

Spring 2001

Florida International University Magazine Spring 2001

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FIU *magazine*

● SPRING 2001

FLORIDA INTERNATIONAL UNIVERSITY
Miami's public research university

www.fiu.edu/orgs/fiumag

THE
CAMPAIGN
FOR
FIU
EXCEEDS
\$200,000,000
GOAL



ALSO IN THIS ISSUE: The 2000 Presidential Election • Metropolitan Center: FIU's downtown broker • Alumna fights for refugees' rights

The Arts at FIU

A leading South Florida center

Since opening its doors, Florida International University has promoted arts and culture as an integral part of the student curriculum and in offerings to general audiences. In recent years, FIU has emerged as one of South Florida's major cultural assets, and several of its programs are nationally renowned for their excellence.



The Art Museum at FIU:

The Art Museum at FIU has garnered a prestigious reputation for its innovative exhibitions and programs. The Museum's Critics' Lecture Series presents important critics, art historians and artists. ArtPark features the Martin Z. Margulies Collection, one of the world's finest collections of modern outdoor sculpture. www.fiu.edu/~museum



Theatre and Dance Productions:

The Department of Theatre and Dance produces a wide variety of live performances. The theatre program mounts several shows each year, ranging from classics to experimental new works to musicals. The dance faculty directs its students in dynamic presentations by choreographers representing a variety of styles and cultures. www.fiu.edu/~thedan



The FIU Music Festival:

The School of Music presents an annual fall series of concerts that showcase talent in a variety of genres. The festival features FIU musicians as well as distinguished visiting performers. www.fiu.edu/~music

Writers on the Bay:

Under the direction of the Creative Writing Program (ranked among the top ten creative writing programs in the country), Writers on the Bay presents noted authors and poets. Guests have included novelists Elmore Leonard, Marge Piercy and Gay Talese, and poets Maxine Kumin and Campbell McGrath (of the program's stellar faculty). www.fiu.edu/~crwritng

FIU Miami Film Festival:

Acquired by FIU in 1999, the annual festival showcases 25-30 films from around the world, often attracting the participation of prominent actors, writers and directors. Last year, FIU launched a film studies certificate program. www.miamifilmfestival.com

The Wolfsonian-FIU:

Located in Miami Beach, The Wolfsonian-FIU promotes the collection, preservation and understanding of decorative art and design from the period 1885-1945. Through exhibitions and programs, The Wolfsonian-FIU investigates the ways design shapes and reflects human experience. Assembled by Mitchell Wolfson Jr., its collection includes more than 100,000 objects. www.fiu.edu/~wolfson

EDITOR'S NOTE

You wake up one morning and discover you need milk and bread for breakfast. No problem. Just jump in your car and drive to the store to pick up the items – at the closest grocery, 100 miles up the road.

Sounds preposterous? Perhaps. Then consider a comparable scenario: having to travel several hundred miles to earn a bachelor's or graduate degree at a state university.

Education is every bit as basic to life and growth as the sustenance provided by milk or bread. Yet less than 30 years ago, residents in Greater Miami could not secure a four-year or graduate college degree at a local public university. They had to move upstate to attend a state university. Miami was the largest urban area in the country lacking a public baccalaureate-granting university. It's no wonder that when FIU threw open its doors in September 1972, it welcomed the largest opening day enrollment of any university in the history of the U.S.

Since then, FIU has rapidly developed. It has exceeded expectations in its ability to achieve benchmarks of excellence associated with much older institutions. To achieve the University's chief goal, however – to become one of the nation's top public urban research universities – an infusion of private resources was needed.

That need gave rise to The Campaign for FIU in 1996. FIU asked its friends in the community and beyond to invest in the promise of the University – and the response once again exceeded expectations. In this issue of FIU Magazine we cover the campaign's overwhelming success and the projects it is supporting to strengthen the institution. You will also find stories on ways FIU and its alumni are working to solve problems in Miami – the community from which the University draws so much of its vitality and richness.

Todd Ellenberg
Editor



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FIU MAGAZINE

EDITOR
DIRECTOR OF COMMUNICATIONS
 Todd Ellenberg

ASSISTANT EDITOR
 Karen Cochran

DESIGN
ASSISTANT DIRECTOR OF PUBLICATIONS
 Bill Stahl

WRITERS
 Todd Ellenberg
 Karen Cochran
 Michael Malone
 Carlos Maza
 Nicol Rae
 Alexandra Pecharich

PHOTOGRAPHER/PHOTO EDITOR
 Michael Upright

ASSISTANT VICE PRESIDENT UNIVERSITY ADVANCEMENT AND MARKETING
DIRECTOR OF PUBLICATIONS
 Terry Witherell

FLORIDA INTERNATIONAL UNIVERSITY

PRESIDENT
 Modesto A. Maidique

PROVOST AND EXECUTIVE VICE PRESIDENT ACADEMIC AFFAIRS
 Mark B. Rosenberg

SENIOR VICE PRESIDENT BUSINESS AND FINANCE
 Paul D. Gallagher

VICE PRESIDENT ADMINISTRATION
 Gwendolyn V. Boyd

VICE PRESIDENT/RESEARCH & GRADUATE STUDIES
 Thomas A. Breslin

VICE PRESIDENT STUDENT AFFAIRS
 Patricia Telles-Irvin

VICE PRESIDENT UNIVERSITY ADVANCEMENT AND MARKETING
 Dale C. Webb

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Provost Mark B. Rosenberg and Dean Leonard P. Strickman

STRICKMAN NAMED FIRST COLLEGE OF LAW DEAN

Last December, Leonard P. Strickman, former dean of the University of Arkansas School of Law and a graduate of Yale Law School, was named the first dean of FIU's College of Law.

"It's fundamentally important that we start our College of Law on the right foot, and Dean Strickman is precisely the right person to do that," said FIU President Modesto A. Maidique. "Under his leadership, we'll be able to immediately offer our students a thorough, accredited program of study that will serve them well in the practice of law."

A seasoned law school dean with extensive experience in legal education and law school accreditation, Strickman was dean of the University of Arkansas School of Law from 1991-99. He served as dean of Northern Illinois University College of Law from 1981 to 1990.

At Northern Illinois, he took the law school from provisional status to full approval from the American Bar Association. Shortly thereafter, he led the college into the prestigious Association of American Law Schools. At Arkansas, he initiated a process of diversifying both the faculty and student body, advanced the school's rankings, enhanced resources to support faculty research and initiated the school's first major fund-raising effort.

His work in the latter area created six endowed professorships and established a highly regarded legal writing and professional skills program.

"Dean Strickman is a nationally recognized leader in legal education," said FIU Provost Mark Rosenberg. "It is a coup for FIU to get him on board. His appointment represents a significant step forward for our College of Law."

"I am delighted to be coming to an ascendant university with a commitment to interdisciplinary study," said Strickman. "I believe the College of Law will be able to play an important role in the entire university."

Affiliation agreement is first of its kind in continental U.S. FIU, SMITHSONIAN INSTITUTION SIGN ACCORD

Leaders of the internationally known Smithsonian Institution and Florida International University announced an affiliation agreement in January that will make many of the Smithsonian's 142 million artifacts and specimens available for study and display in Miami.

The universitywide affiliation is the first of its kind in the United States, officials say. Until now, similar affiliations have been limited to university museums or art institutes. The agreement with FIU, however, ranges much farther, providing for scholarly use of Smithsonian material, collaboration on national conferences and panels, priority in securing traveling Smithsonian exhibitions and the possible establishment of a museum studies program at the University. The new affiliation expands the relationship that The Art Museum at FIU has had with the Smithsonian for several years.

"We're tremendously pleased with this new partnership, and hope that this agreement is the first of many to come," said Lawrence Small, secretary of the Smithsonian, who took part in the official signing ceremony and press conference with FIU President Modesto A. Maidique on January 12. "This affiliation is a model for what we hope to accomplish with other institutions. I'm pleased that our partner in this endeavor is one that has such a demonstrated and deep appreciation for the historical material that makes up the heart of our collections."

"The fact that our students and faculty will have ongoing access to many of the Smithsonian's objects will dramatically enhance our academic program," said Maidique. "We look forward to making such material available to the South Florida community, as well, through exhibits at The Art Museum at FIU, the FIU-Wolfsonian on South Miami Beach and other venues. This is a great day for our university."



Art Museum Director Dahlia Morgan, President Maidique, and Smithsonian Secretary Lawrence Small.

NEW STUDY RANKS FIU'S DECISION SCIENCES AND INFORMATION SYSTEMS DEPARTMENT 11TH BEST IN U.S.

A report that appeared in the December 2000 issue of the *Academy of Management Journal* ranked FIU's College of Business Administration (CBA) Management Information Systems (MIS) unit the 11th best in the United States. The rankings, which stem from a study of more than 700 accredited MBA programs nationwide, are based on faculty research productivity over the 1986-1998 period.

The University of Miami was ranked 151st, the University of Florida 126th and Florida State 15th in this disciplinary ranking.

"This study validates what we have been sensing for some time, namely, that information technology is one of our college's key strengths," said CBA Dean Joyce J. Elam.

The only business schools ranked higher than FIU include the University of Minnesota, MIT, University of Texas-Austin, Georgia State, Carnegie Mellon, Georgia, Harvard, Pittsburgh, New York University and Arizona, in that order.

According to its authors, the study was designed to balance the ranking systems used in *Business Week* and *U.S. News & World Report*, which focus primarily on teaching and job placement and ignore a university's research mission.

For the 1994-98 period, the college faculty as a whole was ranked 71st among the 700+ business schools examined. During that same period, the University of Miami was ranked 72nd, Florida State 50th and the University of Florida 31st.

Additional details about the study are available on the University of Georgia's web site at <http://www.terry.uga.edu/~adennis/rankings>.

MAIDIQUE APPOINTED TO PRESIDENTIAL EDUCATION ADVISORY PANEL

FIU President Modesto A. Maidique was appointed by President George W. Bush to serve on a 31-member education advisory panel during the presidential transition period.

The advisory board included educators, government officials and business leaders. Florida Lieutenant Governor Frank Brogan was also named to the task force. Bush's nominee for education secretary, Houston Superintendent of Schools Roderick Paige, received Senate approval.

"I am honored that President Bush placed his trust in me, and I look forward to contributing to the dialogue regarding



education in our country today," said Maidique.

This was not Maidique's first appointment to a presidential panel. In 1989, former President George H.W. Bush appointed Maidique to the President's Educational Policy Advisory Committee.

Other members of the education advisory panel included Lamar Alexander, a former Tennessee governor and U.S. education secretary; John Chambers, president and CEO of Cisco Systems; Floyd Flake, a New York former congressman and senior pastor of the Allen African Methodist Episcopal Church in Queens; Lisa Graham Keegan, Arizona's superintendent of public instruction; John McKernan, former Maine governor; Hugo Price, president of the National Urban League; Mark Yudof, president of the University of Minnesota; and Ed Rust Jr., chairman of the State Farm Insurance Companies.

University receives SACS reaccreditation for 10 years PROCESS TO SERVE AS SPRINGBOARD FOR NEW STRATEGIC PLAN

The Commission on Colleges of the Southern Association of Colleges and Schools (SACS) reaffirmed Florida International University's accreditation for another 10 years at its annual meeting in Atlanta last October.

SACS based its judgment for reaffirmation on the University's self-study report and the action plans that addressed the visiting committee's recommendations and suggestions.

In February 2000, at the conclusion of its three-day visit, the SACS reaccreditation committee informally reported that the University passed in all areas of eligibility but made 23 recommendations and 23 suggestions. Last July, the University submitted its response and action plans for addressing the recommendations.

"I am very pleased to announce that capping our most

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recent achievements, Research I and Phi Beta Kappa, the Commission on Colleges of the Southern Association of Colleges and Schools has reaffirmed Florida International University's accreditation for another 10 years," said FIU President Modesto A. Maidique. "Once again, the FIU family has demonstrated its resolve and teamwork by accomplishing the reaffirmation objective. FIU is to be commended for this accomplishment. However, we cannot become complacent — we must seize this opportunity to develop a millennium strategic plan for the first decade of the century that will guide FIU to further greatness."

The University is using the findings of the reaffirmation self-study, the SACS recommendations and suggestions, and the site visit follow-up action plan to serve as a catalyst to advance its efforts on quality, effectiveness and engagement, and as the foundation for the implementation of the Millennium Strategic Planning process.

The process is being led by the Strategic Planning Council, a universitywide group under the leadership of Provost Mark B. Rosenberg, Vice Provost Dan Coleman and Professor Ralph Lewis that is responsible for implementing and guiding the overall strategic planning effort. The council is responsible for:

- providing core leadership for the strategic planning effort;
- communicating the importance of the strategic planning effort to the University community;
- reviewing and synthesizing the results obtained from strategic planning efforts; and
- making recommendations to the Executive Committee concerning the values, vision, mission, goals, themes and management philosophies for the coming decade.

A subcommittee is identifying and synthesizing core University values and groups of scanning teams are assessing conditions in the external environment likely to impact the future success of the University.

President Maidique conducted a series of meetings with faculty and staff as part of the strategic planning process. The meetings, which included all units throughout the institution, were designed to collect information about issues facing the University and to inform faculty/staff about the process. A series of meetings were also held with students and alumni.

The Strategic Planning Council will review and make recommendations to the Executive Committee concerning core university values and identify critical factors (opportunities and threats) facing the University.

FIU-LED COALITION LANDS \$4 MILLION CDC GRANT FOR HIV PREVENTION

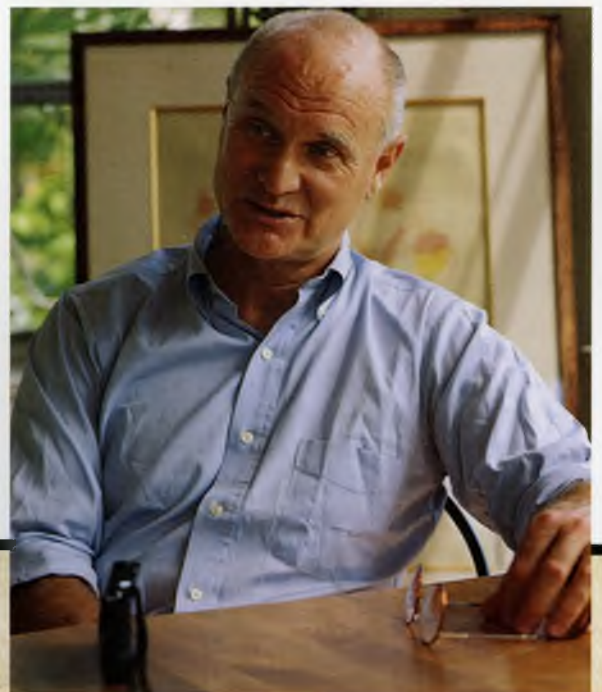
FIU Public Health faculty and a coalition of Broward County community members and organizations will implement a \$4 million project over the next four years to help prevent HIV infection among racial and ethnic minorities in Broward County.

Professor William Darrow, principal investigator of the project, H. Virginia McCoy, chair of the department, and Associate Professor Robert Stempel, were instrumental in obtaining a planning grant last year from the federal Centers for Disease Control and Prevention (CDC). The Broward Coalition for Eliminating Disparities in HIV Disease spent their first year examining the problem of AIDS in African-American, Caribbean-American and Hispanic populations. Broward-based community service organizations that contributed to the planning effort included Hispanic Unity of Florida, Inc., Minority Development & Empowerment, Inc.-Haitian Community Center, Minority Institute of Health, and Think Life, Inc.

The coalition drafted a four-year community action plan to promote the importance of AIDS education and primary prevention. The new CDC funding will allow that action plan to be implemented, said Darrow. The multi-level plan will work not only with residents directly, but also with shopkeepers, service providers, and civic, religious and political leaders to create a community environment that can support and sustain behavior change. A persistent community outreach program with peer educators will be augmented by culturally responsive health education events, and by targeted communications that tell the human story of HIV disease and its prevention.

"The goal is to prevent minority populations from becoming infected — and if they do become infected, to ensure they have the same access to quality health services as the majority white population," said Darrow,

William Darrow



who is internationally known for his pioneering research on the spread of AIDS. "We do not want to simply target patients living with HIV disease – we want to reach a broader audience so that highly impacted communities can mobilize to develop, implement and sustain their own programs to stop the spread of the AIDS virus."

The project is part of a CDC initiative known as Racial and Ethnic Approaches to Community Health (REACH) 2010. CDC expects to distribute \$76 million to 24 community coalitions around the country for efforts over the next four years. FIU is the only Florida organization to receive an implementation grant.

CENTER FOR LEADERSHIP DEVELOPMENT AND CIVIC RESPONSIBILITY

In response to the ever-increasing need to support students' curricular development, the Center for Leadership Development and Civic Responsibility was formed, with the support of both the Division of Student Affairs and the Student Government Association.

The center supports and enhances FIU's commitment to the education of the whole person. Its mission is to provide students with developmental and experiential learning opportunities, which foster leadership grounded in values and moral purpose.

In collaboration with FIU faculty, staff, students and the Miami community, the center has designed various opportunities for students to exercise their leadership in a safe and challenging environment.

The "Academy of Leaders," a leadership certification series, offers students an opportunity to evaluate their leadership skills while focusing on diversity, organizational development, personal empowerment and civic responsibility.

To complement students' academic transcripts, the center has designed a co-curricular transcript to be known as the "Student Involvement and Development Transcript." This tool will maintain a record of students' involvement while also tracking the development of their leadership skills.

One of many new living/learning communities now offered in Residential Life is the "Leaders in Residence" program. This program is dedicated to exploring personal leadership styles and values. Through educational programs, mentoring experiences and community service involvement, students will develop valuable lifelong skills. Students taking advantage of this program are jointly accepted into the "Academy of Leaders" and concurrently begin their co-curricular transcripts.

In an effort to address the needs of all FIU students, ENGAGE leadership workshops are offered bi-weekly.

ENGAGE (Empowering the Next Generation to Advance through the Gateway of Education) workshops address leadership topics identified by demonstrated student needs and interest surveys. Topics range from conflict management to personal fiscal management and other relevant leadership topics.

To ensure that students play a major role in the continued growth of the center, a peer group has been included. "Leadership 109: Peer Guides" is a peer educator's troop whose mission is to educate students through theatrical engagement, dialogue and reflection, and activism.

The "ChitChat at Chow: Brown Bag Lunch Series" on civic responsibility offers the FIU community an opportunity to discuss roles and responsibilities as citizens of Miami and the FIU community. The center will develop this program to further include technology with an online "Chat Room" as well as a live radio show on WRGP, FIU's radio station at 88.1 FM.

These programs demonstrate the potential impact the center can have on the leadership development of students. The comprehensive program will be a benchmark in FIU students' experience and positively influence their future impact on the community.

Efforts are already underway to obtain support from various grant-awarding foundations, including Kellogg. Outstanding academic programs at FIU, coupled with the co-curricular support offered by the center, will help optimize the future success of students and the communities in which they live.

NSF GRANT FOR HIGH-TECH EQUIPMENT PUTS FIU IN RARIFIED COMPANY

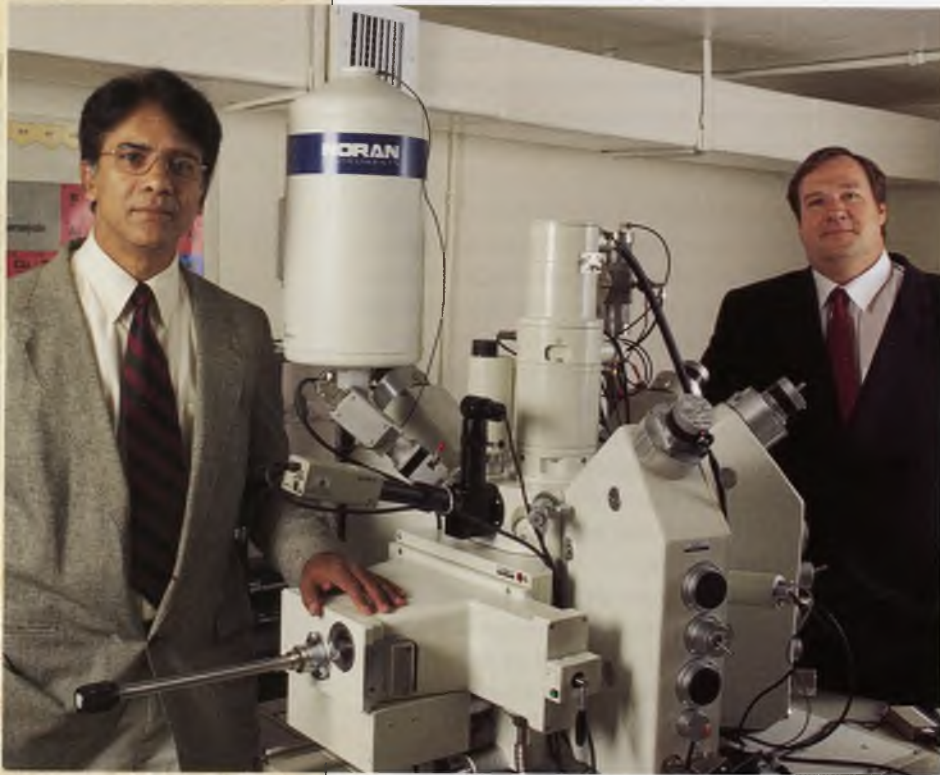
With the help of a major research infrastructure grant from the National Science Foundation (NSF), FIU has purchased two new state-of-the-art instruments expected to bolster the University's research efforts – an electron microprobe and a scanning electron microscope.

"This is like a dream come true," said Gautam Sen, chairperson of FIU's Earth Sciences (formerly Geology) Department and author of the NSF proposal. "If you look at the top 10 universities in the country, only five or six of them have an electron microprobe of the kind we now have."

The previous equipment utilized by FIU was nearly 25 years old and had been purchased second-hand. "Faculty and graduate students from the University of South Florida would travel here and then not be able to do a thing because the electron microprobe was being finicky," said Sen, who has been at FIU since 1984. "You can't do effective research that way."

The electron microprobe is used for chemical analysis of solid matters, while the scanning electron microscope

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Gautam Sen and Thomas Beasley display FIU's new electron microprobe.

is for high-resolution images. Sen said the equipment is the cornerstone of the newly created Florida Center for Analytical Electron Microscopy.

Aware that the purchase of such sensitive, state-of-the-art equipment can be cost prohibitive (the bargain price negotiated for the new equipment was \$864,000, plus the "trade in" of FIU's two-year-old scanning electron microscope), Sen wrote a proposal with input from colleagues from Florida State University, University of Florida, University of Miami/Rosenstiel School of Marine & Atmospheric Science and University of South Florida.

Sen's proposal was one of two from FIU to be submitted to NSF last year for consideration of a major research infrastructure grant. According to Sen, NSF awards only a few grants of this type (one per university) per year.

NSF liked Sen's proposal and awarded FIU \$564,000 toward the purchase of a new electron microprobe. FIU provided matching funds for the additional \$300,000.

"The NSF is looking at our situation as a test case," said Sen. Why? Because the other four Florida universities with which Sen collaborates can access the high tech equipment via Abilene Internet2, the high-speed network which allows faculty and students to collaborate with other universities and organizations also connected to Internet2.

"This is really the ultimate use of Internet2," said Sen. "If this works, there's nothing to stop us from expanding

beyond Florida to a national and international stage. With FIU serving as the hub for other Florida universities, it really puts us in the spotlight. These two pieces of equipment should keep us on the cutting edge for the next 10 years."

STUDY GIVES JUDGES LOW GRADE AT ANALYZING SCIENTIFIC TESTIMONY

Eighty-seven percent of Florida circuit court judges responding to a recent FIU survey were unable to identify valid scientific testimony for admission in court.

"Our study was designed to determine whether the quality of the research presented influences judges' decisions to admit expert evidence," said Margaret Bull Kovera, assistant professor of Psychology. "We found that judges do not distinguish between valid psychological research and junk science."

In order to examine whether the quality of a scientific study influences a judge's evaluation, Kovera sent out 395 surveys to Florida circuit court judges; 144 responded.

Kovera explained that although the study was conducted based on psychological data, the skills that judges would need to identify flaws would be the same needed to evaluate other kinds of scientific evidence such as medical or forensics research.

One group of judges received descriptions of valid study surveys; another group received surveys containing flaws.

The valid survey contained a description of a case in which a plaintiff claimed that sexually suggestive photos in her workplace caused her to be sexually harassed by her male co-workers. The case contained a description of expert testimony that the plaintiff wanted to introduce in trial. In the testimony, a psychologist would describe a study she had conducted to show how exposure to sexual materials leads to sexual harassment. In that study, data had been accurately collected.

Three invalid surveys containing the same case study but with flawed scientific procedures were sent to another group of judges. One study was missing a control group. Another study was tainted with a biased experimenter. The third study contained a confound, which means a variable differed between the two studies, making it impossible to determine what caused the men's behavior.

"The findings suggest that legal education on the scientific method does not seem to help judges differentiate between valid and flawed research," says Kovera. "One recommendation is for judges to consult with a court-appointed expert to assist them with scientific testimony."

A thorough description of the study and its findings was published in the *Journal of Applied Psychology*.

LACC AWARDED TITLE VI NATIONAL RESOURCE CENTER GRANT

For the sixth time in 20 years, the Florida Consortium in Latin American Studies (FC/LAS), a partnership between the Latin American and Caribbean Center (LACC) at FIU and the Center for Latin American Studies (CLAS) at the University of Florida, has been awarded a Title VI National Resource Center Grant by the U.S. Department of Education.

FIU's Latin American and Caribbean program draws on 183 affiliated faculty in a broad range of disciplines ranging from the humanities and social sciences to business and the natural sciences. In total, FIU offers more than 300 courses related to Latin American and Caribbean studies.

"The renewal of our Title VI grant is a recognition of FIU and UF's continuing commitment to area studies and the strength of our programs," said LACC Director Eduardo A. Gamarra. "This strength can be seen in the growth of LACC's master's degree program, which has more than 50 students in only its fifth year. LACC has also expanded the range of certificate programs it offers to students majoring in other departments."

In conjunction with the Title VI grant, FC/LAS was also awarded prestigious Foreign Language and Area Studies (FLAS) fellowships. LACC offers four FLAS fellowships per year to graduate students.

Both the Title VI grants and the fellowships are for a three-year period, with respective annual funding of \$170,000 and \$75,000 per year.

Title VI grants are provided to institutions of higher education to establish, strengthen and operate graduate and undergraduate language and area studies centers. The centers are expected to serve as national resources in such areas as: teaching of foreign languages; instruction in fields needed to provide full understanding of areas, regions or countries in which the language is commonly used; research and training in area/international studies; instruction and research on issues in world affairs; specialized library collections; and employment of scholars engaged in training and research which relates to the subject area of the center.

FIU RESEARCHER HELPS SELECT NOBEL WINNERS

Every year, scientists and lay people around the world wait with baited breath to learn who will win the world's most prestigious awards for intellectual achievement.

Scientists and lay people with the exception, that is, of those on the Nobel Committee and members of the academy who vote on the Nobel Committee's choices.

FIU's Surendra K. Saxena, professor of Geology and director of the Center for the Study of Matter at Extreme Conditions established last year, is among those honored few.

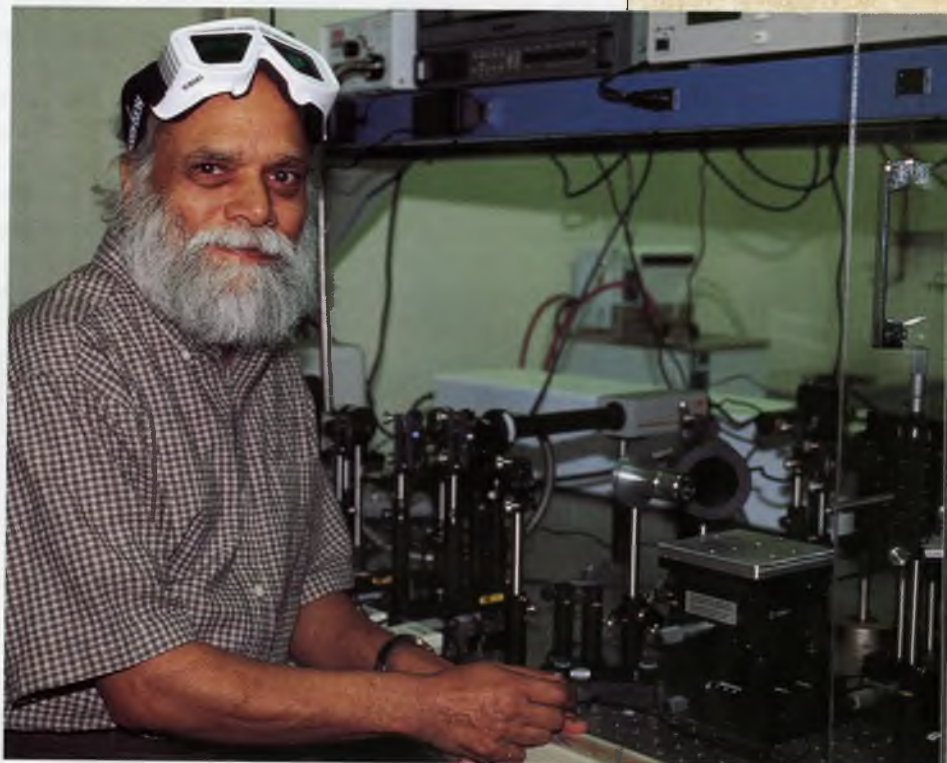
The distinguished professor of physical sciences is one of about 300 members of the Royal Swedish Academy of Sciences, the elite group that votes on the Nobel Committee's recommendations for each year's prizes. Saxena has been a member for the past five years, officially nominating individuals for Nobels, voting on the Academy's annual choices and participating in the considerable ceremony that accompanies the awards.

"I feel kind of privileged to be dining with the king and queen at the Academy's functions each year," said Saxena, with a self-deprecating laugh.

But Saxena's lifetime of scientific achievement is no laughing matter. A 1967 doctoral graduate of Sweden's University of Uppsala, one of the world's oldest and most revered institutions of higher learning, Saxena joined NASA's Goddard Space Flight Center two years later as part of the planetology section. The young mineralogist's assignment: to study the physics and chemistry of moon rocks and other lunar material.

"It was a very exciting time," he said. "We didn't make any startling discoveries. It was more the very fact that one could go out in space, land on another hard rock and study it. The missions freed humans from earth's gravity. We could defy it for the first time."

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Surendra K. Saxena

Following three years at NASA, he spent the next 20 at the City University of New York as a professor at the Brooklyn Campus and in the Graduate Center before returning to Uppsala. The focus of his research in both New York and Sweden was the study of how solids, melts and fluids react to a range of pressures and temperatures. One of his many laboratory accomplishments: Creating enormous pressures and temperatures equivalent to those in the Earth's core and discovering new forms of iron under such conditions.

Two colleagues at Uppsala — mineralogist Hans Annersten and geophysicist L.B. Pederesen — recognized the importance of his work and successfully nominated him to become an Academy member.

His induction was no easy feat: New members must be confirmed by the entire Academy. And non-Swedish members, such as Saxena, comprise a relatively small minority of members.

"It was quite an honor, as this is one of the most well-known scientific organizations in the world," he said.

Five years later, he was recruited to join FIU. Saxena has spent the better part of the past year creating the new center and overseeing its exacting instrumentation setup. One of the routine capabilities of his laboratory hardware is the ability to transform graphite to diamonds, he said.

The lab has consumed so much of his time, however, that he declined to take part in last year's Nobel votes. However, he's already been invited to nominate potential recipients for the 2001 prizes.

"I certainly expect to continue my participation in the Academy's activities," he said.

NEA GRANT TO SUPPORT STUDY OF NEW DEAL BUILDING PROJECTS

Using a National Endowment for the Arts (NEA) grant as seed money, a faculty team is undertaking a three-year study of the political, environmental and artistic impact of public building projects — ranging from the Orange Bowl and the Key West Highway to the Liberty Square Housing Project — on South Florida communities.

John A. Stuart, director of the Graduate




Program in Architecture and associate professor of Architecture, and John F. Stack Jr., director of the Jack D. Gordon Institute for Public Policy and Citizenship Studies and professor of Political Science, along with Ted Baker, associate professor of Landscape Architecture, Marianne Lamonaca, curator, The Wolfsonian-FIU and Mary Woods, associate professor of Architectural History, Cornell University, received a coveted \$20,000 grant in design heritage from the NEA.

Baker will examine divergent issues of ecology and design in Matheson Hammock and Greynolds Park. Lamonaca will analyze patronage and message behind WPA murals in public buildings. Woods will explore the black and white and color photographs of New Deal artists for their depictions of tourism juxtaposed to the harsh realities of agribusiness and migrant labor.

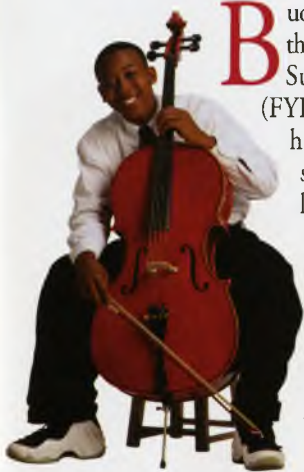
Since the project's launch, Woods has received additional support in the form of a Cornell University Faculty Grant from the College of Art, Architecture, and Planning through the Dean's Venture Capital Fund. She has also offered a spring 2001 semester seminar on the New Deal in Miami as part of her fellowship with the Cornell University Society for the Humanities. In addition, during fall 2000, John Stuart taught an honors seminar at FIU entitled, "Building Culture: Architecture, Politics, and Race in New Deal South Florida" through the Student Honors Mentor Program in the Jack D. Gordon Institute for Public Policy and Citizenship Studies. Both courses have been very successful and benefited greatly from the collaborative nature of the materials.

As a reappraisal of the New Deal, the project will examine how various local political organizations called upon federal assistance to construct their particular vision of the future. The results of these interventions permanently changed the local landscape.

The University Press of Florida has made a commitment to publish the results of the study in an anthology of essays to be co-edited by Stack and Stuart. 

FYRST things first

Living and learning communities enhance FIU experience



Buoyed by the success of the First Year Residents Succeeding Together (FYRST) Program, FIU has expanded the scope of its living and learning communities.

“Living and learning concepts have been around institutions for a while now at residential colleges,” said Gisela Vega, assistant director of Residential

Life. “We started our first living and learning community about five years ago, and we’ve added four more since that time.”

Five years ago, FIU launched the FYRST Program, an initiative in which first-year students take part in a residential program designed to assist freshmen in achieving a smooth transition from high school to college.

“The staff is attuned to their needs, both academically and socially,” said Vega. “It’s a community based on their needs.”

The program began with approximately 35 residents. This year, the program has expanded to include more than 100 students at University Park and approximately 20 students at Biscayne Bay Campus, which is offering the program for the first time this year.

“Living/learning initiatives are really community-based education within the residence halls,” said Vega. “What we try to do is provide opportunities for residents to interact with other individuals in their program or with individuals who share similar interests.

“That’s important

because the residents who are in these programs together have a connection with one another,” continued Vega. “We’ve also opened options to have classes for these communities taught in the building, so obviously that brings benefits along with it as well. It creates an atmosphere more conducive to learning where students can interact in the classroom with faculty and peers whom they also know outside of the classroom.”

FIU currently has five living and learning programs: the FYRST Program; the Honors Community, which is called Honors Place; the Leaders-in-Residence Program, a new collaborative effort with the Center for Leadership Development and Civic Responsibility; the Music Community, a collaborative effort with the School of Music; and the new Wellness Community at Biscayne Bay Campus, a collaborative effort with FIU’s Health Care and Wellness Center.

“Feedback from our Leaders-in-Residence Program has been extremely positive – students enjoy being a part of a special community,” said Vega. “And we’ve noticed that many of our FYRST students tend to take leadership roles within the University once they leave FYRST.” Former Student Government Association President Patrice Scipio is a former FYRST resident and FYRST mentor, a complementary component to the program.

In addition to

providing opportunities for residents to interact with individuals of similar interests, the programs are designed to bring academics back into the residence halls.


“We firmly believe that

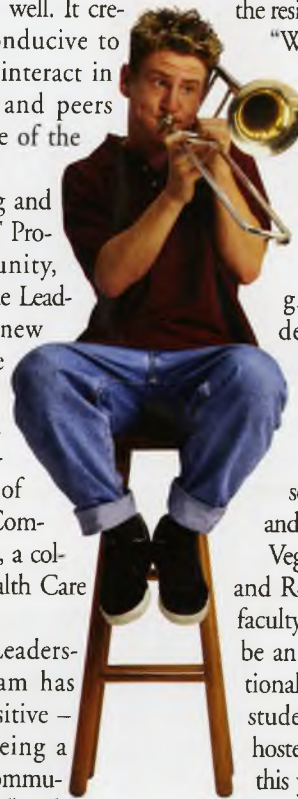
education doesn’t stop in the classroom, and within these residential halls there’s so much education that goes on,” said Vega.

“We believe that by working with the faculty, whether it’s through the music program or honors program or other programs that we develop in the future, it will help our students be more well-rounded individuals. And it gives students the opportunity to interact with faculty outside the classroom setting. That’s why we call them living and learning communities.”

Vega said the Department of Housing and Residential Life hopes to develop a faculty associates program, which would be an “official” way of facilitating additional involvement between faculty and students. To that end, the department hosted a luncheon for 50 faculty earlier this year who were identified by the students as “being extremely helpful and open to their concerns in the classroom.”

“This was our way of recognizing them and letting them know we appreciate the time spent with our residents,” said Vega.

“These types of living/learning communities are not new – in fact, many institutions throughout the country have begun to establish these types of programs – but they are new to FIU,” explained Vega. “There’s a strong push to help develop a community at FIU, and by bringing academics and learning initiatives in our residences together, we’re taking a step in the right direction.” 



AN INVESTMENT TO BUILD

The Campaign for

\$200,000,000

FIVE YEARS AFTER PUBLICLY LAUNCHING ITS FIU'S MAJOR CAPITAL CAMPAIGN – *The Campaign for FIU* – UNIVERSITY LEADERS ANNOUNCED IN FEBRUARY THAT THEY HAD EXCEEDED ITS \$200 MILLION GOAL. THE GOOD NEWS MIGHT HAVE EASILY BEEN LOST AMONG ALL OF FIU'S BANNER HEADLINES OF THE PAST YEAR. WITH THE AUTHORIZATION OF A LAW SCHOOL, THE UPGRADING OF FIU'S RANKING AS A TOP RESEARCH UNIVERSITY, THE AWARDING OF A PHI BETA KAPPA HONORS SOCIETY CHAPTER, THE GROWTH IN SPONSORED RESEARCH FUNDING, AND THE APPROVAL OF A FOOTBALL PROGRAM, SUCCESS ON THE FUND-RAISING FRONT PRACTICALLY SEEMED A FOREGONE CONCLUSION.



A WORLD-CLASS UNIVERSITY

FIU exceeds goal

200,000,000

ACTUALLY ACHIEVING THE CAMPAIGN MILESTONE, HOWEVER, REQUIRED YEARS OF HARD WORK AND UNFLAGGING COMMITMENT BY A GREAT NUMBER OF PEOPLE – NOT TO MENTION HUNDREDS OF GENEROUS DONORS WILLING TO SAY “YES.”

How *The Campaign for FIU* REACHED ITS LOFTY TARGET NEARLY TWO YEARS AHEAD OF SCHEDULE IS FURTHER EVIDENCE OF THE DEDICATION AND SCRAPPINESS OF A 29-YEAR-OLD UNIVERSITY THAT MANY CONSIDER A PRODIGY. COLLECTING MORE THAN \$200 MILLION CLEARLY MARKS FIU’S MATURATION INTO A FINANCIALLY SECURE INSTITUTION WITH A STRONG FUTURE. *continued on page 12*

FIU University



Building a World-Class University

Like all universities, FIU undertook the daunting task of raising millions of dollars in private funds as security against tomorrow. By late 1993, when initial research and planning for *The Campaign for FIU* began, state funding per student for the University's operating budget, adjusted for inflation, had declined by more than 40 percent compared to just 10 years earlier.

"How do you improve academically if your budgets are being slashed?" asks FIU President Modesto A. Maidique. "Students and faculty deserve certain standards. It's hard to encourage excellence within tightening fiscal constraints."

That fact alone proved reason enough to begin beating the bushes for extra support. Couple the decrease in public monies with FIU's aspiration to greatness, and the need for an all-out drive grew even clearer.



Modesto A. Maidique

"We simply would not be where we are today without the help of many farsighted donors," Maidique says. "We have bold intentions. We want to have a top business school, a top law school, programs of distinction in biology, creative writing, hospitality management, to name just a few. Building a world-class university requires money."

Among the fund-raising areas that would be targeted: increasing the university's number of eminent scholars chairs, prestigious faculty appointments that make it possible to hire top researchers; boosting the number of private scholarships, thus helping outstanding but financially needy students complete their education in a timely fashion; and enhancing existing or building new campus facilities.

Starting Small

In preparing for the Campaign for FIU, the development staff within the Division of University Advancement and Marketing worked to determine a challenging but realistic goal. Back in 1990 they had closed out the Cornerstone Campaign, which initially sought \$10 million and finally netted nearly \$17 million.

With those numbers in mind, the staff, guided by the FIU Foundation Board of Trustees, decided to go for \$50 million, a total they quickly increased to \$65 million following a few early successes.

"Although that figure never seemed low, we did start off somewhat conservatively," agrees Dale C. Webb, the division's current vice president who served as associate vice president at the time. "Back then, however, we were a much smaller university in so many ways. We were, as we still are, one of many fine institutions in South Florida



Dale C. Webb

MITCHELL WOLFSON JR.

World collector donates his 'autobiography'

It's only in the last few years that Mitchell "Micky" Wolfson Jr. has come to understand fully the genesis of his prodigious collecting.

Wolfson has always been interested in decorative and propaganda arts. He also acknowledged that his education (a bachelor's in European Civilization from Princeton University and a master's from Johns Hopkins School of Advanced International Studies) and experiences as a diplomat played a role in the development of his interest; nevertheless, he knew there was more to it than that.

"I realize now that I was acquiring my collection with the idea that it would one day be available for public viewing," said Wolfson, son of Wometco Enterprises co-founder Colonel Mitchell Wolfson Sr. and his wife Frances, who was a philanthropist. "I know that now because what I was creating, really, was an autobiography. All men and women, I think, want to write their autobiography and that's what I was doing through my collection. I was born in 1939, so I wasn't collecting 'history' when I started."

In 1997, Wolfson donated to FIU his 100,000-piece collection and

The Wolfsonian museum (renamed The Wolfsonian-FIU) in Miami Beach's Art Deco district, estimated to be collectively worth approximately \$75 million. The donation remains the largest philanthropic gift in the history of FIU and the State University System of Florida and one of the largest philanthropic gifts in the United States.



Through its exhibitions and public programs, The Wolfsonian-FIU investigates the ways in which design shapes and reflects human experience. Its collection, which is divided linguistically rather than by nation states (Dutch, English, German, Italian and Japanese languages), provides rich evidence of the cultural, political and technological changes that swept the world in the century preceding World War II.

Wolfson, who said he's "fairly democratic" when it comes to the collection and doesn't have a favorite piece, has enjoyed his affiliation with FIU and remains actively involved in the museum's activities.

"Rather than writing a check and being done with it, I exchanged one value for another," said Wolfson. "I think the exchange rate has been advantageous to me as well as to FIU."

– universities and others – seeking partnerships with the corporate community and individual philanthropists. FIU was just coming into its own, and we could not possibly have gauged how support would grow exponentially over the course of just a few years. And don't forget that the destruction wrought by Hurricane Andrew still commanded a fair amount of South Florida's attention and resources."

Ironically, one of the campaign's first major gifts came from the We Will Rebuild Foundation, the group charged with leading the recovery effort following the disaster of August 1992. The \$1 million donation – to which the state added another \$750,000 as part of the matching grants program – made possible the We Will Rebuild Eminent Scholars Chair in FIU's International Hurricane Center and earmarked additional funds for a program endowment.

"Maybe that should have served as a sign," Webb says now. "The community survived a

horrible situation, and progress was evident everywhere. To cap it off, from the ruins grew an important research opportunity at FIU. Certainly everything suggested that the University, like South Florida itself, was moving forward in a positive way."

Gaining Momentum

Even as they continued to pour aid into local recovery efforts, potential donors increasingly began to recognize the need for a comprehensive, well-funded public university. Many, like South Florida-based Ryder System, Inc., understood that FIU could serve as an important source of personnel and a place to which existing employees could return for further education. Business leaders began to take note of the University's expanding graduate programs and its repeat appearances as one of the nation's finest regional universities in *U.S. News & World Report's* annual survey of "America's Best Colleges."

"They looked at what we were doing," says Maidique, who from the first days of his administration in 1986 had vowed to turn FIU into a respected research institution. "We captured the imaginations of the captains of industry and others. People took notice, and they liked what they saw. They wanted to play a part in making it happen."

Ryder took the lead by pledging a remarkable \$2.04 million early in the campaign to create four eminent scholars chairs within the Ryder Center for Logistics in the College of Business Administration. That gift established an endowment, a pool of investment money whose principal would produce the interest income to support a particular need in perpetuity. Such endowment gifts, provided they meet requirements, bring additional monies to the University through the state's matching grant program. In Ryder's case, the program doubled the value of their gift to a hefty \$4.08 million, and that in turn served as an incentive for other

JEAN-CLAUDE GARCIA-ZAMOR

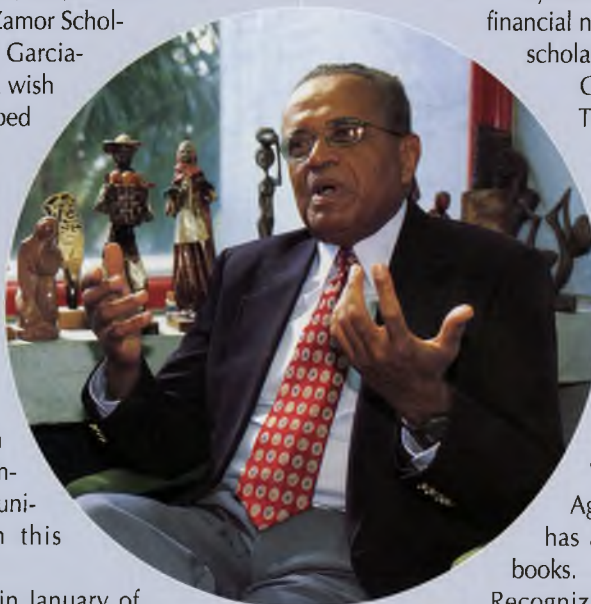
FIU professor funds minority scholarship endowment

Last December, FIU Professor of Public Administration Jean-Claude Garcia-Zamor made a gift to the University that, together with matching funds from the state of Florida, totals \$300,000 for the establishment of the Jean-Claude Garcia-Zamor Scholarship Fund for Haitian-Americans. For Garcia-Zamor, creating the endowment fulfilled a wish to give back to the community that helped nurture his development.

"I was born in Haiti and didn't leave until I was 20 years old," said Garcia-Zamor, who earned a bachelor's in political science and master's of public administration from the University of Puerto Rico, and a master's in Latin American history and doctorate in public administration from New York University. "I thought a good way to reach people within the Haitian-American community and leave a legacy – to the community and to Haiti – was to establish this endowment."

When Garcia-Zamor arrived at FIU in January of 1990, he was struck by the paucity of Haitian students in his classes, which he said stems largely from a lack of financial resources.

"For several reasons, Haitian-Americans tend to be not as aware of scholarship opportunities as other minorities," explained Garcia-Zamor. Any student of Haitian ancestry who demonstrates financial need can apply for one of the newly created scholarships.



Garcia-Zamor taught at the University of Texas at Austin, Howard University and had a two-year visiting professorship at the Brazilian School of Public Administration in Rio de Janeiro prior to arriving at FIU. In addition, he was the elected controller of the board of directors of the Inter-American Development Bank in the late '70s. Garcia-Zamor also worked as a senior specialist in public administration at the Organization of American States and consulted for the World Bank, United Nations and U.S. Agency for International Development. He has also authored, edited or co-edited eight books.

Recognizing "this is something that the Haitian-American community needs very badly," Garcia-Zamor said he will continue to raise monies for the scholarship fund.

AN INVESTMENT TO BUILD



Herbert and Nicole Wertheim Performing Arts Center



Roz and Cal Kovens Conference Center



The Wolfsonian-FIU

donors to come aboard. (A separate program provides matching grants for capital building projects.) In short order, Knight Ridder made a similar commitment to establish the Knight Ridder Center for Excellence in Management, also in the College of Business Administration. Eventually, the College of Education would garner a contribution of the same magnitude from the John S. and James L. Knight Foundation to create the Center for Urban Education and Innovation. The campaign was on its way.

Soon thereafter, several individuals would make grand gestures, and the face of the campus began to change. Herbert and Nicole Wertheim donated \$1 million – which, when combined with a state matching grant, became \$2 million – to furnish and complete the performing arts center that bears their name on the University Park campus. Roz Kovens dedicated half of her campaign gift to furnish and complete the conference center on the Biscayne Bay Campus named for her and her late husband, Cal.

Then arrived the kind of gift from which legend springs. In 1997, Micky Wolfson donated to FIU his rare decorative arts collection and the Miami Beach museum building in which it is publicly displayed (see accompanying article on page 12). Valued on paper at \$75 million, this record gift – the largest in Florida collegiate history – quickly took the campaign to a new level. Campaign leaders accepted that as a challenge to push the goal to \$200 million and extend the original 1999 deadline to 2002.

WALLACE H. COULTER

Gift engineered for maximum benefit

Wallace H. Coulter was a visionary inventor and pioneer in biomedical engineering who believed that technology held the promise to advance medicine. It was in that spirit that earlier this year The Wallace H. Coulter Foundation made a \$5 million gift to FIU's Biomedical Engineering Institute that was matched by state funds to create a \$10 million endowment. This was the largest grant received from a private foundation in FIU history.

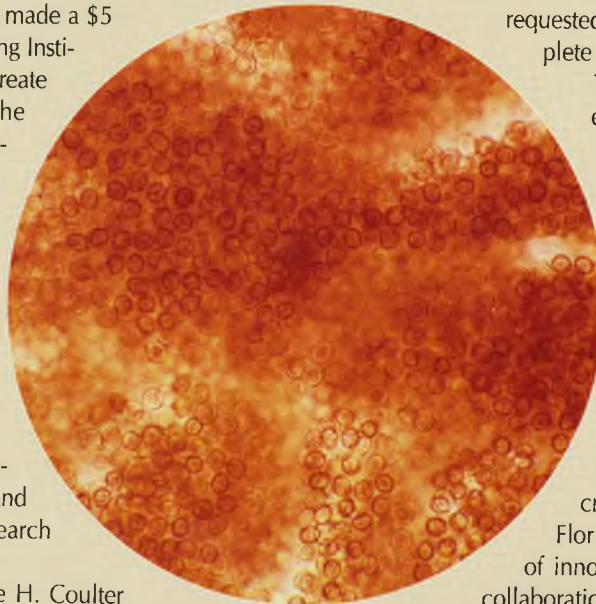
The endowment will support an Eminent Scholars Chair in Biomedical Engineering; a Distinguished Professorship in Bioinstrumentation and Biomeasurement research; fellowships and scholarships to recruit and retain outstanding students; a lecture series that will bring nationally recognized scientists to South Florida; a research competition for young inventors, engineers and scientists; and programs in support of research excellence.

The relationship between The Wallace H. Coulter Foundation and the Biomedical Engineering Institute reflects a continuation of Wallace Coulter's own contributions to the field.

His invention, the Coulter Principle, not only revolutionized health care but also had a significant impact on industry. The Coulter Counter is used to perform medicine's most often requested and informative diagnostic test, the complete blood count or CBC.

Together with his brother Joe, Coulter established Coulter Corporation, one of the largest employers in South Florida and the world leader in automated cell analysis technology.

"The rapid progress of technology is yielding great advances in medical research, making biotechnology one of the fastest-growing industries and creating a great interest in and demand for the degree," reflected Gordon Hopkins, dean of the College of Engineering. "The Biomedical Engineering Institute has created a very important program for South Florida. It has the potential to ignite the spirit of innovation in our community and strengthen collaboration between engineers, industry and physicians. We believe that the program and its values will be a lasting tribute to Wallace Coulter's incredible legacy."



A WORLD-CLASS UNIVERSITY



The Art Museum at FIU



Steven and Dorothea Green Library



Southern Wine & Spirits Beverage Management Center

“We had the best possible problem,” recalls Paul D. Gallagher, the vice president overseeing fund raising at the time. “We had succeeded beyond our wildest dreams, and now we had to up the bar.”

Finishing Solid

Going the extra distance ensured that FIU would have a lot to show in the end. What had started as a \$50 million campaign had grown to four times that size and brought new

opportunities that would have a positive impact on all of South Florida.

“We don’t look at the number \$200 million when we celebrate,” Webb says. “We look at the tangible changes we’ve helped bring about through the generosity of many wonderful benefactors.”

In addition to the goal of enhancing campus facilities, the campaign met its two other component targets handily. It funded 20 new eminent scholars chairs and successfully

solicited nearly \$18 million in contributions and matching grants for new scholarships and graduate fellowships. A review of just a handful of the diverse contributions received during the campaign makes clear its wide reach and deep impact.

The Art Museum at FIU saw its fortunes grow. Steven and Dorothea Green contributed \$2 million toward an endowment that makes possible public lectures and educational programming. The value of that gift doubled to

FLORIDA ROCK AND SAND

RMC affords new opportunities through rock-solid donation

In a move that will open up a new area of research and exploration for FIU, RMC South Florida Incorporated, a leading supplier of building materials, has agreed to donate \$600,000 to the University over a period of five years and nearly 2,000 acres of land at the edge of the Everglades and Biscayne Bay.

Florida Rock and Sand (FRS), a subsidiary of RMC South Florida Incorporated, was using the land for its rock mining business. The permit issued to FRS by the Florida Department of Environmental Protection (DEP), requires that the property be mitigated and donated to a third party or to the South Florida Water Management District.

“I would love to say philanthropy was the motivation behind our donation, but the truth of the matter is that we were required to donate the land. Having said that, I can say that we viewed the situation as an opportunity to create some synergies between our business and the University,” said Richard Buckelew, president of RMC South Florida Incorporated. “In our discussions with FIU, we found Doctor [Ronald] Jones to be a forward

thinker. Our agreement with the University allows us to help students as well as do the right thing.”

Jones, director of FIU’s Southeast Environmental Research Center, envisions using the donation to create a program in restoration ecology/science, with the property becoming a “living laboratory” for students. Departments such as Environmental Engineering, Biology, Chemistry and Environmental Studies have expressed their desire to be involved in the initiative.

“This presents a real opportunity for our students to gain practical experience and for us to help the company at the same time,” said Jones. “This is a key piece of land that will be restored to the Everglades system. Our mission is to ensure that the restoration of this land is done right the first time.”

The program will be training a new type of professional, and one sorely needed by the industry, according to Jones and Buckelew.

“The whole industry needs people who know how to mitigate,” said Jones. “This program should be great for us and the industry.”



AN INVESTMENT TO BUILD

\$4 million when combined with a state matching grant. The effort to construct a signature building in which to display the museum's growing collection has netted more than \$9 million in contributions and matching grants from Patricia and Phillip Frost, for whom the building will be named, and others, including B. Landon Carlin, Carol Weldon, Betty and the late Charles Perry, Francien and the late Lee Ruwitch, Alfred and Teresa Estrada, and Howard and Gloria Scharlin, to name a few.

SOURCES OF GIFTS

Gifts above \$15,000	
• Individuals	\$106,003,994
• Corporations	46,741,323
• Foundations	37,398,084
• Organizations	2,824,540
Subtotal	\$192,967,941
Gifts below \$15,000	7,125,520
Total gifts booked	\$200,093,461

The Department of Religious Studies in the College of Arts and Sciences experienced a phenomenal growth in support. A 1999 gift from FIU alumna Mary Lou Pfeiffer of \$150,000 – which grew to a value of \$225,000 when combined with a state matching grant – helped start a new program in Native American religions. A gift in January from the non-profit group Yovel, Inc. of \$600,000 – which will grow to a value of more than \$1 million when combined with a state matching grant – will start a new program in Sephardic/Oriental Jewish studies.

The FIU Libraries endowment, which makes possible the purchase of new books,

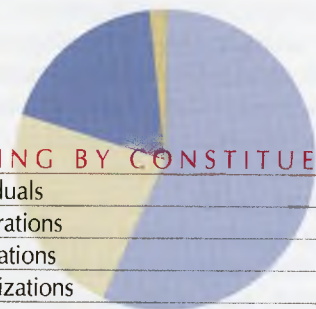
journals and electronic resources, took a giant leap forward, growing to more than \$650,000. A campaign by the Faculty Senate resulted in hundreds of multiyear pledges from FIU faculty, and dozens of additional gifts came as a result of mini-campaigns among the FIU Council of 100 and the Board of Directors of the FIU Alumni Association. In addition, the multimillion-dollar gifts from the Greens and Dr. Sanford and Dolores Ziff included portions for library endowments.

TYPES OF GIFTS

Gifts-in-kind	\$108,179,057
Cash	97,524,404
Endowment	60,301,283
Capital	11,423,082

GIVING BY CONSTITUENT

Individuals	56%
Corporations	24%
Foundations	19%
Organizations	1%



COLLEGE OF BUSINESS ADMINISTRATION Union Planters Scholarship

Planting the seeds of success

Jeanny Collazo, recipient of the Union Planters Scholarship in the College of Business Administration, is well on his way to achieving the American Dream. Born in Cuba, Collazo came to the United States as a 10-year-old boy with his parents and older brother in 1991. Collazo, an FIU junior, excelled in his adopted homeland, graduating from Hialeah High School with a 3.7 grade point average.

After high school, Collazo earned an associate's degree from Miami-Dade Community College. The Union Planters Scholarship has given him the freedom to continue his education without the stress of financial concerns.

"Thanks to this scholarship, I've been able to concentrate on my education," said Collazo, who earned a 3.5 last semester. "If I didn't have the scholarship, I'd definitely have to work." He is also the recipient of a Gates Millennium Scholarship.

A student of Management Information Systems (MIS), Collazo hopes to obtain a job as a database administrator upon graduation from FIU, eventually becoming the chief information officer of a Fortune 500 company. Collazo is impressed by FIU's campus and his education thus far. "I've really been pleased with what FIU has to offer," he said. "A friend of mine tried to convince me to transfer to the University of Florida, but I knew FIU was the best choice for me."


Jeanny Collazo

A WORLD-CLASS UNIVERSITY

The School of Hospitality Management flourished with the support of corporate partner Southern Wine & Spirits. The company contributed nearly \$600,000 and worked with the School of Hospitality Management to raise another million to establish an eminent scholars chair within the school, to build the state-of-the-art Southern Wine & Spirits Beverage Management Center on the Biscayne Bay Campus, and to create an endowment in support of beverage management studies.

Disregarding the specifics of the many important gifts FIU has received over the last several years, the campaign's biggest accomplishment may well stand in serving as a testament to vision and commitment.

"Many of these contributions are about our ability to make a difference," Webb says. "Those who daily helped carry the campaign forward – the trustees, the staff, the friends

who worked closely with us – they laid the groundwork for change. Those who answered our call, who gave from their hearts as well as their pockets, seized the opportunities. With their gifts they have touched the University and the community in the most important way. They have given our students and community a future filled with opportunity and the promise of something better." 



MAJOR FACILITIES BUILT OR EXPANDED

- Steven and Dorothea Green Library
- Herbert and Nicole Wertheim Performing Arts Center
- Roz and Cal Kovens Conference Center
- Ryder Business Building
- Sanford and Dolores Ziff and Family Education Building
- Southern Wine and Spirits Beverage Management Center
- Patricia and Phillip Frost Art Museum (to be constructed)
- Paul L. Cejas Architecture Building (to be constructed)

FUNDS RAISED TO ENDOW 20 EMINENT SCHOLARS CHAIRS

HONORS COLLEGE

Young Family Scholarship

Ahead of her time

When Young Family Scholarship recipient and Honors College student Yvette Hernandez began thinking about where to attend college, she found it was an easier decision than expected. An honors graduate of La Salle High School, a private high school in Miami, she knew that most colleges would put out the welcome mat for her, but Hernandez had attended FIU for two summers in high school and liked what she saw.

"I really enjoyed the classes I took both summers," said Hernandez, who is a first-year student with sophomore status. "It was a great experience for me and helped me decide to attend FIU." Another big factor in her decision was her interest in accounting — FIU has one of the top programs in the country. Her immediate plan is to attain a bachelor's degree "as quickly as possible," then go for her master's and, ultimately, a doctorate.

The Young Family Scholarship has been a huge help, according to Hernandez, who lives close by FIU with her parents, brother, grandmother and grandmother's brother. "This scholarship has taken a big load off my mind," said Hernandez. "If I hadn't gotten it, I would have had to start working this semester.

"Now any money I'm able to save I put aside for my graduate education," she said.



Yvette Hernandez

Compassionate activism

Alumna fights for the rights



Marleine Bastien

Ultimately, it is one image from her childhood in Haiti that still burns in her mind, sustaining the fire of compassion. In the morning, families would descend from the mountains and trudge past her house. Exhausted from the miles, they sang as they carried a sick family member on a thin piece of plywood teetering above their heads. She'd watch them pass slowly on their way into town and the local hospital, faint echoes of their song lingering as they disappeared around a bend. Much later at dusk, she'd watch as many of these groups returned, sobbing, dragging the sheet of wood behind them.

Marleine Bastien, a licensed clinical social worker honored last year with the FIU Distinguished Alumni Service Medallion, leans forward in her chair and stares at a spot on the floor. On the wall behind her hangs the banner of *Fanm Ayisyen Nan Miyami, Inc.* (FANM) which translates to Haitian Women of Miami, the organization she founded in 1991. It

depicts a woman wearing a *mouchwa*, a traditional Haitian headdress, struggling to hold a large blue and green globe on her shoulders.

Bastien's brow is tensed, her head slightly cocked, as if she is still hearing the sounds of her childhood in Haiti. After a brief pause, she sits back and smiles broadly.

"I wrote an essay in seventh grade about wanting to be a doctor. My father was a farmer and the only trained nurse in the town of Pont Benoit. He took care of many of those wounded in farming accidents who couldn't get to the hospital. Everyone in my family learned early on how to clean wounds and help out," she says.

Today, FANM advocates for the rights of not only Haitians, but women and refugees of all backgrounds. FANM strives to build strong national coalitions of organizations sharing similar goals. The group led the fight for the passing of the 1998 Haitian Refugee Act, and last year helped coordinate a meeting

of five Latin American and Caribbean countries to discuss immigration policies. Bastien has worked closely with groups such as Mothers of Freedom and Amnesty International; the latter's Miami chapter honored her last year with their annual Human Rights award.

"Refugee rights are human rights," she says. "We believe the United States has a moral responsibility to provide these rights, specifically the right of due process. We advocate for women's rights also because the respect of all basic human rights is imperative for the stability of a society."

Bastien's parents were activists in Haiti: Her father built a school and encouraged older people to learn to read, and her mother ran a "mini-social work center" in their home. These actions were considered subversive by the oppressive Duvalier regime and her father was arrested. He was eventually released but the family was blacklisted, resulting in Bastien being unable to secure a *parenn*, a sponsor, as required for a student pursuing advanced studies. Her dream of becoming a doctor and helping others seemed an impossibility.

Her response echoed the lessons learned in the family home and signaled the tenor of what was to become her mission: she started to speak out. Along with some friends, she went on a local radio station and verbalized her frustration over these injustices. During the next few days, she felt she was being followed and watched. In 1981, she escaped Haiti for the U.S. on a tourist visa.

In Miami, Bastien volunteered at the Haitian Refugee Center and the Haitian-American Community Association of Dade. The attorney handling her legal status hired her to interview Haitian detainees at the Krome Refugee Center and perform assessments in the homes of recently released refugees. What she witnessed shocked her.

"The despair was beyond belief. Families living in crowded, rat-infested apartments, in many cases charged double price and still abused by their landlords. Many would come home and find all their belongings in the

of refugees

by Carlos Maza

street. It was nightmare. And not only there; employers worked them in slave-like conditions. The system was abusing and taking advantage of these people. I wanted to help. But not just help – I wanted to help people help themselves. Empowerment has always been a priority for me.”

Around the same time, she had enrolled at Miami-Dade Community College (MDCC), where Bastien told a career advisor she wanted to be a doctor or a lawyer. The advisor suggested she consider being an executive secretary. Although disappointed, Bastien entered the program. At the MDCC library, she started reading “career” books. “And I read and read and....there it was: social work..” After MDCC, she enrolled at FIU, earning a bachelor’s degree in 1986 and a master’s degree in social work one year later.

“I had a very good experience at FIU. I found friends from all over the world I could commiserate with.”

After graduation in 1987, she worked as a clinical social worker at Jackson Memorial Hospital in Miami, where she credits her supervisors with having enough “long-term vision” to allow her to travel on advocacy missions to Tallahassee, Washington, DC, and Guantanamo, Cuba. “God sent me to Jackson,” she says. In 1991, a higher calling helped her decide to leave the hospital to establish FANM and “help change the lives of thousands and thousands of people.”


Today, Bastien is increasingly concerned with the future of the South Florida community as well as the political and social climate of Haiti, where she fights for dual citizenship for Haitian-Americans. Haitian immigrants in the U.S. must also deal with social contradictions between their adopted culture and the one of their homeland. She believes many adults are breaking the cycles of the past and excelling in the community, but there is a negative trend in the children.

“Haitian society is very restrictive; children have few rights,” she explains. “They are not even allowed to look adults in the eye. Now,

adults have the state here telling them how they can or can’t discipline their children, and they are very confused. This is resulting in a crisis of increasing disciplinary problems,” she says. Another mission of FANM is to battle the hopelessness and fragmentation caused by negative messages in the media and the short-sighted views of politicians.

Bastien juggles these concerns daily with the incessant demands her activism attracts. At a moment’s notice, she may have to set aside various projects to deal with the latest arrival of refugees. She also struggles to raise the funds needed to sustain her mission. And as a divorced mother of three boys, ages four, seven and 12, Bastien also feels the pull of personal responsibilities as well. Even what ostensibly should be her relaxation, becomes a mission itself, an instrument for her professional and social passions. Bastien writes poetry, and dances and acts in local Haitian cultural productions. A powerful, confident smile spreads and her head nods decisively as she says, “Regardless of your language, I can reach you with my dance, my acting, my poetry. Art is an effective communication tool.”

Unity is ultimately, according to Bastien, the one hope for her community. “Nothing can be done in a fragmented way. Divided, we are easily conquered. If we fight for crumbs, the winner gets...crumbs. We must unite.”

Bastien once again relaxes. Beside her are stacks of boxes stuffed with invitations for FANM’s sixth annual fundraising banquet. In a few moments she is off to a board meeting and then will return countless messages from phones that have not stopped ringing. Her face softens beneath a colorful *mouchwa* that suggests centuries-old tradition, yet blends elegantly with her professional, navy blue skirt suit and executive pump shoes. The humble activists’ daughter no longer witnesses in silence the suffering of others. She has carried the battle from the village into the world of slick political negotiations and high-tech media. Her shoulders are poised, not revealing the magnitude of the weight they must support. 



Give Me A Chance!

by Marleine Bastien, June 1998

*I'm a woman
As far as I can remember
I've been striving
At an early age
I began working
To make a living
From dawn to nightfall
I sat in the marketplace
Trying to sell my case
I'm now a displaced woman
Living in a foreign land
I'm honest, hardworking
But no work is yet landing
I had no schooling
But I have my hands
I can make beautiful things
Yes, I'm willing to take a lift
With these God's giving gifts
But no one will pick me up
I'm a woman, I'm poor
Not deserving, not trustworthy
However, being poor
Does not mean less than human
All I need is a chance to show you
That with these God's giving gifts
I can make beautiful things
I'm a woman, I'm poor
But I can!
All I need is a chance
All I need is a hand*



FLORIDA MARLINS PHOTOGRAPHER: DENIS BANCROFT

Life is good these days for alumnus Mike Lowell ('97, Finance), Florida Marlins third baseman. Part of a young team brimming with hungry talent, Lowell and his teammates are maturing as promised into playoff contenders. And at the beginning of spring training, Lowell was eagerly anticipating the new season, just as he has every year since being drafted by the New York Yankees in the summer of 1995. And that bat of his that's encased in a display at baseball's Hall of Fame Museum in Cooperstown? It's a fitting exclamation point to a young career that nearly grounded out before it had a chance to reach first base.

Not bad for a guy who was told indirectly by his first high school baseball coach that he wasn't good enough to play.

Lowell was a gangly six-footer, weighing 130 pounds, when he played baseball for Columbus High School in Miami. At the end of his sophomore year, Lowell found out "it wasn't in the coach's plans" to play him his final two years of high school. Lowell transferred to Coral Gables Senior High School where he blossomed physically and mentally.

"I developed there, I think in part because Coach Bisceglia really helped develop my confidence. He showed a lot of faith in me," Lowell said in February during an interview at Pro Player Stadium. "That turned me into a potential college player. And physically I was a late bloomer. I gained 20 pounds in one year.

"My junior year I didn't even receive one card from a college, and then FIU opened its doors," said Lowell, who today stands six feet-four inches, 205 pounds.

Lowell attended FIU on an athletic scholarship, balancing his academic and athletic rigors

FLORIDA MARLINS PHOTOGRAPHER: DENIS BANCROFT

Hitting his stride:

Lowell a success both on and off the field

deftly, becoming an academic All-America.

"Mike is a focused athlete," said FIU Head Baseball Coach Danny Price. "He was always very mature and an extremely hard worker. We're so proud of him and the success he's achieved."

The big leagues became interested Lowell's junior year, and he was drafted by the New York Yankees in the 20th round. Even though Lowell joked that the financial reward wasn't enough to set him up for life ("We were in negotiations for hundreds, I think, not millions," he said, laughing), there's no denying that many young men in his position would have left FIU and never looked back.

"That wasn't an option for me," said Lowell. "The guarantee to play in the big leagues is so small that I knew I had to get my degree."

"I went back to school in fall '95 after signing that summer because I knew it would be hard to return if I tried out baseball for four or five years before going back," continued Lowell, who credited his parents with giving him a "realistic view" of life.

"I'll never forget the feeling when I finished the last test of my last class," said Lowell. "I really felt that I had done something positive."

Lowell, who lives with his wife Bertica in Kendall year-round, continues to volunteer his name and time to FIU.

"FIU played a big role in my development, not only as an athlete but as a student," said Lowell. "And I really appreciate what Coach Price did. He's a good person. I think he likes his kids, I think he cares about his kids and, especially when you've gone through the minor league system and experienced the feeling of being nothing more than a number, you better appreciate the people who took the time to get the most out of your talent."

Getting the most out of his talent is something Lowell thinks he has yet to do.

"Each year I learn more, whether it's about opposing pitchers or travel. There are so many aspects of the game to absorb," reflected Lowell. "Experience brings a more comfortable routine. And I think players who want to be good always find something to improve upon. I try to focus on a different aspect of my game each year."

"It may be somewhat cynical, but I kind of thrive when people tell me I can't do something because I get that much more satisfaction when I do it," said Lowell, grinning.

Lowell stayed with the Yankees until February '99 when he was traded to the Marlins, a move he welcomed. The happiness was short-lived, however, with the results of the requisite annual physical. "The internist wanted to conduct more tests. He knew there was a problem, but he wasn't sure what it was," said Lowell.

The problem turned out to be a tumor, and Lowell was in surgery 48 hours later for the removal of a testicle. Suddenly, baseball really didn't matter.

"I was basically uneducated about testicular cancer," reflected Lowell, growing serious. "I was scared. Scared for my life. I didn't know if I was going to die."

The surgery and three weeks of radiation, which Lowell called "physically crushing," were successful, and today Lowell is cancer-free. He returned to the club May 29th after beginning the '99 season on the disabled list and hit a grand slam (game tying, bottom of the eighth) three months later on August 9th against the San Francisco Giants. Unbeknownst to Lowell at the time, he was one of five players to hit a grand slam that day, a record for major league baseball.

Cooperstown came calling.

"When I found out the next morning that the Hall of Fame was requesting my bat, I couldn't believe it," said Lowell, laughing. "I said, 'Are you kidding? They can have all of my bats.'"

Lowell has improved steadily since joining the majors. In 1999, his first season with the Marlins, Lowell hit .253 with 12 home runs and 47 RBIs in 97 games. In his first full season in the majors last year, Lowell hit 22 home runs, drove in 91 runs and collected a team-high 38 doubles, the third-highest total in club history. Lowell was named National League Player of the Week August 28-September 3 when he batted .471, drove in eight runs and hit three home runs.

Today, the 27-year-old Lowell considers his cancer scare "a blessing in disguise."

"It was hard for me to accept because I never felt anything, I never had any signs or symptoms of the cancer beyond those tests," said Lowell. "Players tend to laugh off the physicals because they're so boring, really, but in that instant my life changed."

"If I wasn't playing professional baseball, I probably wouldn't have had a physical," Lowell continued. "It might have taken years before my cancer was discovered, and it might have been too late at that point."

"I've always been a focused person, and I continue to remain focused on my baseball career, but I think the cancer made me realize that there are other things that are a notch above baseball, you know?" said Lowell. "The whole ordeal put family, friends, my health where they should be in terms of priorities."

"Not that they weren't before," reflected Lowell, "But I don't think I was as aware of it prior to this ordeal." **FIU**

The 2000 election and the

by Nicol C. Rae, Professor and Chair, Department of Political Science

The 2000 election was one of the closest and most controversial presidential contests in U.S. history. Republican George W. Bush defeated Democrat Al Gore by just five votes (271-266) in the Electoral College, while losing the national popular vote by over half a million votes. Moreover, Bush's electoral margin came from a bitterly contested 537-vote victory in Florida, whose 25 electoral votes were finally awarded to him by a contentious 5-4 decision of the U.S. Supreme Court. The post-election fracas in Florida raised a host of issues both locally and nationally including: the future of the Electoral College, reform of local election procedures, and the authority of the Presidency. Yet despite all the sound and fury at the end of last year, what are the likely, long-term political implications of the 2000 election?

Certainly, some serious reforms appear to be in order. The most ambitious of these, however – the abolition of the Electoral College – is a non-starter. The original rationale for the college was to remove the choice of the chief executive from the direct popular election that the framers feared might lead to “mob rule” and to provide a role for the states in the selection of the president. While the Electoral College had thrice denied the presidency to the popular vote winner during the 19th century, it had been widely believed that such an outcome in the modern era would instantly lead to a national outcry for the abolition of this “undemocratic anachronism.” This has not happened. Perhaps the furor over the voting and the vote counting in Florida overshadowed the broader issue of Gore's victory in the popular vote, or perhaps the American public is more susceptible to arguments based on tradition and the role of states in presidential selection than had been previously believed. In any event, the prospects of any significant reform of the Electoral College (never mind abolition which would require a constitutional amendment) appear to be extremely remote.

The prospects for reform appear much brighter regarding election procedures – par-



Nicol C. Rae

ticularly since the freakishly close count in Florida highlighted a number of irregularities that are probably more commonplace in elections nationwide than had hitherto been realized. The response to the infamous “butterfly ballot,” and the “overvotes” and “undervotes” produced by punch-card systems in key Florida counties, has been a movement in Florida and nationally to move toward optical-scanner or touch-screen systems which are held to be easier to use and more accurate. Without significant injections of state and federal dollars, however, this

new technology will place a heavy financial burden on counties, and it remains to be seen whether the political will for such a major change can be maintained. Such efforts would, of course, signify a significant move toward the standardizations of ballots and elections practices in the U.S. – a course also perhaps implied by the Supreme Court's attention to “equal protection” arguments in the decisive case of *Bush vs. Gore*.

In terms of long-term electoral trends, the 2000 results generally fit the pattern of American election results in the 1990s. In contrast

future of American politics



to the Republican presidential dominance and the Democratic congressional dominance of the 1980s, the 1990s were characterized by close and highly competitive elections at all levels of the federal government. After 2000, the Republicans controlled both houses of Congress and the presidency for the first time since 1953, but only nominally: Democrat Al Gore got more popular votes for president, the Senate is tied, and the Republicans have a mere 5-vote majority in the House. Interestingly, American politics today bears some resemblance to the late

19th century (1868-1896), which also witnessed high partisan fervor, and fantastically close national elections. Similar to today, there was also a broad (*laissez faire*) consensus between the parties on economic issues during this period, with party divisions then, as now, being most evident on ethnic/cultural issues. In the case of the late 19th century: immigration, temperance, religion and the lingering legacy of the civil war; and today: abortion, gay rights, affirmative action and the lingering legacy of the 1960s. Patrick Buchanan's declaration of a "culture war" at

the 1992 Republican convention echoed the Rev. Samuel Burchard's notorious 1884 description of the Democrats as the party of "Rum, Romanism, and Rebellion."

Given these circumstances, what are the prospects for the Bush presidency? On the face of it, a president elected in this fashion, with only narrow control of both houses of Congress, should have no prospect of claiming a mandate for change in public policy. Yet the astonishing fact that Bush is already claiming a mandate for his policies (principally, significant reductions in personal taxation) without being laughed off the political stage by the national news media and other key players in Washington D.C., is testimony to the extent to which the U.S. has become a presidential nation, no matter how tenuous the president's legitimacy. The normal midterm swing against the president's party appears to doom Bush's Republicans to lose control of Congress in the 2002 midterm elections. Moreover, all previous presidents who won the White House while losing the national popular vote – John Quincy Adams, Hayes, and Benjamin Harrison – served just one term in office. To succeed, Bush will have to adhere to a centrist path that makes it difficult for the Democratic party to unite in opposition to him and simultaneously keeps conservative Republicans in the fold: in a sense, a Republican version of President Clinton's successful strategy of "Triangulation." As Republicans traditionally get clobbered electorally when recessions occur on their watch, Bush must further hope that any economic downturn occurs sufficiently early in his administration for the economy to recover and help him electorally in 2004.

So beyond the immediate controversy over the result, the 2000 election broadly confirmed the 1990s electoral pattern. Only an unforeseen economic or other global cataclysm is likely to disrupt the current American political configuration of high partisanship and close, bitterly contested elections between the two major parties. ■

FIU's DOWNTOWN

The Metropolitan Center stakes out

METROPOLITAN CENTER'S EQUATION FOR SUCCESS: PEOPLE WITH

From his desk at the Metropolitan Center (MC), Jim Rivers can glance up and scan the breadth of an illustrious career: shelves brimming with studies on community building, tomes on sociology and criminology, texts on program evaluation, encyclopedias on substance abuse and books on alternative medicine and body/mind. The office interior you'd expect for a professor or university administrator. But when Rivers swivels his chair, a new world spins into view. A world that draws both the director and FIU in an exciting new direction. Cruise liners, palm fronds and parking lots. Business towers and the shimmering waters of Biscayne Bay. And concrete, everywhere concrete.

The Metropolitan Center is the only one of 51 FIU centers and institutes that claims its home amid the concrete and congestion of Miami's downtown. It's a truism that location is everything for a business, and this center's business is to provide the best possible information for decision-makers, community leaders and citizens as they seek to forge solutions for urban problems. There's wisdom and logic aplenty in the decision to locate the MC in the belly of our urban center.

Rivers was shifting gears, looking to move from an academic position at another university that had stagnated, when he was invited to lead the MC. He assumed the directorship in November 1999, and under his guidance the MC has established a downtown presence founded on trust and credibility.

"We're now at the point where we are seeking more visibility. We have enough projects in the hopper and under our belt, and we've proven our mettle with the city and the county," Rivers says, adding, "With experience and increases in capacity through collaborations, we're justified in saying: 'Hey, look at us, at what we've done, are doing, can do.'"

A "coalescing" organization that synergizes the resources of the Institute of Government and the FAU-FIU Joint Center for Environmental and

Urban Problems and also administers the Dewey Knight Center for Public Service, the MC is a hub that links government, not-for-profit and business organizations, applied research resources, and funding sources. Since its 1998 debut at 150 SE Second Ave., the MC has built a reputation that it can deliver expertise, from the center's own directors and personnel to the expanded "virtual staff" of FIU faculty, graduate students and external collaborators.

"Having this downtown presence is a key for our efficiency and effectiveness. We have to interact with government officials and staff on a daily basis, to really be engaged. Our location also helps in terms of sustainability" to maintain contact and pursue projects, says Ned Murray, the associate director of the FAU-FIU Joint Center for Environmental and Urban Problems and MC research director.

"We are called to meet with commissioners and government staff often and usually with short notice; we have to respond quickly and just can't afford to spend hours driving to and from meetings. To accomplish our mission and build trust this is where we need to be," Murray says, who speaks with the authority of 20 years experience as a city planner in Massachusetts.

Over the past year, two projects have dominated the MC's agenda and heightened its profile.

The FEC Railroad Corridor economic redevelopment planning process is the MC's current flagship project, epitomizing its capacity and potential. The initiative aims in the broadest and richest sense of the word to redevelop a 1,400-acre swath of land – a prime location between the Port of Miami and Miami International Airport – that includes parts of Overtown, Wynwood, Little Haiti and other smaller neighborhoods that are some of the toughest, most underdeveloped and deteriorated parts of the city. The fiber-optics telecommunications artery for South Florida's forthcoming Network Access Point (NAP) runs straight through the zone.

WN BROKER

its turf in downtown Miami *by Michael Malone*

PROBLEMS + PEOPLE WHO SOLVE PROBLEMS = A BETTER MIAMI

"It's going to take a comprehensive planning process and an assessment of what's the best mix of businesses, industry, housing, and other elements which support 'sustainable growth' and 'a livable community' as data accumulate and development progresses," Rivers says. He feels that "a confluence of factors" — political will, developments in the community, collaborations among individuals and groups with vision — finally have come together to offer real prospects of overcoming decades of dismal planning that have victimized the zone and its residents.

At the invitation of Miami City Commissioner Johnny Winton, the motor behind the initiative, the MC joined the project task force in April 2000.

"Having academics at the table — that is a different world from the business community, the world I come from, and certainly different from the government world," Winton said. "They have access to data and resources that most of us don't even think about. That's a huge added value and additional compelling reasons to have them involved."

Working together with railroad company owners, community leaders and other public and private sector players, the MC helped the task force complete its 12-month scan and strategic vision process in nine months, which allows the city to meet its fiscal and funding application timetables.

The project has just moved into its next phase, the "nuts-and-bolts phase," in which the MC was asked to undertake an extensive and diverse list of services that will increasingly draw on the University's wealth and expertise in faculty and students — engineers, city planners, landscape designers, GIS Lab students. The city earmarked \$200,000 to advance the project, and the MC helped secure \$100,000 through a collaborative proposal from the U.S. Department of Commerce's Economic Development Administration. The city is seeking additional funds for this phase from other sources.

"We're a true partner with the local community, and we want to

advance solutions that are long-term and sustainable," says Murray, who has participated in the initiative since May 2000. His urban planning work for two decades in the "real world" taught him that some are skeptical of academic involvement, believing it rarely moves beyond papers and strategies. This project is so unique, Murray stresses, because the University can engage "in nitty-gritty types of work, allowing faculty and graduate students to go beyond theoretical classroom discussion and 'studio' exercises by engaging them in a significant 'real world' application of their knowledge, experience and resources."

Meanwhile, the MC conducted an analysis dubbed the Economic Development Implementation Plan (EDIP) to assess various existing local plans regarding their benefit for Miami-Dade's African-American community. Unrelated, but controversial and divisive events exerted pressure on local government to improve economic development services to this population. The MC designed the EDIP project, which was requested by the mayor and county manager and authorized to receive \$200,000 by the Board of County Commissioners. The MC conducted and interpreted extensive interviews, sponsored forums and convened experts and stakeholders to better identify the barriers and develop recommendations to improve services. The final report of the project was submitted in late February.

Gisele Michel directs the MC's Community Outreach Partnership Center (COPC), a three-year project funded by the Housing and Urban Development Department (HUD) under a national initiative that helps universities play a greater role in their communities. A veritable newcomer to Miami, Michel arrived 18 months ago from Massachusetts. The work of the COPC reflects Michel's own perception that Miami needs to further develop its sense of community. She participated in a committee of the FEC task force, and her role on this and other projects is to partner with community-based groups.

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Jim Rivers, director of FIU's Metropolitan Center; Ned Murray, associate director of the FAU-FIU Joint Center for Environmental and Urban Problems; and Johnny Winton, Miami City Commissioner along the FEC Railroad Corridor.

"We want to make sure that those who live in the neighborhoods have a voice in the planning, that not just 'traditional' actors – those from outside the neighborhoods – make decisions," Michel says. COPC uses coaching, coalition building and organization planning, and, working closely with the Miami-Dade unit of the federally sponsored Local Initiatives Support Corporation (LISC), seeks to strengthen the organizational capacity of grassroots and other organizations to foster a stronger sense of place for all.

The Institute for Government (IOG) exists autonomously, but operates in a compatible role with the MC, according to its director, Howard A. Frank. The IOG shares office space, provides training at the downtown site and forms part of the center's collaborative structure. With a state mandate to provide training to benefit local governments, the IOG delivers services at consumer's sites, the Biscayne Bay Campus, and often uses the MC conference/training room for its half-day or day-long training classes on topics that range from embracing and managing diversity in the workplace to improving technical skills. IOG technical assistance and applied research contracts provide excellent practical training experiences for graduate students in public administration.

The IOG training attracts working professionals from groups like the American Society for Public Administration, the Miami-Dade County City Managers Association and many others. "These groups appreciate the fact that the MC and IOG are downtown, people can meet and greet

here. That's an important aspect of our success that would be missing if we operated just at the Biscayne Bay Campus or University Park," Frank says.

The MC is involved in a host of other projects from economic and community development to the environment, transportation and juvenile justice.

"The mission of the center is to address the wide array of urban problems, many of which are interrelated. For example, juvenile crime – that's a workplace issue, a quality of life issue, a health and safety issue," says Rivers, who once served as the county's "drug czar," and who has a continuing research interest in a prototype juvenile assessment process that he has advocated, published on and advised for the past decade.

The Miami River Infill Planning project, a joint effort with the City of Miami, Miami River Commission and others, "is an opportunity to do some wonderful things along the river," says Murray, of the project that is crafting a balanced, environmentally sensitive economic and community development plan along the river's length from the downtown to the Everglades.

The MC was designated as FIU's authorized applicant for funding from the Knight Foundation for two by-invitation-only local competitions. The center collaborated with local and national organizations to submit a proposal to follow up its EDIP project and 'build bridges' to improve relations among community groups in the interest of economic development for people and neighborhoods that need it most.

Rivers sees great potential for the MC to organize, track and process data for community benchmarking and report cards. Around the country, communities are increasingly required to evaluate the quality of life and change in problems/issues in their areas for a variety of reasons. Rivers stresses the need for this data to be pulled together, cleaned up and evaluated in broad-brush strokes and also reviewed in a detailed geographic and statistical manner. The MC is developing data and plans in this area in collaboration with several stakeholders: the Alliance for Human Services, a not-for-profit corporation charged with allocating resources to local groups, to assess its data as part of a Social Services Master Plan; the South Florida Regional Planning Council; various public and private sector health-related groups; and FIU's Geographic Information Systems Remote Sensing Analysis Lab.

The MC is the designated evaluation contractor with the local public housing agency for a U.S. Department of Housing and Urban Development-funded 'HOPE VI' revitalization of the Scott-Carver public housing development. This ambitious five-year, \$100 million project will relocate 850 families, coordinate the provision of social services, and aim for economic/jobs development, training, and placement, educational improvement, and increased home ownership. The focus is on the people who live in the housing, not just the housing itself, Rivers explains. The MC's evaluation design is being considered for inclusion in a national multi-site study of such projects.

Camillus House is a downtown organization that serves the area's poor and especially its homeless population. The MC is conducting an evaluation of this agency's three-year federally-funded project to deliver HIV-risk reduction and treatment services to homeless substance abusers.

"The Center's work is exciting. It gets your juices flowing. We can make a difference if you look at the urban area, its problems, assets and people, in a coordinated holistic way. We are trying to find ways to bring the people who have the problems together with the people who can help solve those problems," Rivers says.

The MC does not have to have all the answers, he emphasizes, "but just having the capability and vision based in training and experience and the commitment to be an honest broker to bring people and resources together for the betterment of the community. That's exciting." ■

A \$650 billion cleanup

HCET working to become national leader in brownfields redevelopment

In a development that places greater emphasis on building local, community partnerships to address a major environmental issue with significant national dimensions, the FIU Hemispheric Center for Environmental Technology (HCET) is actively expanding its role in the area of brownfields redevelopment.

Brownfields are abandoned, idled or under-used industrial and commercial facilities where real or perceived environmental contamination complicates expansion or redevelopment. And whether the contamination is

real or perceived, the scope of the problem is extraordinary. The federal government estimates that there may be as many as 450,000 brownfield properties in the country. According to the General Accounting Office, it may cost as much as \$650 billion to clean up all the brownfield properties in the United States. In the corridor from Florida City north to Port St. Lucie alone, there are an estimated 2,100 brownfield sites.

HCET's plan for involvement in the brownfields area is comparable to its highly success-

ful work in the field of decontamination and decommissioning (D&D) of nuclear facilities. Its mission is to provide research, technical, administrative and management expertise as a partner to government and private industry in support of brownfields redevelopment. HCET will be engaged as a partner to mitigate environmental hazards; promote environmental remediation technologies; and facilitate technology transfer. Actual cleanup activities of contaminated sites would be handled by other public or private organizations.

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Overtown's Town Park Gardens revitalization team (from left to right): Frederic San-Millan, project manager, Miami-Dade Empowerment Trust; Nicholas Lailas, senior environmental program manager, HCET; Rev. Dr. Richard L. Marquess-Barry, spiritual leader, St. Agnes' Episcopal Church; James Gibson, deputy director, St. Agnes CDC; Aundra Wallace, assistant director, Empowerment Zone Trust Corporation; Charles T. Dabney, Jr., senior program officer, Local Initiatives Support Corporation; Katrina W. Wright, deputy director, Fannie Mae South Florida; and Ali Ebadian, director, HCET.

To this end, HCET is seeking federal support to become a key coordinating agent for brownfields, which would serve as a clearinghouse for technical information, knowledge management and expertise on the subject. Currently, the only other university in the nation actively conducting brownfields research is Carnegie-Mellon in Pittsburgh. While on last year's campaign trail, President George W. Bush cited brownfields as a "great environmental challenge"—and HCET's officials are hopeful that federal funding will be forthcoming in support of this initiative.

"FOUR YEARS AGO, WE DECIDED TO DEVELOP MORE OF OUR ACTIVITIES IN THE LOCAL MARKET," SAID ALI EBADIAN, DIRECTOR OF HCET. "WE WANTED TO BE A UNIVERSITY THAT COULD SOLVE THE REAL PROBLEMS OF THE COMMUNITY. WE OWE A LOT TO THIS COMMUNITY FOR ALL THE SUPPORT THEY HAVE PROVIDED. IN FLORIDA, WE CANNOT EXPAND DEVELOPMENT TO THE WEST BECAUSE OF THE EVERGLADES, SO WE NEED TO RECLAIM EXISTING AREAS IN THE EAST THAT MAY NEED BROWNFIELDS REDEVELOPMENT. ...WE'RE INTERESTED IN DEVELOPING APPLIED SOLUTIONS."

Those applied solutions include two ongoing local projects. The first of these is the Community Gymnasium Project, a partnership between HCET and the city of Opa-Locka to acquire vacant brownfields property to build a community gymnasium for area residents. HCET provided the technical expertise to evaluate the status of the site and received \$400,000 in funding from the U.S. Department of Housing and Urban Development for the assessment and purchase of the land, which will be given to Opa-Locka. The city is also providing matching funds for the project.

The second initiative is with the Miami-Dade Empowerment Zone Trust, the organization that is spearheading projects within the county's Empowerment Zone, which includes some of the most economically distressed areas in the county. HCET is conducting an environmental assessment of the Town Park Gardens site in Overtown, a public housing project that was built in the 1970s and closed in the early '90s. The plan calls for demoli-



Nick Lailas

tion of the old apartments (145 units) and the construction of 85 new, resident-owned townhouses. The Saint Agnes Rainbow Village Community Development Corporation (CDC) is the lead organization on the project; other partners include the Miami-Dade Housing Authority and Bank of America.

"We are here to redevelop this community, it's about providing a better quality of life for the people of Overtown," said the Rev. Dr. Richard L. Marquess-Barry, spiritual leader of St. Agnes' Episcopal Church.

Previous projects mounted by the CDC organized by Rev. Marquess-Barry included the redevelopment of the nearby Rainbow Village housing project and the establishment of day care facilities.

The environmental assessment of the Town Park Gardens site includes a records search to determine all the previous uses of the property as well as analysis of soil samples for eight toxic metals and asbestos. Plans call for completion and occupancy of the townhouses in 2003.


HCET is also working with Miami-Dade County Department of Environmental Resources Management to conduct an inventory of potential brownfield sites throughout the Empowerment Zone.

"FIU's involvement with the Trust provides me the opportunity to work with a first-rate

institution whose goals and objectives are consistent with the public development orientation of the Miami-Dade Empowerment Trust," said Brian K. Finnie, president/CEO of the Trust. "Specifically, partnering with FIU on our housing initiative in Overtown is enabling us to develop quality housing in a *safe and clean* environment and at affordable costs to first-time homebuyers."

All the brownfields initiatives are being led by Nick Lailas, senior environmental program manager, a 30-year veteran of the Environmental Protection Agency and the Department of Energy. During his tenure with the two federal agencies, he was involved in writing the 1974 Safe Drinking Water Act—the first comprehensive national drinking water legislation—as well as a wide range of research and development, and technology transfer activities. Lailas is putting his extensive environmental experience to use on a variety of other activities that HCET is engaged in. These include:

- HCET organized and participated in the Third Annual Florida Brownfields Conference in August 2000 in Miami Beach, an event that brought together top experts from across the country and other nations.
- HCET is a signatory partner in the Eastward Ho! Brownfields Partnership, an organization that is encouraging reclamation and redevelopment of brownfield sites centered around I-95 and US 1.
- HCET participates in the Miami-Dade County Brownfields Oversight Committee.
- HCET participates as a member of the Miami-Dade County Brownfields Training Partnership Advisory Committee.
- HCET is a member of the advisory group for the Brownfields Minority Workers Job Training Program.
- HCET participates in the Southern Environmental Business Council, which has been active in formulating and developing the Brownfields agenda for the State Legislature.

"We would like to become a national technical clearinghouse, a central place for research, information and expertise on brownfields," Lailas said. 

Faculty member's report generates historic UN resolution

When Judith Stiehm, FIU professor of Political Science and former provost, was commissioned last year to write a report on women in peacekeeping for the Lessons Learned Unit of the United Nations' (UN) Department of Peacekeeping Operations, she never envisioned that her report would result in the UN Security Council's adoption of the first-ever resolution on women, peace and security.

"On a personal level, I am delighted," said Stiehm. "On a professional level, I recognize that while declarations are wonderful, the crucial thing is implementation. You have to constantly pressure and lobby."

"Finally, the voices of women have reached the Security Council," said Ambassador Anwarul Karim Chowdhury, permanent representative of Bangladesh. "We must send a powerful message that women need peace, but more importantly, peace needs the involvement of women."

Stiehm's report, "Mainstreaming a Gender Perspective in Multidimensional Peace Support Operations," found that in order to ensure the effectiveness of peace support operations, gender equality must permeate all levels of the mission. Her report offered a detailed analysis of why and how this should be done. In May 2000, the UN convened a three-day conference in Windhoek, Namibia, a country in southwest Africa, to discuss Stiehm's findings. Participants felt so positively and strongly about her report that they recast it, first as a declaration and then as a plan of action.

The Windhoek Declaration and Namibia Plan of Action would likely have gone no further, however, if Namibia hadn't gotten the issue placed on the agenda when it chaired the UN Security Council in October, according to Stiehm.

The resulting 18-point Security Council resolution calls for the UN, among other things, to carry out a global study on the impact of armed conflict on women and girls, the role of women in peace building and the gender dimensions of peace processes and conflict resolution.

Stiehm said the final resolution adopted is "very related" to her

report but includes some important additions thanks to input provided by the United Nations Development Fund for Women (UNIFEM); Angela King, the secretary general's special advisor on gender issues; and the efforts of a coalition of nongovernmental organizations.


"What's particularly exciting and important is the insistence that women be part of the decision-making process about the construction of a peace treaty *before* anyone gets into peacekeeping operations," said Stiehm. "I knew that should be in there, but my report was supposed to focus on peacekeeping operations, so I couldn't address that issue to the extent that I wanted. The end result is truly remarkable."

Stiehm was a logical choice to research and write the report, having written extensively about women, the military, women in the military, and peace and non-violent power.

"Prior to 1990, peacekeeping involved nations consenting to neutral troops monitoring a peace agreement between them. More recently, it has tackled problems relating to refugees, human rights, humanitarian relief and elections. An entirely new set of issues, all of which directly affect the civilian population and, especially, women," said Stiehm. "And so, women said, 'We're affected by peace agreements and

their implementation, particularly when the conflict has been an internal one. Since we are affected, we insist on being consulted. Further, we need to participate in every step of the peace process – including being at the peace table itself.'

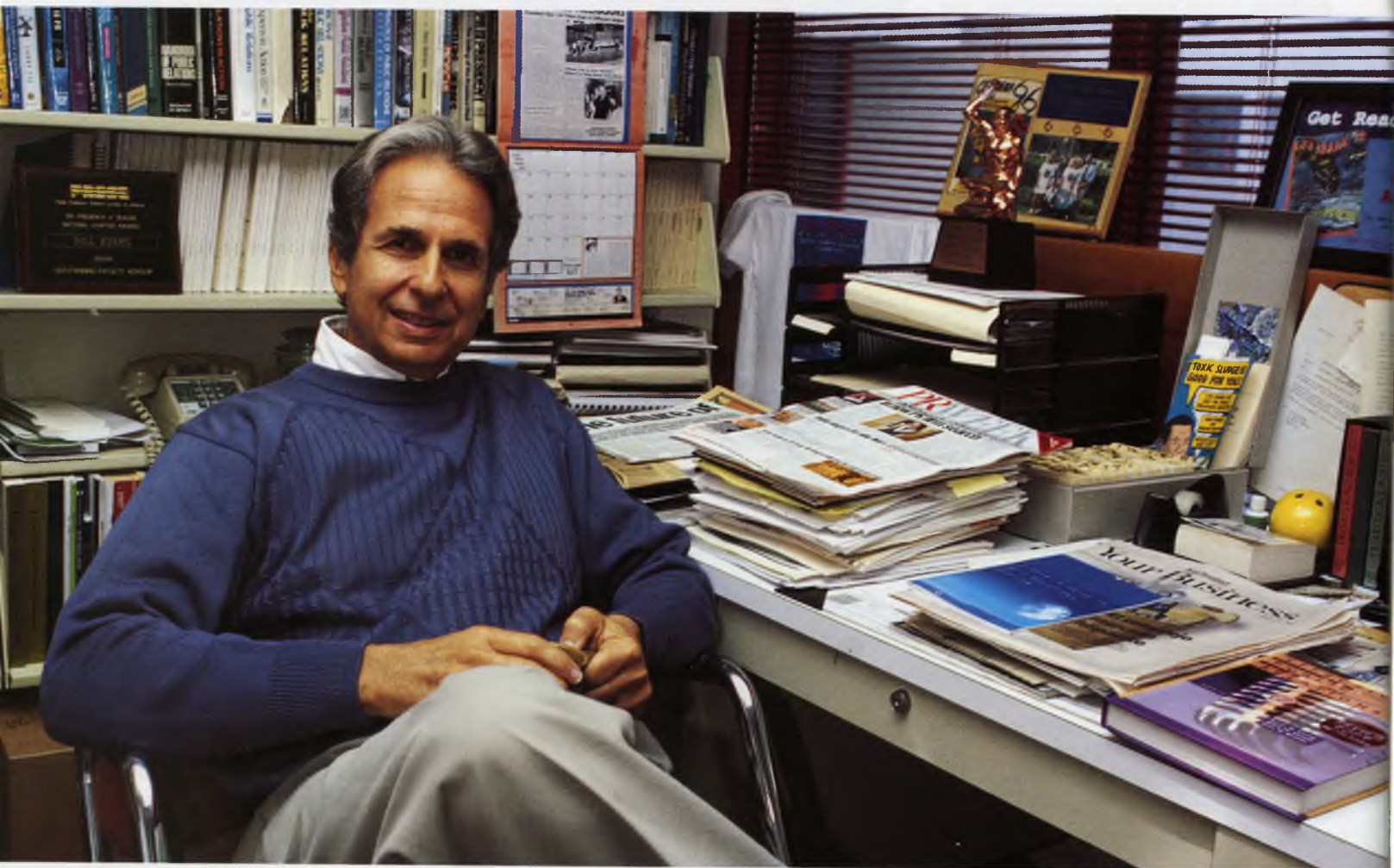
"There's a lot of untapped creativity, talent and energy that is now being mobilized. And we should remember that while the new, multi-dimensional operations are ambitious and complex, they are not always successful," continued Stiehm. "The traditional 'blue helmet' operations may have stopped actual fighting, but they have rarely achieved 'peace.'"

An interagency process aimed at identifying how the various UN agencies could effectively collaborate is currently underway, according to UNIFEM Peace and Security Advisor Aina Iiyambo. 



Judith Stiehm

'Giving back what you've learned'
Former corporate public relations executive



Bill Adams

William “Bill” Adams, FIU associate professor of Advertising and Public Relations, had entertained the notion for years. He’d even tried it (and liked it) in his role as a public relations professional. But throughout the 1970s and 1980s he resisted the urge – with a family that included a wife and three sons, it wasn’t practical and could lead to financial hardship. Then one day in the late 1980s, a sudden change in corporate structure left Adams and many of his colleagues searching for work.

And that’s when he did it: he joined the world of academia by accepting a teaching position in FIU’s School of Journalism and Mass Communication.

“The kids were pretty much out of school, so I could think about doing something else,” said Adams, in discussing his decision to leave full-time corporate life after 25 years. “I really wanted the psychic reward that comes with giving back.”

Adams’ interest in teaching began, in part, during his tenure as Phillips Petroleum Com-

pany public relations director from 1978 to 1988. Adams created an award-winning program in which he and his Phillips colleagues traveling on business spoke to local college communications classes. Adams and his colleagues visited more than 100 college campuses nationwide during the course of the program.

“Giving back what you’ve learned to do to those just entering the field is something that I feel more people in corporate and nonprofit life should be doing,” said Adams.

receives national accolades as an educator

Adams has garnered the respect of his colleagues and his students since joining the FIU faculty in 1990. A member of the Public Relations Society of America's (PRSA) College of Fellows, Adams was named the 2000 Outstanding Educator by PRSA, as well as the 2000 Advisor of the Year by the Public Relations Student Society of America (PRSSA). Adams is the first person to receive both awards in the same year. In 1999, Adams was named one of the nation's 10 "Outstanding Public Relations Educators" by the editors of *PR Week*, a national trade magazine. Additionally, Adams has won three teaching and service awards.

"Practitioners can find it difficult to step into teaching because you can't just stand there and tell war stories," said Adams. "There's a world of difference between going to school one day and doing an hour in front of the class and taking a student from September to December and actually teaching them something. How do you learn to do that?"

"You have to be able to make a 180-degree switch in your mental attitude, and you have to have tremendous patience," continued Adams. "You've gone from a corporate setting and having people understand what you're talking about at all levels to 'ground zero.' It's a whole different focus on imparting knowledge."

Adams is responsible for extensive research and writings focusing not only on the teaching of public relations but on the importance of mutual understanding and cooperation between professional practitioners and PRSA. He is passionate about the necessity of linking the theoretical with the practical.

Working "in the field" allows Adams to incorporate his consulting experiences into his class lessons. As a consultant, he has conducted public relations programs for information officers in El Salvador as part of a USAID grant to FIU's International Media Center and is working currently on another USAID

communications program in Armenia. Adams also teaches in the Central European Programs of the Jacksonville Chamber of Commerce and has taught public relations concepts to tourism directors in Aruba and conducted writing workshops for South Florida public relations agencies.

"Bill is so deserving of the accolades he's received over the years," said Pat Rose, chair of FIU's Department of Advertising and Public Relations. "He always has students in his office. And through his efforts with PRSA's Educators Academy (Adams is the current chair), he works to make sure our students are being prepared adequately for careers in public relations."

Adams taught three courses in spring 2001, including the introductory public relations writing course, a class he enjoys teaching because that is the first course taken exclusively by public relations students after declaring their major.

"The introductory public relations writing course gives me a chance to say, 'Now your school work is no longer school work; it's real work. Now it's like working for a client,'" explained Adams. "I tell them I expect them to come to class on time and produce."

Adams takes a personal interest in his public relations students, sending them weekly emails and checking up on them when they miss class. Adams said in all but a few cases the students are "grateful that I chase them down." The advisor to FIU's PRSSA chapter, Adams has secured more than \$300,000 in corporate grants for student production of *Get Ready*, an award-winning hurricane preparedness guide. The annual PRSSA Christmas party is at the home he shares with Barbara, his wife of 34 years.

His caring touch resonates with students.

"There are no other professors out there like him," said senior Cynthia Turcios, vice president of FIU's PRSSA chapter. "I respect his experience. If I find myself unsure of what to

do in a particular situation, I try and think of what he would do. He's like my second father."

"I tell them my door's open, come on in. So I may be grumpy some days — I'm still here. You have to be," said Adams. "We're here to instill the knowledge to make them successful."

"It's my old mantra of 'a mile wide and an inch deep,'" continued Adams. "One assignment I always give is to write about the most important people of the 20th century. The kids know Elvis Presley, Babe Ruth, Harry Truman but they don't know Jack Kerouac, Jane Addams, Edward R. Morrow."

"I teach them you've got to be eclectic in your tastes in order to be an effective public relations person. You have to possess a social awareness," said Adams, warming to his subject matter. "You've got to know there's such a thing as Charlie's Angels as well as Descartes. I read everything from *Rolling Stone* to *Atlantic Monthly*. I'm a voracious reader. Kids don't read today. We make them read."

Adams, whose undergraduate and graduate degrees are in journalism with a public relations emphasis, speaks highly of the work being done by Kevin Hall, a former editor at *The Miami Herald* and director of FIU's Journalism Writing Program. Students wishing to enroll in FIU's School of Journalism and Mass Communication must pass a grammar test and a course in the Journalism Writing Program, prior to taking classes in their major.

"This program is controversial," acknowledged Adams. "There are a lot of people who wonder why we are teaching students grammar when they should have had it in high school. Well, the answer is *they didn't*."

"It's not about grades, it's about preparing the students," reiterated Adams. "After all, who is it you remember in your life who got you where you are? I love it when I hear from a former student who remembers a course I taught or something they learned from me. It means that something I said is getting through. And that's what we're here for." ■

Four decades of globe-hopping scholarship

Wilkins celebrated as a top

In the preface to her 1974 book, *The Maturing of Multinational Enterprise: American Business Abroad from 1914 to 1970* (Harvard University Press), Mira Wilkins, FIU professor of Economics, described the research conducted for the work:

interviews and discussions with literally hundreds of businessmen; these took place in air conditioned offices, but also in plush restaurants, in desert sand storms, in 112 degree heat, in snow blizzards, and at altitudes of almost 15,000 feet; in important world capitals and urban centers, but also in spots such as Ahmadi, Awali, Calama, Chihuahua, Golfito, Ndola, Nsuta, Paramonga, Ras Tanura, and Selukwe. Even the most talented geography students may feel the need to consult his maps to discover these cities or towns in Kuwait, Bahrain, Chile, Mexico, Costa Rica, Zambia, Ghana, Peru, Saudi Arabia, and Rhodesia, where enterprising Americans had operations.

This list of locales reflects Wilkins' extraordinary 40-plus years in academia. It does, however, come up somewhat short; she has actually traveled to a total of 63 countries during the course of her career. In the process, she has earned an international reputation for groundbreaking research and publishing on the history of multinational corporations and issues of foreign investment. She has been a fellow of the Academy of International Business since 1996 and serves on the editorial boards of leading business history journals. FIU has honored her with two awards: for Excellence in Research/Scholarship and the esteemed Professorial Excellence Program award, which is reserved for full professors who demonstrate sustained excellence and productivity in teaching and scholarly activity. She came to FIU in 1974 with her husband George Simmons, who

became the dean of FIU's College of Business. He passed away in 1996.

Wilkins' publishing record includes six books she has authored, two books edited or co-edited, and more than 100 articles and reviews. Two of her books received prestigious national honors. *The History of Foreign Investment in the United States to 1914* (Harvard University Press, 1989) was the recipient of the *Business Library Review* Editors' Award for Exceptional Books. The aforementioned *Maturing of Multinational Enterprise* was nominated for a National Book Award. A number of her books have gone through multiple printings and her books and articles have been published in several languages.

This prodigious body of work is the result of painstaking, detailed research. A glance at *The History of Foreign Investment in the United States to 1914* is revealing. The 1,055-page book has more than 300 pages of notes and a 50-plus-page bibliography. These numbers are comparable in her other books. This endless research has taken her around the world several times – not unlike the constant flow of commerce and capital crisscrossing the globe that are the subject of her work. While carefully planned strategies usually determine economic decisions, Wilkins' entry into her field was more an issue of happenstance.

Raised in Manhattan near Columbia University where she would someday work, she attended Radcliffe College (Harvard University) as an undergraduate and received her doctorate in history from Cambridge University in the fall of 1957.

"It was the wrong time (of year) to get a teaching job," she quipped. She had the good fortune, though, to go to work for Allan Nevins, a professor at Columbia who was well known for his historical and biographical writings. At the time, he was working on a history of Weyerhaeuser, the giant lumber



Mira Wilkins

company. Nevins recruited her as a research associate for the book. He subsequently asked her to go to Detroit to conduct research on the third volume of his history of Ford Motor Company.

"In Dearborn (at the company's archives) I found all this marvelous material on Ford's international business," Wilkins said. "That's what excited me. In this subordinate role as a research associate I found all this wonderful material." Among the facts Wilkins discovered: The sixth car Ford produced was exported, and Ford had its first factory abroad, in Canada, in its second year of existence.

The Ford Fund gave a grant to Columbia University for Wilkins to write a book on the history of Ford's international business operations. *American Business Abroad: Ford on Six Continents* (Wayne State University Press, 1964), co-written with Frank Ernest Hill, was

international business historian



an influential milestone.

"I got hooked," she said, recalling the experience of researching and writing the book. "I was finding an economic and social history of the world through the eyes of a major corporation. But I still needed theory, a context, in order to see if Ford was typical or atypical in its history as a multinational enterprise."

Wilkins immersed herself in the literature in the field, but found that existing theories were not very helpful. She was determined to find her own path and develop a new approach. She joined the Columbia Business School in 1962, which had Ford Foundation monies for studies on international business. She embarked on a project that would encompass the entire history of American business abroad.

Raymond Vernon and Alfred Chandler of

Harvard Business School provided much appreciated inspiration, while Dean Courtney Brown at Columbia Business School introduced her to prominent business leaders.

"I went all the way around the world and had access to many people and lots of material," she said. "I was carving out my own field dealing with the evolution of large-scale enterprise internationally."

The result was two major volumes, published in 1970 and 1974: *The Emergence of Multinational Enterprise: American Business Abroad from the Colonial Era to 1914* and *The Maturing of Multinational Enterprise: American Business Abroad from 1914 to 1970*.

After some 15 years researching American multinationals, Wilkins decided to study "the reverse pattern:" the history of multinationals and other foreign investment in the U.S.

"There was a discovery process," she said.

"I was taking concepts I found on American business abroad and seeing how they fit the history of European and Japanese business abroad and specifically in the U.S. ...To my astonishment I found that Japanese business in 1941 in the U.S. was larger than American business in Japan."

Upon its publication in 1989, *The History of Foreign Investment in the United States to 1914* was heralded as a landmark work of economic and business history. In the book, she revealed how the United States became the largest net debtor nation before the outbreak of World War I. A typical review, published in the *Journal of International Business Studies* said, "Readers of the previously published work of Mira Wilkins have come to expect that whatever comes from her pen will be definitive. ...With it (this book) Wilkins nails down her claim to the title of doyenne of international business historians."

Wilkins has almost completed a sequel to the book, which will cover the period of 1914 through 1945, and a third volume covering 1945 to the present is underway.

When asked what trends or developments she perceives in international commerce at the dawn of a new millennium, Wilkins said, "Now we're getting more extensive globalization, with the end of the Cold War and the end of Chinese and Russian isolation. This is the second era of globalization, the first era being before 1914." She acknowledged that the speed of the Internet will likely foster major change.

Looking toward the future, Wilkins is every bit as passionate about her work as she was when she discovered a unique historical niche some 40 years ago.

"I'm very excited about what I'm doing with these books; I want them to be basic, solid contributions in the field," she said. "I'm very pleased that many of the ideas I've worked with have been picked up by others." ■ **FIU**

Ritmo+Teca=Cyber-success

Parrón's ritmoteca.com is world's largest online source for digital Latin music



Iván J. Parrón

In the late 1970s, soon after the Apple II hit the market, FIU alumnus Iván J. Parrón (1994, Marketing and International Business) was anxious to learn how to use the new personal computers. His parents convinced the administrators of a nearby computer school to admit the then 10-year-old boy for a summer.

Fast forward to 1993: Parrón was visiting his cousin, a scientist at the Fermi National Laboratory outside Chicago, who turned him on to a groundbreaking innovation on the burgeoning Internet. New software called Mosaic enabled users to "browse" the World Wide Web – Internet pages and sites that not only had text – they had graphics, audio and video.

"Right then and there at that moment I saw both sides of my brain, the business side and the technical side, come together," he explained. "I saw a convergence, and I decided what I wanted to do."

That epiphany, combined with Parrón's business savvy, technical smarts and visionary foresight, would result in the establishment in 1999 of Ritmoteca.com, Inc., the world's first and largest online source for digital Latin music and entertainment. The company's web site features more than 350,000 digital tracks, within 79 genres – the widest collection of digital Latin music on the Web – that can be previewed and purchased for download to a personal computer, CD-writer, MP3 player or other device. Ritmoteca.com also is the first Latin music channel embedded in the Spanish and Portuguese versions of RealPlayer, the popular online media player, and the Microsoft Windows Media Player.

Prior to launching the privately held company, Parrón was president and CEO of Internet Marketing Consultants, an Internet consulting firm he founded in 1993. The company assisted the Discovery Channel and Nickelodeon with their Internet initiatives and launched MTV Latin America's web site. It was his involvement with the latter firm that gave him the idea to create Ritmoteca.

"The Latin music market was a high-growth market, something that was really starting to gain momentum in 1995," he explained. "The way that I came up with the whole concept (for Ritmoteca) is that there were major problems in shipping physical CDs down to South America that were purchased on a web site. Someone from Argentina or Mexico who wanted to purchase a CD on the Internet had to deal with fulfillment, inventory, shipping costs and so forth. There's basically only four products you can sell and leverage with the Internet as the medium of distribution: information, advertising, software and digital entertainment. For that reason we got involved in the digital entertainment



and music business.

"Ritmoteca was a word I invented from two words: *ritmo* which is Spanish for rhythm and *teca*, coming from the word *biblioteca* or library. So in other words, the name Ritmoteca is library of rhythm."

Ritmoteca's contracts with the three giants of the music industry, Sony Music, Universal Music Group and BMG Entertainment, offers them access to the biggest stars in Latin music, such as Marc Anthony, Ricky Martin, Jennifer Lopez and Enrique Iglesias, as well as musicians in other musical genres. Parrón noted, however, that their strategy is to target consumers from all ethnic and national backgrounds since Latin music and entertainment has become an international phenomenon. Nevertheless, among the multitude of music-oriented web sites, Parrón asserted that Ritmoteca is quite unique.

"Not only are we a pure e-commerce vendor, in the sense that our revenue is driven directly by sales, but the fact that we have big names that can drive the traffic. ...Once you can draw and attract that type of consumer and listener, you're in the right position to introduce newer, unknown artists. That's what sets us apart and makes us unique."

Looking toward the future, Parrón looks forward to further building the Ritmoteca brand and moving into new areas. "We will not only continue our tremendous growth and leadership in the market as the largest source for digital Latin music and entertainment, but really expand beyond that as broadband becomes more widespread and into the entertainment side with more video, more concerts, events and so forth. We provide the vehicle to deliver the message of Latin music and entertainment to the globe." **FIU**

Argamasilla prospers in global business environment

Carmen Argamasilla has always loved a challenge. In 1987, she spent her final semester as an FIU print journalism major juggling a full course load and an internship at one of Miami's former daily newspapers, the now-defunct *Miami News*. Deadlines at the daily newspaper often kept the novice journalist at the office until 3 or 4 a.m., allowing little time for sleep before her classes the next morning.

Exhausting? Yes. Exhilarating? For Argamasilla, yes.

"It was exciting," said Argamasilla. "The hours were a killer, but I loved the job and the experience."

Embracing challenges is what Argamasilla does best. After graduating from FIU, she took a job with a travel magazine, working her way up from staff writer to assistant editor in short order.

"Thanks to my work at the travel magazine, I had a lot of friends in public relations," said Argamasilla. "They told me that my journalism background would be an asset in public relations, so in 1991 I decided to give it a try."

At Burson-Marsteller, one of the largest public relations agencies in the world, Argamasilla found her niche developing media relations for clients wishing to target Latin America.

"There I found my love," said Argamasilla, smiling. "Working with the Latin American and U.S. Hispanic press was totally different than working with the American press, and that interested me. From that moment on, I specialized in Latin America."

As a Cuban American growing up in Miami, Argamasilla found herself in the right place at the right time to capitalize on the growing influence of Latin American and Hispanic markets.

"Growing up American in a Latin household and learning to speak two languages groomed me and so many others of my generation to operate effectively in today's multicultural business environment," said Argamasilla.

Throughout most of the 1990s, Argamasilla worked at several public relations agencies, always "moving up the ladder and acquiring new skills." Two years ago, she was approached by HBO Latin America and offered the challenge of her young career: create a communications program for HBO as vice president of corporate communications.

"Developing that program from nothing was a culmination of everything I had done professionally up to that point," said Argamasilla. After building a solid communications program in Latin America, Argamasilla left HBO in January to consult and embark on another challenge, this one closer to home: motherhood. With husband Pepin, Argamasilla is eagerly anticipating the birth of their first child, due in April.

"My mother made sure I knew that Latin women don't have to stay at home and take care of family to the exclusion of a career," said Argamasilla. "She stressed to me the importance of having an education,



and she and my FIU professors encouraged me to gain as much experience as possible while I was still in school.

"My mother is a wonderful woman. She showed me, through her words and actions, that Latin women *can* have it all," continued Argamasilla. After foregoing a career as an architect ("The Revolution' got in the way of my mom's plans"), Argamasilla's mother began taking computer courses in Miami in the late '60s. Today, she is MIS director at an area hospital.

"I have been told that I'm a role model to other Latin women," said Argamasilla. "That was never my intention, but I had a great role model in my mother, so if I can show someone else, through my words and actions, what my mom showed me, then that would be an honor.

"It's such an exciting time right now for women in the business world," said Argamasilla enthusiastically. "It's not the same as it was 30, 20, even 10 years ago. Today, women are 'hot' in the professional sense." ■

Alumni Association offering small business seminar

The FIU Alumni Association and the U.S. Small Business Administration will sponsor an Alumni Career Connections Seminar on Wed., May 16 in the Graham Center East Ballroom at FIU's University Park campus, 11200 SW 8th St., Miami. The event will begin at 6 p.m. with a reception, followed by a presentation at 7 p.m.

The seminar will focus on "Successful Small Business Advice," and will be led by Ilene Rubio, economic development specialist with the U.S. Small Business Administration. She will explain steps to secure financing, information on resources in the community – and to determine whether small business ownership is right for you.

To RSVP for the seminar, please call 305-348-2586.

Do alumni have access to the gym or library?

It's good to know that FIU alumni want to exercise the mind and body; two of the most common questions of the alumni office deal with access to the University's libraries and recreation centers.

As FIU reaches out to bring its graduates back to campus and alumni look for practical resources available to them, the libraries and campus recreation programs on both campuses are here to serve you. Although certain privileges are extended only to members of the Alumni Association, both of these services are available to all alumni.

UNIVERSITY LIBRARIES

You are eligible to use the Green Library at UP and the Biscayne Bay library on that campus for leisure, study or research free of charge provided you have an activated FIU ID or Alumni Library Card. This access affords you all rights to check out general collection books, audiovisual materials and gives you access to online resources such as journal articles, holding catalogs and the "Digital Library" collection via the library website.

To activate your library privileges, you must visit the circulation desk on either campus. If you still have your student ID, the staff will activate that and grant you privileges or if not, they can provide you with an alumni library card. There is no charge. For more information visit www.fiu.edu/~library or call 305-348-2470.



CAMPUS RECREATION

On either campus you may have access to the Student Fitness Centers (SFC), basketball, racquetball and tennis courts, pools and participate in all intramural sports by paying a membership fee. At UP, the Fitness Center is adjacent to the Golden Panther Arena and at BBC it is on the third floor of the Wolfe Center.

On the UP campus, the fee is \$55 per semester or \$160 for the year. *Members of the Alumni Association are eligible for a discount and pay \$50 per semester or \$140 annually.* On the Biscayne Bay Campus, the fee is \$40 per semester or you may pay for a \$3 daily pass. At both locations, special classes, excursions and certain leagues require an additional nominal fee.

If you still have your student ID, you can pay your fees and get your card activated at either student fitness facility. If not, you will need to pay your fees and then proceed to purchase a Campus Recreation Pass at the Student ID Office in the Graham Center or Wolfe Center for \$5. For more information visit www.fiu.edu/~camprec or call UP at 305-348-2575 or the BBC at 305-919-5678.

PARKING

You will need to pay for parking on either campus. Metered parking is available adjacent to both the SFC at University Park and the Wolfe Center at Biscayne Bay Campus. Alternatively, you may choose to purchase an alumni parking decal through Parking & Traffic for \$87 for the year.

FIU Football announces first-ever recruiting class

Florida International University football took another step toward reality on February 7th – some 20 months before the first kickoff – when Head Coach Don Strock announced that 27 high school athletes had accepted grant-in-aid to attend FIU next fall.

"I couldn't be more pleased with the young men who have accepted our scholarship offers," said Strock. "We wanted every one of them, and for a reason. And not only did we want them, but several of these athletes were being recruited by some of the top schools in the country. I didn't think the players would be this good the first year."

Under NCAA Division I-AA rules, a program can have a maximum of 63 full scholarships split among 85 student-athletes or "counters" plus an unlimited number of walk-ons. Schools are allowed 30 counters in their first recruiting year and the coach plans to reach that mark by the end of the current signing period on April 1st.

Strock and his coaching staff evaluated thousands of high school seniors throughout the state at games last fall.

Strock emphasized how the new program will stress academics as well as athletics with the players. "If you cannot attend class and cannot pass the grade, you cannot play football," he said.

There is a strong South Florida presence among the class with 11 Miami-Dade and six Broward County players but several of Strock's top recruits come from outside the area.

Defensive lineman Josh Alexander (St. Augustine, Fla.) was tabbed a first-team Blue Chip All-American and an honorable mention selection to the *USA Today* All-American team out of St. Joseph Academy. The *Orlando Sentinel* picked defensive back John Haritan (Longwood, Fla.) from Lyman High School as Seminole County's Defensive Player of the Year. And Strock's first protégé at quarterback is David Tabor (Kissimmee, Fla.) who owns Osceola County records for most total career completions, yards and touchdowns.

There are also four Florida Bright Futures Scholarship winners on the list including All-Broward County lineman Ed Wenger who was instrumental in St. Thomas Aquinas' 1999 state championship and 2000 state runner-up drives.

Strock's main emphasis with this year's class was the building of an offensive and defensive line and the beginnings of a reliable line-backing corps. Of the 27 recruits, 18 of those will toil in the trenches.

"Offensive and defensive lines were a priority. It is important to get them in and have them working together for a year because their cohesiveness really means a lot to the offense," said Strock. "We think we also have some pretty good defensive linemen coming in as well."

"Pressure defense and being able to stop the pressure on offense—they were the two most important aspects of the game we wanted to address right now."

When classes begin in late August, Strock hopes to begin fall practice with anywhere from 85-90 student-athletes on the field. In addition to this recruiting class, the coach has at least another 20 high school seniors who have expressed an interest in walking on the squad. Open try-outs for the team will be held this month.

The football team will begin play in fall 2002 at the FIU Community Stadium at University Park. Expansion of that stadium's football fieldhouse is now underway.

What do you think about FIU football and the impact it will have on the University and its alumni?

Gail Bainbridge – '75 Arts & Sciences



"I also attended Ohio State University and know what an integral part OSU football was to my college experience. Football at FIU will be positive, exciting, and a great experience for students and alumni alike."

Dave Waud – '74 Public Affairs



"This is going to be the most exciting thing on campus and will bring alumni like me back to campus! I look forward to helping out in any way I can and encourage other alumni to come on out!"

Magali Aristondo – '76 Business



"Football is very important to campus life at FIU. Alumni who have not been involved up until now should use this as an opportunity to take an active role in getting involved with the University."

Paul Shashaty – '97 Journalism



"Being as nationally recognized as football is, it's elementary that a football program is required at FIU. I can't wait to tailgate, get my 50-yard-line seats, and watch the FIU Golden Panthers beat up on the FAU Owls under the South Florida sun."

Oscar Grau – '02 Business



"As a future alumnus, I look forward to coming back to campus and uniting with other fellow alumni and students for the weekly game day excitement. This will definitely give many generations of Golden Panthers – past, present and future – a common link to their alma mater. Go FIU Football!"



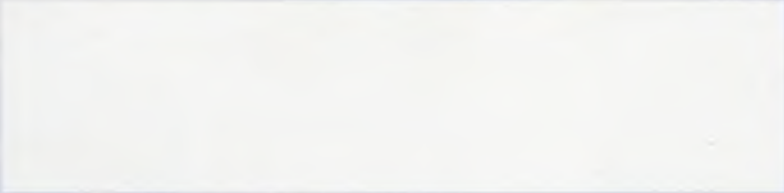


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