heart surgery. He returned to the University for a while on a limited-duty basis, but finally was forced into well-earned retirement. (Always the athlete, he continues today to play a good game of golf.)

Meanwhile, Dr. Paul Hartman, Chairman of the Division of Health, Physical Education, Recreation and Athletics, had taken over Perry's work in pioneering intercollegiate athletics at Florida International. Hartman was aided in this by stocky, jovial Vaskin (Vas) Badalow, Coordinator of Athletics. And, with the opening of the University in the fall of 1972, the competition started.

The first contest was a soccer game with the University of Miami on September 23, 1972 — just three days after Florida International opened for classes. The Hurricanes apparently didn't take their new foe too seriously. That was a mistake.

The FIU contingent did not yet even have a name. But it did have a coach, Lawrence (Greg) Myers, who had made quite a name for himself at Davis and Elkins College in West Virginia where his teams had won two national titles and established a 39-2-4 record. Also, the Florida International team had the quick hands of Goalie Roger Kidder and the talented toe of Colombian Roberto Sabbagh. The combination of these factors, along with an ardent desire to start Florida International off with an athletic victory, brought a surprising defeat to the University of Miami, 1-0.

A month later — on October 25 — the two teams again met, and this time Florida International's team, which was improving rapidly, won 4 to 1. Particularly bothersome to Miami in the second game was Gus Salazar, a new FIU addition, who assisted on two goals.

"I was on my way home to Colombia from Odessa Junior College in Texas when I stopped at Florida International, and asked about the athletic program," said Salazar. "They offered me a soccer scholarship, and, although tennis is my best game, I accepted just like that."

Coach Myers confirmed Salazar's tale of self-recruitment:

"He was working his way back home on a banana boat — still had a Chiquita label stuck on his forehead when he walked in. But he was from Colombia, and there the kids start playing soccer soon after they learn to toddle."

Thus, with two Colombians — Sabbagh and Salazar — playing soccer for Florida International, the team went on to post an 8-4-1 season record. Simon Daro Dawidowicz, who had been a benefactor of the University in the arts and literature, was so impressed that he had the Daro Cup created to be held by the winner of the annual soccer games between Florida International University and the University of Miami. Thus far, Florida International has held the cup for three years in a row.

Florida International baseball players, like the soccer team, started off by playing the University of Miami Hurricanes — on March 13, 1973. Coach Tom H. Wonderling, who had been selected from more than 100 applicants and whose Austin Peay State University team in Tennessee had won the Ohio Valley Conference Championship in 1971 with a 38-12 record, was apprehensive. He figured that Miami, after its experience with the FIU soccer team, would not be taking this contest lightly. And the game was being played at the University of Miami's Mark Light Field.

But at the start of the second half of the ninth inning, it looked very good indeed for Florida International. FIU not only led 3 to 1, but its sparse cheering section suddenly got a significant boost. Bounding breathlessly into the Florida International dugout was President Charles E. Perry.

"Sorry I'm late," he told Wonderling. "But my plane from Chicago ran behind schedule. Fortunately, my wife was waiting at the airport with a car, or I wouldn't have made it at all. What's the count?"

When told that FIU Pitcher William Fireline, better known as "Nut" because of his pension for eating doughnuts, was just two outs away from winning, President Perry beamed.

"Come on, Nut!" he shouted. "Fire it in there!"

And Nut obliged, holding the Hurricanes scoreless in the final inning.

"A victory I'll never forget," Nut said later while munching a doughnut.

The baseball team then went on to play such teams as Florida State University, Cornell University, Seton Hall University of New Hampshire and Southern Illinois University, winding up that first season with a 34-22 record. Not only that, the team had color, starting with its uniforms — white shoes, gold caps, and double-knit pants and shirts in the style of the Pittsburgh Pirates. And the catcher's mask had a special paint job — royal blue.

Then there were the bat boys, who weren't boys at all, but coeds — with one exception. The exception was 9-year-old Tom Perry, son of the President of the University. To compete with all the pulchritude, young Tom hustled extra hard.

The tennis team, coached by Dr. A. William Fleming, almost broke even in its first year — 19-20. With a little luck, it too could have come up with a winning season. Four of the losses were by one point.

In golf, the University fared better. This team was coached by Doyt Perry while he was still recuperating from his heart operation, but he did not stint on the time he spent with the students on the greens.

"I always feel good on a golf course," he said.

His team felt good, too — at least good enough to win five match contests while losing only two. What particularly pleased Perry was that one of the victories was over Bowling Green State University. Also stimulating to the recuperating coach was the fact that Florida International golfers took first place in the Beta Division of the Miami Beach Classic, and third place in the Beta Division of the University of Miami Invitational.

Wrestling that first year? Coach John Munson would no doubt prefer that it was not mentioned. But, for the record, the Florida International wrestling team

won no matches and lost eight. A major problem: At no time did Coach Munson have more than seven wrestlers, and each match was entered with 15-20 points forfeited.

In addition to the five promised men's intercollegiate teams for 1972-73, women's varsity teams competed in volleyball, softball and golf; and, in 1974, the University recognized all three of these women's sports as intercollegiate activities. Dr. Judith A. Blucker, Coach for Women's Sports, commented:

"We are far past Victorian times when, if a woman participated in sports at all, she still wore long skirts, and it was thought that certainly a lady should not sweat."

Of the eight women on the initial volleyball team, only three had previously participated on a similar competitive level, and the team's match record was 1-13. More women in South Florida play softball, so FIU's first women's team in this sport did better — 5 wins and 11 losses.

Actually, the women golfers never competed during 1972-73 as a full team, but a "mini-team" suddenly emerged when Patricia Bradley enrolled at the University. She happened to be one of the outstanding women golfers in the nation, and brought considerable solo credit to Florida International. (Hard-driving Pat rated a cover story in *The Lady Golfer* magazine.)

Club sports were developed the first year in lacrosse, basketball, track and judo. There were also intramural contests in football, basketball, softball, bowling, billiards, wrestling, horseshoes, volleyball and table tennis.

Altogether, no university or college probably had a more successful first year in athletics than Florida International. For the men's five intercollegiate sports, the overall record was 66 wins, 56 losses, and one tie. And today in the main lounge of Primera Casa stands a glass case bulging with awards — trophies for the Embry-Riddle Aeronautical Baseball Tournament Championship, 1973, and the Honduras vs. Florida International University Baseball Championship, also for 1973; a silver tray presented to Florida International by the Basketball Federation in Cali, Colombia; a plaque for the Foxcroft Invitational Golf Championship, 1974 . . .

Florida International University's greatest achievement in athletics, however, has not been in points scored . . . in games won . . . in variety of sports activities provided. It has been in bettering international relations on the playing field.

The international outreach began with soccer games in early December, 1972, right after FIU's first soccer season ended in the United States. It was really a get-together of close neighbors — in the Bahamas. Florida International won no games — but friends — tying the Bahamian McAlpine Club, 2-2, and losing to the Red Lions of the islands, 1-0.

Then, later in December that year, a giant earthquake shook and opened the earth in Nicaragua, largest of the Central American republics. Most severe damage occurred in Managua, the capital city, which lies near the foot of a mile-high volcanic cone. Gaping stretches of the city were left a mass of rubble.

The FIU Women's organization was among the various groups in Miami which rushed to provide aid. The University women collected Christmas presents to be airlifted to Managua, and the students of the University followed up with a "Christmas in February" drive for the Nicaraguans. These gestures of friendship were so gratefully received that Florida International decided to send its first baseball team to Nicaragua in May, 1973, to play a series of games, with the proceeds to go to the Nicaragua Relief Fund. And, as long as the team was in Central America, it would also go to Guatemala and Honduras.

Altogether, 10 games were played on the trip, and Florida International University won seven of them, although some of the contests were held in

temperatures over the hundred mark. Baseball in Central America . . . where college ballplayers are given the hearty welcome of professionals . . . where people from all levels of society abandon whatever they are doing to crowd together into the ball park . . . where (in rural areas) there are more donkey carts than automobiles in the parking lots . . . where there is screening to separate the players from the fans who get overly excited, and are liable to throw anything at hand following a bad play — rocks as well as pop bottles and caps . . . where the natives identify through sports, and where the Florida International players were able to identify with the natives . . .

Establishment of better relationships in South America through athletics was begun in February, 1974, when Florida International University brought soccer, wrestling, tennis and basketball teams to Colombia, with a total of 64 men and women among the sports ambassadors. The basketball team was a pick-up group of undergraduates, graduates and faculty members, and the players on the men's and women's tennis teams were largely borrowed from Miami-Dade Community College — both North and South. But most important was the fact that the spirit was all-American — both North and South.

The competition was against the best university and national teams the hosts could muster. Still, the visitors from Florida generally did right well. The soccer team finished with two wins, one loss, and one tie; the wrestling team with two wins; the tennis teams with three wins and two losses, and the basketball club with one win and four losses. It should be noted, however, that the undefeated wrestling team got an assist from a friendly native bus driver.

One of the wrestling matches was scheduled in Bogota, and to get there from Cali meant a three-hour bus ride, with some stretches of mountain roads on the rugged and muddy side. The driver of the bus, a jovial, fat fellow, took the uncertain roads in stride and at high speed.

In the bus were some members of the Colombian team which was to compete at Bogota as well as the Florida International wrestlers, and the driver was particularly proud to be chauffeuring the latter. He had plastered Florida International decals all over the bus, and was apparently convinced that these gave him the right of way over all other traffic. Vehicles blocking his path — both animal and motor-powered — were forced to swerve, and pedestrians — of all ages — to jump.

Consequently, very good time was being made until the bus got stuck in a mud hole. The bus driver let loose with some rapid Spanish, and the Colombian wrestlers piled out to shove the bus free. (The driver was not about to have his honored guests from Miami get all muddied-up, and insisted that they stay in the bus.)

When the bus got rolling again, the driver was afraid that, if he stopped to pick up the Colombian wrestlers, he might stay stopped. So he kept going, ignoring their yells of protest. Finally, after about a half-mile, however, he ground to a halt, and waited for the weary, puffing wrestlers.

Then time came quickly for the Colombians to take on the American wrestlers in what was the bull ring of Bogota, and they were not exactly in the best of shape. This was especially true of a 315-pound heavyweight, the pride and joy of Colombia. He and his teammates went down to defeat before 12,000 fans — the biggest crowd ever for the FIU wrestlers. (The baseball team played before Colombian crowds numbering as many as 40,000.) For the Colombian wrestling team at the Bogota match, there were jeers, and for the Americano team cheers. The bus driver seemed very pleased about the whole thing.

Dr. Paul Hartman, who was in charge of the sports expedition to Colombia, summed it up this way in his annual report:

"The value of the trip can be measured in the attitudes and understanding of the young people and faculty members who made it. Hopefully, somewhere . . . sometime . . . our world will be a little bit better because a few more people now understand a little bit better their neighbors in a far away place."

Thus, on the international scene, more than any place else, Florida International University athletes won the right to their name — Sunblazers.

In 1972, they began competing without a name, and were known simply by sports writers as the "No-Names." The anonymity bothered them. Like the crusaders of old, they needed a banner — or name — to rally behind.

Suggestions were sought from students, faculty and staff. This gave cartoonists of the Miami press a field day. Bill Kitchen of *The Miami Herald* depicted Athletic Chairman Hartman reading to student athletes from a list of suggestions, and commenting: "Here's a kind of cute one. Who suggested the Teddy Bears?" (One of the student athletes depicted in the cartoon was a teddy bear, with tennis racket poised for action.) Larry Geyman, another *Herald* cartoonist, was not to be outdone. He showed an FIU baseball player asking, "How 'bout Leapin' Lizards?" The reply of a shaken Hartman: "You are kidding!"

On the Florida International campus, however, it was no joking matter. More than 60 suggestions were submitted — Conquistadors, Pelicans, Mangroves, Sand Dollars . . . Finally, the number of suggestions was narrowed to five: Ambassadors, Diplomats, Globes, Suns and Sunblazers. Fish as well as animal names had been ruled out, and Andy Rosenblatt of *The Miami News* commented in his column:

"True, it might be difficult to produce a hammerhead shark or piranha on the sidelines during a soccer match or baseball game. But an ambassador or diplomat would find rooting a team to victory out of character."

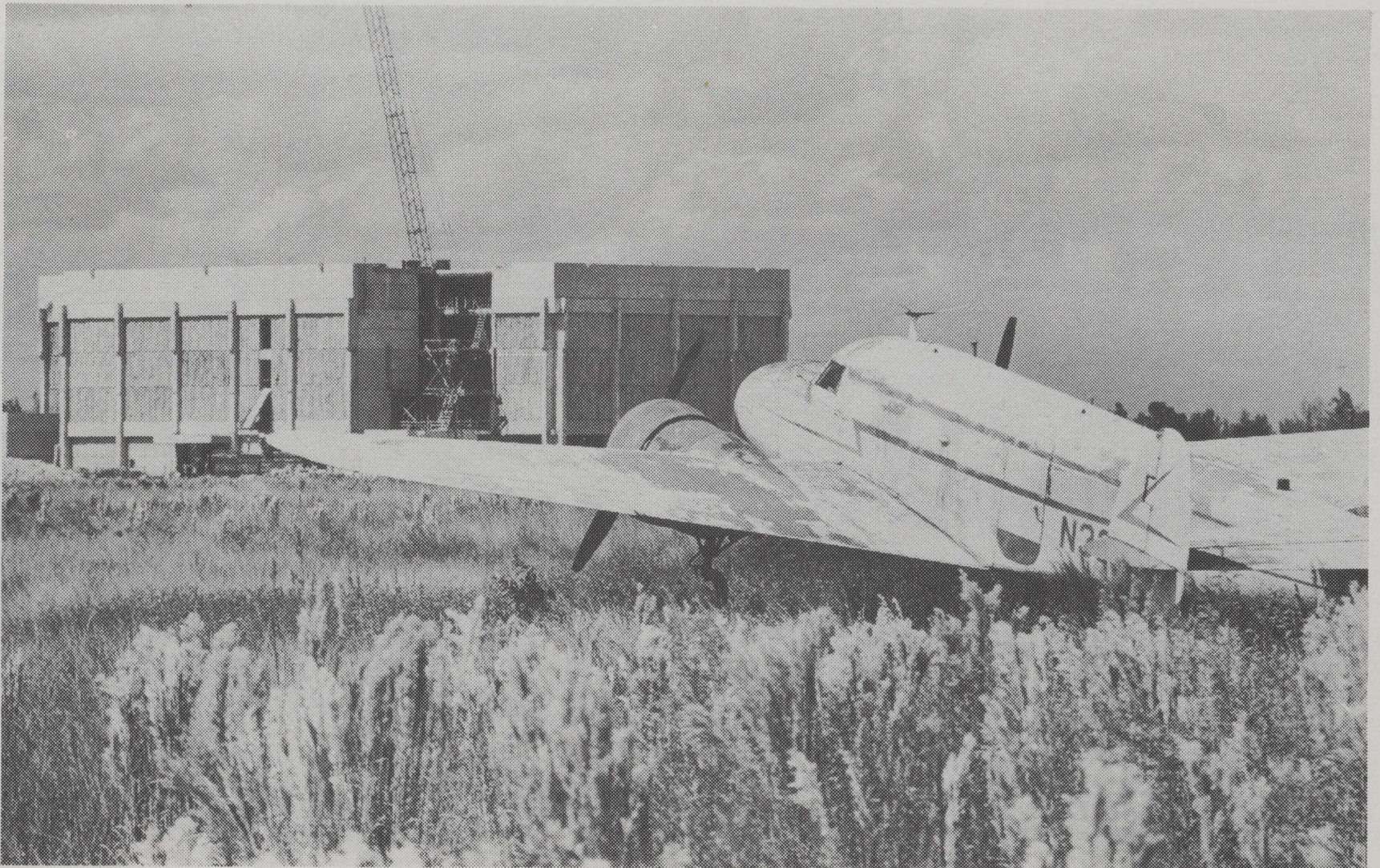
Whether the power of the press had anything to do with it will never be known, but the University-wide vote on April 16, 1973, was for Sunblazers. And ever since, more often than not, the Sunblazers have brightened the skies for Florida International University — both in this country and abroad.

**FLORIDA
INTERNATIONAL
UNIVERSITY**

The Album

*From a deserted airport of yesterday
to an urban university of tomorrow*

The beginning . . . In September, 1969, the four founders of Florida International University come to the Old Tamiami Airport to start their building task. Shown in ascending order on the tower steps, they are Nicholas G. Sileo, Butler H. Waugh, Donald L. McDowell and Charles E. Perry.



Time of transition . . . Florida International University rises from the abandoned Old Tamiami Airport.



— photo by Jim Payette

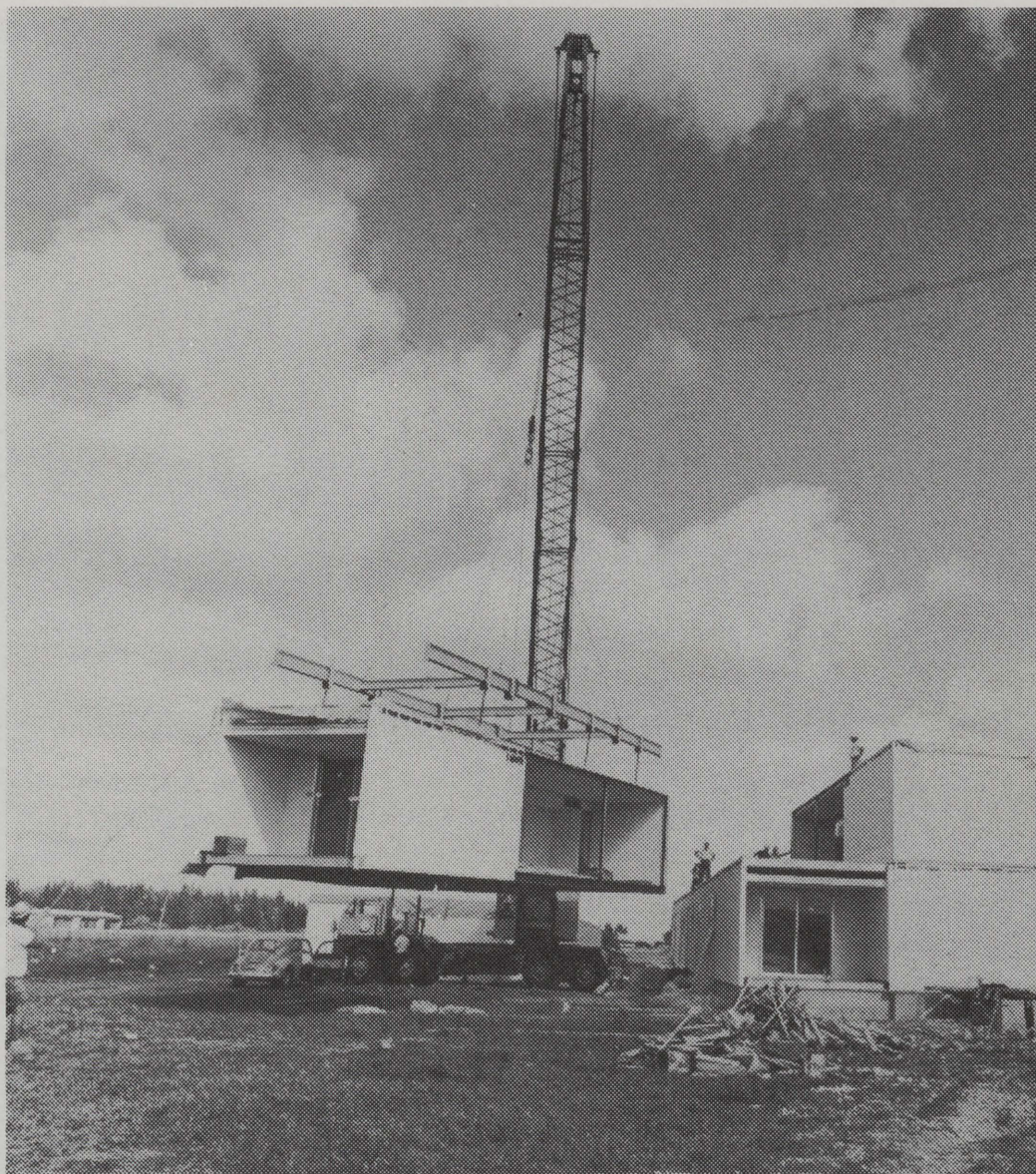
Planning conferences begin in the Tower — conferences that will result in the publication of the Master Plan in September, 1970.

When will the new campus be ready? Vice President Donald L. McDowell (right) assures Chancellor Robert B. Mautz of The State University System of Florida that the “miracle” will occur in September, 1972.

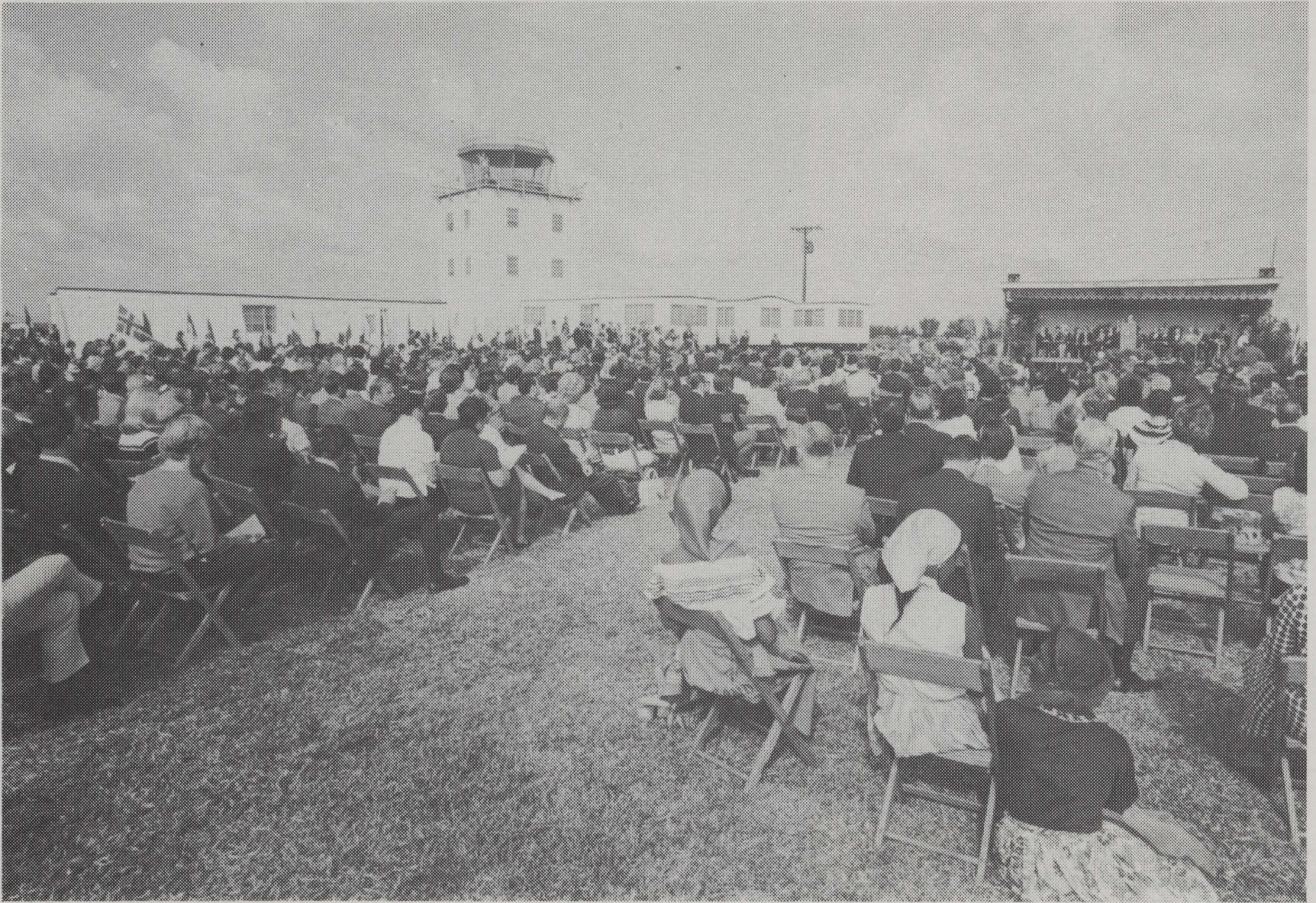


The hard-working, pioneer faculty and staff of Florida International University pause for the cameraman in February, 1971.

To expedite housing on the Tamiami Trail campus, workmen in late 1970 begin putting together the pieces of the first modular building ever erected on a Florida state university campus.



In early 1971, however, there is still no room on the campus big enough to accommodate a visiting delegation of State Legislators. So a meeting with President Perry is held out in the Florida sunshine.



More than 3,000 persons attend the Groundbreaking ceremonies on January 25, 1971, for the University's first major building, Primera Casa. The old airport Control Tower and new trailer offices are seen in the background.



— photo by Jim Payette

"The people of South Florida can take pride . . ." State Senator Robert M. Haverfield, who introduced Senate Bill 711 which led to the establishment of Florida International University in 1965, speaks at the ceremonies. Governor Reubin O'D. Askew is seen at the right.

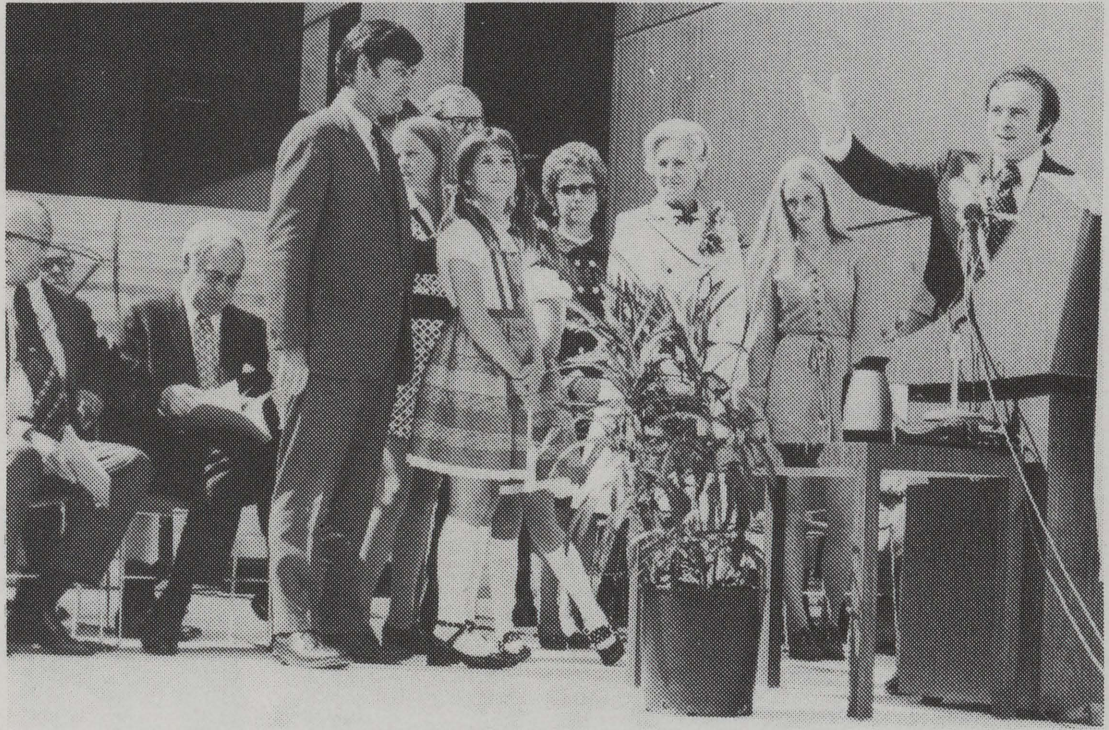


— photo by Miami Metro Dept. of Publicity & Tourism

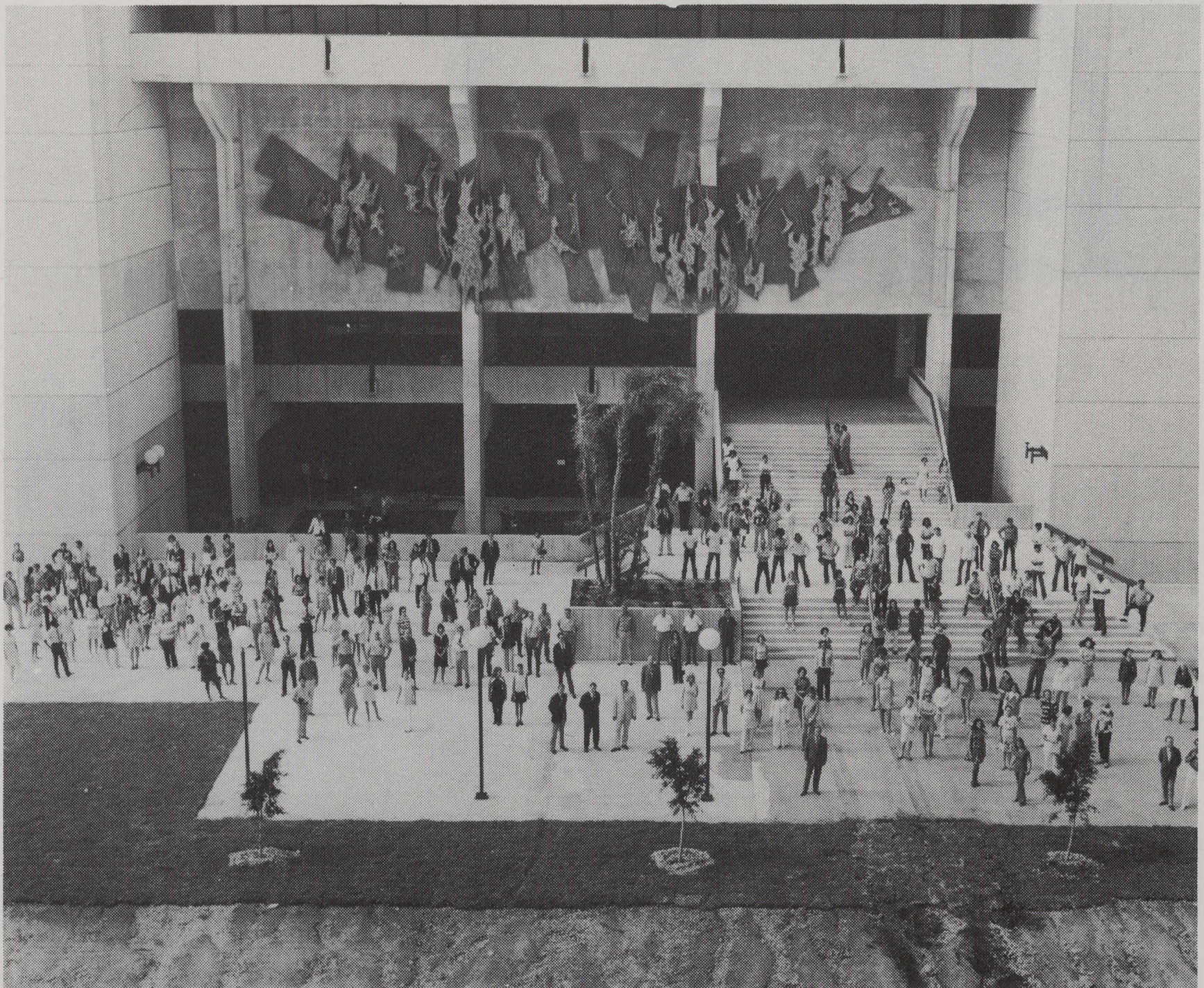
Manning shovels at Groundbreaking are (left to right) Reubin O'D. Askew, Governor of Florida; U Thant, Secretary-General of the United Nations; Dr. Charles E. Perry, President of Florida International University, and D. Burke Kibler, III, Chairman of The Florida Board of Regents.



— photo by Miami Dept. of Publicity & Tourism
 President Perry receives a symbolic key to Primera Casa from Regent Carolyn Pearce.



The family of the late State Senator Ernest R. Graham, who first introduced a bill to establish a state university in Dade County in 1943, is honored at Opening Day ceremonies of Florida International University, September 14, 1972. Dr. William T. Jerome III, the University's first Academic Vice President, is seated at the left.



— photo by Bill Kuenzel of The Miami Herald

For the faculty and staff of Florida International University, Opening Day is an especially big occasion. So they pose in front of Primera Casa while a Miami Herald photographer snaps their picture from a helicopter.



The opening of Florida International University to students in 1972 also marks the opening of the institution's intercollegiate athletic program. First score on the soccer field: FIU, 1; University of Miami, 0.

Baseball quickly follows soccer, with the first game on March 13, 1973, and with Florida International defeating the University of Miami, 3 to 1.

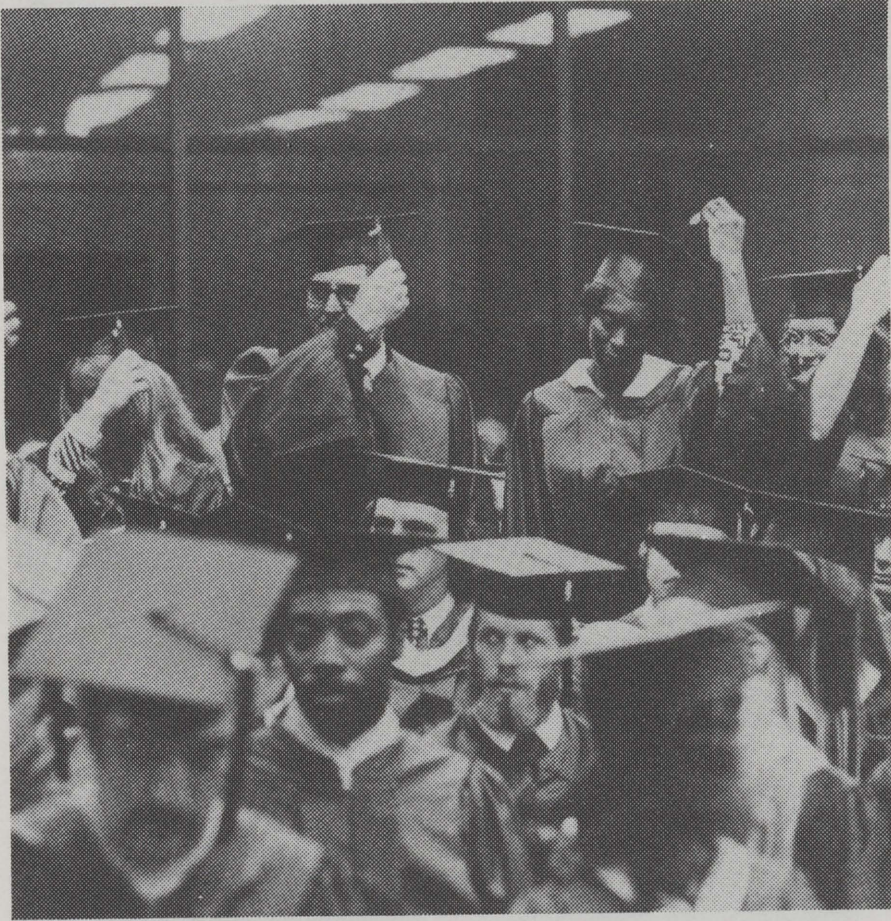


— photo by Jerry Margolin

Taking a keen interest in the development of Florida International University is Leon J. Ell, a Miamian who was instrumental in the selection of the Tamiami Trail site for the institution, and who registered as its first graduate student. He is shown talking with President Perry.



Of special interest to Mr. Ell: The goals of the University. So he presents to Florida International a bronze plaque bearing the inspirational words. It is mounted on a wall of Primera Casa so that "all who pass here may share in the promise of higher education as expressed in these words."



With a flick of tassels, history is made at Florida International University, marking the institution's First Commencement on June 16, 1973 — a year ahead of schedule.

The pleasure is mutual. President Perry shakes hands with one of the University's first graduates.



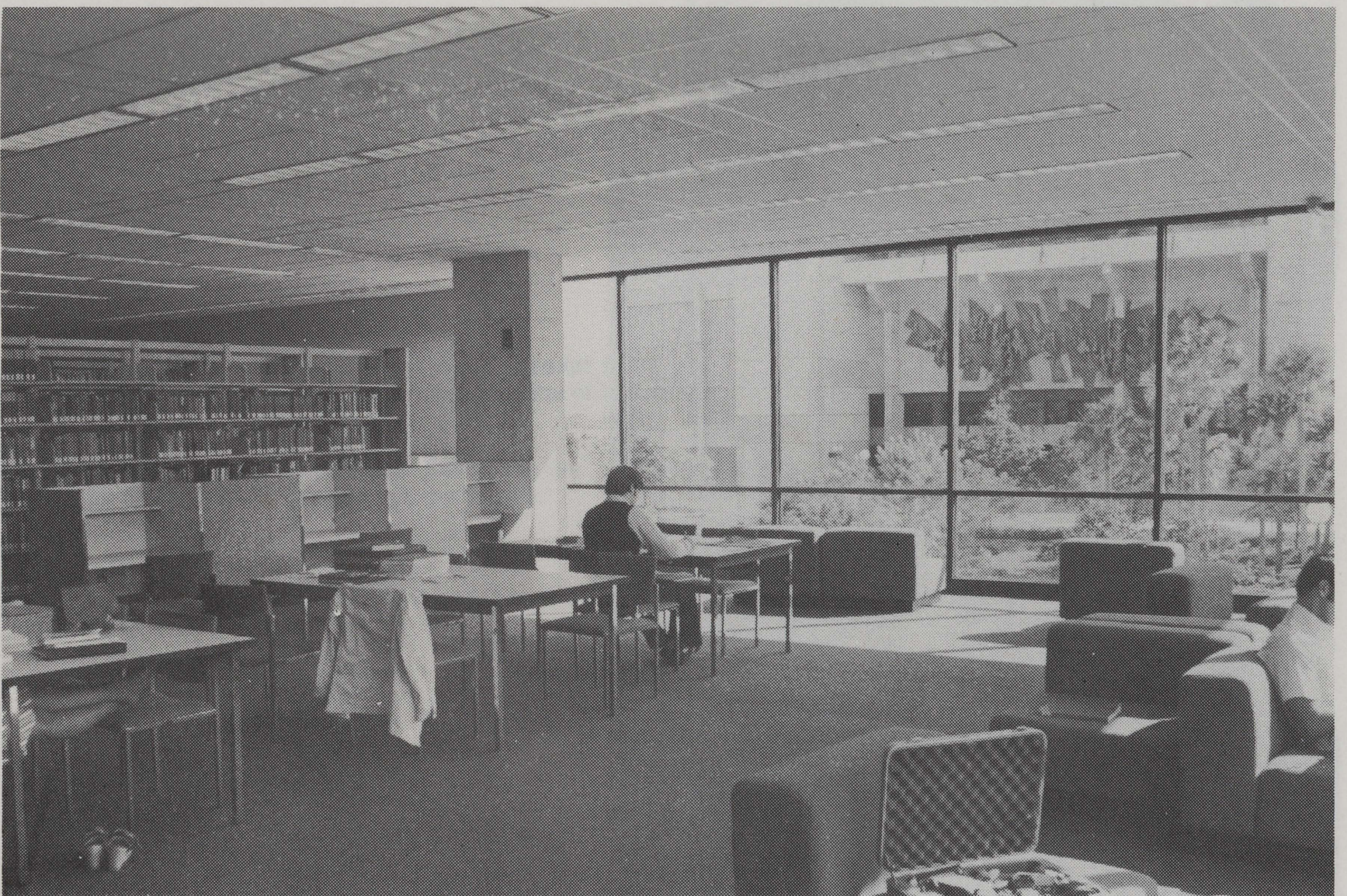
A coed studying before a mural of the world in Primera Casa symbolizes the University's international thrust.



But it takes a coed parked beside a mural of a parking meter to attract newspaper attention around the globe.

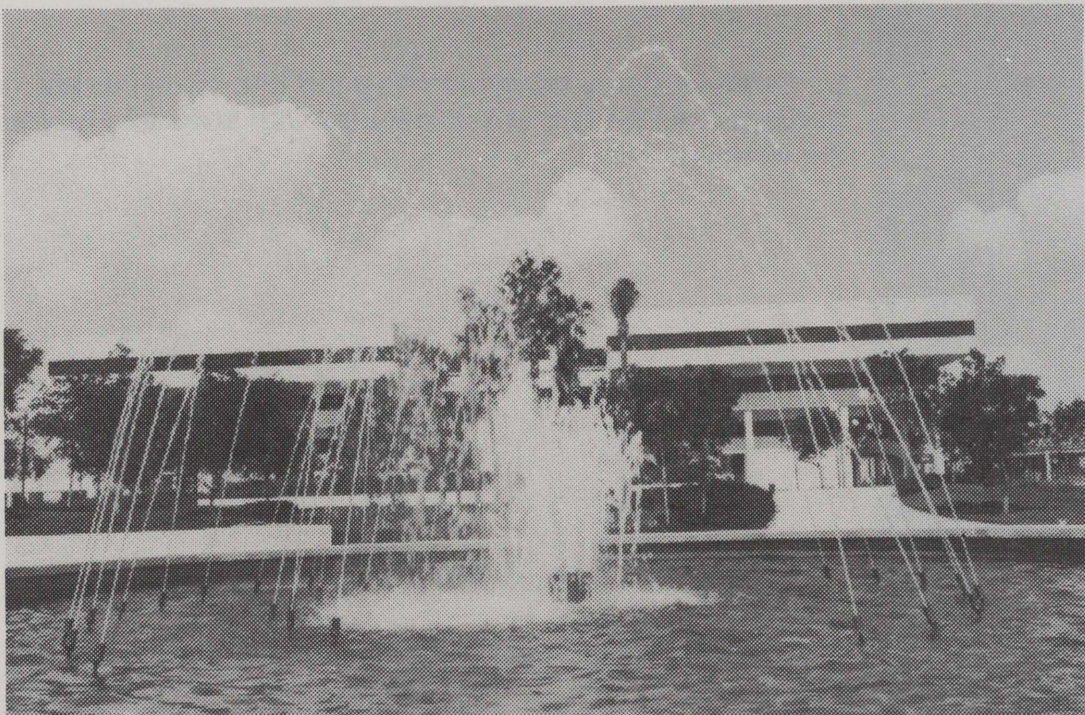


During the early years, the University Library is destined to serve in various quarters — in the old Control Tower, in a remodeled hangar, in Primera Casa. These students are making use of the Primera Casa facilities.



Then, in 1975, comes the big move for the Library — into the spacious quarters of its own building, the Athenaeum.

In December, 1972, the University's second major building, La Deuxieme Maison, with its beautiful interior courtyard, is ready for student studies — and conversation.



And a fountain is born to enhance the main campus square.

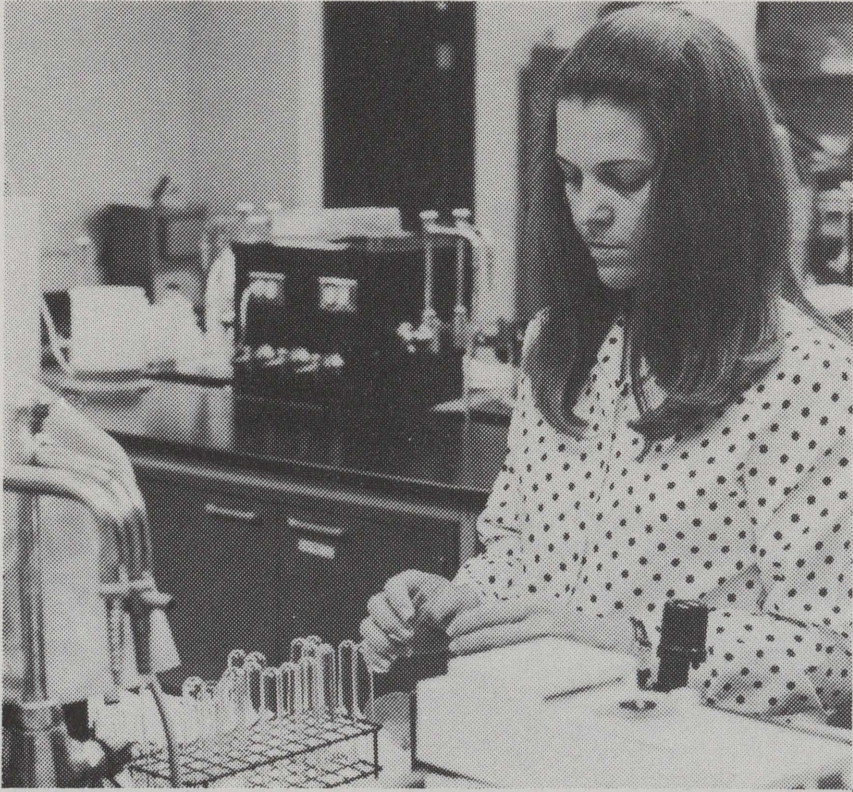
— photo by Jerry Margolin



Students are quick in living up to the middle name of Florida International University as witness these performers doing a native Mexican dance at International Week Festivities.



Or these students demonstrating the fine art of karate — the Japanese system of self-defense with arms and legs as the weapons.



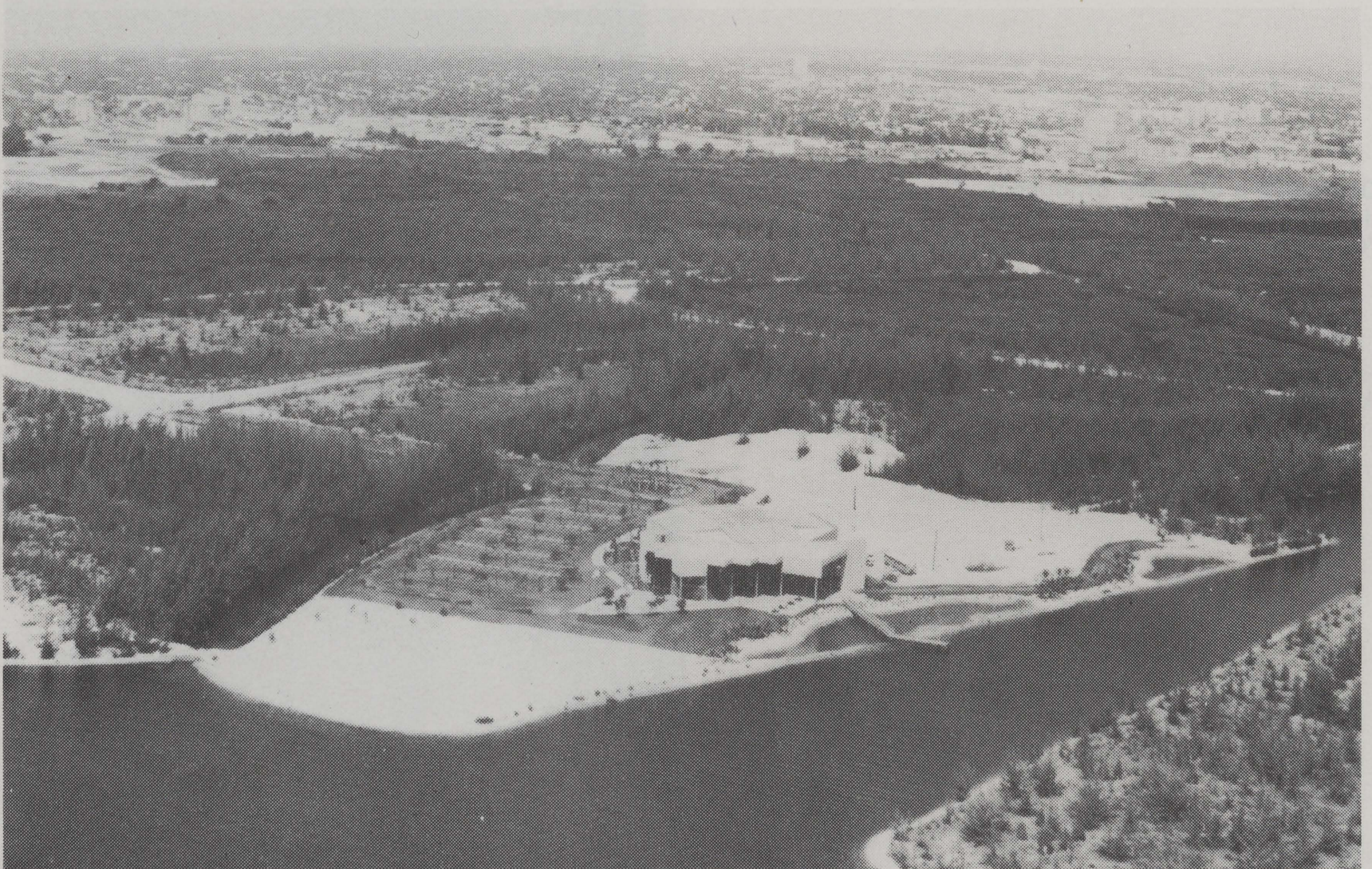
Earnestness in learning . . . It is perhaps the most characteristic of all features of the students commuting to Florida International University, whether working with test tubes in a chemistry laboratory . . .

Or staging a dramatic production. These actors with particularly intent looks are portraying a scene from "Godspell," entirely student produced and directed.





The promise kept . . . Two campuses for Florida International University — on the Tamiami Trail in southwestern Miami and on the Interama site in North Miami, thrusting out into Biscayne Bay.



Chapter XV

BRIDGES TO BETTER INTERNATIONAL UNDERSTANDING

“Observe good faith and justice towards all nations; cultivate peace and harmony with all . . . Harmony, liberal intercourse with all nations, are recommended by policy, humanity, and interest . . . Promote, as an object of primary importance, institutions for the general diffusion of knowledge . . .”

— George Washington in his
“Farewell Address,”
September 19, 1796

The shade of Washington may well have hovered over President Charles E. Perry of Florida International University when he prepared “A Background Paper on International and Inter-Regional Cooperation” to be read at the Seminar of the Organization of American States and the American Association of State Universities and Colleges, Mexico City, February 19-27, 1972. Dr. Perry wrote:

“This paper . . . is an invitation to participate in the fashioning of a new, meaningful and coordinated educational program, to identify our mutual needs, and then to do something about them . . .

“As we help you to solve some of your problems, you can help us to solve some of ours. It is a two-way street . . .

“Not only is Florida International University emerging at a time when new priorities are being given to world needs, but it is emerging at a location of great international significance — at Miami, the leading gateway to Latin America and the Caribbean. The destiny of nations is forecast by their geography, and this is true also of colleges and universities — certainly of Florida International.”

Thus, in his Mexico seminar paper, President Perry set the stage for the various roles that Florida International University was to play in international affairs. Colombia, South America, provided the setting for one of the early roles.

In 1946, Father Jose Joaquin Salcedo, a thin, scholarly-looking man, sat on a bench of the plaza in the little village of Sutatenza, nesting 6,000 feet high in the Andes Mountains of Colombia. He knew that he should be reading his breviary, but instead he was sadly contemplating the dearth of education among the 800 residents of Sutatenza — and among the residents of various other isolated mountain villages of Colombia.

Even if well-trained teachers could be induced to come to the villages, there would be little money to pay them. Now, if the villagers could be taught by radio from Bogota . . .

Father Salcedo watched a man passing with his burro, laden with brush from the forest to stoke the home fires. The man wore a wool poncho, regionally known as a ruana. It was very ragged.

No, decided the priest, the people were generally too poor to own radios. But, if several radios were supplied each village, the residents could gather around them in classes headed by local teachers who had had enough education to explain puzzling portions of the lessons carried over the airwaves.

And that is how ACPO, the Spanish acronym for Popular Cultural Action, a non-profit organization, was born in Colombia. Directed by Salcedo, now a monsignor, ACPO today brings practical, “non-formal” education to more than a million rural residents of Colombia through broadcasts, coordinated and followed up with pamphlets, books, and other materials. (Among the materials for courses in improved farming methods are free packages of garden seeds.)

ACPO has attracted attention around the world, and has brought to Monsignor Salcedo honors from around the world. Naturally, it was of interest to Florida International University. Much could be learned from ACPO, and perhaps something could be given to it.

In December, 1972, Melanie Vincent, Coordinator of University Services at Florida International University, who had been a resident of Colombia, began making arrangements for a group of educators to visit the South American country. Among those from Florida International participating in the pioneering venture in international affairs were President Perry; Dr. William T. Jerome III, Vice President for Academic Affairs; Jonathan D. Darrah, Acting Dean of International Affairs; Jack Hood Vaughn, former Ambassador to Colombia, who had recently resigned as Dean of International Affairs to head foreign development of the Children's Television Workshop, but was continuing to serve the center as Special Consultant; Dr. Paul Gallagher, Assistant Dean of Education; Dr. Penelope Kupinel, Chairman of the Division of Dietetics and Nutrition; Dr. Juan C. Hernandez, Professor of Management; Dr. Charles Divita, Jr., Assistant Professor of Education, and Robert V. Farrell, Education Instructor. Also participating were Paul C. Parker, Director of International Programs for The State University System, and representatives from the University of Florida, Florida State University, West Florida State University and Florida Technological University.

Altogether, the party which went to Colombia in January, 1973, numbered 24. Monsignor Salcedo and other dignitaries who met the American educators when their plane landed at Bogota were greatly impressed by this show of interest in their country. The Latin hosts felt that they were obligated to make the indoctrination of their guests thorough — and memorable.

One thing that Monsignor Salcedo insisted upon: Everyone must go to the mountain village of Sutatenza, where ACPO began. That meant a bumpy bus ride over 80 miles of winding mountain roads. This in itself was educational — certainly an explanation of the isolation of the people who had to get their education via radio.

The residents of Sutatenza had been forewarned, and were ready for the visit. Never before had they had so many American visitors. And to think that they were *professors* — even *El Presidente* of Florida International University! Never mind that no one in Sutatenza had ever heard of the University before.

Ordinarily, the village residents reserved fireworks displays for such occasions as Christmas and New Year's Day. But this was something special. So Cheps Ramirez, fireworks maker from a nearby town, had been asked to bring the finest of his creations to Sutatenza, and set them off on the evening of the American educators' arrival.

The high-powered rockets which Ramirez launched made an old-fashioned American Fourth of July celebration seem like a rather pale event. But that wasn't all. The youngsters of the village wound up the evening by kicking fireballs around the plaza.

Then the next afternoon came the very special event — special to Sutatenza. Through the educational radio programs of ACPO, the residents had learned about the launching of astronauts from Florida's Cape Kennedy, and had developed their own version. Their representation of an astronaut was a cat — any one that could be caught handily. January was not the time for the annual launching, but it was decided to make an exception so that the distinguished visitors could view the great missile thrust. And the cat to be shot skyward in a capsule with a parachute attached was given a special name — "FIU."

As the feline astronaut zoomed skyward, Monsignor Salcedo cried out:

"FIU — *adios!*"

Then he added:

"Don't worry, President Perry. Your university will be saved — FIU will be saved."

Indeed, the capsule bearing FIU returned to earth safely via parachute. Youngsters ran to retrieve the cat . . . to show Dr. Perry that the rise of FIU to great heights had been entirely successful. Thus, the Florida educators learned about differences in the cultures of people around the world — and more.

In studying the ACPO activities, they learned how the program fitted education to the people . . . how it determined the ability of the people to master new knowledge before parceling it out . . . how teaching was adapted to meet needs and circumstances. By the same token, the leaders of ACPO learned from the visiting educators about new research findings on adult education . . . about new teaching aids . . . about experiences such as those of Florida International in working with migrant laborers. The "two-way street" that Dr. Perry had mentioned in his Mexico seminar paper was a reality.

As a follow-up to that initial visit by the Florida educators to Colombia, the international organization of ACSU was established. This was a linking of the names and forces of ACPO and The State University System of Florida in a joint program to improve educational opportunities for the underprivileged.

As a special project of Florida International University, faculty and staff members helped ACPO design a new and improved planning and evaluating system, and conducted a management study for the organization. The University also co-hosted with ACPO an educational conference in Miami. Growing out of this conference has been continuing research by various institutions into the dynamics of non-formal education.

Dr. Penelope Kupsinel of Florida International's Dietetics and Nutrition Department, who talked with educators in her field on the Colombian expedition, was asked by the Universidad Nacional in Bogota to conduct a short course in advanced nutrition education for teachers and potential teachers. She agreed, and Florida International held its first workshop outside the United States, August 27 to September 1, 1973.

While conducting the workshop, Dr. Kupsinel learned that there were few educational materials in Spanish on the subject of nutrition. So she arranged for Rosa Carranza, a director of the Dietary Department at Miami's Pan-American Hospital who was studying for her master's degree at Florida International, to write a basic booklet in Spanish to be used by ACPO to teach nutrition via its radio network . . . to try to improve the diets of the people. (As this was written, Dr. Jose T. Villate of the School of Technology was preparing an English-Spanish dictionary involving another area — pollution control technology.)

In further follow-up to improved health standards for Colombia, the Nursing Department at Florida International was visited by seven nursing faculty members from universities in the South American country. The visitors' main interest was in studying nursing education opportunities and health care systems. They found the use of audio-visual equipment at Florida International to be highly valuable in disseminating new information. And what was good for nursing students in the United States, they decided, would be good for those in Colombia.

Then two FIU music faculty members went to Bogota and Bucaramanga, Colombia, to give a series of voice and piano concerts at the invitation of the Instituto Colombiano de Cultura. Colombian musicians promised that they would reciprocate with a visit to Miami, marking the initiation of a cultural exchange program between Florida International University and foreign countries.

The citizens of Tulua, Colombia, decided that they needed a university, and produced the Universidad Central del Valle, which has been an innovator in physical education programs. One of the reasons that it is so progressive in this field is that Dr. Paul E. Hartman, Chairman of FIU's Division of Health and Physical Education, went to Colombia, and gave the Universidad Central del Valle an assist.

For the last two years, Asst. Professor Robert V. Farrell in the School of Education, seeking to integrate research into his teaching, has been taking the students of his course in comparative education on field trips to Northern Colombia (Barranquilla and Cartagena).

And now Bogota and Miami have been officially designated as "sister cities." (Closer relations are also being established between Miami and other cities of Latin America and the Caribbean. Relations with the business community in Miami and its substantial international interests are part of Professor Jan Luytjes' role as a member of the International Center, Inc., of Miami.)

In brief, that original exchange of ideas in Colombia in January, 1973, had many offshoots. One of them was that Monsignor Salcedo was among the four persons who were awarded honorary doctoral degrees at Florida International's first commencement on June 16, 1973. (The others who received this honor were Dr. Richard V. Moore, President of Bethune-Cookman College; Sally Jane Priesand, the first ordained woman rabbi in the United States, and Nathaniel Reed, Assistant Secretary for Fish, Wildlife and Parks of the U.S. Department of the Interior.)

Long before the Colombian trip, however — indeed, before Florida International was opened to students — the University was looking to the building of bridges to better international understanding.

In 1970 and 1971, while Primera Casa was moving from the drawing board to concrete forms, faculty and staff members of Florida International University met with representatives of the World Bank to explore possibilities for participation in programs sponsored by that organization . . . They discussed education for development with Father Joao Bosco Pinto, an internationally known educator from Brazil . . . They conferred with business leaders to develop a master's program responsive to the needs of both Latin America and United States nationals . . . They hosted a visit by eight Venezuelan educators who had come to the United States to study such areas as curriculum development, student admissions and library policies . . .

Then, in early April, 1972, six months before its opening, Florida International University held its first major international conference. This conference, jointly sponsored by the Inter-American Literacy Foundation and World Education, Inc., brought together educational leaders of 20 Latin American nations to discuss the role of literacy in the development of their countries. One way or another, Florida International University was determined to lose no time in doing its part to eliminate the "surplus of ignorance."

With the opening of Florida International, the University quickly became engaged in a wide variety of international projects. Faculty members, headed by Dr. Ronald Tikofsky, Chairman of the Psychology Department, assisted Haiti in establishing its first psychological tests with a view to selecting persons for specialized job training . . . In another Haitian research project, under the supervision of Dr. Zola Sullivan of the School of Education, better ways were sought for those who spoke only Haitian Pidgin Creole to learn French and English. (Although virtually all the Haitians are able to communicate verbally in Pidgin Creole, 90 per cent of the people are unable to read or write French, the

official language of the government and schools.) . . . In Panama, Florida International University collaborated with the Universidad de Santa Maria La Antigua in studies on family structure as it affects the individual . . . In the Bahamas, faculty members of FIU's School of Education began assisting that nation's Ministry of Education in developing appropriate higher education programs . . . Also in the Bahamas, a course on "Real Estate Principles and Practices" was taught. (The off-campus course was sponsored and financed by Sonny Wright, President of Universal Real Estate, Inc., in Miami, and a charter member of the Florida International University Board of Advisors.)

Then there were the working relationships established by the University's School of Hotel, Food and Travel Services. They made the globe of the world seem especially small, because the relationships were with Greece, Venezuela, Jamaica, the Dominican Republic, the Bahamas, the Virgin Islands, and the Organization of American States.

The OAS and the Greek and Venezuelan governments sponsored scholarships for students to attend the School of Hotel, Food and Travel Services. These scholarships were a factor in the school having the largest percentage of international students of any division of the University. Graduates of the school in June, 1974, represented five continents.

Students majoring in travel at Florida International arrange and manage tours out of Miami, and in this capacity have become foreign ambassadors for the University. Serving as a sort of secretary of state is Assistant Professor Richard A. Huse, who supervises the students with their expeditions.

"I do relatively little supervising, however," said Professor Huse. "I prefer to let the students make mistakes — just so they don't get involved in international incidents or lose money on a tour."

Mostly the students learn about people — both about the Americans they are guiding and the foreigners with whom they are dealing. On a trip to Jamaica, one couple insisted on having their room changed three times at a Montego Bay hotel to get just the view they wanted. The management, of course, was not happy after the second move, and some cajoling was required to arrange for the third. But that was minor.

On the same tour, an automobile trip was taken over Jamaica's cloud-capped mountains. Three of a half-dozen rented cars used to transport the party developed problems. The wheel of one came off, resulting in a bumped head of a passenger. The transmission of another fell out, and the hood of a third flew off. Getting that show back on the road took a bit of doing.

On a seven-day ship cruise, student leaders of a tour group had to convince the captain twice that he should lower the gangplank after raising it. Members of the students' party were late in returning to the ship at Cozumel, Mexico, and Port-au-Prince, Haiti.

Commented Professor Huse:

"People forget time . . . don't read information sheets . . . don't follow directions . . . yet they hold tour leaders responsible. It is best that our students learn these things from experience — not just by reading about them in a textbook. You learn the most about people by working with them."

From February 19 to March 2, 1973, students of the University, with the aid of Dean Sandra Clark and Counselor Maria Lavernia of Student Services, conducted their first "Operation Amigo" forum — for 13 Argentinian students. In addition to attending lectures, films, discussions and social activities at the University, the

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official language of the government and schools.) . . . In Panama, Florida International University collaborated with the Universidad de Santa Maria La Antigua in studies on family structure as it affects the individual . . . In the Bahamas, faculty members of FIU's School of Education began assisting that nation's Ministry of Education in developing appropriate higher education programs . . . Also in the Bahamas, a course on "Real Estate Principles and Practices" was taught. (The off-campus course was sponsored and financed by Sonny Wright, President of Universal Real Estate, Inc., in Miami, and a charter member of the Florida International University Board of Advisors.)

Then there were the working relationships established by the University's School of Hotel, Food and Travel Services. They made the globe of the world seem especially small, because the relationships were with Greece, Venezuela, Jamaica, the Dominican Republic, the Bahamas, the Virgin Islands, and the Organization of American States.

The OAS and the Greek and Venezuelan governments sponsored scholarships for students to attend the School of Hotel, Food and Travel Services. These scholarships were a factor in the school having the largest percentage of international students of any division of the University. Graduates of the school in June, 1974, represented five continents.

Students majoring in travel at Florida International arrange and manage tours out of Miami, and in this capacity have become foreign ambassadors for the University. Serving as a sort of secretary of state is Assistant Professor Richard A. Huse, who supervises the students with their expeditions.

"I do relatively little supervising, however," said Professor Huse. "I prefer to let the students make mistakes — just so they don't get involved in international incidents or lose money on a tour."

Mostly the students learn about people — both about the Americans they are guiding and the foreigners with whom they are dealing. On a trip to Jamaica, one couple insisted on having their room changed three times at a Montego Bay hotel to get just the view they wanted. The management, of course, was not happy after the second move, and some cajoling was required to arrange for the third. But that was minor.

On the same tour, an automobile trip was taken over Jamaica's cloud-capped mountains. Three of a half-dozen rented cars used to transport the party developed problems. The wheel of one came off, resulting in a bumped head of a passenger. The transmission of another fell out, and the hood of a third flew off. Getting that show back on the road took a bit of doing.

On a seven-day ship cruise, student leaders of a tour group had to convince the captain twice that he should lower the gangplank after raising it. Members of the students' party were late in returning to the ship at Cozumel, Mexico, and Port-au-Prince, Haiti.

Commented Professor Huse:

"People forget time . . . don't read information sheets . . . don't follow directions . . . yet they hold tour leaders responsible. It is best that our students learn these things from experience — not just by reading about them in a textbook. You learn the most about people by working with them."

From February 19 to March 2, 1973, students of the University, with the aid of Dean Sandra Clark and Counselor Maria Lavernia of Student Services, conducted their first "Operation Amigo" forum — for 13 Argentinian students. In addition to attending lectures, films, discussions and social activities at the University, the

Amigos visited educational, social and commercial facilities in the community, including hamburger take-out establishments.

One of the Latin students expressed his feelings at the end of the two-week visit this way:

"When we enter a university in the process of birth, we get immersed into a youth reality, where problems possess the freshness of a grand project . . . Finding a university that at its birth proposes to become international is like discovering a worthy friend."

Another international friendship project started in 1973 was the "Voice of FIU." This is a radio broadcast featuring the music of many countries. Music for the program comes from the Music Folklore Collection of the University's Bolivarian Library, started through the generosity of Simon Daro Dawidowicz of Miami Beach. The library contains about a hundred albums of music from more than 20 countries. Coordinator of the radio program is Marie-Louise Leeds, Assistant Professor of Fine Arts, who employs her knowledge of international music and languages in preparing the 20-minute segments. After the presentation of each program, she sends a tape of it to the country featured for broadcasting there.

Dr. Philip Fink, Music Coordinator at the University, observed:

"The program represents a lot of work, but it is a fantastic opportunity for world communication."

"Moving the mountain to Mohammed" is not new for state institutions of higher education today. Faculty members, especially in the wide-open spaces of the Far West, travel to remote parts of a state to conduct classes. But faculty members of the School of Business and Organizational Sciences at Florida International began reaching out much farther.

Once a month, under a program headed by Dr. George Sutija, Associate Dean of the school, FIU educators fly to Venezuela to teach for a week at the Universidad de Oriente. The students are faculty members of that institution, and are seeking Master of Business Administration degrees from Florida International University.

In Guatemala, Dr. Gordon Finley of Florida International's Psychology Department joined with Dr. Jerome Kagan of Harvard University and Dr. Robert Kelin of the Instituto de Nutricion de Centro America y Panama in a two-year project to learn the effects of isolation on the mentality of children.

Along the shores of Lake Atitlan in the highlands of Guatemala are villages of Indians descended from the ancient Mayas. The people of each village have maintained to a high degree their individual customs, language, dress, and way of life. Altogether, there are 18 different Indian languages in Guatemala, with a great number of dialects varying from village to village.

Of primary concern to the psychologists, however, was the fact that the villages also differ in their degree of contact with modern Guatemalan society. So the researchers have been giving the children of the villages tests to measure their mental capacities. The tests should reveal what civilization does for the thinking processes of a primitive people.

The Indian children found some of the tests puzzling at first, but they were very cooperative. So, in return, the psychologists decided to do something to help alleviate the high rate of serious illnesses among the Indians, particularly from malnutrition and tuberculosis. They made arrangements for a Guatemalan physician to visit a village once a week. Medical supplies were provided through a

United States federal grant. A nutrition center was also established to provide supplements to children and pregnant women.

The "two-way street" — it even wound beside the shores of Lake Atitlan high in Guatemala.

There have been many other out-of-country projects, ranging from a workshop on banking in Honduras, in which Dr. Raul Moncarz of the Department of Economics participated, to a Certificate in Caribbean Studies program directed by Dr. Ken I. Boodhoo, and a Certificate in Latin American Studies program directed by Dr. Jose Aybar. While most of the projects thus far have been in the Caribbean and in Central and South America, the University broadened its horizons considerably in October, 1974.

A "sister institution" relationship was established with Aegean University in Izmir, Turkey, to improve the educational systems of the engineering technology schools at the two institutions. (FIU's School of Technology also has a working arrangement with its counterpart at the Universidad de Santa Maria in Chile.) The relationship with Aegean University was worked out between Dean Kemal Karhan of the Turkish university and Dean Robert W. Ellis, Jr., of Florida International, following a visit to Izmir by Dr. Oktay Ural, Chairman of FIU's Division of Construction.

Largely, the program involves an exchange of faculty, with Dr. I. Kaya of Aegean University being the first to participate in it. He served as Visiting Professor of Construction at Florida International's School of Technology during the 1974-75 academic year.

Research programs have also been planned by Dr. Ural in cooperation with Aegean University. And, as if that were not enough, the FIU professor was busy in 1974 with still another international project.

While on a trip to the Middle East in 1969, Dr. Ural decided that something should be done to improve housing for the poor around the world.

"You wouldn't believe some of the squalid housing I have seen," he said. "Almost half of the world's population lives in homes that aren't decent by even minimum standards. But I thought that, if I could help just 10 people, that would be a start."

In 1970, he organized the first International Symposium on Low-Cost Housing at the University of Missouri, where he was then serving.

"We had 200 people from 20 countries attending that first one," he recalled.

The second symposium received so much response that it was moved from the University of Missouri to the biggest hotel in St. Louis. Then Dr. Ural joined the faculty of Florida International University, and naturally the third symposium was held at Miami, May 20-23, 1974. It was the biggest of all the symposiums, and drew some of the world's leading authorities on housing technology, including Albert G. W. Dietz, Professor of Building Engineering at Massachusetts Institute of Technology, and Eric Carlson, former Chief of the Housing Section, Center for Housing, Building and Planning at the United Nations.

"Maybe we can help more than 10 people," said Dr. Ural, who, besides teaching at Florida International, serves as President of the International Association for Housing Science.

The name "Florida International University," besides providing inspiration for the institution to engage in more international activities than the average university, has had varied side effects. For one thing, people hearing about the University for the first time expect it to be international all the way. This can — and did — lead to complications.

In November, 1974, the National Association of State Colleges and Universities held its annual national conference at Miami Beach, drawing more than 150

college and university presidents — plus spouses — from all over the United States. Dr. Charles E. Perry of Florida International University and Dr. Glenn Creech of Florida Atlantic University were the host presidents. And, as the conference was being held in the home area of the new university with “International” in its name, the visiting presidents — and spouses — expected something international in the way of cuisine and entertainment — at least for one dinner.

Dr. Perry assigned Terry Spence, his assistant, to arrange for a dinner in Miami’s “Little Havana.” All the guests could not be gotten into one restaurant, so Spence lined up two well ahead of time. Then, on the night of the dinner, he paid calls at the restaurants an hour ahead of the scheduled arrival of the guests from Miami Beach by buses. He was accompanied by Evlio Ley, a friend of the University, who knew his way around Little Havana.

At the second restaurant the two visited, they became alarmed. There were no banquet tables set up to handle more than a hundred guests. The alarmed ones sought out the *mayordomo*. For two minutes, Spanish bounced between Ley and the *mayordomo*, who wound up exclaiming:

“*Socorro!* A hundred college presidents are coming here tonight! There has been a mistake — a terrible mistake. It is not written down for tonight.”

“But the buses will be rolling up here shortly,” put in Spence. “And not only were our distinguished guests promised real Cuban food, but real Cuban music.”

The *mayordomo* slapped his hand to his head . . . rushed into the kitchen . . . shouted orders . . . rushed to a telephone . . . shouted more orders — all in staccato Spanish. Then things began to happen quickly. Banquet tables were set up, and the finest linens and dinnerware and vases of flowers were slapped on them.

About that time, a Cuban, toting an accordion, came panting into the dining room. He was followed by another person — Dr. Perry, who, like Spence and Ley, had come to make a last-minute check. Perry listened while Spence explained what had happened — and what was happening.

“Well,” said Perry thoughtfully, “if this night doesn’t come off right, we might just as well erase ‘International’ from our name in academic circles. But the situation seems to be getting under control. Still . . .” Perry glanced at the man with the accordion. “Still, many of the presidents come from areas where an accordion is for a Polish wedding. We need guitars. See that we get them — somehow.”

Spence approached the *mayordomo*, who was moving around the dining room as if in orbit. The *mayordomo* looked scathingly at Spence.

“The accordion is a favorite instrument of Cubans. But I understand. There will be guitars, too — and violins — giving out nothing except Cuban music.”

So it was a gala international dinner — Cuban style. The incident was a minor one in the life of Florida International University. But the University’s international reputation was kept intact.

Pride in — and determination to maintain — that reputation were emphasized in January, 1974, when the University’s Center for International Affairs (headed then by Dean Anthony P. Maingot) prepared a pamphlet entitled “International — It’s Our Middle Name.” After listing numerous international activities of the University, the pamphlet concluded:

“A decent home, a healthful diet, the training needed for a means to support one’s family — these are human concerns which have no boundaries of race or nation. Bringing the best available knowledge and skill to bear on these concerns is the proper responsibility of higher education. This is the responsibility recognized and accepted by Florida International University, and it is what we mean when we say, ‘International is our middle name.’ ”

Chapter XVI

WHERE THE PEOPLE ARE

In sub-tropical Southern Florida, rapid growth and development are taken for granted. But, in quickly rising to remarkable heights, Florida International University is hard to match either in nature or that which is man-made.

In 1975, three years after opening, the University boasted the largest enrollment of upper division and graduate students of any university or college in the State — more than 10,800. And faculty and staff had risen in number to 1,218.

Besides the major buildings which had gone into service in 1972 on the Tamiami Trail campus — Primera Casa and La Deuxieme Maison — there were now University House (Student Services Building), Viertes Haus (Technology Building), and Athenaeum (the Library). A sixth major building to serve Fine Arts, Biology and the Physical Sciences was on its way. Altogether, the investment in buildings represented \$31.5 million.

Also an important part of the ever-changing, ever-growing scene were the trees and shrubs. Not planted small, they had grown much bigger, taller and thicker, giving the campus the look of one that had always been there, of one with the scars of pioneering struggle long since vanished.

Chatting with a student on the steps of Primera Casa in September, 1975, this writer commented:

“Six years ago, when President Perry and the three other founders came here, this place was just an abandoned airport.”

“Oh . . . Well, that explains the building with the glass tower. I wondered about that. I'd like to hear more about the early days, but I have to get to PSY 300.”

So the big push, the big rush of those “early days” were brushed aside for PSY 300. And that was the way it should be. After all, a university is supposed to look to the present — the “now” — and to the future.

Already, many students can hope for a better future because of Florida International University. As this was written, more than 25,000 students had attended classes at the University, and 6,000 had received bachelor or master degrees.

Perhaps the most remarkable fact about FIU's graduates is that the sun never sets on them — something that is usually true only of graduates of long-established universities and colleges. When mailings are sent to Florida International alumni they go to more than 80 different countries — to Honduras, Nigeria, Israel, French Guyana, Kashmir, Austria . . . Indeed, the University, which six years earlier was unknown to a hardware store clerk a few blocks down the Tamiami Trail, is now mentioned in casual conversation at the table of a cafe on Wing Kut Street in Hong Kong, beside an oil rig probing the desert sands of Kuwait, along the quayside of Tourkolimano, Greece.

As President Charles E. Perry explained in one of his early speeches, Florida International University was designed to emulate the land-grant universities and colleges in an urban setting. But those institutions started out with large federal grants of land, and oil was struck on some of that land.

For its endowment, Florida International had to start from scratch, seeking funds particularly from the people and organizations of Greater Miami. The University's success in this regard is another remarkable feature of the institution. During 1974-75, a total of almost a million dollars was contributed to Florida International — \$930,000 to be exact.

"Volunteer workers — especially Jay Janis — get a lot of credit for the success in fund raising," said Director of Development George S. (Ted) Peck, Jr.

(Janis, principal of MGIC-Janis Corporation of Miami, was elected President of Florida International University Foundation in 1974, and continued to serve in that capacity until Dec. 31, 1975 when he left the Miami area for a university administrative position in Massachusetts. Dave Schornstein, President of Dow Chemical Latin America replaced him as President of the foundation.)

To become a member of the Florida International University Tower Society, an individual or organization must make contributions of more than \$20,000 in value. As this was written, the society had 19 members, including Janis and two anonymous donors. The others:

Arthur Courshon, Jordan Davidson, Dow Chemical-Latin America, Hamilton Digital Controls, Hialeah Park, Inc., Samuel Kipnis, Knight Foundation, Inc., The Marmot Foundation, Maule Industries, Inc., Miami Jai-Alai, Inc., Nicholas Morley, Ricardo Nunez, David and Rita Perlman, Society of Industrial Realtors, Tropical at Calder Race Course, and Peat, Marwick, Mitchell & Company.

Historically, it has been the nation's older institutions of higher learning which have received funds to establish major national and international awards. Typically, when Joseph Pulitzer, famed editor-owner of the *New York World*, provided funds early in this century for the annual Pulitzer Prizes, he looked to Columbia University, established in 1754, to serve as custodian.

Significantly, Jordan Davidson demonstrated the same faith in new Florida International University that Pulitzer did in old Columbia University. When the retired Miami developer, philanthropist and poet decided in 1975 to establish the Jordan Davidson Humanitarian Awards he chose Florida International to administer them. Initial contributions, including a piece of prime property on the Gulf of Mexico valued at \$360,000, were made to the University Foundation to finance the awards.

Already attracting world-wide interest, the awards are intended to recognize and encourage individuals whose thoughts, philosophies and activities contribute in some worthwhile measure to the advancement of humanity. Fields of endeavor considered include relations among nations, journalism and mass communications, the writing, producing and directing of films, drama and television presentations, literature and poetry, medicine and biological sciences, social sciences, environmental sciences of land, sea and air . . .

In the prospectus prepared by Florida International University to describe the awards, it is stated:

"The obligation to humanity is shared by all men and transcends boundaries formed by race, religion, creed, or nation. Those who have successfully met their obligations to humanity by their acts or accomplishments are 'the true nobility of mankind.' To promote the knowledge of our inherent capacity for effective humanitarianism and to provide the means of giving recognition to those who have achieved or who show promise of creativity are the ideals the Jordan Davidson Humanitarian Awards will strive to fulfill for perpetuity."

Determining the recipients of the awards from around the world involves a major responsibility that might give some university officials pause, but those at Florida International have not paused since the beginning in 1969.

In their race against time, the 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 (Inter-American Center Authority) was a dream of long-standing. It was first described in the early 1920's to the Miami Chamber of Commerce by

Mayor E. G. (Ev) Sewell. The mayor thought that Miami should have a center where "visitors could hear a Mexican marimba band, eat a traditional Chilean meal, and buy an earthen bowl made in Ecuador." Everybody thought it was a good idea, but for years nothing was done about it.

Then, in 1945, Miami bought from the pioneer Graves family for \$490,000 a 1,700-acre tract in North Dade. The tract was being considered for a new international airport, but that was eventually located on its present LeJeune Road site.

Some areas of the Graves tract were really nothing more than mangrove swamps. But the tract, jutting out into Biscayne Bay, was still a beautiful, idyllic site. So Miamians in 1951 began dusting off Mayor Sewell's idea for the peninsula, earmarking the 1,700 acres for a Latin-American Trade and Cultural Center — Interama.

The years continued to pass. Some landfills were made, and Interama looked more and more like a very desirable piece of property. Indeed, it caused private developers to drool. But the proposed center failed to materialize.

Don North, staff writer for the *St. Petersburg Times*, once said of the Interama project:

"If the Egyptians had built their pyramids at the same pace, the work would probably still be going on."

In 1969, however, with the funding of Florida International University, Interama received a big boost. The University was to get 40 acres of the Interama land for the construction of a second campus. Not only would Florida International be able to better serve the million residents within 25-minute driving distance of Interama, but it would become the keystone of the proposed Latin-American Trade and Cultural Center, enhancing it with stability and prestige.

Then, on September 11, 1970, President Richard Nixon endorsed Miami (along with Washington, Boston and Philadelphia) as an official city for the 200th birthday celebration in 1976 of the Declaration of Independence. Miami's celebration, it was decided, would be part and parcel of Interama.

President Charles E. Perry of Florida International University, who was a member of the State Bicentennial Commission, offered full cooperation of the University. Faculty and staff were then limited — and very busy. Nevertheless, between discussions on University planning, they held sessions on "Bicentennial Ideas for Interama."

"The Bicentennial Celebration is the big chance for Interama finally to go," said Perry. "But first, ideas are needed on what might be done during the year-long celebration — ideas that will capture the imagination of the people, will inspire them to give their full support to Interama. Think!"

So faculty and staff thought, and prepared a paper with basic concepts for the 1976 Bicentennial Celebration at Interama. In his column in *The Miami News*, Editor Sylvan Meyer said that the ideas were not only good, but free, and urged that they be followed up. Many of them were eventually — by the Rouse Company of Columbia, Maryland, the giant professional management firm which was engaged to prepare the grand plan for Interama and its 1976 celebration.

That grand plan was unveiled at Miami's Dupont Plaza Hotel on February 14, 1972. At a total cost of \$152,000,000, there would be:

A 55-acre "Island of the Sun," which would serve as the site for dozens of different facilities, including a zoo, a shopping bazaar, two theaters, a concert hall, and three pavilions on "Life and Progress in the Americas" . . . a massive Inter-American Trade and Cultural Center . . . a 1,000-foot observation and restaurant tower, known as the "Tower of the Sun" . . . a United States pavilion . . . a 16,000-seat indoor sports arena . . . and a campus for Florida International University.

Miamians were generally enthusiastic. At last there was a plan, and basic funding to implement it was to be provided through bond issues. A tourist tax as well as concession fees and gate receipts would go toward paying off the bonds. But the funding drives faltered and floundered.

Whittling began on the grand plan. Then finally, in early 1974, an Inter-American Trade and Cultural Center Building started rising on the Interama site. There was still hope for a Bicentennial Celebration — on a modest scale. But, by mid-1974, that hope was dead. There was no money to carry on — not even enough to complete and operate the Trade and Cultural Center Building.

Meanwhile, President Perry of Florida International was having his troubles getting capital funds to start construction of the University's first building on the Interama site. The institution had been allocated \$250,000 in 1973-74 for initial planning, but construction funds were not forthcoming.

So Perry took another tack. He convinced the State that it should pay \$2,700,000 to buy the debt-ridden Trade and Cultural Center Building, and add \$1,300,000 to convert the structure and site to university use. Also in the deal, Florida International got 66 more acres of land, bringing the total acreage of the campus to 106.

Lamentably, there would be no "Tower of the Sun" rising at Interama in 1976 to mark Miami's observance of the nation's 200th birthday. But there would be light provided by the second campus of Florida International University.

Twenty courses were slated to be offered on the Interama Campus in the spring of 1976, with faculty members commuting from the Tamiami Trail Campus. Then, in September, 1976, would come the big opening, with the Interama Campus serving during that first fall quarter about 1,500 students, and eventually an estimated 15,000.

It was all definitely set — until one day in October, 1975, when President Perry received a letter from Chancellor E. T. York, Jr., of The State University System. The letter advised that The Florida Board of Regents would be asked, due to lack of funds, to delay the plans for the Interama campus one year.

This was a blow particularly to Dr. Milton B. Byrd, Provost of the Interama Campus. An astute, Shakespearean-bearded educator, he had come to Miami in 1974 to serve as head of Florida International's second campus. In September, 1975, he had stood on the Interama campus — a jewel in a setting of blue waters — and commented:

"Yes, the Bicentennial Year will mark the opening of this campus — what will become one of the nation's most beautiful."

But now? Dr. Byrd bounced back quickly.

"It is unfortunate that limited state funding may delay our scheduled opening for major programs," he said. "But we are now planning to provide at the Interama Campus (now called the North Miami Campus) some study opportunities on a continuing education basis. Getting started is so important."

That is the spirit which has gotten Florida International University where it is today.

And just where is Florida International University today?

Many prospective students want to know the "official ranking" of a university or college — how it stands academically in numerical order among the nation's institutions of higher learning. But there is no such ranking, because there are too many variables to be considered.

Actually, the best measurement of the quality of education provided by a university or college is probably found in the achievements of its graduates. So it will take some time for Florida International University to be given even an "unofficial ranking."

In talking with top administrators at the University, however, this writer gained the feeling that there was strong emphasis on quality at Florida International — unusually strong for a new institution with so many students to begin serving so quickly.

Today's Vice President for Academic Affairs is Dr. William A. Jenkins. (Dr. William T. Jerome III, who had been at the academic helm of Florida International since the institution first set sail, resigned in 1974 as Vice President to return to his first love — teaching — as the University's first Distinguished University Professor.)

Relaxed but with an ever-alert twinkle in his eyes, Dr. Jenkins exudes confidence. He came to Florida International University in July, 1974, from Portland (Oregon) State University, where he had served for four years as Dean of the School of Education. Prior to that, he had been on the faculty of the University of Wisconsin-Milwaukee, rising there to Acting Dean of the School of Education. In addition, he had served as President of the National Council of Teachers of English (1968-69), and had co-authored 75 texts on reading and language for elementary grades. Dr. Jenkins is not a man to make statements which he could not support.

"Academically, Florida International University, new as it is, is on a firm, secure basis," he said. "Our primary job now is the sophisticated development of what we have. Of course, there will be some new developments, but mostly there will be refining . . . refining."

"Florida International is not a liberal arts university. It is a professional institution with 65 per cent of its students job-oriented. Raising the general cultural level of our students is in large part incidental. But make no mistake. We think that this, too, is important."

Dr. Jenkins reflected upon his experience at the University of Wisconsin-Milwaukee.

"We did not have the bilingual, bicultural problems in Milwaukee that we have in Miami," he recalled. "In Milwaukee, the students representing different ethnic groups were generally of cultures which had become Americanized several generations back."

"Here we have first generation students representing different cultures. It is hard for these students to adjust, but it is encouraging to see that they are adjusting to varying degrees. Latins are inclined to hold firmly to their own language, but in time . . ."

Time is what Florida International University has had so little of, but the objective has been — and is — to make the most of it.

Dr. Glenn E. Goerke, who had played many roles in the pioneering of Florida International, and was now serving as Vice President of Community Affairs, also saw the need for refining — and for establishing priorities of concentration. One of the priorities, he felt, should be more education "beyond the walls." He predicted:

"In the next 15 to 20 years, we will see much less brick and mortar in higher education. There will be more bringing of education to the people wherever they are. For educators, the important thing is to see that there is no 'watering down' of this off-campus education. Certainly, although graduates in Florida International's External Degree Program have taken a different route to get their credentials, the road they have traveled has not been an easy one. And that is the way it should be if they are to compete successfully in life with regular graduates."

Dr. Goerke said that too often it does not take long for "a new university to become an old university — set in its ways." Then he added:

"So our job now as administrators is to serve as an abrasive element . . . to prod, push and pull.

"Perhaps to date everyting has not happened just the way we wanted it to happen. But what has happened has done a lot of good for a lot of people. And the prospects for the years ahead are bright."

Thus, a new university with much promise for the future had been established at Miami. Not just on one campus. Not just on two. But where the people are.

In essence, a university is opportunity. And, with Florida International University a going concern, new opportunity was flourishing in Miami.

This was particularly satisfying to the many persons who had given so much of themselves that so much opportunity might be available so soon. But to no one was it more satisfying than to Dr. Charles E. Perry, the Founding President of Florida International University. As the "right man in the right place at the right time," he had guided the University to a successful beginning unparalleled in the history of higher education. He was certain to have some definite conclusions about it all.

Chapter XVII

REVIEWING THE PAST — PREDICTING THE FUTURE

On October 22, 1975, this writer was about to enter a supermarket in Cape Canaveral, Florida, when a *Miami Herald* displayed in a vending machine gave him pause. The newspaper's top headline read:

"FIU'S PRESIDENT IS RESIGNING."

The story which followed revealed that Dr. Charles E. Perry, Founding President of Florida International University, had accepted the position of President and Publisher of *Family Weekly*, the nation's fourth largest magazine with an 11,000,000-circulation carried in 309 newspapers across the United States. *Family Weekly*, along with such other big-circulation magazines as *The Ladies Home Journal*, *Redbook*, and *Sport* were recently acquired by The Charter Company, a Jacksonville-based conglomerate. In its communications expansion program, Charter was looking for a builder of note. He was found in the President's Office of Florida International University.

As follow-up to the news story, *The Miami Herald* printed this editorial the next day:

"Dr. Perry Has Earned A 'Well Done'

"Anyone who has occasionally driven past the campus of Miami's Florida International University during the past several years should have some appreciation of what has been accomplished under the leadership of FIU's founding president, Dr. Charles Perry, who has announced his resignation to enter private business.

"In less than seven years, the site of an old airport has been transformed into a vibrant university campus with more than 12,000 students and an expanding program of studies tailored to the needs of South Florida.

"Upon closer inspection a visitor finds that the campus built under Dr. Perry's watchful eye is a rare blend of practicality and beauty. The construction funds spent at FIU have yielded much more usable space per dollar than on most campuses, yet Dr. Perry's insistence on maintaining aesthetic values is reflected in the architecture and landscaping which are overcoming the original sterility of the site.

"Furthermore, a campus visitor soon appreciates the degree to which FIU under Dr. Perry's leadership has taken on the international flavor implicit in its name — a theme most appropriate for a campus located in a cosmopolitan region such as South Florida.

"These visible signs of Dr. Perry's leadership — the beautiful campus, the growing academic program, the international flair — are ample cause for South Floridians to be grateful for what he has accomplished here.

"But only a relative handful of people can fully appreciate the magnitude of Dr. Perry's accomplishments because only a few know the inside story of the obstacles he had to overcome or of the battles he fought inside state government on behalf of FIU.

"The fact that FIU fared as well as it did despite the internal politics of the State University System and the Legislature is a tribute to Dr. Perry's dogged persistence as an astute and tireless lobbyist for his school.

"Although we regret the fact that Dr. Perry's plans will take him away from Miami, where he has been an active and concerned participant in community affairs, we respect his decision. In fact, we suspect that far too many educational leaders and other executives allow themselves to slip into a comfortable rut and shy away from new challenges.

“But not Charles Perry. Having guided FIU through its formative stages, he will be moving on to new endeavors — and we wish him well. We also wish FIU well as the Board of Regents begins the search for a person to succeed Dr. Perry — a tough act to follow.”

And so an era had ended — for both Florida International University and Dr. Charles E. Perry. There was no question, however, that Chuck Perry, a man with faith in tomorrow, would look upon the transition as the beginning of a new era of visibility unlimited — for both.

To complete this last chapter of the story of the era in which the impossible had been made possible by the dedicated leadership of Dr. Perry, an interview with him was imperative. There were ten questions to be asked while he still occupied the presidential office on the fifth floor of Primera Casa.

Never had the President looked so relaxed as he did when the interview began. His founding mission was accomplished, and the new challenge for him was still two months in the offing. It was a good time in the life of this man who had known few crisis-free interludes — a good time for the collecting of thoughts.

“Go ahead, Rafe.” Dr. Perry smiled. “Ask your questions.”

The Ten Questions — and Dr. Perry’s Answers

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Q. You are writing finis to six-and-one-half hard but good — indeed, remarkably successful — years. You have always looked ahead, but could you now reflect back and tell us what has been most satisfying — most exhilarating — about the last six-and-one-half years?

A. People — the excitement of the people involved in the building of the University from scratch — from the original four who came to a barren airport in 1969 to the faculty and staff of almost 1,500 who today are carrying on — and refining — the effort begun in an old control tower. Not one of the builders of Florida International University, who came from different walks of life with different experiences, had known the dreaming and planning and hard work which would be needed to create a new university.

We were fortunate to recruit great individual talent, but it was difficult at the beginning to draw from each person his or her fullest creative genius as a member of a new and unique institution. Most of the faculty and staff members came from outside Florida — many from typical college towns so very different from metropolitan Miami. They were used to operating in an existing university environment, with its long-established traditions, classrooms and laboratories, library, and academic programs. Still, they soon became accustomed to the problems and promise of this new institution and Greater Miami, and not only grew individually but collectively.

Of course, there was some frustration and disappointment in the performance of a few individuals — perhaps my expectations were too high — but those who did not measure up were small in number. Ninety-nine plus percent made my heart swell with pride. Yes, people gave to those years the most satisfying — the most exhilarating — moments.

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Q. What do you consider to be the major milestones in the building of the University?

A. As planners, we were goal-oriented. We set hard deadlines to reach certain points at specific times in the development of the University. Initially, we

knew that we had to open in the fall of 1972 — that was our commitment to Miami . . . to South Florida. To do that, we had to work on a tight calendar. We had only 36 months to accomplish the planning, recruit the people, construct the facilities, develop curriculums, create the library and on and on. The number of students to be served at the opening had been pegged at 4,250. Many thought there would be only about 3,000 on opening day. But what university had opened for even that number? None! Actually, on the first day, 5,667 students showed up — an unprecedented number for the first class of a new university. Opening day was undoubtedly a major milestone, but there were other significant milestones — a couple coming before that first day of classes.

The first of these was the printing in September, 1970, of the Master Plan — *The Birth of a University — and Plans for Its Development*. I was determined that we would have a blueprint in order to know where we were going . . . in academic programs . . . in physical facilities . . . in community and environmental thrusts . . . in reaching out to the world with international programs. The Master Plan provided a strong foundation for the development of Florida International University.

The second major milestone was reached in January, 1971, when Secretary-General U Thant of the United Nations and Governor Reubin Askew of Florida and many other dignitaries were among the thousands who came here for the Official Groundbreaking. Prominence had once more come back to the Tamiami Airport, once the busiest airport in the nation. The ground was being moved and concrete was being poured with the promise that something new and vigorous would emerge from old runways. It was like the legendary Phoenix bird rising from its own ashes. With that taking of wing on January 25, 1971, Florida International University was for real.

Then came Opening Day — not only was Primera Casa ready to serve that day — September 14, 1972 — but it had been ready several months earlier for a meeting of the Board of Regents. And our second major building was on the way and the third ready to be constructed.

For some, Opening Day was the most important milestone, but for me there was another event even more dramatic — more symbolic of what a university is all about. That was the First Commencement on June 16, 1973 — one full year ahead of schedule — marking the first installment of the pay-off for all the work that had gone before.

A university can have only one First Commencement, and ours was held in makeshift ground floor quarters of Primera Casa — in temporary library facilities stripped of books and study tables, and made festive with potted plants and wall decorations. Unforgettable . . . unforgettable — especially for me and for the 184 graduates and their friends and families.

--- 3 ---

Q. There were undoubtedly apprehensive moments. What caused you greatest concern?

A. Every day had its apprehensive moments. For instance, there was the day when Don McDowell, our Vice President for Administrative Affairs, and I toured Primera Casa while it was under construction. I took a look at the just completed first floor stairwells — they were huge. "A mistake has been made!" I cried. "Don, stop the construction . . . call the architects." But there was no mistake. Each floor of the building was the size of the Orange Bowl playing field, and under the fire safety code the stairwells had to be big enough to permit rapid evacuation of all the people on each floor.

The most excruciating moments of apprehension, however, involved funding. I lived under the philosophy that "what the Legislature giveth, the Legislature

can taketh away." And always the funding for basic operation and for facilities construction was touch and go with one notable exception. That came with the opening of bids for the construction of Primera Casa, our first major building. The low bid turned out to be more than a million dollars below estimate. That was a thrill which comes to few other university presidents — if any. I still savor it.

--- 4 ---

Q. If a new president starting a new university elsewhere asked for some tips, what would you tell him? The "do's" and "don'ts"?

A. A founding president should remember that his job is much more complex — much more intensified — than that of a president of an established institution. He must be a sheer disciplined planner . . . creative leader . . . top recruiter . . . preacher . . . psychiatrist . . . family counselor . . . academician . . . architect . . . public relations man . . . fund raiser . . . and, if not a politician, he must understand and be able to deal with politics. If he is not willing to acknowledge that he is in a special presidential category — has much more responsibility than most — he should stay away from the position of founding president.

Among the "do's," I would stress particularly the maintaining of a sense of humor. Without a sense of humor, a founding president has lost the game before it begins — he sets the tone for others to follow.

Too, he must know where he is going — where the university is going — by first creating a master plan. The Master Plan for Florida International University has been humorously tagged "The Gospel According to St. Charles," but many others had a role in its preparation. And if there was any preaching, it was my insistence that the plan be developed as soon as possible — the best decision I made as president. I also believe that the Master Plan should be primarily developed by the people who would operate the University. Boards of trustees or boards of regents have made disasterous mistakes by hiring consultants to develop a master plan, and then turning it over to the people at the institution to carry out. In my judgment, that is a blue print for failure.

A master plan is not cast in concrete or made of stone. But, if the implementers are the designers, they have enthusiasm for it . . . have confidence that they can make it work. And, if variances must be made, the reasons for change are better understood.

Of course, no master plan is any better than the people who fashioned it. It is important to utilize the best individuals possible — for the development of the plan as well as for the implementation of it.

"Don'ts"? The most important don't would be: Don't make all of the decisions in the President's Office — a mistake I made in the early days. A founding president is so concerned about the development of the institution that he is inclined to have all decisions — even minor ones — come to his desk. That can kill him physically and mentally. Certainly, the strain was great for me until I began to delegate more responsibility . . . more authority. As time went by, I became less involved in details. That's the way it has to be — to survive and to keep the institution moving ahead with vigor.

Another don't: Don't let the university drift too far from its chartered course. University people are sometimes inclined to go in different directions — sometimes just for the sake of being different. That's fine if the institution is a hundred years old, and those concerned know exactly what they are doing. But a new university must follow its basic goals and not try to be everything to everyone. If that is attempted, the institution becomes second-rate, and quality is impossible to achieve. At Florida International, we stayed on course and our people, our

program, and our facilities reflect high quality — as a direct result of having an effective and creative plan for institutional development.

--- 5 ---

Q. If you had it do do all over again, would you do anything differently?

A. Perhaps if I were looking back 20 years from now — and could view it over more time — I would think differently. But at this period in the life of the University — and Chuck Perry — I must say that I would not make any significant changes in the course charted for the institution.

If you push me for one example of something that I would do differently, it would be the verticle traffic flow pattern in Primera Casa. If I had it to do over, I would install escalators in the building even though the cost was very high. On most days, I still pass up the elevators, and walk up the five flights of steps to my office. But most people today, I am sorry to say, are generally not exercise-minded enough to walk up one flight of steps even for the change of classes. They jam up at the elevators, and wait there five minutes or more if necessary. If the elevators were stilled for a week . . . would they miss class or walk?

--- 6 ---

Q. Florida International University was created to serve the students, the community and the world. What do you consider to be the major accomplishments in each area?

A. The students — more than 25,000 who have attended the University — speak for themselves. It is obvious that Florida International has met a substantial educational need of the community. We now have more than 11,000 students in attendance and I am confident that they are getting a high quality education in fields where they will make substantial contributions to society. They are interested in learning, and are taught by professors interested in teaching. They will become better citizens . . . thinking citizens. Already there are more than 6,000 alumni of Florida International University. Some colleges a hundred years old don't have that many alumni.

Regarding the community, no public university in the nation has attempted to serve the people of its area any more than Florida International . . . with credit and non-credit continuing education . . . external degree opportunities . . . institutes . . . seminars . . . the Urban and Hispanic Agent Programs . . . community-based research . . . etc. There is a lot more to do and I am confident that it will be done.

Our international goal has been fairly successful considering the limited funding for international programs. Even with inadequate funds, a remarkable amount of good work by talented and well-qualified faculty and staff has been accomplished on the international scene. My disappointment has been in the lack of appropriate funding. Each year we have requested special state funding for international programs — and each year we have failed to receive it.

The State of Florida has not yet realized, in terms of specific funding, the importance of the international dimension of this University. This will come in time — it must — because I really believe that the future of Florida, particularly the future of South Florida, is tied to the international dimension . . . because of our major Spanish-speaking population, our international business opportunities including multinational corporations and import-export firms . . . regular commerce . . . and tourism. Indeed, the entire economic-cultural-social fiber of Florida is linked to the international scene. And this University, with its middle name of International, is Florida's greatest asset for developing a meaningful international future — educationally, economically, socially and culturally.

--- 7 ---

Q. What do you see in the future for the University?

A. Now that I am resigning the presidency and moving into the private sector, I can perhaps say this without being accused of personal prejudice:

The future of Florida International University, even with the current financial difficulties of the State, is extremely bright.

To Greater Miami and South Florida, this institution will become what UCLA is to Greater Los Angeles and Southern California. In time, Florida International University will be a major multiversity with academic and research programs from the baccalaureate through the Ph.D. across the board. It will also have every major professional school including law, medicine, dentistry, veterinary medicine, pharmacy, public health, etc. — the entire spectrum of programs. Greater Miami will have a state university second to none — this massive population center deserves no less.

--- 8 ---

Q. What do you see in the future of American higher education?

A. I view the future of American higher education with guarded optimism — provided a number of basic changes are made in our institutions. And changes have been made before. Remember that the land-grant colleges were established by the Morrill Act in the late 1800's because the liberal arts colleges on the East Coast and in the Midwest were not responsive to the needs of the American society at that time — either economically or socially. These land-grant colleges have been successful — fantastically successful — but many of them have lost touch with the people, with the new requirements of America today.

And effective change in higher education is needed again. It is not necessary for a state university to be on every street corner, but the basic education and research needs of today must be met by our universities if they are to remain vital institutions in society. Institutions of higher education must be willing to improve their continuing education and service problems and be willing to address the basic ills of society by placing their "intellectual capital" at work in solving the pressing problems facing our nation — and the world. We are an urban society, and the university must adequately address urban problems — transportation . . . housing . . . health care . . . education . . . elective government, etc. These major urban issues must be addressed if the university, as we know it in the United States, expects to survive.

--- 9 ---

Q. What about Chuck Perry? The move? The future?

A. I entered higher education administration at the age of 20, and always planned to make a twenty-year career in university work — then go into business, industry, politics or government. The presidency of Florida International University came a little ahead of schedule — at 32 — and now this new opportunity at the age of 38 is also a little ahead of schedule.

Still, I believe my job here is done — a job, incidentally, which engulfed me completely because I could never really separate Florida International and Chuck Perry. I've accomplished everything I told the Board of Regents I would do when appointed in July of 1969. The dream is reality. It is time to move on.

The decision to change careers at this time was made by both Betty and me, and Tom and Lynn also share our excitement about moving to a new field. We have had a great experience in higher education — both in Ohio and in Florida — and have made many wonderful friends. But in terms of my own future and the future of my family, and otherwise, it seemed that now was the time to walk through the open door to a second career and to an exciting new life style.

The presidency of Florida International University has been a wonderful experience — and most rewarding — but I leave it without regrets, because I think a president can overstay his time in office. Many college and university presidents have done that, with resultant difficulties for themselves, their families and their institutions. I would rather leave too early than too late.

My move to the communications industry will continue to keep life exciting. The fact that the future of this nation is so tied to the communications industry is exciting in itself. And certainly there is excitement in the plans for The Charter Company, for its expansion into the various aspects of communications. The company is also big in oil, banking, insurance and land development, and it is still growing. I plan to grow with it and have a rewarding career in the private sector.

--- 10 ---

Q. Thomas Jefferson, for his epitaph, placed his founding presidency of the University of Virginia above his presidency of the United States. With a promising future ahead of you, how do you rate your founding presidency?

A. Nothing — absolutely nothing — that I shall ever do will surpass being the founding president of Florida International University. In one man's lifetime, a chance to be of service to society in this manner is unexcelled. Few individuals could really understand just how grateful I am for having this rare opportunity. Jefferson would have been one of them.

The presidency of Florida International University has been a wonderful experience — and most rewarding — but I don't think I would have been able to do this without the support of my colleagues and the students who have made this a truly special experience. I've learned so much from them and they have helped me grow as a person and as a leader.

My move to the communications industry was a significant one. It was a challenge, but it was also an opportunity. I've learned so much from my colleagues and the students who have helped me grow as a person and as a leader. I've learned that it's not just about the work, it's about the people you work with. It's about the relationships you build and the support you receive. It's about the passion you have for what you do and the commitment you make to your team.

O. Thomas Jefferson, for his role in placing the founding president of the University of Virginia above the presidency of the United States. With a promising future ahead of you, how do you rate your founding presidency?

A. Nothing is more important to me than the success of the founding president of Florida International University. I've learned so much from my colleagues and the students who have helped me grow as a person and as a leader. I've learned that it's not just about the work, it's about the people you work with. It's about the relationships you build and the support you receive. It's about the passion you have for what you do and the commitment you make to your team.

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