

Fall 1999

Florida International University Magazine Fall 1999

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FIU mourns the loss of its founder

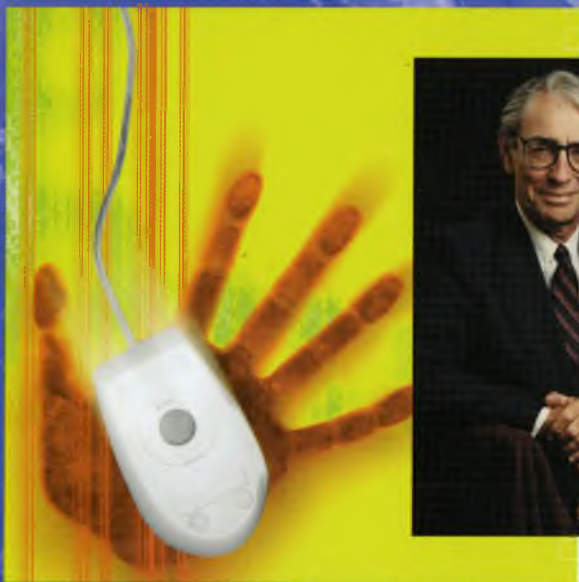
The drive to Research I

Coffee for the conscious consumer

FLORIDA INTERNATIONAL UNIVERSITY

Fall 1999

magazine



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I had the privilege to meet Chuck Perry only once, during FIU's silver anniversary celebration. The Graham Center Ballroom was milling with members of the FIU family, and Chuck and Betty Perry were surrounded by dozens of friends and associates. Many of FIU's founders were on hand – and, judging from the abundance of smiles, hugs and kisses, it was obvious they adored Chuck.

I introduced myself to Chuck and was surprised that he remembered our one or two previous phone conversations. But what struck me the most was his engaging warmth. He asked me about my role at the University, extended compliments on this publication and thanked me for my contributions to FIU.

Whenever I spoke to Chuck on subsequent occasions, that sense of warmth and concern was always apparent. I believe it was this winning personality, combined with his indefatigable drive and optimism, that enabled him to achieve the monumental task of creating FIU and setting it on a course of success.

In *Celebrating Excellence, Creating Opportunity*, the history of FIU published last year, Chuck Perry wrote: "I strongly believe that the 'people issue' will again become the key ingredient in determining the University's future. This is a 'people's university.' It always has been and should always be so."

Chuck Perry was a people person – and FIU's 80,000-plus graduates stand as a testament to his vision and achievements. By founding FIU, Chuck Perry touched each and every one of our alumni as well as many faculty, staff and friends of the University. As long as FIU exists and continues to educate students, provide service and discover new knowledge, Chuck Perry's legacy lives on.

Todd Ellenberg 4D1771
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FIU mourns the loss of founding President 'Chuck' Perry

Charles "Chuck" Perry, Florida International University's first president — the man who led the transformation of an abandoned airport into a state university — died on August 30 at his home in Rockwall, Texas. He was 62 and had battled cancer for nearly five years.

"The founding of a great public or private university is an achievement only a handful of contemporary Americans can lay claim to," said FIU President Modesto A. Maidique, noting that U.S. President Thomas Jefferson wanted to be remembered for founding the University of Virginia. "Whatever other great distinctions President Perry had in his career, he is our founder. He is our Jefferson."

Perry was just 31 years old when the Florida Board of Regents hired him as FIU's first president in 1969, making him the country's youngest state university president.

In the summer of 1969, he and three colleagues (the first staff) came to a deserted, old airport in southwest Miami-Dade County. Their task: to build a state university in the country's largest urban area without a public baccalaureate-granting institution.

Despite scarce resources and a political climate that was not favorable to South Florida, FIU opened its doors to 5,667 students three years later in September 1972. Over the next quarter-century it would develop into one of the country's most dynamic and outstanding young universities.


When the University first opened, it had just one major building — Primera Casa, (which was renamed the Charles Perry Building in 1994) — upper-division programs and a handful of master's programs. Today, FIU offers a wide range of baccalaureate, master's and doctoral programs in 16 colleges and schools, and has more than 31,000 students.

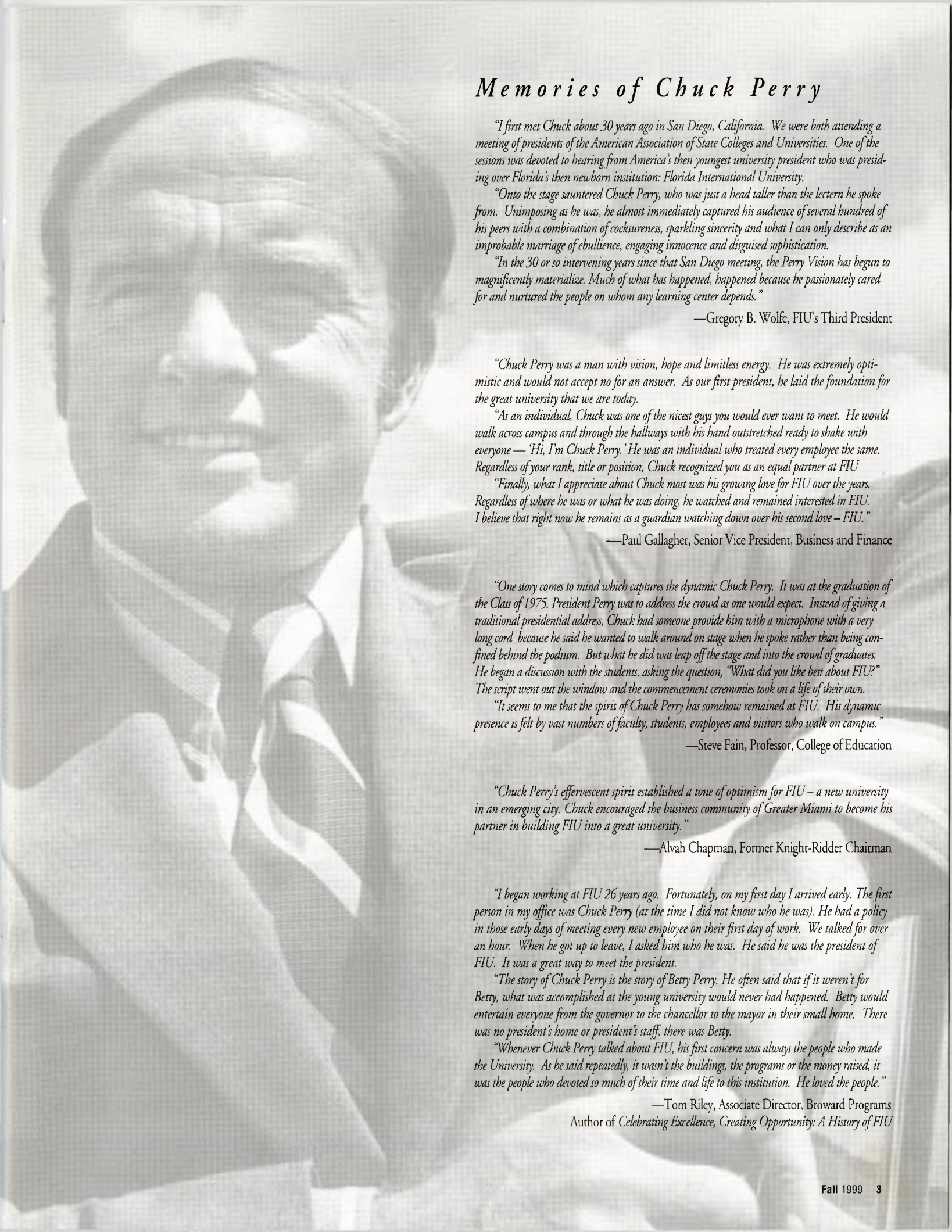
From the very beginning, Perry — FIU's first visionary and architect — could foresee what the future would hold for the University. In 1997, when FIU was celebrating its silver anniversary, Perry was asked whether he was surprised by the tremendous growth of FIU.

"No, I'm not surprised, because it's exactly what it was envisioned to be," Perry said. "I knew then (in the early 1970s) what Florida International University would be in 25 or 30 years. When I was privileged enough to be given the orders to create a university on the runways on an abandoned airstrip, I was too young to think that it was an impossibility and too old and stubborn to think it couldn't be done."

Prior to becoming FIU president, Perry was director of admissions at Bowling Green University (his alma mater), and was then hired as special assistant for education to Florida Gov. Claude Kirk. He resigned from FIU in October 1975 to become president and publisher of *Family Weekly*, then the nation's fourth largest magazine. He held several subsequent executive corporate positions until 1993, when he returned to academic life as dean of the Graduate School of Management at the University of Dallas.

Perry is survived by his wife, Betty Laird Perry, of Rockwall; a son, Tom Perry of Dallas; a daughter, Lynnette Perry McCollum of New York City; his mother, Ethel Perry of Tequesta; a brother, Jim Perry of Miami; a granddaughter, three nephews and two nieces.

The family requests that donations be made in his memory to the FIU Foundation or the Charles E. Perry Scholarship Fund at Bowling Green State University Foundation. In October, the University held a memorial service celebrating President Perry's life and his achievements. 



Memories of Chuck Perry

"I first met Chuck about 30 years ago in San Diego, California. We were both attending a meeting of presidents of the American Association of State Colleges and Universities. One of the sessions was devoted to hearing from America's then youngest university president who was presiding over Florida's then newborn institution: Florida International University.

"Onto the stage sauntered Chuck Perry, who was just a head taller than the lectern he spoke from. Unimposing as he was, he almost immediately captured his audience of several hundred of his peers with a combination of cocksureness, sparkling sincerity and what I can only describe as an improbable marriage of ebullience, engaging innocence and disguised sophistication.

"In the 30 or so intervening years since that San Diego meeting, the Perry Vision has begun to magnificently materialize. Much of what has happened, happened because he passionately cared for and nurtured the people on whom any learning center depends."

—Gregory B. Wolfe, FIU's Third President

"Chuck Perry was a man with vision, hope and limitless energy. He was extremely optimistic and would not accept no for an answer. As our first president, he laid the foundation for the great university that we are today.

"As an individual, Chuck was one of the nicest guys you would ever want to meet. He would walk across campus and through the hallways with his hand outstretched ready to shake with everyone — 'Hi, I'm Chuck Perry.' He was an individual who treated every employee the same. Regardless of your rank, title or position, Chuck recognized you as an equal partner at FIU.

"Finally, what I appreciate about Chuck most was his growing love for FIU over the years. Regardless of where he was or what he was doing, he watched and remained interested in FIU. I believe that right now he remains as a guardian watching down over his second love — FIU."

—Paul Gallagher, Senior Vice President, Business and Finance

"One story comes to mind which captures the dynamic Chuck Perry. It was at the graduation of the Class of 1975. President Perry was to address the crowd as one would expect. Instead of giving a traditional presidential address, Chuck had someone provide him with a microphone with a very long cord because he said he wanted to walk around on stage when he spoke rather than being confined behind the podium. But what he did was leap off the stage and into the crowd of graduates. He began a discussion with the students, asking the question, 'What did you like best about FIU?' The script went out the window and the commencement ceremonies took on a life of their own.

"It seems to me that the spirit of Chuck Perry has somehow remained at FIU. His dynamic presence is felt by vast numbers of faculty, students, employees and visitors who walk on campus."

—Steve Fain, Professor, College of Education

"Chuck Perry's effervescent spirit established a tone of optimism for FIU — a new university in an emerging city. Chuck encouraged the business community of Greater Miami to become his partner in building FIU into a great university."

—Alvah Chapman, Former Knight-Ridder Chairman

"I began working at FIU 26 years ago. Fortunately, on my first day I arrived early. The first person in my office was Chuck Perry (at the time I did not know who he was). He had a policy in those early days of meeting every new employee on their first day of work. We talked for over an hour. When he got up to leave, I asked him who he was. He said he was the president of FIU. It was a great way to meet the president.

"The story of Chuck Perry is the story of Betty Perry. He often said that if it weren't for Betty, what was accomplished at the young university would never had happened. Betty would entertain everyone from the governor to the chancellor to the mayor in their small home. There was no president's home or president's staff, there was Betty.

"Whenever Chuck Perry talked about FIU, his first concern was always the people who made the University. As he said repeatedly, it wasn't the buildings, the programs or the money raised, it was the people who devoted so much of their time and life to this institution. He loved the people."

—Tom Riley, Associate Director, Broward Programs
Author of *Celebrating Excellence, Creating Opportunity: A History of FIU*



Ron Jones

New, improved — scum

"Pond scum is beautiful – that's my motto," said Ron Jones, director of the Southeast Environmental Research Center. Laboratory tests indicate that the brown spongy patties of floating algae, when combined with subsurface aquatic plants, could be a final polishing step to make agricultural stormwater clean enough to flow into the Everglades. The "scum" naturally filters the phosphorus that cattails leave behind.

— From *The Sun-Sentinel*, August 8, 1999

ROSENBERG NAMED PROVOST AND EXECUTIVE VP



Mark Rosenberg

In July, after extensive internal and external consultations, the Search and Screen Committee for the Provost recommended that Mark Rosenberg remain as the University's executive vice president and provost.

"The Search and Screen Committee concluded that Dr. Rosenberg's 'qualifications, energy, and demonstrated skills make his continuation as provost the clear choice,'" said FIU President Modesto A. Maidique. "Additionally, I consulted with Chancellor Adam Herbert, regents, members of the Board of Trustees, deans, faculty and staff who enthusiastically support and are in accord that the University needs Dr. Rosenberg's strengths and leadership."

In June 1998, Rosenberg was appointed provost for a one-year term after former Provost James Mau resigned to become vice chancellor of the State University System. During that time, the University conducted a national search for a new provost. Rosenberg was not a candidate for the position. In February, Rosenberg was named FIU's acting president pending President Maidique's return from an extended medical leave.

Rosenberg, who has been with FIU since 1976, has a long history of leadership as acting dean of the College of Urban and Public Affairs and founding director of the Latin American and Caribbean Center.

"I am incredibly grateful to him that he has been able to do his job and also do my job," said Maidique, who returned to his post in July.

PUBLIC RELATIONS PROGRAM RANKED ONE OF THE NATION'S BEST

FIU's undergraduate public relations program in the School of Journalism and Mass Communication (SJMC) was named as one of the nation's 23 "premier programs" in a new national directory.

Preparing for a Career in Public Relations profiles 110 of the country's top public relations programs, including each school's curriculum and faculty. The directory – the first evaluative, comparative guide of its kind – was compiled by Bill L. Baxter, a Public Relations Society of America (PRSA) fellow and an associate professor emeritus at Marquette University in Milwaukee.

"We're very proud of receiving this honor, which acknowledges the excellence of our program and the outstanding achievements of our faculty," said SJMC Dean J. Arthur Heise. "In addition, the quality of our students and the accomplishments of our alumni have been instrumental to our success."

Profile information was provided by the schools via questionnaire. A total of 165 programs were surveyed, including 80 accredited by the Accrediting Council on Education in Journalism and Mass Communication (ACEJMC) and six schools accredited by PRSA. FIU's program is accredited by the ACEJMC.

According to Baxter, the Premier Programs were selected after the credentials and achievements of faculty were examined, and after each program/curriculum was analyzed and compared to the course design recommended by the 1987 Report of the Commission on Undergraduate Public Relations Education.

LAW SCHOOL DEFERRED, BOR SUPPORTS EXPANDED SCHOLARSHIP PROGRAM

Despite the strong case presented by educators, politicians and students, at its July 15-16 meeting the Florida Board of Regents voted against authorizing new public law schools at FIU and Florida A & M University (FAMU). As an alternative, the regents voted 11-2 to support the recommendations of State University System Chancellor Adam Herbert to expand and improve a scholarship program designed to increase the number of minority attorneys in the state. FIU will have the opportunity to again present its case for a law school to the regents next year.

"While I am personally disappointed that the regents did not approve our proposal for a new law school, we believe we made a good case," said FIU President Modesto A. Maidique. "We came closer to approval than ever before. I am particularly thankful to the many community leaders and students who supported our proposal."

"My disappointment, however, extends far beyond my own feelings or my aspirations for FIU. The real disappointment is that so many deserving individuals will not have the opportunity to pursue their dream. ...Nevertheless, I am glad the Regents have recognized the need for minority lawyers and hope that on some future day we will be given



the opportunity to expand affordable legal educational opportunities in South Florida."

While the chancellor and the regents agreed with the universities that the state needs more minority attorneys, they decided an expanded program of scholarships and recruitment would be more effective than establishing new law schools. Currently, only 6 percent of Florida bar members are Hispanic and only 2 percent are black.

The chancellor's proposal calls for:

- a new program of pre-law scholarships, mentorships and internships for college juniors and seniors at both public and private institutions which increases minority law school applications by at least 100 percent over the next decade;
- a law school outreach, recruitment and fellowship program which increases minority law school enrollments by at least 100 percent over the next decade;
- a plan that designates FAMU and FIU as the lead universities in the pre-law scholarship program, which affords each the opportunity to demonstrate its capability to increase minority applications and admission to law school; and
- establishment of a Legal Education Advisory Council to assist in these efforts, consisting of representatives from the SUS, Florida law schools, Florida Bar Association, Office of the Attorney General and the Office of the Governor.

FROM FSU TO FIU: WEST NAMED DEAN OF HOSPITALITY MANAGEMENT



Joseph West

Joseph West, chair of the Department of Hospitality Administration in the College of Business at Florida State University, was named dean of the FIU School of Hospitality Management. West's appointment, which became effective in July, followed a national search conducted by a University/community committee chaired by Professor Michael Hurst.

"Dr. West's extensive professional and academic experience ensures continued vigorous leadership in our School of Hospitality Management," said Provost Mark Rosenberg.

West, who grew up in Miami, is a graduate of Columbus High School. He received his B.S. in Hotel Administration from Cornell in 1974, his M.S. in Systems Management from the University of Southern California, and his Ph.D. in Hotel, Restaurant and Institutional Management from the Virginia Polytechnic Institute and State University.

West's parents were in the restaurant and hotel business in Atlantic City, and in Miami, which provided him with a familiarity with the industry at an early age.

A 20-year U.S. Navy veteran, West held various posts as chief of food management services in the military. After his retirement, he held several management positions in the restaurant industry, including vice president of operations at the Spring Garden Grill and Bar in Greensboro, North Carolina, before entering academia.

"I decided to teach and found I liked it," commented West, who was an instructor at the University of South Carolina from 1984-87. "I discovered I really enjoyed interacting with students and conducting research."

In 1987, he joined the faculty at Florida State University, initially as an assistant professor, and in 1991 he became chair and associate professor. FSU's program includes eight faculty members and over 150 majors. He has taught courses in "Management of Quality Service in the Hospitality Industry" and assisted in the development of "Resort and Condominium Management."

West has published numerous articles in refereed publications such as the *FIU Hospitality Review*, the *International Journal of Hospitality Management*, the *Cornell Hotel and Restaurant Administration Quarterly*, and the *Hospitality and Research Journal*. West is the co-author of *Strategic Management in the Hospitality Industry*, now in its second edition from John Wiley Publishing.

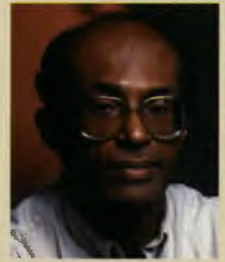
West brings an entrepreneurial approach to his work at FIU. He was instrumental in raising over \$7.4 million in contracts, grants, contributions and state matching funds for FSU's hospitality department and, in the process, helped to move the program to a fifth-place ranking in the hospitality industry.

Fund raising made possible a new \$14 million, 72,000-square-foot building, attached to the south end zone side of Doak Campbell Stadium, for the department. The facility houses the University Center Club, a member-supported club which offers both fine and casual dining. Students are involved in operating the club, and the department receives a portion of its profits, which last year totaled \$50,000.

FIU AWARDED NSF GRANT TO CONNECT TO INTERNET2

FIU was awarded a \$250,000 grant from the National Science Foundation (NSF) which will enable the University to connect to Internet2 (I2), the high performance research network and prototype of the next generation Internet.

FIU was one of 19 universities that received this grant in 1999. There are only 130 other institutions connected to Internet2.



Florentin Maurrasse

Collision course

"This new scale is very important because we know there are a lot of Earth-crossing asteroids out there, but we need to know which are most likely to hit us," said Florentin Maurrasse, professor of Geology and expert on Earth-asteroid collisions. Maurrasse was commenting on a new rating system developed by leading astronomers, with categories from 0 to 10, which predicts the devastation likely to be caused by a collision between Earth and an asteroid.

— From *The Chicago Tribune*, July 29, 1999



Rositta Kenigsberg

The proof of history

Commenting on the issue of insurance claims of Holocaust survivors and their families – in which many of Europe’s largest companies are insisting upon documents and other proof to pay off claims – Rositta Kenigsberg, executive vice president of the Holocaust Documentation and Education Center, said, “The proof issue becomes ridiculous. ... People were not allowed to take their insurance policies with them when they were sent to the concentration camps.”

— From *The Miami Herald*, July 23, 1999

The network, which is linked with fiber optic lines, is more than 100 times faster than the current Internet. NSF chartered the network in 1995 for research and educational purposes and prohibits commercial use.

“This grant brings FIU into the small group of research institutions having access to the most advanced information super-highway technology,” said Naphtali Rishe, director of the FIU High Performance Database Research Center (HPDRC), who is the principal investigator of the grant. “This will benefit the entire University — anyone on campus who needs a high performance connection can use the network.”

Rishe noted that the grant is composed of two parts: (a) membership in the “exclusive Internet2 club” — permission of the government to connect to Internet2, which links top research universities and research centers; and (b) funding for connection infrastructure and service.

NEW DEAN RECRUITED FOR COLLEGE OF EDUCATION



Linda P. Blanton

Linda P. Blanton, director of the School of Education at James Madison University in Virginia, became the new dean of the FIU College of Education (COE) in August. She took over for the COE’s former dean, Ira Goldenberg, who moved on to direct the Center for Urban Education and Innovation, and for Robert Vos, who served as the interim dean since summer 1998.

Blanton will continue to work toward the goals set forth by the COE, which include a high quality curriculum, a strong faculty, open communication, advanced technological capacity and rich partnerships with the community.

“It will be exciting to work at a dynamic, growing university with clearly articulated goals,” said Blanton. “It will also be exciting to work with a diverse group of faculty who share an interest in providing quality

educational programs for their students.”

A professor of Special Education at James Madison University, Blanton has been director of the School of Education since 1995. Prior to that, Blanton served in a variety of leadership positions at Appalachian State University (ASU): as director of the Doctoral Program in Educational Leadership and as professor in the Department of Language, Reading, and Exceptionalities. She has also been coordinator of the Center on Excellence in Teaching and Learning at ASU, and assistant dean and chair of the Department of Special Education.

Blanton holds a B.S. in Elementary Education from ASU, an M.Ed. and Ed.S. from the University of Georgia, and a Ed.D. in Special Education from Indiana University. She also was a post-doctoral fellow at the University of California, specializing in microcomputer applications for special needs learners.

A nationally recognized expert in the field of teacher education, Blanton has served as president of the Council for Exceptional Children. She was recently awarded the prestigious TED/Merrill Award for Excellence in Teachers Education given annually by the Teacher Education Division of the Council for Exceptional Children and Merrill Publishing. Blanton also is a representative on the NCATE boards.

An author of several publications, Blanton has co-authored numerous books including, *Teacher Education in Transition: Collaborative Programs to Prepare General and Special Educators*.

THREE NEW DEGREE PROGRAMS LAUNCHED IN FALL

The state Board of Regents gave FIU approval to launch three new degree programs in the fall 1999 semester: master’s degree programs in Biomedical Engineering and African-New World Studies, and a bachelor’s degree program in Art History.

In addition, the regents authorized FIU to conduct feasibility planning for a master’s program in speech pathology, which will focus on cultural, racial and linguistic diversity and gerontological issues. University officials hope the state board will approve implementation of the program in January.

The new Master of Science program in Biomedical Engineering will complement the Biomedical Engineering Institute FIU established earlier this year in conjunction with the Miami Cardiac & Vascular Institute at Baptist and South Miami Hospitals. The new program will focus on the design of cardiovascular and blood system devices. A certificate program, geared toward working professionals, will also be offered. In addition, the Institute will offer a combined bachelor’s/master’s degree with the bachelor’s in chemical, computer, electrical or mechanical engineering and the master’s in Biomedical Engineering.

The biomedical industry is one of the fields stressed in Miami-Dade County’s “One Community, One Goal” economic development plan. The Institute is developing a program that in future years will graduate engineering professionals who will: be proficient in clinical and industry environments; understand the full product cycle, from basic research to clinical implementation; and recognize the importance of designing a product with the end-user in mind.

The Master of Arts program in African-New World Studies will provide students with skills, knowledge and resources to work in specific programs and units related to communities of people of African descent. Embracing the geographic areas of Africa, the Caribbean, North and South America, Europe and Asia, the M.A. in Africana Studies will provide interdisciplinary, graduate-level training with three areas of emphasis: education, national and transnational policy analysis, and cultural studies.

The Bachelor of Arts program in Art History reflects the University's rapidly growing focus on the arts and culture, and complements the bachelor's in Fine Arts program.

"I see this as the first step of a growing program," said Carol Damian, chairperson of Visual Arts, who noted that the growth of The Art Museum at FIU and the acquisition of The Wolfsonian have also provided impetus for the growth of academic programs in art. She envisions the creation of certificate programs in museum studies and Latin American art, as well as a master's program in Art History.

BEVERAGE FACILITY AND ENDOWED CHAIR ARE NATIONAL FIRSTS

Thanks to a new state-of-the-art building and the first endowed chair of its kind in the country, the art of wine appreciation and the science of beverage tasting and education will soon rise to an unparalleled level at FIU's School of Hospitality Management.

The million-dollar Southern Wine & Spirits Beverage Management Center, which was dedicated on October 16, will offer students, the beverage industry, and the community an ideal forum in which to learn about wine, spirits and other beverages. The University also established the first Eminent Scholar Chair in Beverage Management Studies in the country, which is named for Harvey R. Chaplin, chairman and CEO of Southern Wine and Spirits of America, Inc.

"We have worked closely with the University to help provide their



Harvey R. Chaplin

students with the tools needed in the study of beverage management, while also contributing to our community," said Chaplin.

The endowed chair, which will attract a renowned expert in the field, will highlight the school's commitment to this important component in the hospitality field. In addition, it will support both teaching and research initiatives and draw attention to the school's continuing partnership with leading members of the industry. The chair is the first and only such eminent scholar chair in the country.

Located on North Campus, the center includes a 76-seat classroom, a tasting laboratory with sinks, air filters and special lighting, and a temperature-controlled wine cellar.

"The center is the most unique facility of its kind in the world. It will provide our students with the best beverage management education available today," said Joe West, dean of Hospitality Management. "The addition of the endowed chair further underscores our commitment to provide the best education in all areas of hospitality management."

The 4,500 square-foot center is named for Southern Wine & Spirits of America, Inc., the largest private beverage distributor in North America, which contributed a portion of the building funds.

WERTHEIM'S NEW \$700,000 PIPE ORGAN DEBUTED

When the Herbert and Nicole Wertheim Center for the Performing Arts at University Park opened its doors in November 1996, it boasted the attractive design and state-of-the-art equipment associated with such a first-class facility, save one feature: a concert hall organ. Recently, that omission was rectified.

A new organ costing nearly \$700,000 debuted in May in a special concert honoring the Wertheims. Its acquisition was made possible through a gift from the Wertheims and other University funds. The organ is dedicated to Herbert Wertheim's mother, Sydel Ida Wertheim, who died in 1997.

"This is in memory of the joy she gave," he said. "She was a person who always gave and seldom took. Through this gift her voice will sing forever."

The prestigious 125-year-old Schantz



Hugh Gladwin

Tax cuts? Not yet...

"If you just ask people, 'Do you think taxes are too high?' you get a strong majority that says they are too high," said Hugh Gladwin, director of the Institute for Public Opinion Research, commenting on polls that indicate much of the public is wary of huge federal tax-cutting packages. "But if you ask, 'Would you rather have a tax refund or put more money into Social Security or Medicare or to pay off the national debt?' people will generally say, 'Invest the money' or 'Defer the tax cut.'"

— From *The Des Moines Register*, July 21, 1999





Nancy Wellman

Meals, wheels and politics

"The nutritional factor for older adults is unacceptably high," said Nancy Wellman, director of the National Policy and Resource Center on Nutrition and Aging at FIU, commenting on funding struggles to maintain Meals on Wheels programs. "Two out of three are at risk for poor nutrition. For the homebound, it's nine out of 10. If your next meal wasn't until tomorrow, how would you feel?"

— From *The Buffalo News*, July 18, 1999

Organ Company took a year to build the organ in its Orrville, Ohio, factory before disassembling and rebuilding it at FIU in April. The 75-rank organ — the largest in Miami-Dade County — is also one of the most technologically advanced in the country. Due to its large number of stops — 55 — it can accommodate virtually every piece of music ever written for the organ, including solo and orchestral works, as well as music written for a variety of other instruments and transcribed for organ.

The instrument features 128 levels of memory, which allow numerous organists to establish their own unique musical settings. For example, the organ's stops — which control pitch, tone, and volume — can be arranged for a particular piece of music and then entered into memory for quick selection at concert time. The stops make possible tuba, violin, English horn, and a multitude of other instrumental sounds. The organ's control panel can accommodate the addition of digital stops, such as chimes and harp. The organ boasts 4,255 pipes and a solid-oak console with four manual keyboards, each consisting of the standard 61 keys and a 32-key pedal clavichord (a foot-controlled keyboard).

"The addition of a first-class organ means so much to all of us," said Fredrick Kaufman, director of the School of Music. "It opens up numerous exciting performance opportunities, and we are pleased to bring this new gift to the concert stage."

"We are planning a worldclass organ recital series and look forward to new oratorio, choral, and symphonic possibilities in the future," Kaufman added.



DALAI LAMA DELIVERS MESSAGE OF PEACE AT FIU

His Holiness Tenzin Gyatso The 14th Dalai Lama of Tibet welcomes members of the platform party at the April 16 special commencement held in his honor. Seen are (from left) President Modesto A. Maidique; Florida Governor Jeb Bush; the Dalai Lama; and Provost Mark Rosenberg. The event, which welcomed thousands of visitors and the largest media contingent to ever visit University Park, was one of the most special in the history of the University.

PHI BETA KAPPA CHAPTER RECOMMENDED FOR UNIVERSITY

Following a site visit by one of its committees to the University, the Phi Beta Kappa Committee on Qualifications will recommend that FIU be admitted to the oldest and most distinguished of all collegiate honorary societies in the nation.

FIU's bid to establish a Phi Beta Kappa chapter at the University will be up for approval at the organization's Senate meeting in December 1999. If approved, a final vote for creation of an FIU chapter charter would come at Phi Beta Kappa's Council meeting in October 2000.

FIU would become one of only four institutions of higher learning in Florida to join Phi Beta Kappa. **FIU**

PEP rewards continued excellence of full professors



Ralph Clem James Couper Richard Hodgetts Donald Klingner George Kovacs William Kurtines Anthony Maingot Stephen Mintz

The Florida legislature funded the Professorial Excellence Program (PEP) in 1996 and again in 1998 to recognize, reward and promote excellence and productivity of full professors in the State University System. Each university was asked to develop criteria for the selection of full professors who had been in rank a minimum of seven years and who presented evidence of sustained excellence, continued productivity, and high merit in the areas of scholarship or creative activities, teaching, professional service and academic leadership.

Eligible applicants were invited to submit a portfolio documenting their accomplishments, and a committee of their peers made selection recommendations to the provost and president. This year, there were 21 successful applicants from a pool of 33 qualified applicants.

"The Professorial Excellence Award is an exceptional distinction which the University confers on those select full professors whose excellent level of performance has been sustained over time," said FIU President Modesto A. Maidique. "Many of these professors were hired in the early years of the University's existence and certainly are counted among the 'builders' of this great, young urban university."

Following are "mini-profiles" of FIU's PEP recipients.

1996-97 Faculty PEP Awards

Ralph Clem International Relations

Ralph Clem is a well-known authority on the former Soviet Union and has been honored with appointments as short-term fellow of the Kenan Institute for Advanced Russian Studies of the Woodrow Wilson International Center for Scholars and as a senior fellow of the W. Averell Harriman Institute for Advanced Study of the Soviet Union at Columbia University. He has authored and co-authored numerous books and articles, as well as grant proposals to federal agencies and leading private foundations. He was recently appointed director of FIU's Global Studies Initiative, which will foster research and teaching on transnational issues and will house a range of ongoing and nascent comparative studies efforts.

James Couper Visual Arts

Since coming to FIU in 1972, James Couper has maintained an active creative activities agenda. He has had 21 solo exhibitions, five two-person exhibitions and participated in more than 200 group shows at international, national and region-

al museums and galleries. In addition to teaching all levels of painting and drawing courses, he developed "Thesis and Portfolio," the exit course for all B.F.A. majors. He founded The Art Museum at FIU in 1977 (director until 1980) and established the M.F.A. program at the University.

Richard Hodgetts Management & International Business

Richard M. Hodgetts is the author or co-author of 49 different books and over 100 articles and papers. He is the editor of the *Journal of Leadership Studies* and has developed an on-line course for the basic management offering, "Management and Organization." He was recently chosen as the 1999 Outstanding Educator by the National Academy of Management.

Donald Klingner Public Administration

Donald Klingner, who joined FIU's faculty in 1980, is an internationally recognized authority on public human resource management and policy and has authored or co-authored eight books (*Public Personnel Management* is a standard in the field), numerous journal articles, book chapters, and monographs. His honors include serving on National Academy of Public Administration advisory panels, being a distinguished professor in residence of the U.S. Department of Health & Human Services, and being named a Fulbright senior scholar, Central America.

George Kovacs Philosophy

George Kovacs' accomplishments at FIU since 1972 have included: founding faculty of the Philosophy Department; published a major book, *The Question of God in Heidegger's Phenomenology* (Northwestern University Press) and 60 articles dealing with phenomenology and hermeneutics; served as associate editor of the specialty journal *Heidegger Studies* and as editorial advisor of the international journal *Existenzanalyse*; and created special courses on: "Philosophy of Death," and "Love and Sexuality."

William Kurtines Psychology

William Kurtines' areas of scholarly and research interest include: social and personality development, family development, life span developmental psychology, cross-cultural psychology and moral development. He has received many awards, including the Award for Research Excellence from the Southeastern Psychological Association in 1978 and awards for scholarship/research,

teaching and professorial excellence from FIU. He has been principal investigator or senior research scientist on large grants funded by federal agencies, including the National Institutes of Health, and has published many books and 100 journal articles. He is chair of the doctoral program in Life Span Development at FIU.

Anthony Maingot Sociology

Anthony Maingot, who has been with FIU since 1974, is a widely recognized authority on social issues in the Caribbean. He is the author of several books, including *United States and the Caribbean: Challenges of an Asymmetrical Relationship*, co-author of *A Short History of the West Indies*, now in a fourth edition, and many articles. He has served as chairman of the Caribbean Studies Association, and has been the recipient of research grants from organizations including the Carnegie Corporation, the Rockefeller Foundation and the Mellon Foundation.

Stephan Mintz Physics

Stephan Mintz, who has nearly 25 years of service at FIU and is current chair of the Physics Department, is the author of almost 70 papers on weak interactions in nuclei and is a recognized expert on neutrino reactions in nuclei. He has been a principal investigator (PI) or co-PI on many grants and is the current PI for the FIU/CEBAF grant. He has received an FIU Excellence in Research Award and an FIU Excellence in Teaching Award. He has served on numerous task forces and committees, including chair of the Research I Task Force.

Samuel Shapiro Statistics

Samuel Shapiro, a member of FIU's founding faculty, is an authority on assessing the adequacy of statistical models. A procedure he developed for testing such models is included in many of the statistical software packages. He is the author of three books and 25 refereed articles which have appeared in leading technical journals. He is a fellow of the American Statistical Association and has received awards from leading statistical societies. He has held several academic administrative posts and currently heads the School of Computer Science.

Mary Volcansek Political Science

Mary Volcansek specializes in judicial politics, comparative judicial politics and Western European politics. She has written or co-authored five

Professional Excellence Program

A W A R D S



Samuel Shapiro Mary Volcansek Subbarao Wunnava Steve Zanakis Milan Dluhy Grenville Draper M. Ali Ebadian Joan Erber Ronald Fisher Kenneth Hardy Sharon Kossack David Lee

96-97 Faculty PEP Awards cont.

books and edited or co-edited three, in addition to articles and book chapters. Her most recent book, *Constitutional Politics In Italy: The Constitutional Court* will be published by Macmillan (UK) and St. Martin's (US) later this year. She has served as associate dean of the College of Arts and Sciences and chair of Political Science and founded the FIU-Cambridge University Summer Program (1980-1985).

Mira Wilkins Economics

Mira Wilkins is an economic and business historian, who has written extensively on the history of multinational enterprise. Her most recent book, published by Oxford University Press (and co-edited with Harm Schröter), is *The Free-Standing Company in the World Economy 1830-1996*. Her ongoing research is on the history of foreign investment in the United States; she is currently preparing the sequel to her book *The History of Foreign Investment in the United States to 1914*, which was published by Harvard University Press in 1989. She is a fellow of the Academy of International Business and serves on the editorial boards of leading business history journals.

Subbarao Wunnava Electrical & Computer Engineering

Subbarao V. Wunnava, whose interests are in the areas of networking and digital and computer system development, joined FIU in 1977, and currently is graduate coordinator and associate chair in the department of Electrical and Computer Engineering. He has written four books on microprocessors and associated applications. He received two TIP awards, two FIU teaching awards and an FIU research award. He has been an active consultant and has conducted collaborative research with several major industrial organizations.

Steve Zanakis Decision Sciences & Information Systems

Steve Zanakis was the program chair of the 5th International Conference of the Decision Sciences Institute (Athens, Greece, July 4-7, 1999), organized by the College of Business Administration, and has served as associate editor for *Decision Sciences* and guest editor for *Management Science* and the *European Journal of Operational Research*. His research articles have appeared in these and other leading journals. Students are often challenged by his no-formula case instruction of quantitative methods and TQM self-evaluation.

1998-99 Faculty PEP Awards

Milan Dluhy Public Administration

Milan Dluhy has been a tenured professor of Public Administration for the past 14 years and has held a variety of administrative posts at the University, including associate director of the Center on Aging, interim dean of the School of Public Affairs and Services, and director of the Florida Institute of Government. He has authored/co-authored eight books and more than 60 professional publications and has been the principal investigator on 28 externally funded research projects. He has consulted widely with state and local government in Florida (and several other states) as well as with a number of federal agencies.

Grenville Draper Geology

Grenville Draper's research concerns the tectonic movements of the Earth's crust in the northern Caribbean as deduced from field observations. He is the author of over 50 publications. He is presently an associate editor of *International Geology Review*, co-editor of the *Scientific Results Volume of Leg 165* of the Ocean Drilling Program and advisor to the EC-funded geologic mapping project in the Dominican Republic. His latest project is a textbook on field geology for Prentice-Hall.

M. Ali Ebadian Mechanical Engineering

M. Ali Ebadian was instrumental in the 1995 establishment of the Hemispheric Center for Environmental Technology (FIU-HCET), a unique environmental technology research and development organization formed as a partnership between FIU and the U.S. Department of Energy. Under his direction, HCET has brought \$24.2 million in research funding to the University, making him the top researcher for three sequential years. He dedicates his scholarly and professional activities to bringing recognition to the Department of Mechanical Engineering in FIU's College of Engineering.

Joan Erber Psychology

Joan Erber is a leading researcher in the psychology of aging. She has published over 40 peer-reviewed journal articles on aging and memory and how stereotypes of aging influence our perceptions and evaluations of older adults. She has received nearly \$500,000 in research funds from the National Institute on Aging. She holds fellow-

ship status in the Gerontological Society of America and in the American Psychological Association (APA). She recently completed a term as president of Division 20 (Adult Development and Aging) of the APA.

Ronald Fisher Psychology

Ronald Fisher and his research colleague, Ed Geiselman (UCLA), have developed and adapted theoretical principles of cognitive psychology (memory, perception, attention, etc) to be used in investigative interviews to facilitate the memories of victims and witnesses of crime and other events. Their technique (Cognitive Interview) is used by many investigative agencies around the world (e.g. FBI, British police).

Kenneth Hardy Physics

Kenneth Hardy has adapted time of flight spectroscopy to the study of the Dissociative Recombination Reaction. This reaction is important in the chemistry of plasmas occurring in regions as diverse as interplanetary space and gas lasers. His discoveries have led to a new understanding of the mechanics of this reaction.

Sharon Kossack Elementary Education

Sharon Kossack combines research, service and teaching to maximize her effort and impact to the benefit of both students and community. Text-smart techniques developed at a middle school will be posted on the Abaco, Bahamas, "Every Child Counts" literacy project web site so that teachers throughout the Bahamas can access them. A unique collaborative five-year reading master's program, in which she was professor-in-residence, received a National School Excellence Award and was named a national Elementary Demonstration Site for the New Jersey Writing Project.

David Lee Biological Sciences and Environmental Studies

David Lee has combined excellence in teaching and service (the inaugural chair of the Department of Environmental Studies, 1994-97) with significant accomplishments in research on the functional ecology of plants. This past year he worked on the puzzle of autumn leaf coloration as a Bullard Fellow at Harvard and as an invited participant in the French dirigible rainforest canopy expedition in Gabon.



Florentin Maurrasse Osama Mohammad Luz Porter Arun Prakash J.M. Quirke Emmanuel Roussakis John Sheldon John Stack, Jr. Les Standiford Mark Szuchman William Vickers Nancy Wellman

Florentin Maurrasse

Geology

Florentin Maurrasse's research has focused on the geology of the Caribbean region, with special emphasis on the island of Hispaniola, and he is regarded as an expert on the geology of the region. He has been featured in two special TV series on the extinction of the dinosaurs, because he discovered major evidence in Haiti showing that the Earth was affected by a catastrophic asteroid impact on the Yucatan Peninsula 65 million years ago.

Edwin McClintock

Mathematics and Computer Education

Edwin McClintock's research and development, which focuses on the preparation of middle and senior high school teachers of mathematics and science, employs an innovative approach that reexamines goals, processes, value systems and experiences. The integrated set of programs study the requisites of effective education in mathematics, science and technology (MST) of underserved students. It also is an experiment for undergraduate and graduate students in modeling, mentoring, teaching and learning about reform and its application for at-risk students.

Osama Mohammad

Electrical and Computer Engineering

In his efforts to improve students' learning ability, Osama Mohammed continues to incorporate the latest educational technology in the classroom. He has researched and adopted an asynchronous learning environment for teaching. He pioneered this model at FIU and has developed courses that are delivered asynchronously via the Internet and live video. He has published more than 150 papers, with 55 in refereed journals. He has been elected a fellow of the Institute of Electrical and Electronics Engineers, chaired three major international conferences and served as technical program chair for two other conferences.

Luz Porter

Nursing

Luz Porter developed the proposal for the Master of Science in Nursing program at FIU and established the School of Nursing's partnership with Miami Children's Hospital for the development of a clinical specialty in Advanced Child Health Nursing. She has secured more than \$200,000 in Professional Nurse Traineeship grants, which have provided scholarships to nearly 200 students.

Arun Prakash

Finance

Winner of FIU's Excellence in Research Award for an unprecedented three times, Arun J. Prakash won the Professorial Excellence Program (PEP), as well as

the Teaching Incentive Program (TIP) awards during the 1998-99 academic year. Co-author of more than 50 articles and three books, he was elected a fellow of the Royal Statistical Society in 1990. He also served as the chairperson of the Finance Department for nine years. Three of his co-authored articles have been selected by ANBAR Electronic Intelligence of the UK for its Hall of Fame.

J.M. Quirke

Chemistry

Martin Quirke's research interests fall into two categories: porphyrin chemistry and chemical derivatization for electrospray mass spectrometry. He was the first person to determine the unambiguous structure of a geoporphyrin and has been active in mass spectrometric analyses of porphyrins. His collaborative work with G.J. van Berkel has led to the development of techniques that have expanded the utility of electrospray mass spectrometry analysis for selective detection of non-polar analytes.

Emmanuel Roussakis

Finance

Emmanuel Roussakis developed the commercial banking curriculum of the Finance Department and directs the certificate programs in banking. His publication record includes seven books, three chapters in books, and 40 articles. The second edition of his commercial banking textbook was translated into Chinese. He has lectured bank executives and trainees in the United States and abroad and has offered expert testimony in bank litigation. He was recently awarded an endowed chair, funded by the Florida International Bankers Association, in the College of Business Administration.

John Sheldon

Physics

John Sheldon established the University's Atomic Beam Laboratory (in collaboration with Kenneth Hardy), which led to a series of publications. He has also worked with NASA research scientists on the plasma physics of the tethered satellite.

John Stack Jr.

Political Science

John F. Stack Jr., who serves as director of the Jack D. Gordon Institute for Public Policy and Citizenship Studies, conducts research focusing on the role of ethnicity in world politics from domestic, transnational, and comparative perspectives. As the post-Cold War international system emerges, ethnicity increasingly plays a major role in the relations among states and within states in affluent, developed societies as well as developing states throughout the world. Stack's contribution underscores the important, yet

often overlooked, role of ethnicity in world politics.

Les Standiford

Creative Writing

Les Standiford, director of the Creative Writing Program since 1985, and a professor of English since 1991, has published seven critically acclaimed novels and two works of non-fiction. *Booklist* called his recurring fictional character John Deal, "the most emotionally centered protagonist in contemporary crime fiction." He is the past recipient of the Frank O'Connor Award for Short Fiction and has won a National Endowment for the Arts Fellowship in Fiction as well as a Fellowship in Fiction from the Florida Division of Cultural Affairs. His work has appeared in scores of magazines and anthologies.

Mark Szuchman

History

Mark D. Szuchman, currently associate dean of Faculty and Graduate Studies in the College of Arts and Sciences, was the first professor of Latin American history at FIU. Having authored five books and 34 articles, he is nationally known as one of the most important authorities of 18th and 19th century Argentine history. With Provost Mark Rosenberg, he was one of the founders of FIU's Latin American and Caribbean Center.


William Vickers

Sociology and Anthropology

Anthropologist William T. Vickers specializes in the human ecology of the Amazon Basin and the related issues of native land and civil rights within the rapidly developing Amazon frontier. An avid field worker, he has made 16 research trips to Ecuador and Peru since 1972. With over 70 publications on native subsistence patterns, resource use and conservation, ethnobotany, and frontier development policies and conflicts, He is an internationally recognized expert on both traditional and modern Amazonia.

Nancy Wellman

Dietetics and Nutrition

Nancy Wellman is the director of the National Policy and Resource Center on Nutrition and Aging and past president of the 70,000-member American Dietetic Association, the nation's largest group of food and nutrition professionals. She chairs the Nutrition Screening Initiative, a nationwide campaign against elderly malnutrition that is backed by a coalition of 35 prominent aging organizations. Wellman has testified before Congress, serves on several national advisory boards and committees, and appears regularly in the national popular press and on TV and radio. 

Historian, comedian, storyteller: a conversation with poet Campbell McGrath

by Lyn Millner



Campbell McGrath, associate professor of Creative Writing at Florida International University, is the author of four volumes of poetry: *Capitalism*, *American Noise*, *Spring Comes to Chicago* and *Road Atlas*. He has been awarded the Kingsley Tufts Prize, the Cohen Prize, a Guggenheim Fellowship and, most recently, a 1999 MacArthur Fellowship. The latter honor, often referred to as a “genius grant,” included a \$280,000 unrestricted award.

In his poems, McGrath makes connections between disparate things, dipping from a deep well of knowledge that includes history, music, economics and popular culture. Characterizing himself as a free-verse poet, McGrath displays an enormous range that encompasses lyric meditation, epic poetry, prose poems and some formal poetry. Alice Quinn, poetry editor for *The New Yorker*, called McGrath’s “The Bob Hope Poem,” an epic 70-page work in *Spring Comes to Chicago*, “full-throttle, democratic, open-ended” and cited it as one of the most exciting contributions to contemporary poetry.

Lyn Millner recently spoke with the poet in his Miami Beach home, where he lives with his wife, Elizabeth, and their two boys, Sam and Jackson. In the interview, McGrath discussed his current project, *Florida Poems*, his just-published book, *Road Atlas*, and his views on poetry.

Saturday, May 23. Jackson is exactly six months old this morning, wriggling behind me in the baby backpack, grasping at my ears, yanking the cord of my sunglasses as if to rein in a runaway horse. In four more days it will be Sam’s fifth birthday. Five years since that morning in Chicago, five years into the new geological age, the Samocene Era, the Neo-Jacksonian Epoch. Time, like the funicular, flies on tireless wings, but the three of us are hoofing it, hiking the

“Florida needs consciousness. Florida needs

arduous cobbled roadway of the picturesque castle in the harbor, shooting invaders from every gun-slit and portico.

— from “A Letter to James Wright,”
Road Atlas

FIU Magazine: In your poems, you share some really lovely details about your children and about your life as a father. In other interviews, you’ve discussed how becoming a father had an impact on your career, in terms of actively pursuing a full-time teaching position. But I wondered if you could talk about how fatherhood has affected your poetry.

McGrath: Fatherhood has *infiltrated* my poetry, in the way that whatever I’m doing in my life takes over. My poetry reflects what I’m doing. I started writing about fatherhood in “The Pregnancy Triptych,” predating fatherhood — but, realistically, most of “The Pregnancy Triptych” was really written after I was already a father, just looking back to that moment. I’m at a point now where I don’t know if I’m going to be writing about Sam a lot more because now I feel like I would be invading his privacy. Because now he’s old enough to be who he is.

FIU Magazine: You make many references to music in your poetry, and in talking about your revision process, you say that “a poem must sing.” Can you talk a little about the connection between music and poetry? Do you listen to music when you write?

McGrath: No, I don’t as much as I used to. Usually when I’m upstairs working, I also have to be keeping one ear out for Jackson to wake up from his nap or for the phone to ring with some message from Sam’s school or something. When I listen to music I listen to rock and roll music, like punk rock and its various offspring or various kinds of grunge. It gives a kind of energy to my poetry and a kind of cultural sense. When I’m not listening to music, I’m more likely to write a more meditative, travelly-er, looking-out-the-window or nature kind of poem.

Floating in the gulf, on a hot June day,
listening to the seashells sing.

Eyes open I watch their migrations, their
seismic shifts and tidal seizures, as I am

seized and lifted, lulled and hushed and serenaded. Eyes closed, I drift amid their resonant sibilance, soft hiss and crackle in the tide wash, ubiquitous underwater, a buzz like static, or static electricity — but not mechanical — organic and musical, metallic as casino muzak, piles of change raked together, a handful of pennies down a child’s slide.

— from “The Gulf,” *Road Atlas*

FIU Magazine: Critics have talked about the auditory quality of your poems. Do you read your poems aloud as you work on them?

McGrath: As a poet, you tend to hear your poems. You pick it up as if you were picking up something you had nothing to do with, and you try out the sound of it. And in the act of hearing it, you invariably discover new things. The words are being attended to for their musical, sonorous and euphonic (quality). Euphony is a central part of poetry.

FIU Magazine: In a recent interview with *The Miami Herald*, you indicated that poetry can play an important role by encouraging a sense of sacredness and myth for Floridians to rally around. Some would say you’ve chosen a challenging medium to attempt this, that the audience for poetry is a small one. Are you frustrated by what many would call a scarcity of readers? And do you believe that the poet has an obligation to change that?

McGrath: I think poetry ought to have an audience. But having an audience is very much of a two-edged sword. Because the bottom line in America is that things are oriented on a market basis, having an audience is the same thing as having a consumer group. As soon as you have an audience that’s recognizably large, the money machine invades that area. In other words, Elvis and Chuck Berry invented rock and roll and they just did what they wanted because they were making it up. But as soon as there was a thing called rock and roll, it became corporatized, and you got people churning out a commodity.

FIU Magazine: How do you think poetry addresses themes in ways that other forms of writing or art can’t?

McGrath: The beauty of poetry is that its medium is language. You don’t need any-

thing. I have always had this great desire to control the means of production. That’s what made it beautiful for me — its flexibility. You don’t need to stop and get cameras out. It’s just there. And it just really was a pragmatic decision in that it’s what worked best for me. I think it’s because I have these broad interests, you know, I like to be a historian, I like to be a comedian, I like to be a storyteller, I like to talk about stuff, and lyric poetry is a form of talking.

FIU Magazine: How has teaching influenced your poetry?

McGrath: To teach a craft you have to know it in a way that you don’t have to know it just to practice it. You can practice a lot of things sheerly on intuition. To teach, you can’t do that at all. You have to explain, not only what you’re doing, but how this other person would achieve X, Y, or Z. Teaching has taught me so much more. I have learned and I continue to learn everything I learn about poetry in the classroom.

FIU Magazine: In talking to readers about your poetry, I hear again and again that your poems are “not like most poetry.” Readers seem to agree that your poems are more accessible than most poetry, and I’m wondering if you have a sense of why that is.

McGrath: I always wanted to write about the external world in a very concrete way, and I have a strong documentary urge. That’s not often taken as poetry’s task. People think of poetry as being emotional and expressive, but for me it’s a very excellent documentary form. Myself as part of the documentary, but the world around me even more so. I can’t talk about the world around me without talking about me, because I don’t want to present my observations as some kind of objective knowledge of the world. They’re not. They’re the subjective speculation of one person.

FIU Magazine: One of the things you said about the Bob Hope poem was that it was very deeply personal and that you were a little surprised that it resonated with such a large audience.

McGrath: Very surprised. My first two books were books that people could pick up and appreciate and see what I was trying

to be kicked around. “Wake up. Wake up.”

to do. I thought the Bob Hope poem would be viewed as formally and thematically unusual, so particular to one person's concern, the way the things are jumbled together and the obsessiveness of it. But, of course, the opposite has proven true. People have said, "Wow, I read that and I really get it. I see why that person's doing what they're doing."

I'm sitting on a hill in Nebraska, in morning sunlight, looking out across the valley of the Platte River. My car is parked far below, in the lot behind the rest stop wigwam, beyond which runs the highway. Beyond the highway: stitch-marks of the railroad; the sandy channels and bars of the Platte, a slow wide bend of cottonwood saplings metallic in the sun; beyond the river a hazy, Cézanne-like geometry of earthy blues, greens, and browns fading, at last, into the distance.

— from "Plums," *Road Atlas*

FIU Magazine: What led to your latest book, *Road Atlas*? Why did you choose to write it?

McGrath: I didn't really choose to write *Road Atlas*, interestingly. *Road Atlas* wrote itself in a weird way. *Road Atlas* was like a free book. I'd be up in my office trying to finish some of these sections of the Bob Hope poem, but at a certain moment, I'd be very frustrated, and instead, something would show up that was really clear and simple. "I'm just going to write a prose poem about sitting on that hill in Nebraska." And it would seem like a huge relief from all this Bob Hope stress. And the gist of the poem would be right there. And I thought, "Oh, that's neat, I'm writing some prose poems on the side." I had already started writing Florida poems, and I thought, Bob Hope will be finished and then I'll write about Florida. But instead, these poems had just shown up, and I thought they ought to be a book.

If they had any sense
of history
it would be called Landgrab,

it would be called Exploitationia

for the bulldozed banyans,
lost cathedrals of mahogany and cypress,
savannas of sawgrass and sabal palm,
mangroves toiling to anchor their buttresses,
knitting and mending the watery verge.

Beautiful and useless, flowers
bloom and die
in every season here, their colors dissemble,
soft corpses underfoot.

If there was any justice in this world
it would be named
Mangrovia.

— from "Florida," *Mangrovia*

FIU Magazine: The naming of natural things comes out as a passion of yours.

McGrath: Yes, especially in the Florida poems.

FIU Magazine: Can you talk about how naming ties in to Florida's myth?

McGrath: There is little myth in Florida to fasten on. There's little history. The history of Florida is incredibly unappealing. Texas' history isn't that appealing either, but they share this belief that there's a Lone Star Republic. These things aren't necessarily true. It's just that people believe them and they build their sense of self around them. And therefore, there are certain things that we are and we aren't, and therefore we won't accept this. Florida has no such identity and therefore people will accept anything. Texas has the Alamo, and we have Alamo Rental Car. That sums up Florida. What is Florida? Even on the postcards. "Fun and Sun Capital." What is that? That's nothing. I really feel like the 20th century is a prologue for Florida. It was like the 19th century in California. It will be in the 21st century that Florida defines its sense of self.

... already Sam has begun to master the local customs, youngest and most flexible, first to make landfall, betraying the generational nature of acculturation the way the poems of my students at the state university do, caught between past and present worlds, transplanted parents looking back to Havana while the children are native grown, rooted to the soil, though the roots of *las palmas* are notoriously shallow, hence their propensity to

topple in a hurricane . . .

— from "El Balserito," *Road Atlas*

FIU Magazine: Where do you think Florida's definition of self is leading?

McGrath: I don't know exactly. That's the key question. But I think that you could possibly help influence it if you spoke up. By virtue of Florida not having these identities, there's a chance to influence the discussion far more than there is in, say, Chicago.

FIU Magazine: Do you see yourself in that role, of speaking up?

McGrath: Not really. I think that it should be Floridians. The message really isn't that I'm doing it. The message is that I'm teaching people whom I hope will do it. We should teach the arts and create a whole generation of people, whether they're painters, poets, sculptors, environmentalists, thinkers who stand up and stay, you know, "I'm actually from Florida" in that way that people say they're from Texas or California or Chicago. "I'm a Floridian, and therefore, I believe this and I want this."

FIU Magazine: You've often been compared to Whitman in terms of craft and voice, but I wanted to ask whether you see a similarity between your poetic vision and his, specifically in the belief that poetry has the power to bring people together.

McGrath: I think art is one of the things that has the potential to take human beings outside of themselves and make them think. The act of thinking may make you have happy thoughts or may make you have bad thoughts. People shy away from art because art can be dangerous. You might find yourself coming up with some realizations that are uncomfortable or difficult to accommodate. But nonetheless, not to come to them is just to hide from things. So I think art has that potentiality, and that potentiality is what Florida needs. Florida needs consciousness. Florida needs to be kicked around. "Wake up. Wake up." I don't care what the conclusion is that Florida comes to. But it just hasn't attempted to think its way out of the paper bag that it's found itself in. So "The Florida Poem" is going to be the poem to attempt to kick Florida in the head and say, "Wake up. Go jump in the spring. Invigorate yourself." **FIU**

Biscayne Boulevard

Crossing the bay: pelicans and buzzards
against a Japanese screen of rifted clouds,
squalls and riffs in grey, white, azure.

Color of lead, color of moonlight,
color of shallow water.

★

Road crew planting oleander;
two years since the hurricane.

★

The grease monkeys at the gas station
on the causeway must have the most beautiful view
of any workers in America.

As a function of growth, life is, thereby, a process of loss.

How the carefree palms who cast their coconuts
aside in today's high wind must feel: strong,
unburdened, immeasurably sad.

★

Gulls like asterisks; aninga like bullets.

★

Sunlight, white hulls, black
cloisters of mangrove:

such moments I see this world
as it truly is/is not.

★

At 123rd Street: survival
of the fittest franchisee.

Boston Chicken, Pollo Tropical,
Kenny Rogers' Roasters,
KFC.

Which must perish so that another may live?

★

Oceans of Notions.

I.N.S.

The Pussycat Theater.

★

Evenings, working girls from the topless clubs
shop their wares among these stripmalls
of chop suey and gospel Creole,

glass bones of liquor stores,

the glorious ruin of these motels:

New Deal, Mardi Gras, Vagabond, Hacienda;

Sinbad, Starburst, South Pacific, 7 Seas.

★

If I were to die
this minute,

now,

I would be with Elizabeth and Sam again

in another world, a world

I do not and cannot believe in.

I know this in the roots of my teeth,
in the lunar plains of my palms.

★

What you call an asterisk I call a bullet.

What you call a bullet I call ellipses.

What you call ellipses I call the eclipse.

★

The bite of the bullet is the mouth-mark of the moon.

The young men running numbers and dust upon the
boulevard conspire in their trade with the aces and
deuces of unforeseeable fortune.

Cop killer. Rhino killer. Black widow. Liquid heart.

★

The bullet, the bullet, the bullet.

★

If I could raise this city into the heavens,
caress it like a polished calabash maracca,
shake it like a shoebox to jar the lucid gunmen
and winged cockroaches into the sunlight,
if I could take it in my hands and carry it,

would I?

My compassion is ripe but sour
as the fruit of the lemon tree;

my fear so immediate
it could bring the bay to a boil. Anger
is the mask it wears
like a liquid silver sun
upon these wide but shallow waters,

silent reflection above the dogfish and stingrays,
the weed-eaten chassis of our mutual need.

★

Leopard ray. Mantra ray. Devil ray. Skate.

★

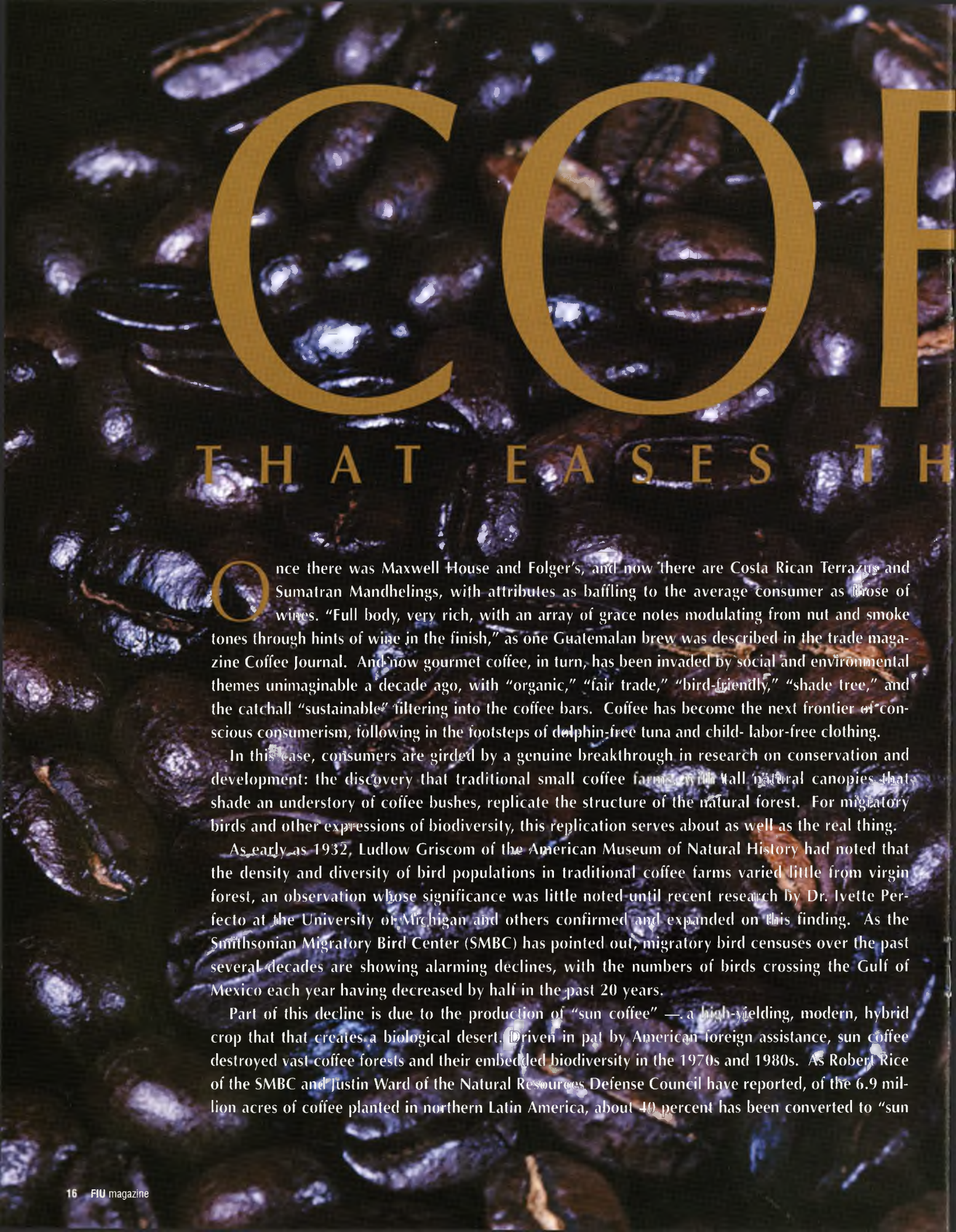
Police helicopter, sweet damselfly,

can you track my happiness?

Radar gun, will you enumerate my sorrows?

Bullet, do you sting?

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COFFEE

THAT EASES THE

Once there was Maxwell House and Folger's, and now there are Costa Rican Terrazas and Sumatran Mandhelings, with attributes as baffling to the average consumer as those of wines. "Full body, very rich, with an array of grace notes modulating from nut and smoke tones through hints of wine in the finish," as one Guatemalan brew was described in the trade magazine *Coffee Journal*. And now gourmet coffee, in turn, has been invaded by social and environmental themes unimaginable a decade ago, with "organic," "fair trade," "bird-friendly," "shade tree," and the catchall "sustainable" filtering into the coffee bars. Coffee has become the next frontier of conscious consumerism, following in the footsteps of dolphin-free tuna and child-labor-free clothing.

In this case, consumers are girded by a genuine breakthrough in research on conservation and development: the discovery that traditional small coffee farms with tall natural canopies that shade an understory of coffee bushes, replicate the structure of the natural forest. For migratory birds and other expressions of biodiversity, this replication serves about as well as the real thing.

As early as 1932, Ludlow Griscom of the American Museum of Natural History had noted that the density and diversity of bird populations in traditional coffee farms varied little from virgin forest, an observation whose significance was little noted until recent research by Dr. Ivette Perfecto at the University of Michigan and others confirmed and expanded on this finding. As the Smithsonian Migratory Bird Center (SMBC) has pointed out, migratory bird censuses over the past several decades are showing alarming declines, with the numbers of birds crossing the Gulf of Mexico each year having decreased by half in the past 20 years.

Part of this decline is due to the production of "sun coffee" — a high-yielding, modern, hybrid crop that creates a biological desert. Driven in part by American foreign assistance, sun coffee destroyed vast coffee forests and their embedded biodiversity in the 1970s and 1980s. As Robert Rice of the SMBC and Justin Ward of the Natural Resources Defense Council have reported, of the 6.9 million acres of coffee planted in northern Latin America, about 40 percent has been converted to "sun



COFFEE

THE CONSCIENCE

by David Barton Bray

coffee." A trend towards sun coffee, driven in part by U.S. foreign assistance, destroyed vast coffee forests and their embedded biodiversity beginning in the mid 1970s.

And there is more at stake than the birds. Small coffee farmers are also an endangered population. In Mexico, the world's leading producer of organic coffee (most of which is also shade tree), most small farmers are indigenous peoples who make less than a \$1,000 a year. Many of their children frequently die of easily treated diseases. Their desperation is reflected in the fact that many of the Zapatista rebels in southern Mexico were budding organic coffee farmers who chose another path. Even those farmers who chose organic coffee rather than arms have had to face afflictions of Biblical proportions.

The Mexican forest fires that burned eyes in the southern United States last spring also destroyed thousands of acres of coffee bushes. After that, intense rains — one-quarter of the average rainfall for the year — fell in five days in Chiapas, killing hundreds of people, leaving 15,000 homeless, and destroying 90,000 hectares of coffee.

But for those organic and shade tree coffee farmers who have been able to escape armed uprisings, fires, and floods, this new market has presented a productive alternative for producers with few options. In the first years of their transition to organic shade-tree coffee, the farmers of one coffee cooperative earned as much as 43 percent more than their nonorganic neighbors, although the price difference has tended to moderate over time. Nonetheless, buying organic, shade-tree, and "bird-friendly" coffee has become an everyday act of mindful consumerism that can make a difference for both biodiversity and poor peasant farmers — providing an array of grace notes in the international economy. ^{FIU}

David Barton Bray is chair of the Department of Environmental Studies at Florida International University. A similar version of this article originally appeared in *The New York Times* last July.

A time for a place with a purpose: Breaking new ground with

If the eyes are indeed the window to the soul, Dean William McMinn's soul is textured, flush with light and engaged in a continual dialogue between space, structure and purpose. For McMinn's eyes, the sun-drenched green of a meandering creek, never stop, but instead scan and dart to soak in the physical environment.

For 30 years and with seven universities, the dean of FIU's School of Architecture has administered the teaching of architecture. He took a hiatus for several years to enter private practice to produce "tangible results." It was an opportunity to forge his love for architecture with the cool feel of stone and the glory of watching sunlight slice through a skylight – part of his own design. He brings his contagious sensitivity and passion to the first "School of Architecture for the 21st Century."

"Those that come through architectural schooling become passionate. It's a crucible. Some have called it a religious calling, and I've been accused of being a missionary," he says over a pasta lunch at Café BuonGiorno in Coral Gables. The dean is as graciously insistent that his spaghetti be served "al dente" and his espresso "ristretto," as he is that quality and commitment form the foundation of FIU's first professional school.

Born in Texas, McMinn grew up in the shadow of his father, a building contractor. After a short time under the broiling Texas sun, he realized which aspect of building he wanted to pursue.

"This is a true story, the absolute truth," McMinn begins. With his horn-rimmed glasses, angular face and gracious Southern mannerisms, he is reminiscent of Gregory Peck in "To Kill a Mockingbird," a passionate advocate of his values, ideals and world view.

"I was on one of my Dad's construction jobs, it was a hot summer, and this guy comes on the job in a three-piece suit. 'Move that wall, tear that down, I don't like that at all,' the man says and gets back in his air-conditioned car and leaves. I turned to one of the workers 'Who was that?' 'That was the arch-i-tect,' he told me. 'Well, I said, I don't know what that is, but that's what I want to be,'" he remembers.

McMinn graduated from Rice University in Texas along with 10 colleagues. To this day he knows where they are and what they do. That is McMinn's world – intimate, interconnected and bound to architecture.

He was invited to Mississippi to develop the state's first architectural program. The venture became the first of a series of challenges that have come to symbolize his mission: Build it and they will come.

McMinn headed the drive to hire faculty, construct a building and develop a research program. He created an advisory board of great



FIU's School of Architecture

by Michael R. Malone

Southern writers, including the famed Eudora Welty, "to help me understand the nature of the place." A center was created for small towns to talk about their future and how to move toward economic viability.

Perspective forms part of an architect's vision, and while McMinn maintains a vision of what could be, he does not lose sight of the limitations of space and materials.

"I said that even if we only graduate two students, they're going to be the best two students that graduate from any school of architecture. The Mississippi students were really naïve. As you might suspect, many had never traveled, and although you can talk about architecture and you can show a lot of slides, until you've experienced the spatial process and become aware of what makes space, you don't understand the nature of architecture."

The buses began to roll. To Washington, New York and to other major cities. And the local work continued.

One of the school's projects was to provide a design for a small river town whose biggest "industry" was a worm farm. McMinn insists that along with creative design, architecture demands a strict adherence to pragmatics – structural and financial. So the students presented their design – a worm – and painted it on the town's water tower.

"The town got very excited. They voted money for it, put lights up to display this squirrely worm on top of the tower. We got the students involved in the community, and the students got involved in the making of architecture," McMinn says.

After Mississippi, McMinn was invited to become a dean at Cornell University, which has one of the nation's oldest and most revered architectural programs.

"Mississippi is not the place where Ivy League schools pick their deans, and the first year was like a proving grounds. The students at Cornell are all the best from schools from around the world. You put these people in competition with each other, in a region with weather that keeps them inside, and it becomes a very intense experience."

During his 12 years at Cornell, McMinn's expertise attracted consulting opportunities. This work took him far afield – to help start a school in Saudi Arabia, to Amman, Jordan, to Istanbul and even to lecture in Baghdad.

By 1996, FIU was poised to implement a master's program in architecture that would enable students to take the state exam and receive their professional license. But the University needed someone to take the reins.



French architect Bernard Tschumi and Dean William McMinn review the plans and model for the new FIU School of Architecture building.

McMinn had been consulted by the Florida Board of Regents (BOR) and had written a report for FIU of what needed to be done to implement a professional program.

"We're ready to move ahead, do you know anyone who could head the school?" FIU President Modesto A. Maidique asked McMinn by phone. "Give me a few weeks, I'll look around, there's some good, young talent out there," McMinn answered.

Maidique called back two weeks later. "Any names?" "Not yet, give me a little more time." "Don't bother to look further, Bill, we think we've found someone." "Oh? Who is it?" McMinn wondered. "You," the president replied. "You know what to do, you wrote the report, just come down here and do it."

After 12 years at Cornell, McMinn had a sense of completion with the job and with the place. A believer in the nature and need for change, he had always vowed not to stay too long in one place. He and his wife were looking forward to a yearlong sabbatical in Rome, a city they consider home. But the lure of Miami – a mecca for the Latin American world, an urban setting, a new challenge – proved irresistible.

We have a right to a school

The “A” word. So synonymous with campuses in the 60s, “activism” isn’t a prevalent part of today’s college experience. But that’s what it took – a student picket in front of the PC building to get the president’s ear, hundreds of hours on the telephone, a referendum, thousands of student letters, overnight caravans to Tallahassee and to Gainesville, a corps of students huddled around a fax machine until the early hours of the morning – all to “do the right thing” and bring a professional architecture program to FIU.

The fire was ignited by a Palm Beach Post article published June 4, 1995: FIU and FAU had reached an agreement for FAU to pursue an architecture school and for FIU to focus on a law school.

Guillermo Rodriguez had completed a two-year architecture study program at Miami-Dade Community College. Like many colleagues, he transferred to FIU for the four-year, pre-professional program, hoping – always hoping – that a master’s program would be added.

Since 1992 when he learned that an architecture program had been deleted from FIU’s Master Plan, Rodriguez had scoured the library seeking documentation to support the claim that FIU deserved an accredited architecture school. He followed the lead of a group of students who in 1983 had actually secured legislative approval to establish a school of architecture. The Board of Regents (BOR), however, blocked the measure.

Rodriguez and other students argued that a local, affordable graduate program was crucial to obtain the professional license needed to work in Florida. When his professor read the Palm Beach Post article to his class, Rodriguez was “enraged.”

“I just felt like the system really failed, first in 1983 and now in the ‘90s. How long was it going to take? FIU deserved a lot more chances. We wanted to make the system work,” he remembers.

A meeting was organized. Students like Susan Laredo – married, two children, limited resources, passionate about architecture – attended. An inspired corps group of Rodriguez, Laredo and three other students formed and devised an action plan.

On July 11, 1995, the “Fabulous Five” invited then county commissioner Alex Penelas to FIU. Penelas sponsored a county resolution – passed that same day by the county commission – that urged the BOR to establish a professional school of architecture at FIU.

How would they get the ear of President Maidique? Rodriguez, Laredo and the others gathered 1,500 signatures, picketed in front of the PC building and got their meeting.

In his office, Maidique was sympathetic but firm. Yes, architecture is important, but law is FIU’s priority, he told the students. He offered to add the program back on the Master Plan when it was revisited in five years.

“We told him that we didn’t agree, that we respected his opinion but that the BOR would be meeting soon in Tallahassee, and we would be there to present our views. We believed that if FAU got the program, ours would die away, that it wouldn’t have a future. Putting two programs in place would not be feasible for the BOR,” Laredo says.

The “Fabulous Five” met with the two Miami regents, Paul Cejas and Perla Hantman, and prepared for Tallahassee. In the weeks preceding the BOR meeting, Laredo spent hours on the phone to the



Guillermo Rodriguez and Susan Laredo were students who spearheaded lobbying efforts for the School of Architecture at FIU.

BOR office to communicate the students’ aim. They were given a spot on the agenda of the meeting – they thought.

On the day before their scheduled departure they got bad news – they had not been included on the agenda. Still, 22 students drove the nine hours to the state capital. The next morning when the group entered an overflowing ballroom, then University Provost James Mau approached them: “The president has decided to pursue architecture, and I will bring the proposal to the table.”

“The BOR was generous with us. We were listened to,” Laredo says. Four students were given five minutes to speak.

“All of a sudden, whether it was fate, luck or everything else, things were moving,” Rodriguez remembers.

Determined not to follow in the failed footsteps of the student group in 1983, the “Fab Five” wasted no time in seeking funding. They met with state senator Mario Diaz-Balart, then the chairman of the state appropriations committee. They made presentations to the Dade County legislative delegation and other key assemblies.

Next stop was Gainesville and the BOR’s meeting in November to get the issue put back on FIU’s Master Plan – just to have it considered. Two buses were donated and 150 students prepared to leave their families and children for the overnight ride. Another stone worked its way loose. The program would not even be considered until a consultant had been hired to study it. The travel plan fell apart. Still 50 of the students drove their own cars through the night, stopping for three hours sleep before attending the BOR meeting. As planned, the BOR announced a consultant would be sought. One of the regents, impressed by the dedication of the sleep-wearied students, suggested the next meeting to be held in Miami.

The students launched a massive letter-writing campaign. More lobbying and phone calls. Flyers and posters. Letters to the editor to involve the media. By this time, the students had earned another passenger for their bus. The administration was fully on board.

“After we went to Tallahassee, met with the BOR and he saw what we had done, President Maidique got behind us 1,000 percent. The administration really backed us up. There was no way to stop us,” Rodriguez says.

Dean McMinn arrived as a consultant in December and met with students. Enthusiasm mounted. Even *The Miami Herald* got involved. On Jan. 25, 1996, an editorial recommended “A Blueprint for Success,”

suggesting that “the time had come” for a school of architecture at Miami’s public university. The BOR met that same day at FIU and unanimously approved an Architecture School for the University’s Master Plan.

By April the second phase – programming approval, coursework, staff preparation – was rolling forward. The program was approved in June for implementation that September.

Rodriguez, Laredo and the others were convinced that an architecture program was “the right thing to do.” Their efforts were directed for the benefit of future students, not with their own educations in mind. Now the process had moved so fast that a new reality presented itself.

For their first day of class, Rodriguez, Laredo and a handful of students who would become the first graduates of FIU’s School of Architecture sat in an empty room on boxes of drafting tables. After brief introductions, they began the assembly. Computers would not arrive for another several weeks.

Today, Laredo works with Bruno-Elias et. Associates, Inc., the same local firm that is helping to design the new Architecture School. Rodriguez works with Dimond, a builder of luxury homes. Laredo says their experience engrained a simple message: “You can get it done. Just ask for what you want.”

A space for learning

Dean McMinn believes that “only in Miami can you move so fast.” With him at the wheel, it is possible. A team of experts from the National Architecture Accrediting Board (NAAB) visited the school, provided a report, then returned a year later. “You have moved mountains and made quantum leaps in a very short time to meet the standards needed to earn accreditation,” the team captain announced in a final advisory report.

Among the handful of recommendations made, the NAAB team focused on the need for improved facilities – a new space for the young architects to ply their trade.

President Maidique and the administration secured funding for a new \$15 million facility and decided to hold an international competition to find an architectural firm to design the first Architecture School of the 21st Century.

From November 1998 to March 1999, the international competition proceeded. Proposals from 18 firms were reviewed. In December 1998, seven competitors offered more comprehensive presentations. Four finalists were selected. Bernard Tschumi, an international firm headed by the renowned French architect, also dean of Columbia University, and working in tandem with Miami partner Bruno-Elias et. Associates, Inc., were awarded the final contract.

A model of the new School of Architecture building.



“Students were exposed from beginning to end to the international competition. They had the ability to vote, they did assignments related to the competition, they selected, exhibited, analyzed in detail and questioned – it was a very innovative classroom experience,” says Associate Dean Jaime Canaves.

The whole process of selection was conceived to be part of the education of students at the school. Most of the presentations were videotaped to allow future students to view the complex professional design process.

Scheduled for completion early in 2002, the building planned for the School reflects a new paradigm for architecture – even for education itself – in the new millennium. The design itself is flexible, and allows for changes and adaptations as future needs evolve. The space, inherently flexible, encourages both reflection and action. Student studios and faculty offices flank the complex, connected across a central courtyard that houses colored “generators.” These colored zones, or “places for the unexpected,” are the interactive zones – lecture hall, covered terrace, reading room and coffee shop – that draw students and faculty together to share ideas.



Dean William McMinn and students visited Rome to study its classic architecture.

“Students learn so much from each other, sometimes more than from faculty. Faculty set the climate, lead discussions, but the testing process is with each individual student and with their peer groups. A design project is a series of experiences. You’re competitive and sharing. There’s an intensive glue in the architecture and design field,” Dean McMinn says.

“It’s a good time to be starting a school. Ours will be the first new school of architecture in the new millennium. The location and image of Miami will be a magnet for the rest of the world. The nature of computers – the architect’s “professional toy,” the Internet and long-distance learning will be an integral part of what we do.

“Those students who press the edge with that kind of rigor and want something to define themselves — and have the strength and conviction about themselves — probably make the best architects. It’s a determined group of students who are willing to commit themselves to learn the process,” McMinn says.

The dean pauses for a sip of espresso, then his eyes shift and focus. “BuonGiorno is pure ‘50s architecture, post-war immediacy. I’ve made sketches for the owner. I’m always sketching, redesigning the interior, because you are constantly going through a process of thinking about where you are. You want the students to have that same sense.” **FIU**

Michael R. Malone writes on culture and ethnicity and teaches creative writing at FIU. He has written two books, *A Guatemalan Family: Journey Between Two Worlds* (Lerner 1997) and *A Nicaraguan Family* (1998), and his articles have appeared in *Americas Magazine*, *The New York Times* and *The Washington Post*, among others.

TOP • PUBLIC • URBAN •

THESE FIVE WORDS SUMMARIZE FIU'S VISION. FROM REACH



FIU's drive to Research I:

Since the early 1990s, Florida International University has pursued a vision to achieve Research I (RI) status and join the ranks of the nation's leading research universities. In the hierarchy of U.S. higher education, the upper echelon of research universities are classified by the Carnegie Foundation for the Advancement of Teaching as Research I institutions.

In the universe of colleges and universities classified by the Carnegie Foundation, only 88 institutions – less than 3 percent of 3,595 institutions – are classified as Research I universities. Carnegie defines Research I universities as those institutions that offer a full range of baccalaureate programs, are committed to graduate education through the doctorate and give high priority to research. They award 50 or more doctoral degrees every year and receive \$40 million or more in federal support for the sciences and/or engineering. Florida currently has three Research I institutions: Florida State University, the University of Florida and the University of Miami.

FIU was classified as a Doctoral I institution by Carnegie in 1994, and the University has already achieved the criteria of a Research II university, awarding 50 or more doctoral degrees each year and receiving between \$15.5 million and \$40 million in annual federal support. It is anticipated that Carnegie will conduct its next round of reclassifications in 2001.

Attainment of Research I status is now the University's top priority. Last year, President Modesto A. Maidique appointed a faculty task force to accelerate progress toward this goal.

"I view Research I as a platform from which we will achieve greater excellence in teaching and education," said Maidique. "Unless you are RI, you are not eligible for major grants, fellowships and other opportunities. It is a platform on which we will continue to develop the University. Achievement of RI will open doors for all our departments.

"Research is not now, nor will it ever, dominate the university. But without it we

RESEARCH • UNIVERSITY

ING FOR THE TOP, FIU'S STRATEGIC PLAN, DECEMBER 1996



a look beyond the numbers

cannot take advantage of those opportunities. Teaching will continue to be the primary activity at the University. But we've reached a critical mass in size where a significant number of the faculty can be devoted to research."

In 1998-99, FIU had another record year attracting external research grants and contracts in support of its research programs. The University closed the books for the year with a record \$44.62 million, up more than 20 percent from the previous year. Approximately \$20 million was in federal support for the sciences and engineering — the type of funding Carnegie counts for its classifications. Since 1988-89, when the University generated \$8.46 million, sponsored research funding has increased more than five-fold. It is projected that research funding will top \$50 million in 1999-2000.

Although the classification is based on quantitative measures, being a Research I university means much more than just federal grant dollars and doctorates awarded. Developing into Research I transforms a

university, making available a wide range of opportunities that are not available to smaller institutions. In this article we focus on areas in which the drive to Research I is already changing FIU, affording opportunities that enhance student education and the overall institution. These opportunities will continue to grow as the University gets closer to its goal.

Opportunities for hands-on research by students

The growth of FIU's research programs has increased opportunities throughout the University for both graduate and undergraduate students to take part in hands-on research. Research opportunities exist for students to: collaborate on faculty research projects; serve as research assistants; and conduct their own research projects for publication and/or presentation at conferences. The following are a few examples of student research.

More than 50 graduate and undergraduate students are involved in the largest envi-

"I view Research I as a platform from which we will achieve greater excellence in teaching and education . . .

Achievement of RI will open doors for all our departments."

—President Modesto A. Maidique



Ruben Dario Lopez and Carmen Alicia Aponte are master's students who conduct research at FIU's Hemispheric Center for Environmental Technology.

“The faculty have shown that they can be nationally competitive in their research endeavors. Achievement of Research I will place FIU in the mainstream of research issues. . . . It will make us a national player.”

—Provost Mark Rosenberg

ronmental restoration project in the world – the effort to return the Florida Everglades to its pristine state – through their participation with FIU’s Southeast Environmental Research Center (SERC).



Established in November 1993, SERC is composed of faculty, research associates, students and technicians from a variety of disciplines who work together on environmental research in the southeastern United States and the Caribbean, with special emphasis on Biscayne, Big Cypress, Everglades, Dry Tortugas and Virgin Islands national parks; the Everglades Water Conservation Areas, the Florida Keys National Marine Sanctuary and other freshwater and coastal areas. SERC received most of its research funding from the U.S. Department of Interior.

Although SERC is not an academic program, it is committed to providing students with educational and research experiences in real-world situations, both in the field and in the laboratory. Almost all of SERC’s research projects support student research, in areas as varied as ecology, hydrology, microbiology, analytical chemistry and geochemistry. Many graduate students utilize their work in SERC as the springboard for thesis and dissertation research.

“We provide hands-on experience and provide support in terms of lab supplies and the ability to get to locations in the field,” said Ron Jones, director of SERC. “This includes the use of our boats and laboratory equipment to test samples.”

More than 50 FIU undergraduate and graduate students also work for the Hemispheric Center for Environmental Technology (HCET) in a variety of capacities. Established in 1995 in partnership with the U.S. Department of Energy (DOE), HCET researches, develops and demonstrates innovative environmental technologies and facilitates their transfer to com-



mercial and government users. As a testing center, HCET is the nation’s leading university center, as well as an international leader in the evaluation and demonstration of new technology for decontaminating and decommissioning (D & D) of nuclear facilities.

“We’re increasing job opportunities in the market and educating the next generation of D & D and DOE professionals,” said Ali Ebadian, director of HCET. “Students graduating with hands-on experience get more job offers and higher salaries.”

Two students pursuing their master’s degrees in Environmental Engineering while they work at HCET full time are Carmen Alicia Aponte and Ruben Dario Lopez, respectively from Colombia and Argentina. Both are conducting research supported by DOE.

Aponte is working on a D & D project for the DOE’s Rocky Flats site, a facility near Denver. The facility produced nuclear weapons for nearly 40 years, leaving a legacy of contaminated facilities, soil and ground water that must now be safely cleaned up before the site can be closed down.

Lopez is conducting research in HCET’s Tanks Focus Area, which develops technologies for DOE to safely and efficiently treat and dispose of millions of gallons of hazardous/ radioactive waste contained in storage tanks. “We’re trying to come up with the best solution because there’s so much waste,” he said. “It’s very good experience.”



The Lehman Center for Transportation Research is an area where 20 students are involved in hands-on research. Two current projects (funded by the Florida Department of Transportation) are: studying the use of vehicle safety belts among minorities; and a pedestrian safety study in Hialeah (in collaboration with University of Miami). Upcoming projects include: developing a strategy for providing transportation access to former welfare recipients returning to work, and a study of rear-end collisions.

The Lehman Center also has three feder-

ally funded fellowships supported by the U.S. Department of Transportation. The Dwight D. Eisenhower Transportation Fellowship Program provides stipends, tuition and laboratory support for two undergraduate students and one graduate student. The fellowships also enable the students to attend an annual Department of Transportation conference in Washington, D.C.

Extending the University's reach

FIU's research programs have enabled the University to have a greater presence nationally and internationally. Many programs are conducted in other cities in the U.S. or in foreign countries and, in some instances, the University has satellite offices in other sites.



The International Media Center (IMC), a research and training arm of the School of Journalism and Mass Communication, operates several international programs designed to strengthen professional communication media in Latin America and elsewhere. The Latin American Journalism Program, a \$13.5 million, 10-year project funded by the U.S. Agency for International Development (USAID) to strengthen journalism in 11 Latin American countries, was managed by IMC personnel. The IMC founded the Latin American Journalism Center, in Panama City, Panama, which is continuing the work of the Latin American Journalism Program.



The Center for the Administration of Justice (CAJ) is another unit that has expanded FIU's presence in the southern hemisphere. The CAJ was established as a component of the College of Urban and Public University at 1984, to engage in research, training and public education regarding the administration of justice in Latin America. With offices in Miami and San José, Costa Rica, CAJ has become a unique international resource at

the forefront of justice-sector reform in Latin America. The Center also supports crime prevention efforts targeted to U.S. Hispanics. The CAJ, which receives funding from USAID, employs a multidisciplinary and international staff of specialists, including lawyers, political scientists, public administrators and public policy analysts. Its assessments have been widely disseminated and have been critical in public policy-making throughout the region.

HCET's partnership with DOE has also enabled the University to extend its presence to other geographical areas. Earlier this year, HCET opened an operations office at the Oak Ridge National Laboratory in Tennessee. The first project completed by the office was a report commissioned by British Nuclear Fuels Limited on concrete demolition technologies. The center also opened an office in June at the DOE's Fernald Environmental Management Project in Cincinnati, Ohio, where work is being conducted on D & D and underground waste storage. HCET has other ongoing projects with other DOE field offices around the country.

Increasing opportunities for minority students



FIU's substantial minority enrollment (52 percent Hispanic and 16 percent African-American) and its variety of programs in the biomedical area have enabled it to host a Minority Biomedical Research Support (MBRS) Program. Established by the National Institutes of Health 20 years ago, the MBRS Program seeks to strengthen institutional research capabilities, support faculty and student participation in research and encourage more under-represented minority scientists to participate in biomedical research.

The FIU MBRS Program began in 1985 and currently supports 13 undergraduate and 11 graduate students on eight research programs. The program funds the research projects as well as salaries for students, tuition for graduate students and travel to

attend scientific meetings. For the 24 MBRS students, this has led to 117 authorships in scientific publications. The program is based on the premise that research experiences will stimulate students to pursue careers in biomedical research.


Challenges being addressed

Last May, the University's Research I Task Force issued its report, which included recommendations on ways to increase research funding and the number of graduate students.

Chaired by Stephan Mintz, chair of the Physics Department, the Task Force studied issues in four primary areas: infrastructure, graduate enrollment, administrative services and rewards. Recommendations of the report included: take steps to ameliorate the critical shortage of laboratory and office space; increase staffing to aid in grant preparation and to take advantage of new opportunities; recruit new principal investigators with proven track records for attracting major grants; enhance financial support for graduate education; and implement a system of rewards for successful investigators, including bonuses. This fall, faculty forums were held to discuss the report's recommendations and steps being taken to implement them.

"We learned that the situations among research institutions are distinct," said Mintz, commenting on the Task Force's look at benchmark universities. "There isn't a particular formula one can use to achieve Research I. ...Now it's a question of what to do." Mintz noted that the lack of laboratory space is the most pressing issue, a problem that is facing a number of departments throughout the University.

"There are scarce resources to achieve multiple objectives at the University," commented Mark Rosenberg, FIU provost and executive vice president for Academic Affairs. "We also are cognizant of the importance of providing an outstanding undergraduate experience at FIU.

"The faculty have shown that they can be nationally competitive in their research endeavors. Achievement of Research I will place FIU in the mainstream of research issues. ...It will make us a national player." 

Campaign develops support for units throughout FIU

The \$200 million Campaign for FIU received numerous gifts this year in support of virtually every area of the University. At press time, the total for the year exceeded \$12 million, bringing the sum of all contributions and commitments to the four-year-old campaign to more than \$166 million.

"Recent contributions have benefited academic programs across the disciplines," said Dale C. Webb, vice president for University Advancement. "We have sought donations for scholarships, professorships, academic enhancements and more. Our goal is to build support for initiatives in all the schools and colleges while responding to immediate needs and acting upon promising opportunities."

Among the year's highlights were six- and seven-figure gifts in support of the planned Patricia and Phillip Frost Art Museum. South Florida art collector B. Landon contributed \$1 million, to be matched by the state of Florida for a total value of \$2 million, toward a wing to house the University's extensive permanent collection. Carol Weldon, a long-time friend of FIU, increased to \$250,000 an earlier commitment in support of another wing; the gift will receive a 100 percent state match. Finally, Patricia Frost, the former chair of the FIU Board of Trustees, and her husband, Phillip Frost, increased by \$500,000 an earlier pledge to the facility that will bear their name. State matching will increase the gift to \$1 million.

The College of Arts and Sciences received a \$150,000 gift from Mary Lou Pfeiffer—the largest donation to FIU from one of its graduates—in support of the Department of Religious Studies to promote the study of Native

American culture and ritual. State matching funds bring the value of the contribution to \$225,000.

The College of Business Administration accepted a \$200,000 gift from SunTrust Bank, Miami—the bank's largest single donation within Miami-Dade County—for a new Entrepreneurship Hall of Fame and an endowment in support of professorships. The former will recognize graduates from any of FIU's schools or colleges who distinguish themselves as entrepreneurs. State matching funds will elevate the contribution to \$275,000. The Florida International Bankers Association gave \$100,000, to be combined with \$50,000 in state matching funds, to establish the college's first professorship in international finance, and the Blank Family Foundation of Miami pledged \$200,000 to finance the college's interactive Virtual Logistics Technology Demonstration Laboratory.

The College of Education secured a \$200,000 gift from the Pat Tornillo, Jr. Scholarship Fund to benefit outstanding but financially needy students pursuing teaching careers. State matching funds bring the value of the contribution to \$300,000.

The College of Engineering received two pledges to support telecommunications studies: a \$600,000 pledge from Lucent Technologies for a distinguished professorship and \$250,000 from Bell-South for graduate fellowships. State matching funds bring the value of the contributions to \$1.02 million and \$375,000, respectively.

For the third consecutive year, the School of Hospitality Management raised more than \$100,000 at its annual Florida Extravaganza. The proceeds from the 1999 fund-raising event helped complete the school's recently opened \$1 million Southern Wine & Spirits Beverage Management Center. The Buffalo-based Statler Foundation conferred on the school a \$250,000 grant to continue an existing professorship and finance the publication of the school's national journal.


The Wolfsonian-FIU received a \$426,000 bequest from the estate of John Malcolm Brinnin, one of the museum's founding trustees. State matching funds will bring the value of the contribution to more than \$850,000.

Other gifts will benefit the College of Health Sciences and the School of Nursing, including the South Florida-based Florence Bayuk Foundation's \$400,000 grant for graduate fellowships, which will be divided with the College of Arts and Sciences and the School of Engineering.



To maintain the success of the past year, Webb and the fund-raising staff continue to fine tune their efforts. They have held discussions with President Modesto A. Maidique and Provost Mark Rosenberg to establish priorities for the remainder of the campaign. Faculty support for research topped the list. Accordingly, Webb has set her sights on donations to establish additional graduate fellowships, research endowments, professorships and eminent scholars chairs, as well as to enhance research facilities.

Another component goal under discussion at press time included

attracting private funds for the construction of new campus buildings. Currently underway is an effort to secure funding for FIU's new football program. Several donors have agreed to become Football Founders by making \$50,000 contributions to be used toward the purchase of uniforms and equipment, the creation of a practice field, and the expansion of FIU's existing stadium. 

FIU Foundation funds new research-support building

The FIU Foundation will fund construction of a \$12 million five-story research-support building on the University Park campus. The non-profit corporation, which receives and administers all private gifts to the University, will secure a commercial loan to fund the 75,000-square-foot facility's construction. Once the building is completed, several University departments will lease the building and, after ten years, it will become the property of FIU.

The facility, which will be located immediately southeast of the Charles Perry Building, will be completed in approximately two-and-a-half years.

"This arrangement represents an important way in which the foundation can help the University obtain something that we truly need," said Paul D. Gallagher, senior vice president for Business and Finance. "Although unconventional, the move was quickly approved by everyone concerned, including the Board of Regents."

Gallagher added that going to the state legislature for funding of the project, rather than relying upon private means, could well have resulted in a wait of several or more years.

"President Maidique and the Board of Trustees felt that we needed to act more quickly to acquire this facility," he said.

The new building will house the Division of Sponsored Research and Training, which provides administrative support for FIU's research activities; the Division of University Advancement, which includes FIU's fund-raising and related personnel as well as the Office of Alumni Relations; Information Resource Management, which plans and administers the University's major computing and telecommunications activity; and the English Language Institute, which offers language instruction to international students, businesspeople, and members of the local community. The building's first floor will serve as a conference center for university-related events.

The FIU Foundation boasts an endowment — the pool of all invested contributions to the University's various academic programs and projects — that currently totals more than \$33 million. Earnings on the endowment help secure FIU's financial future by ensuring a minimum level of additional income each year.

Chef Allen's palette delights the palate



If Allen Susser '78 had become an artist instead of pursuing a culinary career, his inquisitive and adventurous approach undoubtedly would have led to innovative combinations of colors and textures on canvas. Susser, the chef and owner of Chef Allen's in Aventura, approaches food the way a painter chooses oils from a palette, delicately blending pigments to give his work a distinctive character. His "palette" includes ingredients ranging from the more conventional – including fresh fish, beef and poultry – to more exotic elements, such as tropical fruits and Caribbean or Latin American flavorings. He skillfully blends the elements of his palette into dishes of unique culinary artistry.

Susser was instrumental to the creation of New World cuisine, one of the most acclaimed styles of cooking today. While New World cuisine is characterized by regional cultural influences and the flavors of the Caribbean, Latin America and Europe, Susser's roots are strictly Brooklyn. He was born and raised in the New York City borough, coming from a close-knit family in which celebrations and good food were synonymous. Susser grew up in a three-family house: he and his family on the first floor, his grandmother on the second and his aunt on the top. On the second floor he received his early hands-on training.

"I started cooking with my grandmother," Susser recalled. "I'd be in the kitchen turning the hand grinder for her, making little crepes for the blintzes, things like that."

"I just loved being in the kitchen and helping out. I also recognized that there's a certain love in food. Family and food and holidays all went together. People always got together for the holidays, and it was all centered around food. I realized that food was a very important part of family, and I enjoyed that."

From an early age, Susser was set on entering the culinary field. He cooked regularly for his family, and during the summers of his high school years he worked at Rockaway Playland in nearby Queens, cooking hot dogs and hamburgers. He soon found he

"New World Cuisine is about balance, contrast, fresh"

had a natural talent for tasks that others didn't easily grasp. For instance, while everyone was making one small cotton candy, he could make two large ones at once.

By 1976, Susser had graduated at the top of his class from the New York City Technical College Restaurant Management School. He had also worked at Kutschers, a large resort hotel in the Catskill Mountains of upstate New York, where he learned the realities of a full-production kitchen and assembling recipes. But he yearned for experience in a world-class kitchen and managed to land an apprenticeship at the esteemed Bristol Hotel in Paris.

"The fine French restaurants were where master chefs really strut their stuff, where they were really showing their talents and abilities from a creative and technical sense, using an exotica of ingredients," Susser said. "In Paris my eyes lit up with what was going on with food."

After completing the apprenticeship and traveling throughout Europe, soaking up more culinary influences, Susser moved to Miami to attend FIU's School of Hospitality Management. He graduated from FIU with honors and returned to New York to work at Le Cirque, then and still one of the finest French restaurants in the city.

"Even though I could have worked for one of the numerous restaurant chains that were conducting interviews at FIU, I didn't see that as my path," explained Susser. "Culinary independence was my goal. That's why I went back to the city where food was happening and is still happening. I thought I would open a fine French restaurant, a nice 60-seat place with great food and service, nice ambience, a real classic type of establishment."

New York, however, would not be the locale for his culinary exploits. Susser was drawn back to Miami, where as chef at the Turnberry Isle Resort he began to explore new ways for using and combining fresh, local foodstuffs.

"Working at Turnberry after Le Cirque, I found that the appetite for French cuisine with game birds, heavy terrines — that style of French cooking — at the moment was not so appetizing to South Florida," Susser explained. "But I saw great fresh fish and tropical fruits, and that's what really excited

me: the ingredients. In order to create a cuisine you need the ingredients, and looking back to France that's how a cuisine comes about. You need sources for local, natural ingredients. I realized the sources were here, but were just underutilized.

"That opened up a whole new palette of ingredients. Citrus (for example) is great, but not just lemons and limes and oranges, you've got tangerines and kumquats and numerous other citrus. Tropical fruits were available, with mangoes, papayas and guavas. That opened the doors to see how these ingredients are used locally and regionally, which pointed to the Caribbean and Latin America."

In 1986, Susser finally opened Chef Allen's. The 100-seat restaurant has won local, national and international accolades, helping to put Miami in the gourmet lime-light. A *Miami Herald* review printed earlier this year, noted: "Chef Allen's remains among the cream of South Florida dining, at or near the top of the list, managing to package A-1 quality ingredients in ever-interesting ways."

Over the years, Chef Allen's and several other restaurants/chefs that shared similar approaches to cuisine — such as Mark's Place (Mark Militello), Norman's (Norman Van Aken) and Yuca (Douglas Rodriguez) — were in the forefront of developing and popularizing New World cuisine. The chefs dubbed themselves the "Mango Gang."

"One restaurant can have a style of food," Susser noted, "but in order to be larger than that we felt it was necessary to work together where more restaurants and more chefs use similar ingredients and techniques. That's how we came up with New World cuisine. Obviously, though, each of us had a different take on it."

Despite the tremendous success of his restaurant, where he spends five to six nights a week, Susser has not been content just staying in the kitchen. In 1996, he launched Chef Allen's line of products, available at gourmet shops throughout the country. Products include mango ketchup (the most popular of the items, to be used as a dipping or glazing sauce), tamarind chili spicy grill sauce, key lime and passion fruit mojos, caribe steak spice, and flavored oil and vinegars.

Susser has also become a cookbook author: *Allen Susser's New World Cuisine and Cookery* (1995) and *The Great Citrus Book* (published 1997). He is now working on *The Great Mango Book*, due to be out in summer 2001, for which he conducted extensive research.

"I love mangoes," Susser said. "It was something I fell in love with when I came down here. They're so delicious, all the different varieties and flavors, and I enjoy bringing them into the cuisine in different ways. If I've got a mango, does it have to be ripe or can I use it green? I can use green mango because a lot of southeast Asians use it green. Or it can be powdered, ground green mango, the way the Indians use it. They've been growing mangoes for 4,000 years in India."

In addition to his business and family (wife, Judi, and daughters, Deanna Rose and Liza), Susser finds time for philanthropic work. He is the South Florida chairman of Share Our Strength, which sponsors an annual April event to raise funds for hunger relief. He also donates his time, talents and staff to FIU's annual Florida Extravaganza, which benefits the Hospitality Management program. Over the years, he has taught and lectured at numerous institutions, including FIU (which presented him with an Outstanding Alumni Achievement Award), Johnson & Wales University (which awarded him an honorary doctorate) and Nova University. He has received numerous honors and awards from leading culinary organizations and publications.

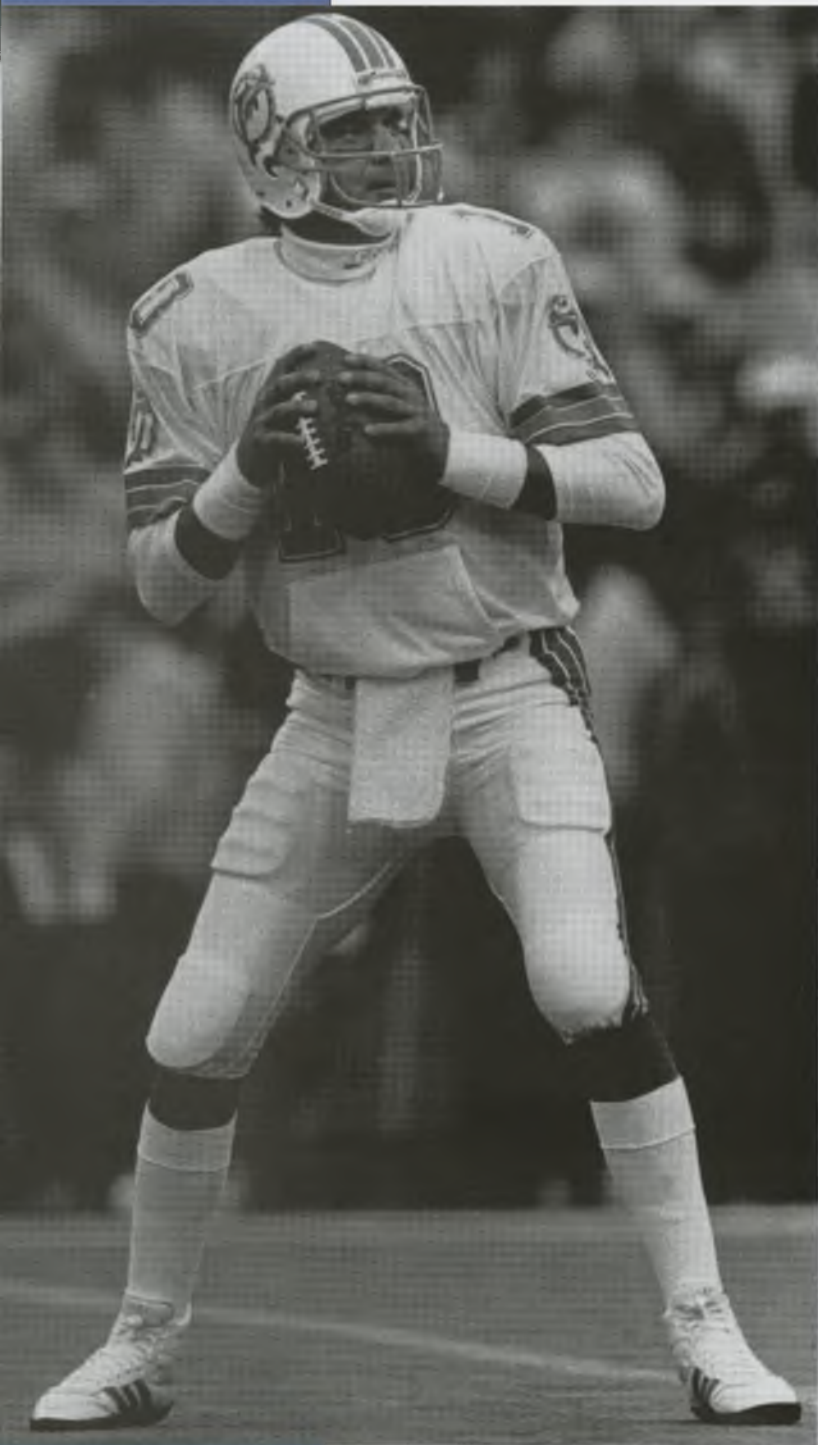
Never content to rest on his laurels, Susser continues to increase the range of foods and flavors on his gastronomic palette. In more recent years, his cooking has evolved into a style he calls "New Era" cuisine. He is now incorporating new and different ingredients from the Mediterranean, Southeast Asia, India and other lands.

"It's intriguing to bring these flavors together in a fusion. It opens a new era. I think our palates are ready for these new ingredients and the new excitement that's out there." 

foods and flexibility," says Allen.



Strock, former Dolphins quarterback, hired to develop football



In September, FIU got one step closer to its first touchdown when it announced the appointment of Don Strock, former Miami Dolphin quarterback, as the director of football operations.

Strock, 48, who has spent the last three years as the Baltimore Ravens' quarterback coach, will lead the charge as FIU prepares to go before the Florida Board of Regents to ask for approval of a football program. FIU plans to field its first Division I-AA team by the 2001 football season.



Don Strock

"I am very excited about being involved with this program from its very beginnings," said Strock. "I know FIU's students want a football team, and I am going to work hard to bring them one they can be proud of. ...This is a challenge for the University, students, alumni, community and me. This program will be built brick by brick with a solid foundation for the future."

Strock, originally from Pottstown, Pennsylvania, has spent his career in football. A 14-year veteran with the Miami Dolphins, he was a fifth-round draft pick in 1973. In 1988, Strock joined the Cleveland Browns. During his playing career, Strock had 443 completions in 779 attempts for 5,349 yards with 45 touchdowns and 42 interceptions.

In 1989, he joined the Indianapolis Colts and began his coaching career with Miami in the Arena Football League (AFL). A year later he joined the AFL's Mass Marauders. In 1995, he became the offensive coordinator and quarterback coach of the Rhein Fire of the World League.

Strock, who holds a Bachelor of Science in distributive education from Virginia Tech, played a pass-oriented offense for the university's team. He completed 628 of 1,174 attempts for 8,857 yards. Strock led the nation in passing as a senior, made an appearance at the Hula Bowl and was voted Outstanding Offensive Player in the Blue Gray Classic.

"We are the largest public university in the country without a football team," said FIU President Modesto A. Maidique. "That's going to change. We have the best qualified person to make FIU football in 2001 a reality."



Don Strock on FIU football and coaching

What are the major goals for FIU's director of football operations?

We need to build a solid base for the future. This includes raising funds through the Football Founders (fund-raising) program and spreading the word about FIU football in the community

What is the number one challenge for FIU's football team?

Recruiting as many South Florida players as possible. Too often student-athletes are leaving the area to play outside of Florida. Another challenge is that until the expansion of the stadium is complete, our team will be working out of temporary facilities. Despite that, we need to adjust to the conditions and become competitive ASAP.

Where do you see FIU football in five years and beyond?

Eventually we will move to Division 1A. In the meantime, we seek to improve each year. In five years time we will graduate the first class and set the foundation for football. We will have a strong recruiting base and will be preparing to play teams like UM and others of that caliber. Also, the stadium will be completed with sky boxes and will be fully operational by the time we reach our peak.

There is a lot of talent in Florida.

How do you plan to keep players in South Florida?

There are only eight schools in Florida that are 1A and 1AA. With FIU and FAU joining the mix the number increases to ten, thus allowing more athletes the opportunity of staying in the area. Lots of students would love to stay here and play in front of their friends and family. FIU football will give them the opportunity to do that.

What is your best sports memory?

My best sports memories have to be the three trips to the Super Bowl in '74, '83, and '85. There is something indescribable about being on the field Super Bowl Sunday and hearing the crowd screaming. There is nothing like it in the world of football.

What does it take to be a good football player?

A good coach? A good athlete? A good motivator?

A player needs inner drive, dedication, the desire to succeed and the desire to work and study his opponents. A coach must have the ability to convey his or her thoughts and ideas to the players in a way that they understand. You need to know and learn the players' strengths and weaknesses in order to place them in the best positions to succeed.

Season football ticket packages available soon

In response to rampant Golden Panther football fever, FIU will soon mail all graduates ticket pricing for the inaugural 2001 season. Special packages for members of the Alumni Association will be available. Members of the Alumni Association can take advantage of a special 10 percent season ticket discount rate.

"Beginning with the fall of 2001, FIU's football stadium will be the place to be on game-day Saturdays," said Carlos Becerra, interim director of the Office of Alumni Relations. "Our alumni will have a chance to get together in a new and special way as we cheer on the football Panthers. Buying tickets early will ensure them a piece of the action."

The Office of Alumni Relations, in conjunction with the Alumni Association, plans to hold several special events (including family barbecues) either before or after home games. Many alumni have already expressed interest in coming out to campus for the festivities.

"Basketball is great, baseball is great, but the whole fanfare associated with football is incredible," said Edward Cuervo '94. "It's not just a game, it's an event. You make a whole day out of it."

Any graduate who does not receive a football mailing by the end of January or who would like information about joining the Alumni Association should call the Office of Alumni Relations at 1-800-FIU-ALUM. [FIU](http://www.fiu.edu)





Carlos Becerra

New alumni relations strategy focuses on meeting specific interests

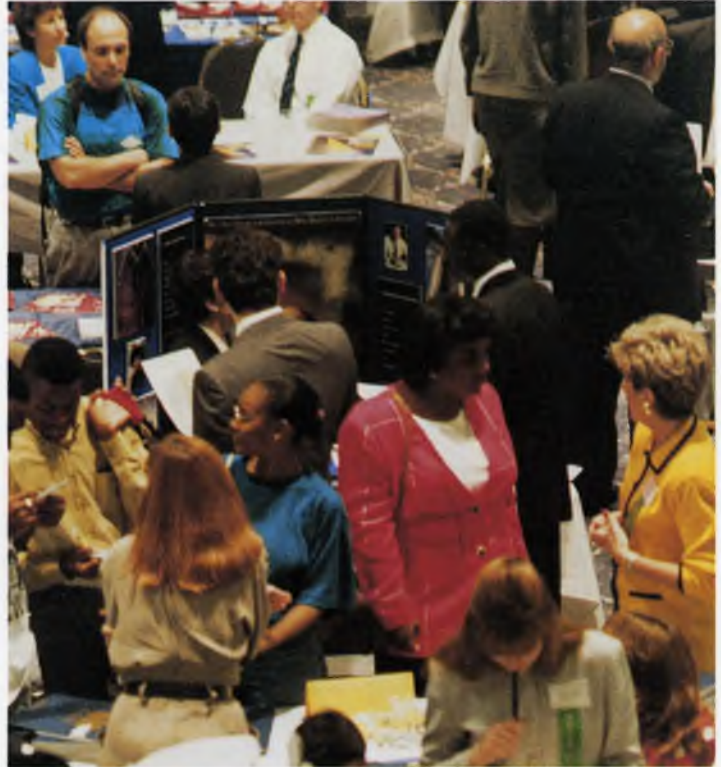
With the goal of expanding opportunities for alumni and fostering lifelong relationships, the Office of Alumni Relations is employing a new strategy for meeting the needs of FIU graduates.

"We've listened to our alumni," said Carlos Becerra, interim director of the Office of Alumni Relations. "We want to be the means for their continued good experience with FIU. We want to keep them connected to their alma mater."

The staff worked with the Board of Directors of the Alumni Association to establish new benefits, programs and services for members. The changes come after months of market research and input from alumni. Through a combination of surveys, database analysis, and focus group sessions, the Office of Alumni Relations has identified alumni trends and attitudes and developed a direction for the future.

The top priority is an enhanced benefits package that includes reduced fees at the fitness center on the University Park campus and the bookstores on both campuses, discount tickets to FIU athletic events, and discounts at national hotel and car-rental chains and Florida theme parks.

Association programs and events will aim to reach alumni at all stages of their lives and careers. Programs will be tai-



The FIU Career Fair

lored to distinct groups such as singles, professionals, families and seniors, with a variety of different events and services from which members can choose. Scheduled for the coming year are Homecoming and a members-only party in conjunction with one of the films to be screened at the FIU 17th Miami Film Festival.

The association will also emphasize professional development opportunities, including career fairs and career skills workshops offered through FIU's Career Services office as well as members-only networking events.

With so many exciting activities on tap, communications takes on even greater importance. Accordingly, members now receive a quarterly newsletter as well as monthly e-mail news briefs. They will have the chance to join various e-mail-based interest groups and request more frequent updates on specific topics.

One of the most anticipated communication tools is the new interactive web site. In addition to a variety of features available to all alumni, association members have access to a members-only page from which they can shop for merchandise, renew their dues on-line, and view an alumni directory.

In response to the needs of career-minded alumni and those outside of the South Florida area, the association will begin an ambitious plan to become more chapter-based over the next five years. As expected, alumni showed a strong desire to network and interact with peers in the same industry, from the same discipline, or with those living in the same region. Several chapters already exist, including those in the College of Education and the College of Business Administration, as well as a number in the larger urban areas throughout the country. **FIU**



FIU Alumni News, now published quarterly, features a new look.



FIU Fitness Center

magazine

FLORIDA INTERNATIONAL UNIVERSITY

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Are you an FIU graduate? Yes No

If yes, what year? _____

What college/school? _____

What are your favorite parts of FIU Magazine? _____

What parts don't you like? _____

What areas of FIU would you like to read about in future issues? _____

Do you visit the FIU web site (www.fiu.edu)? Yes No

If yes, how often? _____

Would you visit the FIU web site? Yes No

Do you use the FIU web site as a source of information about FIU events? Yes No

Would you use the FIU web site as a source of information about FIU events? Yes No

Have you read FIU Magazine on the FIU web site? Yes No

Would you like to receive e-mail about events at FIU? Yes No

If yes, please provide your e-mail address: _____

Other comments: _____

'No limits' philosophy helps alumna triumph in business

Bettina Rodriguez Aguilera's life story reads like a cross between a Spanish-language *telenovela* and a manual on *How to Succeed in Business*. On the one hand, she has rebounded from personal hardships that include her father's political imprisonment in Cuba and childhood poverty in a New York tenement. On the other, she has started her own companies, established a non-profit organization to assist aspiring businesswomen, worked in developing countries at the request of the U.S. government and received numerous awards for her efforts.

Despite having to overcome great odds, the 1979 FIU alumna relies on the most down-to-earth of philosophies to explain her triumph. "I'm a very positive person," she says. "The bad things I go through I use as learning experiences."

The "bad things" began with Fidel Castro's rise to power in Cuba. Little Bettina, her mother and her older brother moved into the family's apartment in New York City in the late 1950s while her father tried to sell their businesses back home. Attempting to leave the country for the last time, he was arrested and sentenced to prison.

"For 14 years my mother dressed in black and waited for my father," remembers Aguilera, who didn't see her father again until the age of 17. In the intervening years, Aguilera and her family went from well-off to "dirt poor." They moved out of their own place into a run-down section of New York, scraped by on public assistance and, when gangs started causing problems for her brother, relocated to Miami. The hardships only made her stronger.

"I've always felt that there are no limits," says Aguilera, 42, who began working at age 13. Four years later, in need of money to attend FIU, she devised a clever business idea and began selling picture frames door-to-door. She eventually expanded the operation, hiring six employees. After graduating from FIU with a bachelor's degree in social work—a field she entered due to the poor treatment she endured during childhood visits to the welfare office—Aguilera, now married and a mother, began a career with Miami-Dade County. She started working with clients at the Caleb Center, the district courthouse in the Liberty City neighborhood. For the next 17 years she served as a government spokesperson and trained county employees in the areas of customer service, marketing and crisis management.

Managing a personal crisis of her own, however, would have the greatest effect on Aguilera's professional life. Following a medical leave without pay and going through a divorce, she set up shop as a professional troubleshooter.

"I can solve anything," she told doctors, lawyers, and business owners who paid her to secure loans, write business plans and do their leg work. She contacted accountants and other professionals for guidance



Bettina Rodriguez Aguilera

when necessary, but primarily relied on "common sense."

Today, Aguilera conducts training sessions on team building, conflict resolution and effective communications for executives at companies such as Lucent Technologies and Hewlett-Packard. She also leads grassroots advocacy programs, which teach people how to organize and effect change, in countries including Albania, Bosnia-Herzegovina and Lithuania.

Requests from women who looked to Aguilera for inspiration and advice prompted her in 1993 to found the New Women Entrepreneur Center, which offers courses and one-on-one counseling in both English and Spanish and produces a bilingual television program.

"All my life I wanted to do exactly what I'm doing now," says Aguilera, who in 1994 was honored as one of the nation's top 22 Hispanic leaders by the National Hispana Leadership Institute. "I'm living my dream."

—*Alexandra Pecharich*



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