

Summer 1996

# Florida International University Magazine Summer 1996

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GR. 42-1

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*A World of Words*

*FIU Foodrunners Deliver*

*Miami: 100 Years Young*

# FLORIDA INTERNATIONAL UNIVERSITY

Summer 1996

# magazine



42-3

**“EDUCATION** has in America’s whole history been the **major hope** for improving the individual & *society.*”

COMING THIS FALL

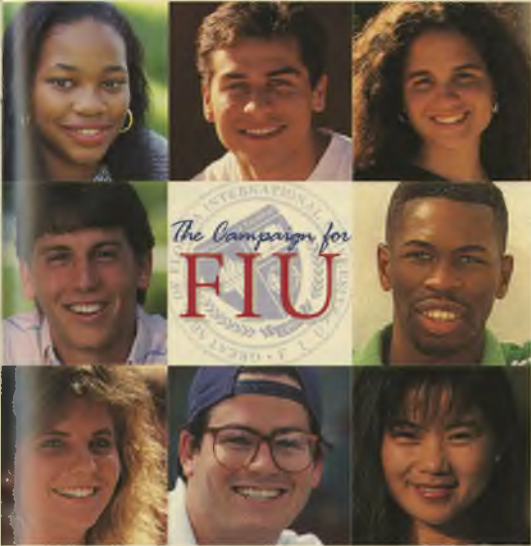


TO AN FNU NEAR YOU!

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Summer 1996



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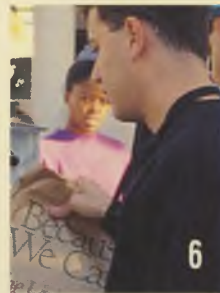
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## Editor's Note

When we were in the production phase of this issue, I thought of something my friend Bob used to say: "Since people were created, there must be some use for them."

There's a common thread running through stories in this issue that Bob would appreciate — the theme of people helping people. Which is one of the ways I've always thought of FIU — and, in my book, one of the most fundamental ways people can make a difference that matters.

That spirit is exemplified in the story about the FIU Foodrunners, a group of students who feed some 150-200 of Miami's homeless every weekend. In a professional vein, alumni Glenda Key '76 and Angela Diaz '90 have chosen physical therapy to help people help themselves.

You'll find a special section on The Campaign for FIU, the University's \$65 million capital campaign. The Campaign, which has been enthusiastically received thus far, is a critical element of the University's plan to become one of the nation's leading public universities. And it is an opportunity for you and thousands of other individuals and organizations to make a difference — your chance to assist an institution committed to a brighter future for South Florida and its citizens.

All of which, I suppose, demonstrates Bob's point. So don't wait for tomorrow — when the opportunity is there, do what you can to help.

Todd Ellenberg  
Editor

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## FIU CREATING ADVANCED RESEARCH CENTER ON CORDIS SITE

The University is developing an advanced research and technology center on the site of the Cordis Corporation's former complex one-half mile from the University Park campus. The new FIU Center for Engineering and Applied Science will house a number of the University's rapidly growing research initiatives.

The 243,500-square-foot complex, which includes a two-story main building and a smaller auxiliary building, is situated on 38 acres of property.

"This facility will allow FIU to greatly expand its research capacity and enable the University to play a larger role in South Florida's economic development," said Carlos Palomares, former chairman of the Beacon Council and a member of the executive board of the FIU Foundation. "In the years to come, the center will spark millions of dollars in new high-tech research and could ultimately help create thousands of jobs locally."

The University is relocating a number of research centers, teaching and research labs, faculty offices, and administrative departments to the center. By moving these units to the Cordis site, which was purchased in May, the University will be able to add much needed classroom space at University Park.

FIU enrolls more than 28,000 students, and it is projected that it will serve more than 33,000 students by the year 2000. FIU currently has 607,665 square feet of unmet space needs, including 56,000 square feet for teaching labs and 70,000 square feet for research labs.

"Even when the massive construction program that FIU is currently implementing is completed, the University will still be short three buildings," said FIU President Modesto A. Maidique, referring to a recent Florida Board of Regents analysis. "This acquisition definitely will help ease the serious classroom crunch on campus."

The Cordis complex was originally designed for electronics manufacturing and research. "This complex perfectly fits our needs for an advanced research center and is much more cost effective than having to build a new building," said Paul Gallagher, vice presi-

dent for University Advancement and University Budget, who oversaw the acquisition.

The new facility will allow the University to expand its rapidly growing research activities by significantly increasing the amount of available laboratory space. In 1994-95, sponsored research grants and contracts reached a record \$25.3 million, up more than 25 percent from \$20.0 million the previous year. Over the past ten years, sponsored research has increased nearly 300 percent.

FIU research centers that may be moved to the new facility include the Hemispheric Center for Environmental Technology, the International Hurricane Research Center, the Future Aerospace Science and Technology Center and the NASA-Southern Technology Application Center. The Small Business Development Center and the Women's Business Development Center may also be moved to the new site to better serve the local community.

"The FIU Foundation is proud to help the University launch an advanced research center," said David Parker, chairman of the FIU Foundation Board of Trustees. "This center will not only increase FIU's national reputation; it will also help the University better serve the local business community."



## FIU HAS ECONOMIC IMPACT OF MORE THAN \$900 MILLION

A recent study found that the University has an estimated total economic impact of \$930 million on the Dade County economy. That means for each taxpayer dollar that helps fund the University — approximately \$120 million annually — there is a local economic impact of \$7.75.

This estimated total economic impact includes the direct effect of FIU expenditures, the indirect effect reflecting the intermediate demand by local businesses, and also the induced consumption reflecting higher income from University activities.

The report noted that FIU has a major impact on local income and employment, and it's estimated that the university's presence generates \$252 million of income in the local economy. FIU also supports 13,950 jobs in the community — including the University's 3,800 employees — making the University a top

employment generator for Dade County and South Florida.

The study was conducted by J. Antonio Villamil, president of the Washington Economics Group, a former fellow with the FIU Latin American and Caribbean Center and U.S. Undersecretary of Commerce and Economic Affairs under President Bush.

FIU's contributions to both South Florida and the state go beyond quantifiable dollars and cents. The University is a major supplier of university-trained manpower to South Florida's leading industries, many of which pay above average wages and are business sectors where the state enjoys a strong comparative advantage. Among these industries are a wide range of knowledge-intensive business services, educational services and hospitality management for the large travel and entertainment industry.

The report cites FIU's leadership role increasing the earning power of South Florida's urban, multiethnic population — a direct contribution to the state's economic and social well being. FIU's strategic emphasis on international themes also results in significant contributions on two levels. In the 1994-95 fiscal year, FIU's 1,850 foreign students

generated \$75.3 million in income to Dade County. In addition, FIU's international alumni contribute to Florida's development efforts as they assume positions of authority in their home countries and decide to do business in their alma mater's community.

A recent Board of Regents study found that the state's 10 universities generate nearly \$4 for every \$1 they receive in tax and lottery money.



### FIU PROJECT TO FIGHT GROWING CRIME PROBLEM AMONG FLORIDA HISPANICS

Hispanics are increasingly becoming the victims and the perpetrators of crimes in Florida, according to recent studies by state law enforcement agencies. The studies show that Hispanics are now victims of violent crimes more often than non-Hispanics and that household violence is more prevalent among Hispanics than non-Hispanics. Studies also reveal that Hispanics

report crimes less frequently than other groups.

To help combat this disturbing trend, the Center for the Administration of Justice at FIU has launched a major Hispanic Crime Prevention Program that is evaluating existing crime prevention programs aimed at Hispanics in south and central Florida metropolitan areas and identifying strategies that are particularly effective in preventing crimes among Hispanics.

"In order to be effective, crime prevention programs must take into account the cultural differences of racial and ethnic groups," said Luis Salas, director of the FIU Center for the Administration of Justice and the project. "The differential impact of crime on Hispanics combined with nontraditional responses to these criminal events suggest the need to develop unique crime prevention strategies targeted to this ethnic group."

The project will consist of three phases. During the first phase, FIU researchers will gather statistical information and conduct surveys to determine Hispanics' attitudes toward crime and crime prevention. Secondly, the researchers will use this information to develop a social marketing campaign to help educate the Hispanic communi-

ty about crime prevention and reporting. Finally, the findings will be made available to all Florida communities and other interested parties through the Hispanic Crime Prevention Clearing House. The Clearing House is designed to encourage networking among community agencies and groups, and serve as an informational resource to public officials and community groups.

Ultimately, the program aims to reduce the percentage of crime among Hispanics, provide information and support to law enforcement agencies, insure greater accuracy and reporting of Hispanic-related crimes, and increase the Hispanic community's awareness of the programs available to decrease crime in their neighborhoods.

The program is a joint public-private venture between the Center for the Administration of Justice and Educational Management Services and was funded by a \$300,000 grant from the office of Florida Attorney General Bob Butterworth.

"In order to make this project successful, we are going to need the cooperation of the entire community," said Salas. "After all, it is our community which will reap the most benefits from our findings."



## FIU CITINGS

### Looking for an investment?

"There are a couple of things going on. Spain, Canada and Mexico are investing in Cuba because of the tourism industry. Canadian and Mexican businesses view Cuba as a good platform to penetrate the U.S. market in agribusiness and mining once the embargo is lifted. Canada is investing in Cuba's nickel industry, where they can get it cheaply."

(Dario Moreno in *The Houston Chronicle*, October 24)

### Sunshine and smokestacks

"It is a hidden menace," says Robert Hogner, a business professor at Florida International University, who tracks toxic pollution. "Because of the fine weather and good living conditions, people in Florida don't pay too much attention. There's an illusion of a pristine environment which surrounds people moving here. Behind the palm trees and the golf courses there are smokestacks and emission pipes."

(Quoted in *The Chicago Tribune*, January 16)

### The sweet taste of fear

Bill Adams, associate professor of Communications, on the competing ads of environmentalists and the sugar industry: "There's an awful lot of fear buttons that get pushed. There's a lot of fear-mongering out there. It's bad stuff."

(Quoted in *The Sun-Sentinel*, January 14)

### The best and the brightest

Azra Medjedovic, an FIU junior and Bosnian refugee who was one of 20 college students named to the 1996 All-USA College Academic First Team, on her published prose that pleads for tolerance: "I refused to be a silent sufferer. I realized that I had to be the voice for this wounded nation and for women drunk with pain and with wombs torn."

(Quoted in *USA Today*, February 8)

### Talk to my agent

"The trend of having such mobility of the players from team to team sure changes the game," said Ron Gilbert, a professor of management at Florida International University and a specialist in team building. "One thing about it is that it brings renewal, but players don't have loyalty to each other over time. It's become more a 'me generation' rather than a 'we generation' in sports. If I'm working for the next dollar, we don't have a chance to bond. You don't create a partnership with someone over a few months. It takes longer than that."

(Quoted in *South Florida Business Journal*, January 12)

### Corporate Cartel

"Here, if you are in Washington state, you might go to Boeing. In Cali, you go to the cartel. The Cali cartel is the General Motors of Colombia," said Eduardo Gamarra, (acting) head of the Latin American and Caribbean Center at Florida International University in Miami.

(Quoted in the *Austin American-Statesman*, February 11)

# A World of Words

## PA 1 RT

**THE LEATHER RECLINER, EQUIPPED WITH SOME SPECIAL BUTTONS ON THE ARMREST, SEEMED LIKE AN INVITING PLACE TO RELAX WHILE PARTICIPATING IN THE EXPERIMENT. THE ROOM WAS PRACTICALLY BARE, EXCEPT FOR THE RECLINER AND A COMPUTER MONITOR ATOP A PLAIN GRAY TABLE. WHITE NOISE FILLED THE ROOM FROM A SPEAKER ON THE FLOOR.**

**I WAITED FOR THE SYMBOLS TO APPEAR ON THE SCREEN. THERE WOULD BE FOUR — ONE AT THE TOP OF THE SCREEN AND THREE BELOW. I WAS INSTRUCTED TO MATCH THE SYMBOL AT THE TOP WITH THE ONE ON THE BOTTOM THAT SEEMED MOST APPROPRIATE. FEEDBACK WOULD BE PROVIDED.**

**SEEMED SIMPLE ENOUGH, ALTHOUGH I HAD TO FIGHT BACK A FEELING OF DROWSINESS THAT WAS INTENSIFIED BY THE CALMING WHITE NOISE. BUT SOMEHOW**

**I STILL COULDN'T SHAKE THE THOUGHT OF THAT LABEL. —**

## **MASTER SHOCKER**

**— ON A PIECE OF EQUIPMENT IN THE ADJOINING ROOM.**

"I'm interested in how symbols get their meaning," said Michael Markham,

assistant professor of Psychology at FIU.

"This is particularly related to language since that is our primary mode of symbolic interaction. It may seem trivial but it deals with something fundamental to our everyday existence. It also has enormous importance for understanding what happens when things go wrong and psychopathology results."

Words and language — they are the basis for much of our reality and all our memories. Different words impact us in different ways.

For example, words like "death," "hopelessness" and "suicide" have more of an impact than the word "lemon." Markham, who came to FIU in August 1994 from the University of New Mexico, has conducted research in this area for several years.

According to Markham, certain words can have an enormous emotional power even if we never experience the objects or events they represent. For instance, very few people have ever actually been trapped in an elevator yet many people fear the possibility. And very few people have ever been bitten by a snake, yet snakes terrify a good portion of the population.

"The core question behind my research is: Where does this come from — how does the word 'snake' or the word 'lemon,' which has no actual resemblance to the thing that it represents, start to acquire emotional impact? How does it acquire control over what we do? I'm interested in how arbitrary symbols like words and pictures acquire many of the properties and effects of the actual objects."

## PA 2 RT

**DIFFERENT SYMBOLS APPEARED ON THE SCREEN. I PRESSED ONE OF THE THREE**

**BUTTONS ON THE ARMREST TO SELECT THE ONE OF THE THREE BOTTOM SYMBOLS THAT BEST MATCHES THE TOP SYMBOL. AFTER EACH SELECTION, EITHER A "CORRECT" OR "WRONG" RESPONSE APPEARED ON THE SCREEN.**

**THE EXERCISE WAS MORE DIFFICULT THAN I ANTICIPATED. WHAT ARE THE CONNECTIONS HERE? FOR SOME TIME IT GETS REALLY MADDENING. BUT AFTER A WHILE I BEGIN TO GET IT AND HAVE A STRING OF RIGHT ANSWERS. ALL RIGHT, I'M ON A ROLL! THEN ANOTHER PART OF THE SESSION BEGINS, WHERE THE SYMBOLS ARE REARRANGED AND THERE'S NO FEEDBACK.**

**SO, WHAT ABOUT THESE CONNECTIONS?**

Much of Markham's research has focused on stimulus classes — objects or events in the world — and the way they go together. A "snake" for instance, as a stimulus class, has three forms: spoken, written and the actual reptile.

"We're taught from the time we start watching Sesame Street that the spoken word, written word and actual thing go together," Markham explained. "Once we learn that the three interrelate, what we learn about one member of that class will transfer to other members of the class. So we have a class that consists of the word "snake" and the actual thing "snake" and the written word "snake." And when we have a learning episode that causes us to be afraid of the actual object, that fear may be transferred to the words that go along with it."

Markham explained that an experience with one member of a class tends to generalize and it will affect how we react to other members of the class. Humans are potentially the only beings that make these generalizations, as well as classifications and categorizations — and it's all related to our use of language. To test this possibility, he also conducts learning and stimulus-class research with rats. Working with graduate student Emily Branscum, Markham will soon begin similar research with dolphins at the

Dolphin Research Center in the Florida Keys.

The laboratory setting provides the opportunity to study how these things go together and what happens when they do. And how did this psychologist become interested in the world of words?

"I got interested in psychology, probably like most people do, with the idea of becoming a therapist and saving the world," he related. "As I became more and more exposed to the research enterprise, I started to realize that perhaps a more important goal than helping people one by one is to try to get the source of the problem and stop it from occurring in the first place.

"I became convinced that the crux of what goes wrong in many psychological disorders has to do with language. It has to do with starting to experience the world through language rather than experiencing the world directly. Things like racism occur once we start forming our opinions of blacks, Hispanics or Asians based on what we think, say or hear rather than getting out into the world and interacting. We start living in the world of words rather than the world we actually inhabit. This goes on in a lot of major psychological disorders such as phobias."

## PA 3 RT

**A NEOPRENE ARMBAND WITH AN ELECTRODE WAS FASTENED AROUND MY ARM. A SENSOR ELECTRODE WAS ATTACHED TO MY PALM AND CONNECTED TO A POLYGRAPH TO MEASURE SKIN CONDUCTANCE.**

**A FEW MINUTES PASSED AND SOME NEW SYMBOLS WERE SHOWN ON THE SCREEN. ONE APPEARED FOR A FEW SECONDS. THE SCREEN WENT BLANK. A SECOND APPEARED, THE SCREEN WENT BLANK. THEY ALTERNATED A FEW TIMES — AND THEN, WITHOUT ANY WARNING, I RECEIVED A SHOCK. NOTHING PAINFUL, BUT IT SURE GAVE ME A START.**

**ANOTHER SET OF SYMBOLS WERE SHOWN. BUT NO SHOCK**

**WAS ADMINISTERED AFTER ANY OF THESE. THIS CONTINUED FOR SOME TIME, ONE SET OF SYMBOLS THEN THE OTHERS, WITH A SHOCK ACCOMPANYING ONE PARTICULAR SYMBOL.**

**A COUPLE OF THE SYMBOLS STARTED TO TAKE ON SOME EVIL LOOKING QUALITIES. SOME ANXIETY AROUND HERE.**

**AND THEN A MESSAGE APPEARED ON THE MONITOR TELLING ME IT WAS OVER.**

Markham's current research focuses on how anxiety develops and generalizes across classes of symbols. In the session described above, two classes of symbols were shown; after a symbol from one class is shown, the subject receives a shock. Typically, after about four or five times, when the symbol comes on the screen the subject gets very nervous about it (the sensor on the palm measures the amount they're sweating).

In the experiment, a fear is created of the symbol shown when the shock is administered. Once a fear of this symbol is established, symbols from the same class are shown and most people will react to these other members of the class. The fear has been over-generalized. Participants don't show a reaction to symbols of the other class.

"This is an experimental model of a phobia that shows how a fearful experience becomes over-generalized. The question then becomes: How can we then create a model of a treatment for it? We're looking at the conditions whereby we can prevent that generalization from happening in the first place. We're also investigating how you can undo it once it has happened.

"People with psychopathologies often divorce themselves from the world and create their own world of words that takes on a life of its own. I've seen this with a lot of psychology clients, and many theories of psychopathology tend to support this idea. My research is concerned with the process, the phenomenon behind this. If we can look at the building blocks of this problem, eventually we can understand why it happens."



# sunday morning service

'Business' gets bigger for FIU Foodrunners *by Michael Malone*



Just in time for class, Priya Ramberran brakes her white Corolla behind the caravan of Hondas, Volvos and Toyotas parked on North-east Second Avenue. Her shiny black hair bounces at her shoulders, and the slim Trinidadian native and FIU business major walks briskly to join her FIU Foodrunners colleagues across the street.

Even for March, the drizzle and chill of this Sunday morning are out of place in Miami. As out of place as these business students assembled under the "For Rent" signs and graffitied buildings that are Miami's downtown. The Foodrunners have come to feed the homeless, to hand out sandwiches and food bags of miniature cartons of Frosted Flakes, canned

Vienna sausages and fresh fruit. Most of the 30 students have come to fulfill the community service requirement for their MAN 3701 Business and Society class. Others like Adrian Valencia are honors students who are here to observe. They plan to start a similar program to distribute hygiene products and toiletries to these bedraggled men and women who are Miami's homeless.

But Priya, Diana Collazo and a handful of others have long since finished the class and its service requirement. They have no reason to be here. No reason to straggle from bed on a Sunday morning. To breeze the Publix shopping aisles for Wonder Bread and canned sausages. No reason to stand in the drizzle and share sandwiches and a kind word with these men and women. No reason except they've experienced something that moves them in a way they're not used to being moved.

And that's just what professor Bob Hogner had in mind.

"Something forces the students to think deeply about what they see. They develop the ability to see what's real and what's not," Hogner says. "Community service-based learning," he continues, "is geared to broaden the concept of 'business.' It's learning through direct experience."



g i v i n g

# THEREFORE WE LEARN

r e c e i v i n g



Society

Hogner arrived at FIU in 1974 with a Ph.D. in Business Environment from the University of Pittsburgh and burning with the activist spirit of the '60s. Twenty years later, he's still afire. Voted "1994-95 Florida Teacher of the Year" by the Florida Association of Universities and Colleges, Hogner is today an associate professor in Business Environment. And while Foodrunners is a student-managed project, Hogner is the hands-off CEO. He's convinced that this investment to instill a service-oriented consciousness in these aspiring entrepreneurs will pay critical dividends for society. It's about strengthening the business to society bond.

For an interview in his office, Hogner wears tasseled loafers and carries an expensive gold-tipped pen that peaks from his shirt

c h a n g e

pocket — whispers of a connection to the traditional business world. But his bare ankles, embroidered yellow guayabera and engaging, personal manner talk far more loudly of a broader, more generous definition of "business." A community he embodies.

Hogner conceptualized Foodrunners in the summer before Hurricane Andrew pummeled Miami. Then the storm's devastation provided an avenue for action. Students chose what they wanted to do, the only guidelines: no religious proselytizing and no direct political campaigns. There were unexpected twists at first — like student car washes for hurricane victims — but the program soon settled into the interactive learning experience Hogner had envisioned, like assisting the elderly through Vitas Hospice and activist organizing for Save the Everglades.

The four students who participated in the first semester Foodrunners increased to eight the next. In the fall of 1996, more than 60

students participated. This semester, 30 and more show up every Sunday to feed between 150-200 of Miami's homeless population.

"Napkins? Anybody got napkins?" The Foodrunners have formed an assembly line in the parking lot of the Great Western Bank on Southwest 27th Avenue, across from the Publix where they shop. Paper bags line the bank sidewalk to serve as a countertop where they prepare the sandwiches. One student tugs spongy Wonder Bread from the loaf, another peels off a slice of Kraft Cheese Food, a third adds the deli ham who passes it to a fourth for wrapping in a white napkin.

Clipboard in hand, Viki Shroff patrols the area in black Levis and cream-colored Calvin Klein sweatshirt. From behind his sunglasses, the Bombay, India native keeps tabs on the morning's progress and spikes the conversation with humor. "Hey Juan, we don't pay you to embezzle money," he jokes.

Juan Mursulli, nicknamed the "Federal Reserve," totals the morning intake. One hundred thirty, no, \$140, as two students arrive late and chip in their "lab" fee. Students pay \$5 each Sunday, about \$70 over the term. The funds cover food costs.

Students must fulfill 25 hours of service for the class, an undergraduate requirement, and their energy contribution amounts to a quarter of their grade. But showing up isn't all that's required. Students must keep a journal where they reflect on what they've experienced.

Eric Vega is one of several students who earn independent study credits as a Foodrunners project manager. Like a supervisor in any business, he's responsible for accountability. In this real life classroom, Eric takes roll, manages product inventory, handles funds and serves as a spokesman for the group. By term end he must write a 40-page paper to compare the theory espoused in his textbooks against the grim reality he meets on the street.

"We don't know what to expect at the beginning. Students' vision may change during course," the accounting major explains. Eric will graduate next year, and though he never contemplated returning to his native Peru, lately the idea of returning to work as an accountant there has begun to take hold.



sharing

more

Business &



Diana Collazo, a senior, has worked with Foodrunners for three semesters and has no plans of leaving the project. Born in Cuba, she will stay in Miami after graduation to find work. "You get to know them [the homeless] by name and they know you. When you get in you can't leave," she says, and tugs her blond hair through the back opening in her gray "Foodrunners" cap.

"Let's go!" Like a football team bursting from the stadium tunnel, the Foodrunners run for their cars. Trunks slam down. Engines sputter. The caravan rolls out, turning onto Coral Way and heading for the downtown.

As we rumble across a Miami River bridge, Priya talks about the homeless she knew in Trinidad. "My father used to bring them home to eat with us. I was scared of them, but he explained that they just needed someone to help," she remembers.

Priya, recently awarded Honorable Mention as a "Florida College Student of the Year," will graduate in the spring. I wonder what plans she has.

"Get a job as an investment analyst with Merrill Lynch," she says without hesitation, her voice laced with confidence. "I want to be rich, but not rich just to be rich. Rich so that so I won't have to work at a 9 to 5 job, so then I can really help people."

The classroom this morning smells of sweat, ham-and-cheese sandwiches and stale alcohol. The students — or the teachers? — shuffle their feet and rub their hands to stay the morning chill. Cornelius Williams, standing in line next to a barbed-wire fence, has waited patiently this morning for the Foodrunners, as he has for the past several Sundays.

"It's great that they come and feed us. It's so cool that they come out," he says and makes it clear he appreciates the outreach. He's not sure, though, who "they" are. I explain to him they are students who with the grace of their education and talent will, in all likelihood, one day soon be successful businessmen and women. He hesitates, but then says what's clearly on his mind.

"It's cut and dried. They come and go. It'd be nice if they'd spend a little time with us,



maybe offer some words of encouragement," he says, explaining his own family is 2,000 miles away. He's hungry for another kind of nourishment these people rarely get.

Professor Hogner is convinced the students' involvement in Foodrunners and programs like it gives them an experience they will carry for the rest of their lives. He believes there's a force of change shifting American society that begins with education, and that these students are the catalyst for that change and for redefining the concept of "business." A concept where businessmen and women see themselves as intrinsically linked to society as a whole. Where the success — or failure — of each is linked to the success or failure of the whole.

Williams, and the thousands of other homeless, can only hope Professor Hogner is right.

"If they get to know us, things may change down the road," he says, his eyes gazing steadily into mine. "Maybe when they're in those jobs they might say, 'Hey, I remember this guy or lady who needs some work.' They'll remember there's a good honest man who needs a break, needs somebody to believe in him."

Cornelius offers his hand. His grip is strong and warm. "God bless you," he says, his eyes glint with gratitude. He watches me and the other Foodrunners as we climb into our warm cars.

Michael Malone is a Miami writer and teaches composition at FIU.

“rea  
life  
class-  
room”



“really help people”

# The Competitive

## Edge

Von Glinow focuses on 'people' side of business around the globe



*There was a mom cat living in Miami with her two kittens. The cats grew hungry, and the mother cat spied a mouse, who upon seeing the mom cat, quickly scooted into a hole in a wall. The mom cat said to her kittens, "Watch this." She marched over to the hole and said, "Woof, woof." The mouse, hearing a dog outside, assumed that the cat had been chased off, and walked out of his hole, whereupon mom cat pounced on the mouse. The moral of the story? To eat well in Miami, you have to know two languages! The second moral of the story is — fewer than one in five U.S. executives believe the cat!*

**M**ary Ann Von Glinow, professor of Management and International Business at FIU, likes to share that anecdote to illustrate corporate America's alleged lack of a global perspective. The facts on the issue are telling.

A survey conducted in the early 1990s of 1,500 senior-level executives from 20 countries found that while U.S. executives believed a global perspective was necessary, fewer (62 percent) felt it was important than their foreign counterparts (82 percent). Only 19 percent of U.S. executives compared with 64 percent of foreign executives said that foreign language skills were important.

Von Glinow, who came to FIU in 1993 from the University of Southern California (USC), has built a career in academia and corporate consulting, specializing in the international aspects of business and human resources. The recogni-

tion she commands among her peers — not to mention the six books and numerous journal articles she has published — was reflected by her selection as 1994-95 president of the Academy of Management, a 10,000-member association of business academicians.

Von Glinow's international perspective developed at an early age when, as the daughter of an U.S. Air Force officer, "home" was places as distant as Alaska, France and Germany. A year in a special college program at the United Nations further piqued her interest in international organization.

After receiving a bachelor's degree in political science and a master's degree in public administration — originally intended as preparation for a public service career — she switched tracks and shifted into the business arena, earning her M.B.A. and Ph.D. in Management Science. When she landed a job at the University of Southern California in 1977, Faculty Dean Roy Herberger involved her in a series of projects in Asia. Among the first of these was a project in Japan in the early-1980s which studied their emerging problem with employee turnover.

"We began to look at why people quit their jobs in Japan and whether there was a precedent for how to handle that in the United States," Von Glinow said. "We looked for commonalities across these two cultures and studied elements of satisfaction and dissatisfaction. Over the years, those kinds of studies got me more involved with the practical aspects of

**"The emerging pockets of excellence around this university are truly superb and are comparable to the really great international centers around the country."**

**“You learn about differences not just in perceptions but in the way you do business.”**

managing human assets in an international or cross-cultural setting.”

Von Glinow's subsequent study of U.S.-China technology transfer, an endeavor that yielded a book on the subject, proved an influential step in her research agenda and future expertise on China. At USC she embarked on case studies to help American corporations transfer their technologies to China.

“We went to China in 1984 and interviewed Chinese ministerial personnel about joint ventures and licensing agreements,” she explained. “As you could imagine, there were two very different world views of the same thing.

“Americans assume that once a legal agreement has been signed, everything has been put to bed. The Chinese, however, would renegotiate everything. A friend of mine from a company doing business in China believed that a legal agreement means virtually nil to the Chinese — and he carried his contract with him in his back pocket all the time for his joint venture.”

Von Glinow offered another example of different cultural interpretations, this one concerning a “clean room” that an American firm requested for its operations.

“The Chinese thought that if you just move the dirt around a little bit, just sort of sweep the floor, that's what a clean room means,” she said. “And the representative from the American company said, ‘No, no that's not what a clean room is.’ He asked for some water and a bucket, got down on his hands and knees and began scrubbing the floor. He scrubbed one piece of floor for a long period of time, then he dried it very carefully and said, ‘There, that's clean. That's what I mean by a clean room.’ The Chinese were amazed.

“There were real different perceptions on everything, from legalities to the way we deal with people. You learn about differences not just in perceptions but in the way you do business. A lot of these problems really come down to differences that are culturally embedded. That has been driven home for me very much over the years in work I do with Asia.”

Due to her expertise on human resources and business in China, Von Glinow was appointed to the Shanghai Institute of Human Resources by the mayor of that city. She said

that the Chinese are very concerned with human resource issues, which are especially critical to the country's drive to modernize and privatize their industries.

Von Glinow is also one of the founders of the International Human Resource Management Practices Consortium, a group of scholars and practitioners from some 50 countries who are studying this topic. The consortium studies how human assets are deployed worldwide and evaluates practices associated with improving employee and company performance.

She is also co-director (along with Antonio Pradas, director of the FIU Center for International Executive Education) of the FIU Center of International Business Education and Research (CIBER). The center, one of 30 throughout the country and the only one in Florida, receives funding from the U.S. Department of Education in support of its teaching, research and outreach activities to assist the business community in strengthening its international dealings.

In the United States, Von Glinow has done consulting for numerous major firms, including General Electric, AT&T, Cummins Engine, Knight-Ridder, Lockheed, Westinghouse, Wal-Mart and Xerox. Much of her consulting has focused on the management of high technology and change in corporations.

In her off-hours, Von Glinow volunteers with several animal welfare organizations in Los Angeles and Miami, and tends to her 12 rescued dogs and cats. Adopt-a-Pet honored her as the 1996 Humanitarian Award of the Year.

Although there are many universities where she could have continued her career, Von Glinow believes that FIU is emerging as one of the world's best centers for international programs.

“I am thrilled with the activity I see here at FIU,” she said. “There has been a strong international component here which has not been nationally known. The things that are happening nowadays — the pivotal role we played in the Summit of the Americas and the work that we're doing in Latin America and the Caribbean — reflect the emerging pockets of excellence around this university that are truly superb and are comparable to the really great international centers around the country.”

---

**“Education:**  
*A debt due  
from present  
to future  
generations.”*

*—George Peabody*

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# INTRODUCING

*The Campaign for*

# FIU

*Few American universities have accomplished in so short a time what Florida International University (FIU) has achieved in less than a quarter-century.*

Since opening its doors in 1972, FIU has become one of South Florida's most vital resources. It enrolls more than 28,000 students in more than 200 degree programs at two campuses in Dade County and two centers in Broward County. In its explosive growth, rich diversity and quest for excellence, FIU mirrors the emergence of Miami as one of the most dynamic cosmopolitan cities in the United States.

More than three-quarters of FIU's graduates remain in South Florida to live and work.

By awarding nearly half of all university degrees conferred in Dade County, FIU is educating the future leaders of our community.

With the approach of the 21st century — replete with new challenges and opportunities — FIU is committed to becoming one of the nation's top public urban research universities. South Florida needs and deserves an academically distinguished public university, and the University has crafted a strategic plan of action to achieve that goal.

2001

*The Campaign for FIU* seeks \$65 million in private funds to provide FIU with the resources and flexibility it needs to meet the challenges of the 21st century. It is an essential element of the University's long-range plan to advance into the front ranks of the nation's premier public universities.

The three primary goals of *The Campaign for FIU* are :

1

- Increase the University's endowment by a factor of five to establish at least two dozen endowed Eminent Scholars Chairs, strengthen existing centers of excellence and create new ones.

2

- Supplement state funds for the construction and enhancement of several major facilities and to provide students, faculty and the community with first-rate educational and cultural opportunities.

3

- Secure funds for scholarships and fellowships to guarantee access to excellent higher education for all the citizens of South Florida.



*"In less than a quarter-century, FIU has emerged as one of the nation's major urban public universities,"* said FIU President Modesto A. Maidique. *"We have built an international reputation for academic excellence, and for the past decade have been the fastest-growing university in the U.S."*

*"In order to achieve our goal — TO BECOME ONE OF THE NATION'S TOP URBAN PUBLIC RESEARCH UNIVERSITIES — we cannot rely on state funding, which has significantly declined in recent years. We can only achieve our ambitious long-range goals with strong external funding from both public and private sources. With this support, FIU can attain true greatness in the next decade and prepare our region's citizens for the challenges of the future."*



In planning for *The Campaign for FIU*, the president, provost and deans identified priority areas of need totaling more than \$100 million. *The Campaign for FIU*, which seeks \$65 million in private support, will be able to meet only the highest priority needs.

The **C O M P O N E N T G O A L S** of the campaign are:

Eminent Scholars Chairs	\$25 million
Facilities Construction and Enhancement	\$15 million
Scholarships and Fellowships	\$10 million
Academic Program Enhancement	\$15 million
<b>Campaign Total</b>	<b>\$65 million</b>



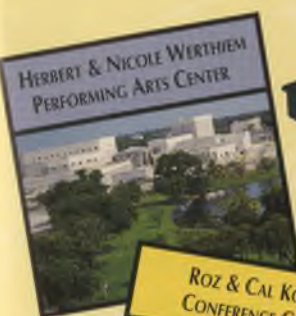
*“Fundamentally, in the broadest sense, I think of FIU as a way for thousands of people to raise their standard of living — WHICH, IN TURN, RAISES THE OVERALL QUALITY OF LIFE IN OUR ENTIRE COMMUNITY,”* said David Parker, chairman of the Board of Trustees of the FIU Foundation.

*“Although the University has made great strides over the past decade, an infusion of private funding is needed to attain a higher level of excellence. FIU is a very good university on its way to become a truly great university. However, it’s going to take private funds to create a university of distinction. *The Campaign for FIU* will enable the University to make this leap.”*

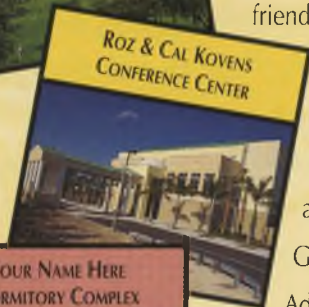
*As we approach FIU’s 25th*

# THE NAME GAME

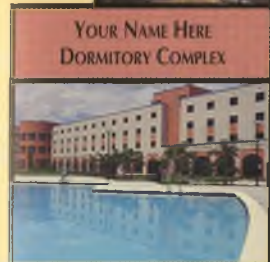
## Campaign for FIU provides varied gift opportunities



While The Campaign for FIU focuses on meeting the University's funding needs, it also provides a wide variety of opportunities for alumni and friends of FIU to leave a distinctive mark on the University through gifts that offer naming opportunities.



"Named opportunities are available at almost every level of gift," said Paul D. Gallagher, vice president for University Advancement. "They range from just a



few hundred dollars up to gifts of a million or more. Opportunities for named gifts are particularly attractive as we complete a number of architecturally distinctive buildings. In 1996 alone, we are opening three dazzling buildings that provided a number of naming opportunities — the Herbert and Nicole Wertheim Performing Arts Center, the Roz and Cal Kovens Conference Center, and a new dormitory complex."

These facilities, Gallagher noted, will be followed by a new College of Education build-

ing, the University Park library tower, and the Patricia and Phillip Frost Museum of Art.

Each of the new buildings will feature a varied array of naming opportunities —such as theaters and recital halls in the Wertheim Performing Arts Center, state of the art case study seminar rooms in the Kovens Conference Center and the Education building, reading rooms on the upper floors of the library tower that overlook both the campus and downtown Miami, and classrooms and office suites in every new building. Suggested gift levels for individual parts of buildings just completed or under construction range from approximately \$10,000 for some offices and small reading areas to \$250,000 for major parts of the Wertheim Performing Arts Center.

Contributors of more modest amounts can also qualify for naming opportunities. Gifts of \$500 or \$1,000 to performing arts endowments will entitle the donors to nameplates on the back of seats in the concert hall and theater in

PERFORMING  
ARTS CENTER  
THEATER

LIBRARY  
READING  
ROOM

CONFERENCE  
CENTER  
CASE STUDY  
ROOM

COMMUNITY  
QUEST



*h anniversary, we must not*



MUSEUM  
GALLERY

MEMORIAL  
SCHOLARSHIP  
ENDOWMENT

STUDENT  
DORMITORY  
COMPLEX

CHANGE

the Wertheim Performing Arts Center; gifts of \$500 to University Outreach programs will fund a seat in the dining hall of the Kovens

Conference Center, with the names of donors displayed in the Center's lobby. A gift of \$1,500 will name a faculty study carrel in the new library tower.

### NAMED SCHOLARSHIP OPPORTUNITIES

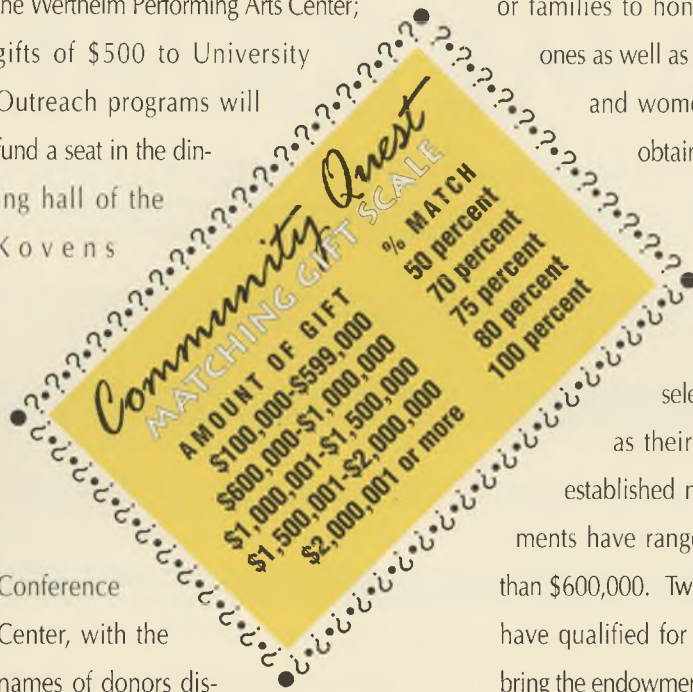
"FIU's relatively modest tuition means that a donor's money goes much further than it would at many other universities," Gallagher said. "A named scholarship endowment that will remain in perpetuity can be established at FIU for as little as \$15,000. This is a thoughtful and meaningful way for many individuals

or families to honor or memorialize loved ones as well as help dedicated young men and women realize their dream of obtaining a college degree."

Since the start of The Campaign for FIU, Gallagher noted, a number of donors have selected endowed scholarships as their campaign gifts. Gifts to established named scholarship endowments have ranged from \$15,000 to more than \$600,000. Two gifts at \$600,000 or more have qualified for state matching funds that bring the endowment to more than \$1 million.

In many cases, the impact of individual named gifts can be enhanced through state matching gift programs.

"All endowment gifts of \$100,000 or more qualify for state matching funds at a rate of at least 50 percent," Gallagher noted, "but in many cases, smaller gifts made to general endowment funds — such as the library purchase endowment, the Honors College endowment, and several scholarship endowments — can qualify to be matched as long as the total amount of gifts made reaches the \$100,000 minimum."



**"FIU'S RELATIVELY MODEST TUITION MEANS THAT A DONOR'S MONEY GOES MUCH FURTHER THAN IT WOULD AT MANY OTHER UNIVERSITIES."**

*dwell on our accomplishments*

# Perception VS.

The *need* for private support

*True or False?*

FIU is a state university.

State universities are fully funded.

Private universities are state funded.

FIU receives less than 50% of its budget from the state.

State support parallels enrollment.

T F

# REALITY

The balance is derived from tuition, auxiliary operations, and grants and contracts. The University has become, in effect, *“state-assisted”* rather than *“state-supported.”*

Although differences between private and public universities have *blurred* in terms of their funding, they remain markedly distinct in their educational goals and the profiles of their students. Public universities remain the only viable choice for millions of Americans seeking the lifelong benefits that a college education can provide.

State funding alone provides the resources for no more than an *“adequate”* education for students attending FIU, and it has failed to keep up with the University’s rapid growth. Since 1987-88, state general revenue appropriations per student for FIU’s operating budget, adjusted for inflation, have declined steadily, falling by more than 43 percent.

While it’s true that FIU is a member of the State University System of Florida, the sharp distinctions that once existed between public and private universities have *blurred* considerably.

Today, **STATE** funds provide a substantial share of the budgets of many **PRIVATE** institutions, *forcing* **PUBLIC** universities to depend on **OUTSIDE** resources for a significant percentage of their operating budgets.

***At FIU, state tax dollars provide only 48 percent of the University’s operating budget.***

*ments, as impressive as they*

43%

## FIU GENERAL REVENUE APPROPRIATIONS PER FTE VS. ANNUAL FTE ENROLLMENT

ADJUSTED FOR INFLATION,  
STATE GENERAL REVENUE  
APPROPRIATIONS PER FTE  
(FULL-TIME EQUIVALENT)  
STUDENT AT FIU HAVE  
**DECLINED DRASTICALLY**  
SINCE THE LATE 1980S,  
WHILE FIU'S FTE  
ENROLLMENT HAS  
GROWN STEADILY.



Meanwhile, enrollment has grown more than

**65 percent.**

Although state funding for buildings and other facilities comes from sources different than the University's annual operating budget, it too is insufficient. New facilities at FIU have frequently been scaled back because the available funds are insufficient for the buildings' needs and designs.

*The citizens of South Florida*  
***DESERVE*** and ***DEMAND*** more  
than just the "adequate"  
education that state funding  
alone can provide

— and FIU is committed to providing high qual-

ity higher education to its students. Through state funding and limited private support, the University has achieved an admirable level of national recognition for its academic excellence. However, the prospect of continued **declining** state resources and **increasing** enrollment growth make it difficult for FIU to enhance, or even maintain, its academic excellence without substantially increased private support.

None of the great public universities have achieved that stature without substantial long-term **private support from alumni and friends.**

*America's finest public universities regularly raise millions of dollars annually from corporations, foundations, alumni and other individuals.*

Plus, they have amassed substantial endowments that provide a reliable source of annual income for scholarships, endowed chairs and important programs not supported by state funding.

The need to enhance FIU's academic excellence in the face of declining state funding is a key reason why the University has launched The Campaign for FIU. Substantially increasing FIU's endowment — which will enable the establishment of endowed chairs and scholarships — will enable the University to attract the most talented students and recruit and retain internationally renowned faculty.

*may be. We must look ab*

# Campaign kicks off at \$30.35 million; TOTAL REACHES \$35 MILLION

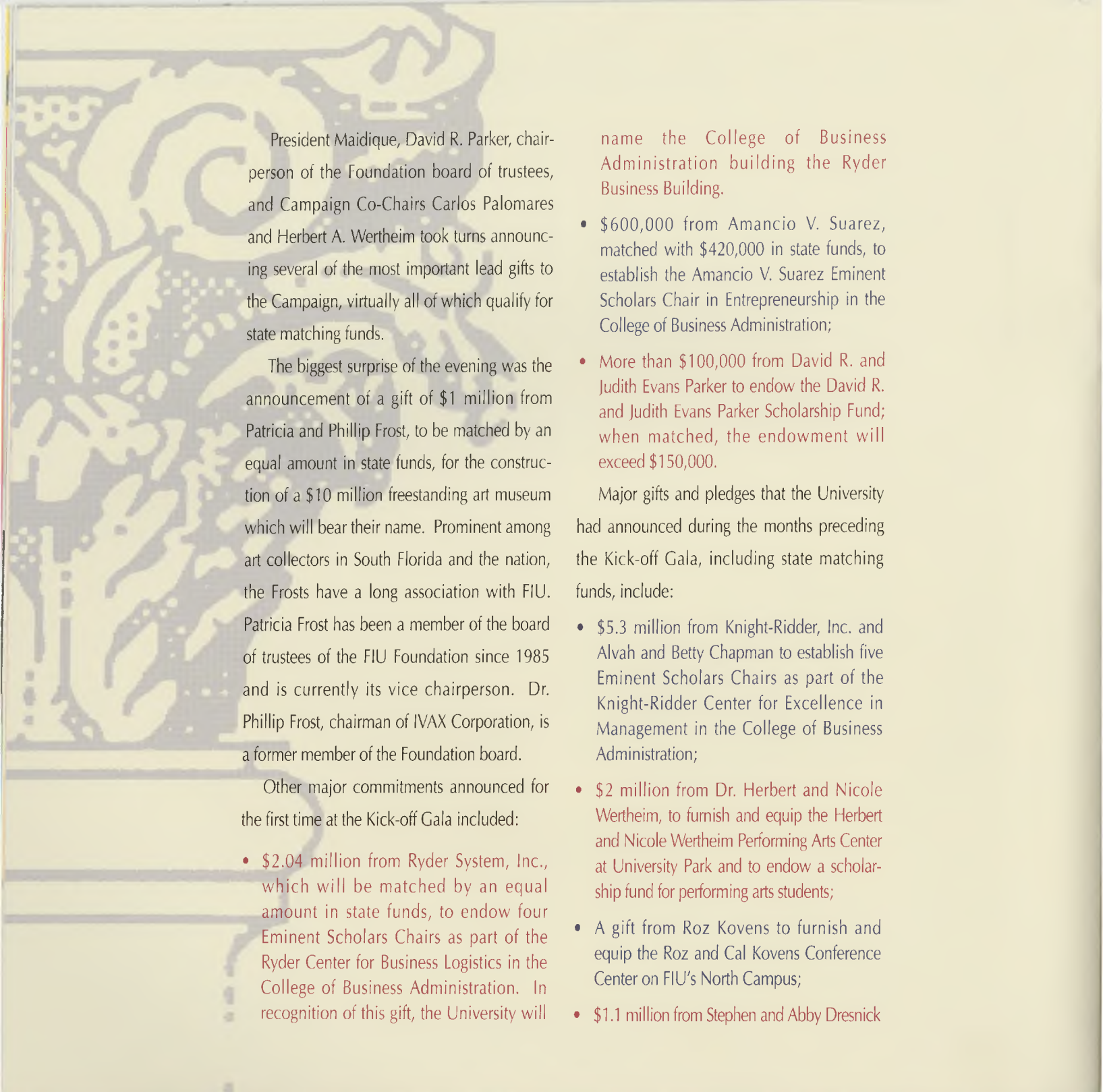
FIU formally announced The Campaign for FIU at an elegant black-tie Kick-off Gala in the Graham Center at University Park on Saturday, February 3, attended by more than 300 of the University's most generous benefactors, members of the FIU Foundation board of trustees, prominent alumni and community leaders. Beginning with a champagne reception in the Graham Center and ending with guests dancing to "the Macarena," the dominant mood throughout the evening was one of celebration.

Celebration was certainly warranted after President Maidique's announcement that the University had already secured commitments totaling \$30.35 million — more than 46 percent of The Campaign for FIU's goal of \$65 million, which it hopes to raise by June 1999. These commitments were secured during the all-important "quiet phase" of the Campaign, which began in November 1994 when the



FIU Foundation gave its approval to launching a major campaign to enable FIU to secure the resources it will need to meet the challenges of the next century.

*lead to the challenges and*



President Maidique, David R. Parker, chairperson of the Foundation board of trustees, and Campaign Co-Chairs Carlos Palomares and Herbert A. Wertheim took turns announcing several of the most important lead gifts to the Campaign, virtually all of which qualify for state matching funds.

The biggest surprise of the evening was the announcement of a gift of \$1 million from Patricia and Phillip Frost, to be matched by an equal amount in state funds, for the construction of a \$10 million freestanding art museum which will bear their name. Prominent among art collectors in South Florida and the nation, the Frosts have a long association with FIU. Patricia Frost has been a member of the board of trustees of the FIU Foundation since 1985 and is currently its vice chairperson. Dr. Phillip Frost, chairman of IVAX Corporation, is a former member of the Foundation board.

Other major commitments announced for the first time at the Kick-off Gala included:

- \$2.04 million from Ryder System, Inc., which will be matched by an equal amount in state funds, to endow four Eminent Scholars Chairs as part of the Ryder Center for Business Logistics in the College of Business Administration. In recognition of this gift, the University will

name the College of Business Administration building the Ryder Business Building.

- \$600,000 from Amancio V. Suarez, matched with \$420,000 in state funds, to establish the Amancio V. Suarez Eminent Scholars Chair in Entrepreneurship in the College of Business Administration;
- More than \$100,000 from David R. and Judith Evans Parker to endow the David R. and Judith Evans Parker Scholarship Fund; when matched, the endowment will exceed \$150,000.

Major gifts and pledges that the University had announced during the months preceding the Kick-off Gala, including state matching funds, include:

- \$5.3 million from Knight-Ridder, Inc. and Alvah and Betty Chapman to establish five Eminent Scholars Chairs as part of the Knight-Ridder Center for Excellence in Management in the College of Business Administration;
- \$2 million from Dr. Herbert and Nicole Wertheim, to furnish and equip the Herbert and Nicole Wertheim Performing Arts Center at University Park and to endow a scholarship fund for performing arts students;
- A gift from Roz Kovens to furnish and equip the Roz and Cal Kovens Conference Center on FIU's North Campus;
- \$1.1 million from Stephen and Abby Dresnick

*opportunities that await us*

\$65,000,000

and the Estate of Florence Grundy to endow a scholarship fund in the School of Nursing;

- \$1.75 million from the We Will Rebuild Foundation to establish an Eminent Scholars Chair and endowment for an International Center for Hurricane Damage Research and Mitigation; and
- Gifts of \$250,000 or more from the following national foundations: The Starr Foundation, for the College of Health; the William Randolph Hearst Foundation, for the School of Journalism and Mass Communication; the Statler Foundation, for the School of Hospitality Management; and the Rockefeller Foundation, for the Cuban Research Institute.

In June, FIU announced two related gifts that will create a \$1 million scholarship endowment

in the School of Hospitality Management. Metromedia Restaurant Group, which owns and operates Steak & Ale, Bennigan's and other restaurant chains, donated \$100,000, and John W. Kluge, chairman of Metromedia Company, a major entertainment, communications and restaurant conglomerate, committed an additional \$500,000 through The John W. Kluge Foundation. Matched with \$420,000 in state funds, the \$1 million endowment will fund scholarships for minority students seeking careers in the hospitality industries.

In mid-July, Vice President for University Advancement Paul D. Gallagher announced that FIU had passed The Campaign's halfway mark, reaching \$35 million.

# The Campaign for FIU

\$35,000,000

*in the next quarter-century.*





# MIAMI'S CENTENNIAL IS ONLY IT



# One Hundred

# YEARS YOUNG

# ING ON THE CAKE!

**M**any of you who have had out-of-town guests may have heard them say: "Miami! There's no history here. You should come up to Massachusetts, Washington, D.C., Boston or New York! That's where the *real* history is."

I must admit that, as a young boy, I thought the same way. My dream was to live in our nation's capital, with its glorious monuments to our past, old brownstones — even George and Martha Washington's home.

I now know I was wrong. Historically, our very own state of Florida was one of the first lands discovered in the "New World." Ponce de Leon saw the tip of Key Biscayne in 1513 and named it more than 100 years before the Pilgrims arrived at Plymouth Rock. But because of our modern, "glassy" look, we are mistaken for having a youthful past.

This year Miami celebrates its centennial. It's hard to believe Miami's only a century old! It's definitely a time for celebration, and there seems to be little shortage in that department. With over 30 major festivals adopting a "centennial" theme, Miamians young and old will enjoy a variety of events, programs and activities throughout this historic year.

Let us not forget, however, that this is also a year of reflection — a time to pause and learn about our past so that we may gain a stronger sense of community for our future. The first lesson we need to learn is that Miami's history stretches back further than 100 years. Much further!

Seminole Indians on the Miami River

by Cesar A. Becerra

## 10,000 Years of Tourism

In 1985, deep in a solution hole surrounded by a dense hardwood hammock, archaeologists excavated no less than 103 prehistoric species of animals including those of the

saber-toothed tiger, bison, dire wolf and woolly mammoth. Among the remnants that The Smithsonian Institution carbon-dated at roughly 10,000 years old were human skull and bone fragments. These "paleolithic" men and women of long ago were hunting elephant-sized mammals in a South Florida that was dry, cold and savannah-like!

The Tequesta Indians who moved to southern Florida 2,000 years ago had the place to themselves until the Spanish crown showed an interest in the mosquito-infested swampland that was our peninsula in the 16th century. After the territory was swapped, traded, and fought over for the next three centuries, the Spanish lowered

their flag in 1821, and the Stars and Stripes was raised over Florida.

Being acquired by the United States, however, did not bring an end to the instability of the region. Soon the U.S. military found itself in a never ending war with the Seminole Indians, who had retreated into — according to maps of the time — the "unexplored and

unknown" Everglades. From 1836 to 1857, South Florida became the stage of the costliest and bloodiest war ever fought against the native peoples of America. More expensive than the Revolutionary War. When the last shot was fired, fewer than 200 Seminoles were said to be left in Florida.

During this period of unrest, most of the non-Indian population was concentrated at the mouth of the Miami River and on a small 10-acre island called Indian Key, which became the seat of government in 1838 for Florida's newest and largest county: Dade. During the Civil War, the heavily forested mangrove coast of Biscayne Bay became a favorite refuge for blockade runners trying to sneak by or outrun Union warships protecting the Florida straits. Only after five decades of war was South Florida ready to be settled — permanently.

## The Era of The Bay

It's hard to imagine a time in Miami's history when blinking barricades did not encumber the landscape of our car-dependent transportation system. But before 1896, boats were the main form of travel for early pioneers visiting the area. There were literally no roads.

Although today's boating enthusiast has numerous ports to choose from, their late-19th century counterpart would be limited to only three: Cutler, "Cocoanut" Grove or the Miami River. These were the only three

Miami schoolhouse and auditorium (1900-1910)



places on the coast where a natural cut in the mangrove chain allowed access to the mainland. Only 10 percent of our original mangrove forest remains today.

Sponging and the more lucrative wrecking industry, which consisted of salvaging the cargo of ill-fated ships grounded on the dangerous reefs, were the primary economies of early Biscayne Bay. Both industries were pioneered by enterprising mariners from Cuba and the Bahamas. After a series of lighthouses were built to ensure safer navigation, wrecking gave way to more sustainable economies such as farming and fishing.

## A Few Hardy Souls

By the end of the third Seminole Indian War in 1857, there remained fewer than 50 persons living permanently on Biscayne Bay. Despite the abundance of fish and game, the area was still very much a wilderness, suitable only for those few pioneers willing to brave the isolation and difficulty of the tropical frontier. Slowly the area's first settlements began to take shape...soon the wilderness would be no more.

William Wagner, who had accompanied the military to Miami to supply food for the troops, decided to stay and settle a tract of land a mile upstream from the mouth of the Miami River. Bahamian wreckers helped found the area's first real community in the 1870s, called "Coconut" Grove — named after the only two coconut trees in the area.



Miami Beach road construction to connect with Miami (1910-1920)

After the Civil War, adventurous John and Mary Addison moved to a frontier in South Dade County known on early maps as "The Indian Hunting Grounds." They helped William Fuzzard (the man who cleared the first road, known today as Old Cutler Road) pioneer the town of Cutler just 12 miles south of Coconut Grove. And let us not forget William and Mary Brickell, who settled on the south bank of the Miami River in 1871 and opened the first store in the area: the Brickell Trading Post.

These are but a few of the courageous individuals who planted the seeds of the city that would one day be named Miami. Others would soon follow, and with them came the dreams and plans to build a major metropolis. It would be a city that knew no seasons. A city that could sustain agriculture all year round. A deep water port that would be the most important commercial center in all the South. It was to be a "Magic City."

Hurricane of '26



HURRICAN 9/18/26 MIAMI FLA.

# PAST LIVING IN THE

Twenty-three-year-old Miami historian Cesar A. Becerra, who graduated from FIU in December 1995, is very comfortable living in the past. Mention a place in Miami and he's more than likely to have a story about its origins or significance. His knowledge of the city is so exhaustive that his credits even include a 60-page book about a pizzeria — "A Forty Year Love Affair with Frankie's Pizza" — on Bird Road.



photography: Cindy Seip

Born and raised in Miami, Becerra's love affair with Miami's history began on a fifth grade school field trip to The Barnacle in Coconut Grove. The historic site was the home of Commodore Ralph Munroe, a New Yorker who settled in Miami in the late 1880s. Becerra was fascinated by the building's unique wooden construction, which enables it to stay cool during the summer and warm in winter.

"I wasn't paying much attention during the field trip, but years later I went back to the same site and on the way I noticed a small sign 'volunteer guides wanted.' I didn't think they would want a 16-year old kid, but they did. That's how I stumbled onto Miami's history."

Since "stumbling" onto Miami's past, Becerra has been running full speed to educate people about it. Over the past seven years, he has worked as a guide at The Barnacle, Indian Key State Park, The Charles Deering Estate, Big Cypress National Preserve and Fairchild Tropical Gardens. He has published numerous articles in local magazines and newspapers, and has appeared on local, state and national broadcast media, including National Public Radio's "Crossroads." He is also the curator of three historical exhibits that have traveled the state as well as the nation.

Becerra is currently writing a book on the history of the logging industry in South Florida (to be published by the University of Florida Press). He teaches a South Florida history course at FIU and is planning a statewide lecture series on the 50th Anniversary of Everglades National Park for 1997. He serves as director of education at The Gold Coast Railroad Museum, director of The Centennial of Miami Historical Lecture Series and On-site Tours, and is the publisher of *The MIAMIAN*, a weekly newsletter concerning Miami's Centennial.

And how does Becerra explain his fascination for Miami's bygone days?

"People usually think we're such a modern city, but a lot of our history lies right beneath our feet. I tend to live in the past, I have a hard time remembering things within the past 50 years. I should have been born 50 years ago."

*For information about the The Miamian or the Centennial of Miami Historical Lecture Series and On-Site Tours, call 1-800-656-1896, ext. 96.*



Miami Court House (1900-1910)

## The Making of Miami

Before Miami could become all of the things its architects planned it to be, the city-to-be needed a miracle. To begin with, Miami's climate could be characterized as either "cool and buggy" or "hot...and buggy." Farming was next to impossible because of the abundance of water that flowed from the Everglades. Its "deep water port" was a figment of developers' imaginations—in reality, Biscayne Bay consisted of extremely unwelcoming shallow flats. Definitely not elements favoring the creation of a burgeoning city.

The miracle that Miami needed ironically came in the form of a devastating freeze that hit Florida on the night of December 29, 1894. Florida, famous as a winter escape from harsh northern winters, recorded temperatures as low as 18 degrees in Tampa. Six weeks later a similar freeze hit the state, this time wiping out any hopes of recovering the state's tarnished image or its lost crops. But Miami's temperature defied comprehension. The freeze had not destroyed the winter crop and the term "frostless" became synonymous with Miami's image to the world.

It took the second freeze for Standard Oil co-founder and railroad magnate Henry Flagler to feel the chill — and the threat to his Florida investments. He sent James E. Ingraham to confirm the reports firsthand. Upon reaching Miami, Ingraham gathered orange blossoms and other frost-free blooms into a damp cloth and rushed them, along with written proposals from Cleveland widow Julia Tuttle and William and Mary Brickell, to St. Augustine — proving to his anxious employer that Miami had been spared.

After a few minutes of near perfect silence upon receiving the blossoms, Henry Flagler turned to Ingraham and said, "How soon can you arrange for me to go to Miami?" Less than a year and a half later, the city we call home was incorporated on July 28th, 1896.

This summer marks the 100th anniversary of the events that culminated with the founding of Miami. But let it not be said that our history began a mere century ago. To do so would be to ignore the 10,000-year foundation upon which our marvelous city is built.



Dade County grapefruit pickers (1890-1900)



Color postcard images courtesy of Alan Crockwell.

# Helping people help themselves

Alumni blend healing profession with entrepreneurial approach

They live thousands of miles apart and have never met or spoken to each other. They both run their own businesses, one in Miami and the other in Minneapolis — two cities that couldn't be any more different — and they're more than a decade apart in age.

Yet when you speak to FIU alumni Angela Diaz and Glenda Key it's clear that they share a common passion and perspective — in their work and its ability to heal people.

Diaz and Key are physical therapists with a decidedly entrepreneurial approach to their profession. Diaz, the president of the Beacon Rehabilitation Center, is building a fledgling practice in South Florida; Key is the owner and president of Key Functional Assessments, Inc., a company that offers equipment, systems and training in functional capacity assessments, work hardening, job analysis and job placement assessment.

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## Helping People Heal

"I was attracted to physical therapy because it was a much more relaxed medical atmosphere where you're **helping people help themselves,**" said Diaz, a Miami native who graduated from FIU's Physical Therapy Department in 1990. "I enjoy the way you

can **ease the pain or suffering** of a patient and help them overcome their problem. That's what I feel my life is for — I feel like I've found the purpose for my being here — to help these people. And now Beacon Rehab is the vehicle to help even more people."

After working in a wide variety of physical therapy settings from "Hallandale to Homestead," Diaz took the plunge in November 1993 to open her own practice. Today, Beacon Rehabilitation Center has two offices, in West Dade and Miami Lakes, and eight full-time and five part-time employees. The center offers physical therapy, occupational therapy and speech therapy services, and there are plans to introduce an even wider range of rehabilitation services.

Although she has an extremely busy schedule building her practice, Diaz makes the time to serve her alma mater as a member of the FIU Alumni Association Board of Directors. In addition to helping the overall University, she is moving forward on an idea to serve a special FIU population: She would

*They share a common passion and perspective in their work and its ability to heal people.*



*Angela Diaz '90, (center) president of the Beacon Rehabilitation Center surrounded by her staff.*



Glenda Key '76

like to create a gym for disabled and handicapped students, faculty and alumni. Since insurance companies won't cover the costs of long-term patient care, such a dedicated gym would be a valuable rehabilitation resource and could also serve as a teaching site for physical therapy students.

### An Industrial Approach

After receiving her degree from FIU in 1976, the second physical therapy graduating class, Key practiced in a long-term care facility in West Palm Beach and moved to Minnesota in 1978. In 1980, she decided that she needed to develop a specialty in her field.

"When I realized I needed a focus, I explored all the specialty areas that therapists were in — and I recognized the need for therapists to be working directly with industry. There was a need for a link between the medical community and the industrial community."

That realization resulted in the founding of her company, Key Functional Assessments, Inc., — known throughout the field as the **Key Method** — which offered her specialized system of functional capacity assessments to clients. A functional assessment measures the capacity of injured individuals to perform actual job tasks, in contrast to musculoskeletal assessments which focus on the injuries sustained by specific muscles and bones. In addition, functional assessments are used to determine the physical capabilities of job candidates.

The Key Method can reduce companies'

medical and workers' compensation costs, help prevent injuries and improve rehabilitation care for injured workers. Overall, the functional approach in physical therapy, which came into prominence in the 1980s, is the approach employed in the rapidly growing field of industrial therapy.

Key began offering her "Method" in 1981 in her private practice. In 1985, after receiving many requests from other therapists, she began selling the equipment and training to other providers. Today, more than 500 health care providers throughout the United States, Canada, Australia, Great Britain and South Africa are trained and licensed in the Key Method.

"Industry recognized more and more that the functional capacity assessment was a valuable tool to assist them in the area of human resources, and it also has good financial reasoning behind it," Key said. "They recognized that they could have more control over medical and workers' compensation costs than ever before. Our products also help physical therapists become experts in the niche of industrial therapy."

Key holds three patents on the products invented and marketed by her company. She is also the author of a recently published book, "Industrial Therapy," and has contributed to other books on physical therapy.

"I'm very proud of these two FIU graduates," said Awilda Haskins, chairperson of the FIU Physical Therapy Department. "Angela serves the local community in her practice and has emerged as a leader serving her alma mater. Glenda exemplifies the spirit of entrepreneurship and has been a leader in focusing on functional outcomes, which is the direction our profession needs to take. I believe they are typical of our alumni in that they demonstrate a commitment to serving their community and their clientele while maintaining standards of excellence as physical therapy clinicians."

*"...they demonstrate a commitment to serving their community and their clientele while maintaining standards of excellence..."*

# THE PRICE IS RIGHT



**S**ome would call him jolly because of his ever-present smile. Others think he's a little bit country. A few around the Primera Casa/Charles Perry Building (PC) know him as Linda's husband. Whatever the connection, those who have met FIU baseball head coach Danny Price aren't likely to forget him.

Danny has given a lot of himself to the University. And in return, he has risen through the ranks at FIU from student-athlete to assistant coach to head coach of one of the nation's top baseball programs.

Most people who know him call him "Danny" — he wants it that way. A few refer to him simply as "Coach." Danny isn't one for formalities until it comes to baseball and his players. Then, it's by the book.

"Heck, I'm just a guy doing his job, trying to help these student-athletes. In life you get back what you put into it. I'm just a regular guy who likes to be called Danny by his peers," the modest Coach Price says in his southern drawl. "I came here to play baseball and fell in love with FIU. I saw the future FIU had and I wanted to be a part of it. There is still much more to come."

*"In life  
you get  
back what  
you put  
into it."*



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Danny has been more than a part of FIU history. He has helped create and shape it in athletics.

He was Most Valuable Player, setting a team record with 79 hits, on the first baseball team FIU fielded in the spring of 1973. He was chosen co-captain in 1974. An outfielder, he was known for his running speed and powerful bat and set many records that were later broken by his players.

But Danny wasn't a major league baseball prospect. Yet, he wanted to make a life for himself in baseball. After receiving his bachelor's degree from the College of Education in 1974, Danny joined Miami Central High School where he was an assistant coach for baseball and football.

But his heart was still at FIU, where he attended night classes to secure his master's degree in Education in 1976. He occasionally attended FIU baseball games, offering advice to younger players.

His former coach Tom H. Wonderling made him a volunteer assistant coach in the fall of 1978. By spring of 1979, Danny had been hired by FIU as an assistant coach. That season, FIU went on to tie or break 36 offensive records.

In January of 1980, when Wonderling resigned as FIU's baseball coach and athletic director, Danny was named acting head coach. Within months he was permanently hired.

"Aside from the birth of my kids and meeting my wife Linda, that was the greatest day of my life," said Price, a native of Rocky Mount, North Carolina. "I grew up at FIU and a lot of very good things have happened to me here. Coaching these student-athletes is my way of giving back to the university and to the community. I love it.

"My desire is for these young men to be successful through baseball and what they have experienced at FIU. When I recruit a kid, I recruit him to be part of this family. There's more to it than baseball."

A winning tradition is something each player who has played for Danny has experienced. Even in his first year, Danny was impressive. He guided the Sunblazers that year to a 41-14 record and the school's first trip to the NCAA Division II World Series where they finished fourth.

In 1983, Danny's baseball program was the first FIU athletic team to jump to Division I. No problem. FIU was 35-22. Between 1986 and 1991, five of Danny's teams won at least 40 games, the other won 39. The 1991 team received the Golden Panthers' first NCAA Division I bid when it was invited to the Atlantic I Regional.

**T HIS PAST SPRING IN HIS 17TH YEAR AS HEAD COACH, DANNY AND THE GOLDEN PANTHERS ACHIEVED THEIR 17TH WINNING SEASON. THIS YEAR'S TEAM, WHICH CHALKED UP A 35-24 RECORD, ENDED ITS SEASON AT THE TAAC TOURNAMENT. IT WAS A YOUNG TEAM THAT LOST NINE PLAYERS TO 1995'S MAJOR LEAGUE DRAFT.**

**DANNY IS THE DEAN OF ALL SOUTH FLORIDA INTERCOLLEGIATE BASEBALL COACHES, COMPILING A CAREER MARK OF 668-340 THROUGH THE 1996 SEASON. HE CURRENTLY IS RANKED AMONG TOP ACTIVE NCAA COACHES IN BOTH VICTORIES AND WINNING PERCENTAGE.**

"I just want him to be happy, and he is happy on the baseball field. I support him. You take away baseball and you take away a major part of Danny," said his wife Linda, an academic advisor in Undergraduate Studies. "Many times Danny doesn't think it's work. To him, it's fun. He's out there all day and all night.

"Danny says that if he wins the lottery, he'll take a day off, collect his money, and then go back to coaching the following day. And he would, too!"

Danny first met Linda at FIU when they were students. A dozen years later they met again while working on an FIU project. They were married in 1991 and have a four-year-old boy, Danny Marc.

The long hours Danny and his assistants work are a big reason behind the success the Golden Panthers have enjoyed. The 1995 season was the program's finest hour. FIU amassed a record 49 regular season wins, including a team record of 21 straight, and won the Trans America Athletic Conference championship. Along the way FIU reached No. 9 nationally, jumping ahead of crosstown rival University of Miami Hurricanes for the first time ever in a national poll.

The NCAA rewarded the Golden Panthers with a trip to the NCAA Atlantic II Regional. For the first time ever, FIU also bid to host an NCAA baseball regional.

The Golden Panthers did not get the bid, but they were happy to go to the


regional at Miami where they were the team no one wanted to play. FIU got its first Division I postseason victory by knocking off a much heralded Texas A&M squad, but then lost two heartbreaking games to North Carolina, 6-5, and Texas A&M, 4-2, to finish fourth in the regional and 50-11 for the season.

"That was no doubt the best team ever at FIU in Division I," said Coach Price. "There was a lot of talent. My assistants and the players worked very hard and should be very proud."

Danny downplays his role and credits his players and assistants. His current assistants, volunteer Ken Foster and pitching coach Mark Calvi, have been keys to FIU's success, especially in 1995. Calvi's pitching staff topped the nation with the best earned-run-average.

No one has been beside Danny on the diamond longer than assistant coach Rolando Casanova. "Caz," as everyone refers to him, played for FIU in 1977, became an assistant in 1979 and left to become head coach at Miami Loyola High School in 1980. He returned to FIU in 1981.

"I've always been lucky to have great guys like Ken and Mark. But Caz has been my main guy through the years," Danny said. "I've had many great assistants. I don't know where I'd be without the great kids I've had, or without guys like Ken, Mark and Caz and ladies like Linda."

Where would FIU baseball be without Danny Price? 

*Pedro F. Fonteboa is FIU's assistant director of Intercollegiate Athletics in charge of Athletic Development. Previously, he was a sports writer for The Miami News and The Miami Herald for 15 years. Currently, he is a South Florida sports correspondent for The Herald and The Associated Press.*

## Questions & Answers

*from the Alumni Affairs director...*



Greetings from your Office of Alumni Affairs! FIU continues to reach milestones of growth and academic achievement rarely seen in a university so young. We are initiating many projects that will help FIU in its continued growth. Two such projects are the \$65 million Campaign for FIU and the initiation of an aggressive membership campaign for your FIU Alumni Association.

The one common element of those two programs is money. The capital campaign seeks funds for endowed chairs, scholarships and facilities enhancement, while the FIU Alumni Association seeks new members and renewals of existing memberships. Asking for donations is not a long-standing FIU tradition. Nearly all universities, however, solicit funds from their graduates. Nevertheless, alumni ask me: "Why? Isn't FIU a public university supported by the state? Why should I join the FIU Alumni Association?" I will do my best to answer your questions.

First, **"Why does FIU ask alumni for money?"** The reason is quite simple: Private resources are needed for the University to achieve excellence. The most successful public and private universities have built large endowments — which support endowed faculty chairs and scholarships — that have helped these institutions become great. These institutions have looked to their alumni for support. This has not been the case at FIU. FIU has a young alumni population. Many of us are either getting started or have just reached a level in our careers

where we can start giving back to FIU and make our alma mater stronger. FIU does not have support from alumni from the 1920s, '30s or even '60s because FIU did not exist then. We have all seen FIU grow and develop into a great university. With the support of alumni, FIU will enter the ranks of the nation's very finest public universities.

Second, **"Isn't FIU, a public university, supported by the state?"** YES, BUT THAT SUPPORT AMOUNTS TO ONLY 46 PERCENT OF ITS OPERATING BUDGET. Other funds are raised from grants and contracts, auxiliary enterprises — and private donations from individuals, foundations and corporations. Support from alumni is imperative if we are to continue to excel.

Finally, **"Why should I join the Alumni Association?"** Because your membership makes this alumni publication and others possible. Your membership makes networking, social, cultural, sporting and family events possible. Your membership supports the development of benefits like corporate rates, discounts and other services possible. However, the most important part of your membership is the way it is building an association that will serve you for a lifetime. The FIU Alumni Association is here to promote and tell the entire world how great Golden Panther alumni are. Support the Association that promotes you. Join your **FIU Alumni Association**. Remember, we are here for you!

Eduardo "Eddie" Hondal  
Director, Office of Alumni Affairs

## FIU alumna chosen as Olympic torchbearer

FIU alumna Corry Westbrook was shocked when she learned last March that she had been selected as a torchbearer for the 1996 Olympic Torch Relay.

Westbrook, who received a bachelor's degree in Environmental Science from FIU in 1993, had no idea that her mother had nominated her for the honor.

"When I first found out (I had been selected), I didn't realize what a big deal it was," she said. "It's an incredible honor."

The Olympic committee selected 5,500 "community hero" torchbearers — individuals who have made outstanding contributions to their community — who comprised the majority of the 10,000 torchbearers. Westbrook, a Vero Beach resident, carried the Olympic torch for one-half mile on July 6 in Indian River County. The Olympic flame was passed from torch to torch over more than 15,000 miles through 43 states during an 84-day period that took it from Los Angeles to Atlanta.

A glance at Westbrook's endeavors, present and past,

shows why she was a likely candidate for the "community hero" honor. She was a Peace Corps volunteer for two years on the island of Nevis in the West Indies, where she taught environmental science to grade school students and served as a Red Cross volunteer.

"I wanted to go have an adventure and do something good," Westbrook commented about her Peace Corps service.

Westbrook is currently business manager of the Substance Abuse Council, which conducts drug abuse education and prevention programs, and a United Way Youth Guidance Fund volunteer. She will be returning to college this fall at George Washington University to study for a public policy master's degree in environmental resource management.



WE GET AROUND...



# FIU Alumni Affairs

**FIU Alumni Association** members often ask where their dues money goes. Part of it helps fund what you are now reading as well as the *ALUMNI*news newsletter. Another portion is used to develop more benefits and programs that will better serve our members. Your dues also help support the popular networking, family, cultural and sporting events the Alumni Association hosts throughout the year. These events help build comraderie, increase membership and inform our alumni about FIU.

Your FIU Alumni Association held a series of events from April to June to promote the Association

and help develop the support needed by the University. We need the help of *all* FIU alumni. If you don't live in Florida, your membership is still valuable because it may help build a chapter in your area. If don't have time to attend any of our events, your membership helps the continued development of our publications. If you feel that we don't have enough events, your membership will help us introduce better benefits and services.

To summarize, the **FIU Alumni Association needs you!** If alumni do not join, the Alumni Association will have to cut back on events, quality of publications and new benefits and services. If alumni *do* join, the Alumni Association will increase events, publications and benefits and programs. We are developing some outstanding events for the fall, the next newsletter will be complete in August and benefits such as on-line services and travel programs are being finalized! **Don't miss out — join your FIU Alumni Association today!** Call (305) FIU-3334 (348-3334).

- ❶ Greenwich Cafe Happy Hour: Marisol Arceo, Al Naranjo, Teresa Aguayo, Loretta Garcia and Maritza Arceo.
- ❷ Over 200 alumni and family gather together at Parrot Jungle and Gardens.
- ❸ Kevin Schaffer, FIU Freshman Class 2009, enjoys a fun Alumni Family night with the Miami Heat. Over 200 from FIU attended.
- ❹ Hard Rock Cafe Happy Hour: Henri Sori, Mercy Sori, Oscar Blazquez and Oscar Camejo.
- ❺ The FIU Alumni Association hosted the first ever Panther Madness Party at Hooters in Kendall to celebrate the end of semester for students. Over 300 students and alumni attended.
- ❻ Alumni Affairs Director Eddie Hondal speaks to the FIU employees/alumni who attended a luncheon at North Campus to celebrate their commitment and support for FIU.
- ❼ Grant Holloway, FIU Freshman Class 2010, displays his FIU pride while attending the FIU Family Day at Parrot Jungle.

## Look who has joined the FIU team

It's **Michael Jordan!** Well, indirectly he has.

Michael Jordan, the NBA's 1995 Most Valuable Player has endorsed **LDDS WorldCom**, the telephone long distance carrier, and is in a national television commercial promoting the company. LDDS WorldCom is the company that provides the **FIU Alumni Savers Program** to the entire FIU community.

One of the most vital parts of any business is the telephone, both for voice and data communications. Of course, the cost for long distance service can be very expensive. For this reason, we want to remind you about the FIU Alumni Association's partnership with LDDS WorldCom, one of the nation's four largest long distance carriers.

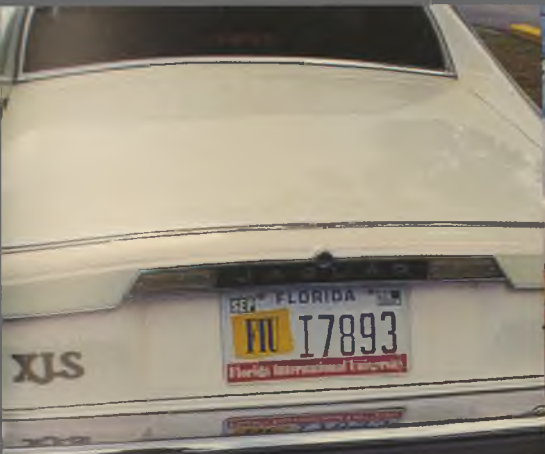
So, what does this really mean to you? LDDS WorldCom can help you reduce telephone costs, saving you money on business as well as residential long distance service. And there's more...

*Please* inform us of your latest accomplishments, career changes, geographical moves, family news, etc. for upcoming Class Notes in the Alumni News. Give us a call at 1-800-FIU-ALUM (348-2586) or drop us a line at Florida International University, Office of Alumni Affairs, University Park, PC 225, Miami, FL 33199-0001. We love to hear how you're doing!

- Savings over the other long distance carriers (up to 40% over AT&T, MCI, Sprint).
- Free switch-over from your current long distance carrier.
- Beautiful FIU Golden Panther calling card (flat rate of \$0.25 per minute — with low \$0.25 surcharge!)
- Easy to read billing with useful detail and management reporting.
- Six-second billing increments.
- Inbound/800, outbound/1+, voice and data, travel cards, advanced 800 features, enhanced fax services, conference calling, private lines and more!
- Personalized customer service.
- Another way to invest in FIU and save money.

This program is for anyone (FIU alumni & non-alumni) in the U.S. who wants to save money on their residential or commercial long distance. In return for your involvement in this program, LDDS WorldCom makes a contribution back to FIU. Even if you are currently an LDDS WorldCom customer, you may save and benefit *more* through the FIU Alumni Savers Program. Join our team, save money and help FIU by signing up with LDDS WorldCom.

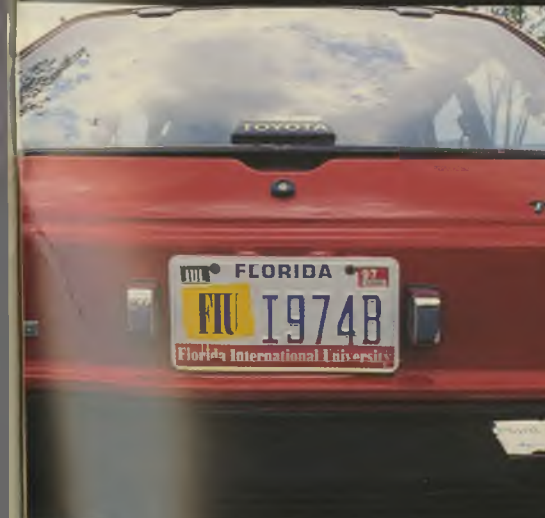
Call today — 1-800-226-0909 (business services) or 1-800-694-3341 (residential services) and ask for the FIU Alumni Savers Program!



# BACK UP FIU WITH PANTHER PRIDE!

Did you know that when you back up your alma mater by purchasing an FIU license plate that proceeds go directly to FIU scholarships and programs? You can trade in your state of Florida license plate for an FIU plate now or wait until it's time to renew. Just call or visit your local tag agency for full instructions in order to receive your Florida International University license plate.

**FIU ALUMNI ASSOCIATION 1-800-FIU-ALUM**





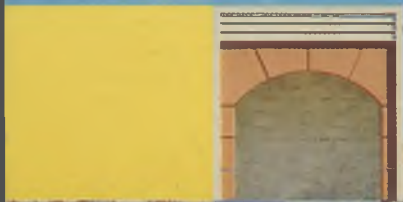
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 University Center ▶



▲ Roz and Cal Kovens Conference Center  
 Center for Engineering and Applied Science ▶  
 ◀ University Park Library  
 Herbert and Nicole Wertheim Performing Arts Center ▼



◀ Sanford and Dolores Ziff and Family  
 Education Building (proposed)

▼ University Park Baseball Stadium

