

Generous Rendina gift will provide training for hospitality students

By Jeffery Seay
Editor in Chief

In September 2003, when Florida State University alumnus Bruce A. Rendina returned to campus to take part in the College of Business’ Charles A. Bruning Distinguished Speaker Series, he gave some sage advice to the students in the audience: Don’t be afraid to step out of the box and be an innovator.

The advice has paid off for Rendina, a pioneer in the medical real-estate development industry who has donated \$2 million to FSU to enhance student training in hospitality on the university’s Alumni Center campus. In recognition of this generous gift, a suite will be named after him at the Alumni Center, and students will have the opportunity to benefit from the generosity of the Rendina family.

“It is my hope that this hospitality suite will provide excellent training opportunities for Florida State University hospitality students,” said Rendina, who is the

founder, chairman and chief executive officer of Rendina Companies, the nation’s leading health care real-estate development organization, and Paramount Real Estate Services Inc., a leading property management company that manages more than 4 million square feet of commercial and medical real estate. Rendina earned his Bachelor of Science degree in accounting from FSU in 1976.

“Bruce Rendina, who is a long-standing friend of Florida State University, lives the values we teach at FSU,” President T.K. Wetherell said. “Florida State owes the Rendina family a debt of gratitude for its unselfish generosity to the university.”

Stepping out of the box to be an innovator has been the key in Rendina’s drive to build his company into the successful position that it currently enjoys. Rendina Companies has established solid relationships with lenders and investors throughout the United States, having completed more than \$1 billion in real-estate trans-



Bruce Rendina

actions. Perhaps more importantly, however, are the solid relationships that Rendina Companies builds with physicians and hospital systems. The company’s unique ownership structure for health-care facilities provides physicians and hospital systems with substantial equity participation without any cash investment or loan guarantees.

“What put us on the map, in terms of medical real-estate development, was that we specialized in partnering with our hospital clients, which could be large hospital systems or small, not-for-profit hospitals,” Rendina said. “In developing a medical office building, we typically lease the land from the hospital and build the building, but

(Continued on page 9)

FSU to hire 200 academic stars in cluster initiative

By Jill Elish
FSU News and Public Affairs

Florida State University has embarked on what may be one of the most ambitious ongoing plans for academic “cluster” hiring in

the nation.

Over the next five years, FSU will authorize the hiring of about 200 new tenured or tenure-track faculty members by recruiting in groups of five to eight people focused on an academic theme, according to W. Ross Ellington, the

university’s associate vice president for Research. The themes are being proposed, developed and implemented by current faculty to build on the university’s unique academic strengths in areas of intellectual, economic and social importance.

“Cluster hiring affords a means

of advancing the university in strategically targeted areas,” Ellington said. “This approach maximizes the opportunity to propel programs into national and international prominence. Although we have many programs that are of world-class caliber, many others are on the cusp of reaching such distinction. Cluster hires in these programs will provide the vehicle for them to go to the next level.”

Many of the new hires will be senior faculty who will arrive with fully established programs,

grants, graduate students and post-doctoral fellows, Ellington said. Cluster hiring is part of the university’s “Pathways of Excellence” initiative, a series of goals that includes enhancing the university’s federal grants and awards, scholarly productivity, graduate program and faculty recognition, and the breadth and number of students who earn doctoral degrees. There will be five rounds of campuswide competitions to determine which cluster proposals will receive funding.

Already, hiring is under way

(Continued on page 9)



Ross Ellington, left, and T.K. Wetherell





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A new President’s House to be elegant campus landmark

By Fran Conaway
University Communications

A new President’s House is rising at Florida State University. After five years without an official presidential residence on campus, a gracious Greek-Revival-style structure now is taking shape at the Alumni Center on West Tennessee Street.

Relying on private funds and in-kind contributions, the new President’s House will provide a campus landmark and unique setting to reach out to university friends and visitors.

An event and reception facility as well as a private residence for the president and his family, the new President’s House will be designed and decorated to reflect FSU’s distinguished heritage and showcase campus treasures.

This residence will give the president and administration a warm and charming environment to reach out at the highest levels to current and potential supporters, as well as national and international dignitaries and scholars, legislators and government officials, corporate representatives and granting agencies, alumni, boosters, faculty, staff members and students.

Virginia Wetherell, wife of FSU President T.K. Wetherell, has taken a key role in the planning and design of the house.

“We are so grateful for a number of very generous contributions of funds, as well as services, materials, antiques and equipment, and we are hoping that other FSU friends and alumni will choose to help us as we move toward completing this beautiful new residence,” she said.

The President’s House also will provide valuable educational opportunities for students in FSU’s Dedman School of Hospitality, as well as for students in the Master Craftsman Program. According to Master Craftsman Pro-

gram Director Bob Bischoff, students from across the university are working on creating decorative molding, plaster and decorative panels for the house. The students are learning to use a special material, fortified plaster, to make the molds and create FSU-inspired items.

Florida State University’s first President’s House became a reality in the spring of 1948. The home of eight FSU presidents and their families, the “house on the hill,” as it was known, became a beloved university landmark familiar to generations of alumni. Former students fondly recall President’s Ice Cream Socials among the many university events hosted at the house.

Eventually, though, time took its toll on the McIntosh House, and the structure, originally built in 1895, deteriorated to the point that it was no longer suitable as a residence.

Since 2001, FSU’s presidents have lived off-campus in private homes, and the old President’s House, now renovated, serves as a welcome center at the Alumni Association complex.

As it became clear that a new on-campus home was needed, Virginia Wetherell rolled up her sleeves to consider designs and develop the private resources needed to make the home a reality.

The three-story residence will serve as both the president’s private quarters (third floor) and a venue for university hospitality and special events (first and second floors). Florida-specific gardens and landscaping will surround and enhance the home.

As former FSU President Doak Campbell noted in his book, “A University in Transition,” a president’s house is “much more than merely a place for the president and his family to live.” It also offers a gracious and unique setting for the university to extend



its hospitality and celebrate its accomplishments. Like its predecessor and like presidents’ houses at major universities across the coun-

try, the new home will be designed to continue and build on the university’s tradition of excellence and outreach.

Contributors to the President’s House will receive a wide array of benefits and recognition. For more information, call Jeff Erickson at the FSU Foundation, (850) 644-8253, or e-mail jereckson@foundation.fsu.edu.

As of September 2006, the following individuals and firms had made generous contributions to the President’s House: the Bruce A. Rendina family, the Ghazvini family, C.W. Roberts Contracting Inc., Spearman Management LLT Building Corp., Jenkins Brick, Jackson-Cook LC, Childers Construction, Cook Brothers, Ron Book, Culpepper Construction, Peter Brown Construction, Siemens Building Technologies, Earthcore/Isokern, Cherokee Brick & Tile Co. and Barnett, Fronczak Architects.



FSU first lady Virginia Wetherell in front of the President’s House

FSU Photo Lab / Michele Edmunds

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Homecoming 2006 promises to be bigger than ever

By Dave Fiore

Homecoming is perhaps the most exciting week of the year at Florida State University. Dozens of campus organizations plan special events, students have rallies and competitions, and alumni from all over the country are drawn back to campus to take it all in.

And, oh yeah, there's a football game.

This year's Homecoming, scheduled for Nov. 12-18 and themed "Florida State: University of Champions," promises to be bigger than ever, with new events and a new attitude. The university has committed more leadership resources and students have volunteered more time in planning and executing this mammoth undertaking.

"In the past, Homecoming really has not had a full-time adviser, and the home of the event was in student government," said David Pittman, FSU's director of student activities. "Last year, we decided that Homecoming should not be a two- or three-month process. It needed a year-round home, and now it has one in Student Activities."

Pittman said planning for the weeklong events began in February, which resulted in a more enjoyable summer for all involved.

"We were in a much different place than in past years," he said. "By the summer, we were beginning to implement, not still trying to plan it."

A top priority, according to Pittman, was to integrate students, alumni and the community to create a series of events that would be as inclusive as possible — building excitement right up until game time.

One new event for 2006 is the FSUCares/Homecoming 5K Run, scheduled for Saturday, Nov. 18, at 8 a.m.

"The run was a natural because we wanted more ways to involve the community and alumni — especially on game day, when there would be a lot of people on campus," Pittman said. "We also wanted to involve campus partners to make it happen, so we asked, 'Who would want to champion something like this?' We approached FSUCares, a student group related to the College of Medicine and the Thagard Student



Stephen Colbert will perform at the Nov. 17 PowWow.

Health Center, to sponsor a health fair during the event."

Pittman said another new twist is a campuswide ribbon campaign.

"We know that because of all the Homecoming events, a lot of people just come and go, so we decided on a ribbon campaign starting on Sunday, Nov. 12," he said. "Garnet ribbons will cover many of the large trees on campus to signify that something special is going on. It also will be a nice complement to the Legacy Walk, a historical tour of campus that focuses on its architecture, sculpture and green spaces."

Sonja Ardoin, FSU assistant director of student activities, agrees that Homecoming provides a unique opportunity to bring various groups together. "We want every Seminole fan to get involved," she said. "There will be something for every person with a love for Florida State. The university will be coordinating the activities and scheduling for the first time, with literally dozens of activities planned. There will be a great diversity of people with diverse interests — and there will be something for all of them."

As always, alumni will want to arrive in Tallahassee in time to enjoy — or even participate in — the annual Homecoming Parade. Starting at 2 o'clock Friday afternoon, the parade will wind along Call Street, turning south on

Adams Street, then west on College Avenue and ending at the Westcott Plaza.

Then at 7 p.m., the sold-out PowWow begins, featuring Comedy Central star Stephen Colbert. Be warned, though, if bringing the kids is in the plans; the performance may contain explicit language. The PowWow will be at the Donald L. Tucker Tallahassee-Leon County Civic Center.

One of the most prestigious events of the weekend is the Homecoming Breakfast and Initiation, sponsored by the FSU Chapter of the

Omicron Delta Kappa Honor Society. The highlight of the morning will be the recognition of this year's ODK Grads Made Good. The 2006 ODK Alumnus of the Year also will be named.

Following are this year's Grads Made Good: **Laird Anderson**

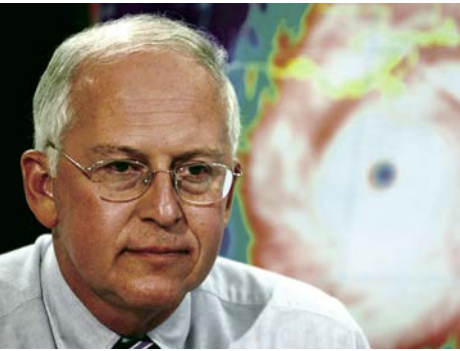
(B.S. 1958, In-



Laird Anderson

ternational Affairs) is a professor emeritus of journalism at the School of Communication at American University in Washington, D.C. A faculty member for more than 23 years, he has held several administrative posts in addition to teaching, including the position of director of journalism programs. His professional journalism career includes service as a reporter with *The Wall Street Journal* and bureau chief and governmental affairs correspondent for the *Miami News* in Tallahassee.

Anderson also is the author of many journal and newspaper articles concerning media issues, government affairs and the military. He is co-editor of "Pulitzer Prize Editorials: America's Best Writing, 1917-2003," published by Iowa



Max Mayfield

State University Press, and "Reporting on Business and the Economy," published by Prentice-Hall. **Max Mayfield**

(M.S. 1987, meteorology) is the director of the National Oceanic and Atmospheric Administration Tropical Prediction Center-National Hurricane Center, which is part of NOAA's National Weather Service. He has played a key role in forecast and service improvements for more than 33 years.

A familiar face during hurricane season, Mayfield is a fellow of the American Meteorological Society. He was named ABC Television Network's "Person of the Week" after 2005 Hurricane Katrina, was selected as the 2005 Government Communicator of the Year by the National Association of Government Communicators and received a Presidential Rank Award for Meritorious Service in 2005.

Mayfield is the current chairman of the World Meteorological Organization's Regional Association-IV, which supports 26 members from Atlantic and eastern Pacific countries. He will retire from the National Hurricane Center in January.

Peter F. Romero

(B.S. 1971, social studies; M.A. 1972, international affairs) is the chief executive officer of Exporior Advisory, a Wash-



Peter F. Romero

ington, D.C.-based consulting firm that specializes in international business and political advising. Romero has more than 26 years of experience negotiating in interna-

tional markets and politics.

Previously, Romero was the assistant secretary of state of the New Western Hemisphere Affairs Bureau (an area that stretches from Canada to Chile), where he was the highest-ranking Hispanic official in the career U.S. Foreign Service. A 24-year career

diplomat, he previously served as the U.S. ambassador to Ecuador and chief of mission of the U.S. Embassy in San Salvador, El Salvador.

Romero continues to be sought after for his expertise in investment strategies, national reconciliation and conflict resolution. He advises presidents and cabinet members of governments throughout the hemisphere.

Steven L. Sears

(B.A. 1980,



Steven L. Sears

theatre) is a successful Hollywood writer and producer with credits that include "The A-Team," "J.J. Starbuck," "The Highwayman," "Father Dowling Mysteries," "Swamp Thing" and "Walker, Texas Ranger." He also has been involved in numerous television pilots, features, interactive movies and animation projects. Sears also was co-executive producer of the hit syndicated series "Xena — Warrior Princess," and he co-created and was executive producer of the Columbia/TriStar series "Sheena."

He credits much of his success to guidance provided by former FSU School of Theatre Dean Richard Fallon. To help students avoid interrupting their education to make money (as he had to), Sears recently established the Steven L. Sears Scholarship in the School of Theatre to assist undergraduate and graduate students in maintaining "academic continuity."

For more information about Homecoming events, visit www.alumni.fsu.edu/homecoming2006.html and <http://homecoming.fsu.edu>.

Beck-Dudley brings energy, vision to FSU's College of Business

By Barry Ray
FSU News and Public Affairs

When she agreed in November 2005 to become the fifth dean of the Florida State University College of Business, Caryn Beck-Dudley knew she was taking on a major challenge. Over its 50-year history, the college had grown steadily in enrollment to assume its current position as one of the 10 largest business schools in the United States. However, with that growth came some growing pains.

"I was thrilled to have the opportunity to help shape the direction of a college that already has accomplished so much," said Beck-Dudley, a veteran educator and attorney who comes to FSU after serving for four years as dean of the Utah State University School of Business. "At the same time, I recognized that there still was work to be done before we are universally acknowledged as one of the top business schools in the country."

Arriving on the FSU campus full time in March 2006, Beck-Dudley hit the ground running. She immediately got to work establishing key relationships that would enable her to set an ambitious agenda for excellence within the College of Business.

"A major role of a business dean is to fund-raise and to friend-raise," she said. "I wanted to do as much of both as I could at the beginning in order to lay a good foundation for the future."

Calling it "100 Alums in 100 Days," Beck-Dudley set a goal for herself of meeting individually with 100 key College of Business alumni, business leaders and friends of the college during her first 100 days on the job. The purpose was twofold: to encourage greater financial support of the college, of course, but also to identify

successful business professionals in a variety of fields who were willing to share their knowledge and expertise with current FSU students. She reached her goal of meeting with 100 alumni — with eight to spare.

And, although the "100

described Beck-Dudley as "the right person at the right time" to lead the College of Business to national preeminence.

"This is a pivotal time in the history of the college," he said. "We already have seen great success in a number of academic areas, such



Caryn Beck-Dudley

Alums" campaign had her traveling a great deal those first months at FSU, she also managed to meet with each of the college's 107 full-time faculty members during 15-minute introductory sessions, as well as with all members of the staff.

"There have been a lot of new names and faces to remember, that's for sure," Beck-Dudley said of her busy schedule. "But it's a wonderful problem to have. In fact, the unique perspectives shared with me by all our faculty, staff and outside supporters have been incredibly useful in helping to establish a roadmap for the future of the college."

FSU President T.K. Wetherell

better student advising by creating a Career and Exploration Center to assist business majors with career research and internship opportunities; for advocating and guiding a proposal for a new doctoral program within the college; for directing an aggressive redesign of the

logg School of Management at Northwestern University.

•The development of a plan to build a new, comprehensive facility to house the college through a public-private partnership.

•The implementation of new mentoring initiatives that will enable top business leaders to share their insights and experiences with FSU students.

•The construction of a high-tech stock-exchange simulation room that will allow students to gain real-time experience in an environment similar to what they might find on the floor of the New York Stock Exchange.

•The continued expansion of online graduate-degree programs. The College of Business already is recognized as a world leader in this area; new online programs will seek to build on this success.

"From my first day here, I have been working to implement my vision of this college as an institution where strong emphases on integrity, innovation, leadership and excellence will solidify our reputation as one of the very best business schools in the nation," Beck-Dudley said. "With these and other initiatives, our reputation for excellence will be set in stone."

In addition to her innovations as an administrator, Beck-Dudley is an active scholar and researcher. She currently is engaged in research on natural-law jurisprudence, employment law and the creation of ethical organizations. As an educator, she has focused on business ethics for more than 20 years.

After graduating magna cum laude from Utah State University with a degree in political science, Beck-Dudley received her juris doctorate from the University of Idaho College of Law. Prior to her career in academia, she worked as an attorney with a large Salt Lake City law firm. She then served as a professor and, later, department head with Utah State University's Department of Management and Human Resources, teaching business law, employment law and business ethics. Among her faculty honors, Beck-Dudley was named Utah State's College of Business Professor of the Year in 1988.

Joining Beck-Dudley on the FSU faculty is her husband of 26 years, Lynn Dudley. He is a soil chemist and a new professor in the university's department of geological sciences. Also making the cross-country move from Salt Lake City are the couple's daughter, 15-year-old Stacia, and her dog, Sophie.

COLLEGE OF BUSINESS IN NATIONAL RANKINGS

From U.S. News and World Report's "America's Best Colleges 2007" report:

- Undergraduate business program ranked 25th best in the nation overall among public institutions
- Undergraduate risk management/insurance program ranked seventh best among public institutions
- Undergraduate real-estate program ranked 10th best among public institutions

From Public Accounting Report's 2006 rankings:

- Undergraduate accounting program ranked 24th best in the nation among public institutions

From Entrepreneur Magazine's 2005 rankings:

- Entrepreneurship program ranked among the top 50 comprehensive regional programs

From Kiplinger's 2005 business-school rankings:

- FSU College of Business ranked the 21st best value in the nation among public institutions

From a 2006 national survey of hospitality and tourism recruiters:

- Dedman School of Hospitality ranked sixth best in the nation for the quality of its faculty
- Dedman School of Hospitality placed in the Top 10 for the quality of its facilities

Heritage Protocol seeks to catalog FSU history

By Dave Fiore

For those who understand that the foundation for this institution was laid a hundred years before it became Florida State University; for those who appreciate the role of the Seminary West of the Suwannee River and the Florida State College for Women; and for those who wish to preserve their considerable and lasting legacies, there is the Heritage Protocol.

The Heritage Protocol was created to identify, locate and catalog items that tell the long and colorful story of FSU and the institutions that preceded it. This is being done primarily through a collection of artifacts, memorabilia, papers and photographs from faculty, staff, administrators, alumni and friends of the university.

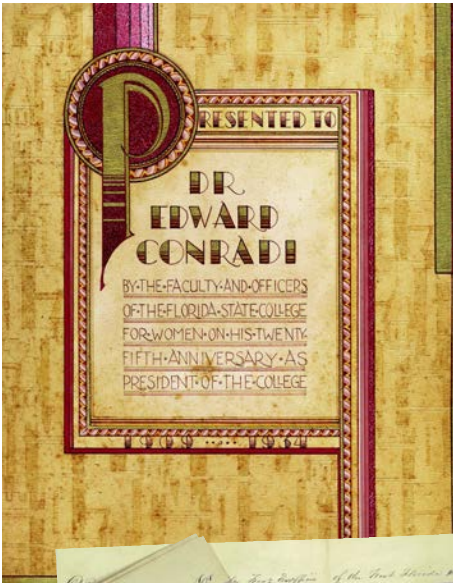
“Our main goal is for students, present and future, to understand the value of the university and our rich history,” said Donna McHugh, assistant vice president for University Relations. “We need to educate them, and we are finding the art and the stories to do that.”

While its volunteer committee currently is focused on collecting items of interest, the ultimate goal for the project is to create a virtual, online museum.

“The Heritage Protocol is very important to the university, especially in light of recent catastrophes such as Hurricane Katrina, when much was lost in New Orleans,” McHugh said. “It makes us realize that we have a tremendous knowledge base to preserve.”

It also made university officials realize how much they did not have.

“This is a continuation of what was start-



ed in celebrating the university’s 150th anniversary,” McHugh said. “As we were looking at what to do for our history, we realized we could not find things. It really pointed out how little we had.”

McHugh said the priority given to the Heritage Protocol comes from the top.

“President T.K. Wetherell and his wife, Ginger, have a great love for the history of Florida State and for preserving it,” she said.

The Heritage Protocol also has the support of a volunteer committee made up of

alumni, and a staff archivist — the only person dedicated solely to this project.

“We are now developing our systems to find artifacts, gather information, get the stories, and get photos of them to make it part of the virtual museum,” McHugh said.

A key element in making the project successful, according to McHugh, is improving communications with alumni — and their families — about the potential treasures they may possess.

“Many times, children of FSU alumni do not understand the value of the items they have, and they end up throwing stuff away because they think it is just old junk,” McHugh said. “Now, they can either give it to us for keeping, or they can retain it, let us take a digital photo of it and give it up whenever they want.”

So how does one know if what he or she has is a historical treasure or valuable only to that person?

“That is what the archivist does,” McHugh said.

One member of the volunteer committee is Mary Lou Norwood, co-founder of the Heritage Protocol and member of the Class of 1947, known as the “Swing Class” because they started as students at FSCW and graduated as alumni of FSU.

“Our job with the Heritage Protocol is to root out a lot of stuff, and much of it is still in Tallahassee,” Norwood said. “There are retired faculty and staff, alumni — lots in Tallahassee to latch on to.”

Norwood said she and her classmates consider involvement in the Heritage Protocol their responsibility.

Alumni conference generates ideas, encourages planning and development

From having an opening appointment with Florida State University’s own idea-creating president, T.K. Wetherell, to hearing from a fellow Seminole who works with corporations nationwide to build their teams and organiza-



tions, the annual Alumni Leadership Conference, Feb. 9-11, 2007, will provide participants with meaningful discussions, forums and training, which are necessary in building alumni organizations and maintaining their effectiveness.

If you are a member of a club leadership board or another alumni or friends organization that is associated with FSU, you are invited to be among the more than 100 people who are expected to attend this practical, “hands-on, ears-open” exchange of ideas.

Each club, constituent organization or special-interest alumni group has been invited to



Florida State University
ALUMNI ASSOCIATION

how to plan for success, build teams that diligently reach their goals, and ignite the passion for achievement. Attendees will receive a copy of Colan’s best-selling book, “Sticking to It: The Art of Adherence.”

The conference is loaded with techniques and information to help FSU’s hundreds of alumni and friends organizations. There are many aspects of the Alumni Leadership Con-

“We graduated with artifacts — the only class to have both school names on their diplomas — and our class was the first to be involved with the Heritage Tower outside the University Center,” she said.

Norwood said the greatest benefit of the Heritage Protocol is that it allows alumni memories and souvenirs to live forever.

Another key player in the preservation effort is Col. Edward Conradi Ekermeier (B.S. ‘63, history), the grandson of Edward Conradi, president of the FSCW from 1909 to 1941. Ekermeier got involved in helping collect FSU artifacts last year when he donated a photo of his grandmother, Augusta Conradi, for use in her namesake theater housed in the Williams Building.

In January of this year, Ekermeier made an even more substantial contribution when he presented FSU with the “Edward Conradi Presidential Anniversary Book,” pictured at left, given to his grandfather at the 25th anniversary of his presidency in 1934. The hand-carved book was handed down to Ekermeier from his mother, Louisa May “Liepe” Conradi, 20 years earlier.

The book was signed by Conradi’s faculty and staff — 179 people in all — some of whom are familiar to alumni because of the buildings that now bear their names. They included William George Dodd, Rowena Longmire, J.G. Kellum, Ella Scoble Opperman and Margaret Sandels.

“The book was falling apart, and I felt like the university should have it, not me,” Ekermeier said.

He said that he will continue to be a part of the Heritage Protocol, and he said others should consider doing the same.

To become involved in the Heritage Protocol by donating an item or becoming a volunteer, visit www.heritage.fsu.edu.

ference that will lead to success at any level, from participating in an event-planning workshop to working with the Alumni Association on an in-depth review of Web-content management (this session will be limited to those who are actively using the association’s Online Alumni Community for Web sites), and from discovering how best to charter a club to learning how to cultivate volunteerism in the session “Promote Volunteers: Motivating and Cultivating Leaders.” The session will feature a special panel of highly successful volunteer managers assembled by VolunteerLeon.

In addition to the various sessions that will be held during the two-day program, participants will be able to join together for tours of campus and even enjoy a baseball or basketball game at conference-reduced rates. It will be a weekend that you will applaud because it is packed with information, loaded with techniques and guided by other successful leaders. Even alumni who are working with the association to establish new alumni clubs and constituent programs are encouraged to give this conference a gander.

To learn more about Alumni Leadership Conference 2007, call (850) 644-2761, or e-mail alumniconference@alumni.fsu.edu.

Graduate studies are critical part of educational journey

By Dave Fiore

In many ways, the scientific, technological, economic and cultural advances in our society can be traced to contributions made by those who cut their research teeth in our nation’s graduate-school programs. So says Nancy Marcus, who is a Robert O. Lawton Distinguished Professor and the dean of Graduate Studies at Florida State University.

“Research and graduate education are at the heart of creativity, innovation and entrepreneurship,” Marcus said. “All that happens in graduate schools. Cutting-edge education happens here.”

And it certainly happens at FSU.

Last year, 7,926 of the university’s 39,652 students were enrolled in graduate and professional programs in 16 colleges. They covered 73 doctoral programs, 107 master’s degree programs and 28 advanced master’s degrees — in addition to law and medicine.

In 2005, 56 percent of FSU’s graduate students were female, and 19 percent were from an under-represented minority group. Twelve percent were international students, and the average age of graduate students was 30.

One thing that students must understand when considering the pursuit of a graduate or professional degree, according to Marcus, is how different it is from undergraduate studies.

“We need to let undergrads know what graduate school is really like,” Marcus said. “It is important to know the ins and outs about what it means to be in graduate school — what it means to be a grad student.”

She said that while there are rigid class requirements in undergraduate studies, there is more flexibility at the graduate level.

“Graduate programs are tailored to the individual,” Marcus said. “The faculty expects that students are independent and motivated. And while there certainly is classwork, the focus is on research. At this point, you are presumably doing something you like to do — in a lab or at an archaeological dig or wherever your studies take you.”

To demonstrate the university’s commitment to graduate studies, last year FSU introduced the first Graduate Student Research and Creativity Awards. The awards were presented by Marcus and FSU Vice President for Research Kirby Kemper.

The six Research and Creativity Award winners, two from each broad academic discipline — Science, Technology, Engineering and Mathematics (STEM); Arts and Humanities; and Social and Behavioral Sciences — were selected for outstanding contributions to the research and creative endeavors at FSU.

The winners from the STEM fields were Goran Mihajlovic, a physics doctoral candi-

date, whose research focused on tiny magnetic signals that can be attached to molecules and used as magnetic labels in biomolecular sensing; and Jean Burns Moriuchi, a doctoral candidate in ecology and evolution, whose research involved probing evolutionary relationships among pairs of related species in which one species of the pair is invasive and the other is noninvasive.

The Arts and Humanities winners were Margaret “Meg” Jackson, Ph.D., who, in pursuit of her second doctorate at FSU in ethnomusicology, is researching use of hip-hop culture as a means of political expression among Turkish immigrant youth in Germany’s northern Rhine region; and Millicent Johnnie, a candidate for a master’s in American dance studies, who is focusing on the connections between indigenous Louisiana dance forms and Brazil and Cuba through the Atlantic slave trade.

Finally, the winners in the Social and Be-

poets and doctors — and it’s not even mentioned. We need to do more.”

Marcus said that while there is much to be excited about, there is reason for concern about the state of graduate education as a whole. She points to the shrinking pool of students with the interest and/or academic achievement to tackle graduate school.

“To get to graduate school, you of course have to do a good job through the education process,” she said. “There is a lot of focus on middle school, where students are developing skills in math, science and literacy, but the first signs of a problem can be found in the earlier grades.”

Marcus said that while estimates of math and science literacy show that U.S. students in the fourth grade are comparable to that of children from other countries, the slide begins soon after.

“Our math and science literacy scores for 15-year-olds rank 24th in the world,” Marcus

ent pool as well,” she said. “In recent years, we have given more attention to women and minorities, but overall, our domestic numbers are still low.”

According to Marcus, 30 percent of doctoral degrees nationwide in math, science and engineering go to students on temporary visas, and in 2003, 58 percent of post-docs (those who work in research at a university after receiving their doctorate) were non-citizens.

“Again, it is a pipeline issue, but we also need to encourage those interested in math and science that these disciplines increase our standard of living, create a vibrant economy, and that research is what leads to technology,” she said.

The need to attract students to graduate study is not limited to the sciences and engineering, either. Marcus cited current critical need areas such as foreign languages, international affairs, nursing and public health.

“Graduate study in the humanities con-

tributes to our understanding of people and cultures, and in the performing arts embodies the creativity that is the very essence of being human,” she said.

As one might expect, applications to FSU graduate programs decline when the economy is booming and good jobs are easy to find, while application rates rise during an economic downturn, when staying in school has greater appeal. In the long run, however, Marcus said that an advanced degree almost always is a good investment.

“For long-term earning potential, the rules still hold true,” she said. “Average income for a high-school diploma is in the \$30,000s, while it is in the \$70,000s and \$80,000s for Ph.D.s. There is a \$10,000 to \$20,000 difference for each level of education earned.”

Marcus said the future success of graduate studies at FSU will be the result of a necessary adaptation to a rapidly changing world. One exciting change is the new professional-science master’s degrees — intermediate degrees that combine science and real-life work skills.

“Their goal is to provide certain industry segments (mid-level companies doing research and development) with people who have training in a science, but also have training and skills in communication, teamwork, business and management,” she said. “They come into the company and know the science and can coordinate the team. They are part project manager, part scientist.”

Marcus said that graduate programs also must look at ways to increase flexibility in accommodating students’ family responsibilities.

“Some say we’ve been successful because of the way graduate education has been carried out in the past, and it is not about to change. But I say to envision the future, we have to change.”



Three fellows and the dean: Mabry Gaboardi, a geology doctoral fellow in her final year of study; Craig Bookwalter, a physics doctoral fellow in his first year of study; Graduate Studies Dean Nancy Marcus; and Girish Khare, a mechanical engineering doctoral fellow in his second year of study.

havioral Sciences were Jill Holm-Denoma, a clinical-psychology doctoral candidate, who is conducting a multilevel study of eating disorders and related conditions; and Jeffrey Lacasse, a doctoral candidate in social work, who is assessing how the use of an anti-psychotic medication algorithm in a state hospital setting, when treating those diagnosed as severely and persistently mentally ill, has affected the treatment regimens prescribed to patients.

Marcus said that while research drives so much of the graduate-school experience, it is not the only reason to stay in school.

“The message I want to get across to all our students and alumni is the importance of a graduate education,” she said. “Research is an important part, but not the only part. I am working to convince people of the value of graduate education as part of the big educational picture. The Commission on Higher Education in Washington issued an entire report on the state of education, and there was no mention of graduate education. We are talking about the next generation of scientists, artists,

said. “The pipeline is being squeezed. There are fewer prepared students in college and even fewer eligible for graduate school. The alarm is being rung today.”

This is not the first time American schools have been faced with such a dilemma.

“It is all about globalization and competition,” she said. “After the Russian launch of Sputnik in the 1950s, the United States established the National Defense Education Act, which lead to an influx of students into the fields of science and engineering. For decades, we have enjoyed dominance in science and technology, and one result has been our high economic standard of living. There is a lot of concern today, however, about increasing global competition and a loss of dominance in those areas.”

Marcus said another concern is our inability to attract American-born students to these fields.

“We want the best and brightest in the world, and we want to attract international students, but we need to develop our domestic tal-

New course teaches students the history of the Seminole Tribe

By Barry Ray
FSU News and Public Affairs

Nearly 60 years ago, Florida State University students voted to adopt the name “Seminoles” for the school’s athletic teams. Now, FSU students are able to learn more about the history and culture of this “unconquered” American Indian tribe through a newly created course.

“History of the Seminoles and Southeastern Tribes, Pre-Contact to Present” was introduced this semester as an elective course for FSU undergraduates. Its 45 seats were immediately filled by students as soon as the course became available.

Neil Jumonville, chairman of FSU’s department of history, said that plans for the course took shape in April during a meeting held at FSU between representatives of his department and the Seminole Tribe of Florida.

“The tribe’s leadership is very sophisticated and intelligent on matters of American history generally and the Seminoles particularly,” he said of the meeting. “The tribe and the department seem to be very much on the same page about the course, how to offer their history, and about our continuing connection.”

FSU President T.K. Wetherell hailed the new course as a signal of the strong bond that has developed over the years between the university and the tribe.

“One of my top priorities is to make sure that our students and supporters have a greater understanding of who the Seminole people are, what they have had to endure throughout their history, and what they have accomplished despite such hardships,” he said. “If we know their history, we’ll have a greater appreciation for the Seminole name that we so proudly identify ourselves with.”

The new course is taught by Chris Versen, an adjunct lecturer who recently received his doctorate in history from FSU. Versen said his



FSU Photo Lab / Bill Lax

Neil Jumonville

interest in Indian culture and history goes all the way back to childhood.

“My interest in the subject, like my interest in history generally, is as old as my memories,” Versen said. “As a child living in Mississippi, we would go to the Choctaw Indian Festival. The impression it left on me was strong enough that images from 30-odd years ago remain vivid in my mind.”

Versen added that a course in Seminole history offers numerous opportunities for students to gain new perspectives and better understand their place in the world.

“I think the subject is an important one because of the university’s use of Seminole symbols, and because it offers a great chance to investigate the meaning of such symbols in relation to group identity,” he said. “Such an in-

vestigation will lead us to consider in our discussions what it means to be Seminole, Indian, American and human.”

Jumonville said he hopes the new course will lead to a greater overall emphasis on native history and culture at FSU. “Both the Seminoles and the department of history want the course to put the tribe in the context of the Southeastern Indians generally,” he said.

“In fact, the department would like to hire several specialists on native culture and history and then offer courses on the native history of the entire hemisphere from Chile to Alaska, with American Indians and the Seminole tribe viewed within this larger context. It might be a center on the study of the hemisphere’s natives, with the Seminole tribe at the heart of it.”

In addition to its invaluable role in helping shape the course, Jumonville said he looks forward to having the Seminole Tribe of Florida actively engage with students.

“We are trying to arrange for representatives of the Seminoles to talk to the class once or twice this semester, which would probably be the normal number of times in the future, although that is flexible,” he said.

Although “History of the Seminoles and Southeastern Tribes, Pre-Contact to Present” currently is limited to 45 students because of space limitations, Jumonville anticipates that additional sections can be added in the future as demand increases.

“We are seeking to have the course redesignated so that it will count for Liberal Studies credit and would fulfill the university’s multicultural requirement for undergraduates,” he said. “When that happens, I expect demand to go through the roof.”

“I know of no other university or college that offers a history of the Seminoles,” Jumonville added. “It’s an honor for FSU, a university so closely associated with the tribe, to help our students learn more about this strong, creative and resilient people.”

After FSU, Rendina found niche in medical real-estate development

(Continued from page 1)

then we share the equity — we share the ownership — with the physicians who occupy the building.”

This ownership structure became a huge magnet for physicians in the South Florida market, according to Rendina. His company, which is based in Palm Beach Gardens, Fla., and La Jolla, Calif., became a hit with large health-care systems such as Triad and Tenet. Today, Rendina Companies has created developments in more than 15 states, mostly in the Sun Belt.

“We already have a presence in the Northeast, and we’re opening up a Midwest/Philadelphia-based office as well,” he said.

Rendina’s current success can be tracked back to his days as an FSU student in the mid-1970s. At FSU, he would become a member of the Phi Delta Theta fraternity, serving as its president for a year and playing for its undefeated intramural football team. He also would meet his future wife, Marjorie “Marji” Crouse (B.S. ’77).

But, as a sophomore, he had yet to declare accounting to be his major. That changed, however, after a happenstance encounter one evening.

One of his fraternity brothers, who was an accounting major, stopped by the fraternity house to invite any brother with a suit and tie to come to a recruiting reception being hosted by an accounting firm — Coopers & Lybrand. The draw for Rendina, however, was the free food.

“I was really just there socializing,” Rendina said. “One of the recruiters, Pat Conway, noticed that I had a crowd around me and that I was entertaining them. So he started talking to me and asking me questions, in-

cluding the time that I was scheduled to be interviewed the next day. I said, ‘To tell you the truth, I don’t have a interview set up for tomorrow,’ and Pat said, ‘Well, you seem like the kind of guy we want. Are you an accounting major?’”

The answer was “no,” but Rendina scheduled his interview anyway and made a great impression on the Coopers & Lybrand recruiters. He accepted an internship for the following year — his junior year — while taking accounting classes, and he took a full-time job with the firm after earning his degree.

Rendina spent two years as a Coopers & Lybrand accountant, left the firm for a short time, but returned to work in its recruiting corps. His 10-year tenure with the firm, which now is known as PricewaterhouseCoopers, culminated in his rise to its regional director for the southeastern United States, and stood him in good stead for the next phase of his career.

While working as the president of Satter Capital Companies, a firm that acquired and managed real estate, Rendina met Irving Sands and his son, Donald. The three men hit it off and became friends and, soon, business partners.

“Irving gave Don and me our first opportunity as developers,” Rendina said. “He gave us a small loan to start a business, and we formed a development company. Together, we grew that company into one of the largest players in the national medical real-estate arena and, eventually, we took it public.”

Rendina and Donald Sands developed more than 40 medical office buildings together. In 1997, the accounting firm Ernst & Young named Rendina its Entrepreneur of



The Rendina family, from left: Richard, Bruce, Marji, David and Michael.

the Year. In 1998, after Sands retired, Rendina determined that there were greater opportunities in medical real estate as a private company, and elected to start Rendina Companies. Since then, he has developed more than 30 additional medical and professional real-estate projects.

“To this day, I’m still very grateful to Irving Sands for giving Donald and me the opportunity to start our first company together,” Rendina said.

Now, having conquered the medical real-estate development industry, Rendina has moved into commercial, retail and residential development in South Florida. In addition, he and partner George deGuardiola — in an enterprise that is separate from Rendina Companies — are in the process of developing Abacoa, the 2,000-acre headquarters of Scripps Florida, in Jupiter, Fla.

“Abacoa ties into my father’s vision and the Rendina family’s vision for charitable giving, as far as making charitable donations to universities and large research and development companies, such as Scripps, Massachu-

setts General, and a number of other biotech or research-related companies,” said Richard Rendina, a vice president of Rendina Companies who is Bruce and Marji Rendina’s oldest son.

The Rendinas’ middle son, Michael Rendina, is an FSU alumnus (B.S. ’05) who now works as development director for Rendina Companies. The Rendinas’ youngest son, David, is a freshman at FSU.

In running Rendina Companies, Bruce Rendina has taken a page from his experiences with Irving and Donald Sands, and keeps a team-oriented, family-based culture in the workplace, even for those who aren’t actually family.

“He’s always taken pride in letting others share in the process to become successful, and he’s always been very passionate about including his friends and family,” said Michael Rendina. “Whether it’s physicians taking part in a medical office building development or our own employees, my father’s philosophy has been to enhance the lives of others through his success.”

Cluster hiring maximizes opportunity to propel programs into prominence

(Continued from page 1)

for two areas that are serving as pilot programs in the cluster hiring initiative. For the “Integration of Genotype and Phenotype” cluster, eight faculty members from areas ranging from molecular genetics to evolution will be hired to study how the genetic process plays out to form the features of the whole organism. Led by the biological science department, this is a totally new effort at FSU and will have few, if any, counterparts nationwide, Ellington said.

English is the lead department for “History of Text Technologies,” in which an interdisciplinary cluster of new hires will look at many traditional “great books” by Shakespeare, Chaucer, Dante and others through the untraditional lens of the technologies that have preserved and reshaped their texts over the course of centuries.

Recruiting has begun for four other clusters that were approved by FSU Provost and Executive Vice President Lawrence G. Abele in the first round of funding. A committee recommended them after evaluating 44 proposals submitted by faculty.

The four new clusters are:

- “Growth, Processing and Characterization of Advanced Materials” (industrial engineering and mechanical engineering). The re-



FSU Photo Lab / Bill Lax

From cave paintings to digital messages: The FSU History of Text Technologies interdisciplinary cluster will study the technologies that supplement the fragile human mind by providing durable artificial memory systems. Its steering committee is (back row): Wayne Wiegand, professor of information studies; Richard K. Emmerson, professor and chairman of art history; Elaine Treharne, one of the first new hires among this cluster; (front row): Gary Taylor, professor of English; and Lori Walters, professor of modern languages and linguistics. Steering committee member and English Professor Stanley Gontarski, not pictured, was in Japan.

search effort leverages expertise at the National High Magnetic Field Laboratory and involves the participation of engineers, chemists,

physicists and computational scientists. The research focus will be the design, synthesis, processing, characterization and application devel-

opment of new materials.

- “Extreme Events: Modeling and Extended Forecasts” (meteorology and oceanography). The research focus will be the simulation and prediction of extreme events such as hurricanes and severe storms.

- “Experimental Social Science” (economics and political science). Several FSU faculty members who are pioneers and practitioners of this methodology will build a center that rivals the few such efforts existing elsewhere, Ellington said.

- “The Psychology and Neurobiology of Dysregulated Behavior” (psychology). Capitalizing on existing strengths in neuroscience and clinical psychology, this cluster will be a world-class group studying behaviors such as suicide, violence and substance abuse.

“There will be a synergistic impact by bringing in faculty focused on a common academic theme,” Ellington said. “That is, we expect that the output of the whole in terms of research, grants and doctoral student training will be greater than the sum of the individual contributions of the hires. We also believe that creation of these clusters will facilitate the development of many new interdisciplinary doctoral programs that will tap into new and stronger pools of graduate applicants.”

Fraser selected as inaugural inductee into College Baseball Hall of Fame

By Tracy Gale

Florida State University alumnus Ron Fraser, the former Seminole pitcher who led the Miami Hurricanes as head baseball coach for 30 seasons, was one of five inaugural inductees into the College Baseball Hall of Fame in Lubbock, Texas, in July.

Fraser (B.S. ’60, physical education) and the other four inductees received a commemorative oil painting and a custom, sterling silver belt buckle featuring a large ruby in the design, along with recognition during the Hall of Fame parade and, later, an induction gala. One of the most honored men in college baseball history, Fraser is a member of six halls of fame, including the Florida State University Athletics Hall of Fame, which inducted him in 1991.

Fraser said that he always has been proud of the series between his alma mater and his beloved Hurricanes, which is considered among the best weekend match-ups each year in college baseball — a rivalry built on great respect for the other’s abilities. Both schools regularly visit Omaha in June to take

part in the College World Series.

After a two-year stint in the Army, Fraser arrived in Tallahassee ready to study and play baseball for FSU. He ended up sharing a dorm room with Dick Howser and a couple of football players: a small and speedy tailback named Lee Corso and another back who would go on to earn some name recognition — Burt Reynolds. Life in Tallahassee was terrific for the four young men earning their education and playing varsity sports, according to Fraser.

With degree in hand, Fraser accepted his first paying coaching job — in Holland. After leading the Dutch national team to three straight European titles, Fraser returned to the United States in 1963 and began his tenure at the University of Miami.

He completed his Hurricane coaching career with more than 1,200 wins, two national championships (1982 and 1985), 150 players signed to pro contracts, and more than two dozen coach-of-the-year honors. Once his illustrious coaching career was completed in 1992, Fraser served as lead fund-raiser for the University of Miami’s Cornerstone Cam-



FSU alumnus Ron Fraser at the College Baseball Hall of Fame induction ceremony, with his five grandchildren: (back row) Fraser Poorman, 15, and Kyle Gonzales, 14; and (front row): Brett Kraut, 9, Andrew Kraut, 9, and Amanda Gonzales, 11.

paign, a multiyear capital campaign for the university’s libraries. Now retired, he and wife, Karen, divide their time between West-

on, Fla., and their summer home in North Carolina. The Frasers have three daughters and five grandchildren.

Tracy Fraser Kraut

NEWS NOTES ALUMNI

Compiled by Kathy Harvey and Mariann Grantham

Got News?
To submit items for Alumni News Notes, e-mail kharvey@mailers.fsu.edu. Please write "Alumni News Notes" in the subject heading of the e-mail.

1957
Martin A. Dyckman (B.A.) has written the book "Floridian of His Century: The Courage of Governor Leroy Collins," published by the University Press of Florida.

1963
Alan E. Bayer (M.S., Ph.D. '65) has received the title professor emeritus at Virginia Tech, Blacksburg, Va.
Ronald E. McFarland (B.A., M.A. '65) has written the book "Confessions of a Night Librarian," published by the Florida Historical Society Press.

1965
Terry E. Lewis (B.A., M.A. '66, J.D. '78), a shareholder of Lewis, Longman & Walker, P.A., West Palm Beach, Fla., has been listed in the book The Best Lawyers in America.
Stephen R. Montague (B.M., M.M. '67) premiered his orchestral work "Beyond the Stone Horizon" and his multimedia event "Sonic Swamp" in England.

1971
Maurice E. Dennis (Ph.D.) retired as professor at Texas A&M University, where he was head of the Center for Alcohol and Drug Education Studies.

1974
Jayne V. Bates (B.S.) has been named president of the Association for Accounting Marketing. Bates is featured on the cover of *Practical Accountant* magazine, June.
Howard A. Kusnick (B.S.) and **Joshua A. Kusnick** (B.S.E. '06) announce the fourth anniversary of Double Diamond Sports Management, which they jointly created. The company represents professional-league baseball players throughout the United States and Latin America.

1977
Deven J. Anthony (B.S.), owner of Cloverstone Tech, LLC, has been awarded a

IN MEMORIAM

1930-1939
Josephine Mathews Tharpe (A.B. '31), *Marian Turner Roddenbery* (B.A. '35), *Virginia Toffaletti* (B.S. '38)

1940-1941
Carol Christine Russ Dinsmore (B.A. '41, M.A. '57), *Marjorie Lambert Graham* (B.S. '44), *Jean Longdon Froscher* (B.A. '46, M.S. '48)

1950-1959
Richard D. Hutto (B.S. '55), *Harriet Welch Scott* (M.S. '58)

1960-1969
James R. Bush (B.S. '60), *Kenneth H. Dean* (B.S. '63), *Royal Charles "R.C." Dunn* (B.S. '65), *John P. Frazer* (B.A. '65), *Dale M. Davis* (B.S. '66), *Payton E. "Gene" Ward* (B.S. '66, M.S. '70), Lt. Col. (R) *Paul V. Owens* (B.S. '68)

1970-1979
Susan Guido Duran (M.A. '78)

1980-1989
David C. Newton (S.P.E. '86)

FACULTY AND STAFF
Alix Anderson

CORRECTION
Angela C. Shrum (B.S. '03) was incorrectly reported as deceased in the October issue of the *Florida State Times*.

U.S. patent for his invention "Method and System for Processing Upstream Packets of An Optical Network."

1978
Kenneth B. Kirby (B.A.) has been appointed by Florida Gov. Jeb Bush to the District Board of Trustees of Palm Beach Community College, Lake Worth, Fla.

Jennifer A. Pechenik (B.S.W.) has been named director of Occupational Health/EAP for the North Broward Hospital District, Fort Lauderdale, Fla.

1979
Kenneth R. Benoit (M.S.) has had his original composition for band, "Five Flags Suite," published by Imagine Music. Two of his pieces were performed at the College Music Society Southern Chapter conference at the Conservatorio de Musica de Puerto Rico, San Juan.
Wayne C. Hogan (B.S.), former FSU sports information director and interim director of athletics (1994), was named associate athletics director for public relations at the Georgia



Courtesy Cruxshadows

The band Cruxshadows (pronounced "crew-shadows"), composed mainly of Florida State University alumni, has recorded a bona fide hit. "Sophia" debuted on the Sept. 15 Billboard Hot Dance singles chart at No. 1. The band originated in Tallahassee in 1992. It blends new wave, gothic and electronica to produce a unique sound that is popular in the darkwave and electro-alternative music scene. Cruxshadows is (front row, left to right): Rogue (B.S. '94, studio art, summa cum laude); Sarah Poulos (B.A. '04, theatre); and Jessica Lackey (A.A. '96; B.S. '98, studio art); (back row, left to right): Rachel McDonnell (B.M. '97, strings); George Bikos (attended '98-'01); and Jen "Pyromantic" Jawidzik. To learn more, visit www.cruxshadows.com.

Institute of Technology, Atlanta, Ga. Hogan was athletics director at the University of Montana for nine years.
Anne Longman (J.D.), a shareholder in Lewis, Longman & Walker, Tallahassee, Fla., has been listed in the book The Best Lawyers in America.

1982
Julia A. Meckstroth (B.S.) received her Master of Science degree in library science from the University of Illinois at Urbana-Champaign and has been nominated for the Jane B. and Robert B. Downs Professional Promise Award in the field of librarianship. Meckstroth is currently employed at Illinois State University's Milner Library as teaching materials librarian.

Pedro R. Portes (Ph.D.) has been named to The Goizueta Foundation Distinguished Chair of Latino Teacher Education at the University of Georgia, Athens, Ga.
Terry L. Vaughan (B.S.) is now president of the Florida State Association of Supervisors of Elections.

1983
Mark P. Raciappa (B.S.) purchased the North Florida franchise for Action International, a business coaching team, and has moved back to Tallahassee, Fla.

1984
R. Steven Lewis (J.D.), a shareholder in Lewis, Longman & Walker, P.A., Tallahassee, Fla., has been listed in the book The Best Lawyers in America.

Michael J. Vergo (B.S., M.ACC. '85) has been admitted as audit partner with McGladrey & Pullen, LLP, Melbourne, Fla.

1988
Alan A. Kornblau (M.L.S.) has been named executive vice president and library director of the Delray Beach (Fla.) Public Library Association.

1989
Stephen F. Shaw (B.S., M.S.P. '94) has earned his doctorate in urban and regional planning from the University of Florida, Gainesville, Fla. Shaw is a private-practice attorney based in Silver Springs, Fla.

1990
Nicholas W. Romanello (B.S.) has joined the Health Care District of Palm Beach County, Fla., as in-house counsel.

1991
Keith W. Berry (M.A., Ph.D. '05) has been awarded a National Endowment for the Humanities grant and is now a professor at Hillsborough Community College, Tampa, Fla.

Sean Trapani (B.A.) has been named professor of advertising at the Savannah College of Art and Design, Savannah, Ga.

1992
Marlon Hill (B.S., J.D. '95) has been elected to the Jamaica Diaspora Advisory Board Leadership to represent the southern United States.

1993
Randall S. Hansen (Ph.D.) has been promoted to full professor of marketing at Stetson University's School of Business Administration, Deland, Fla. Hansen also is celebrating the 10th anniversary of his career development Web site, QuintCareers.com.

1994
Toby Srebnik (B.S.), corporate communications manager for Boca Raton Resort & Club in Boca Raton, Fla., has been elected president of the Palm Beach County Chapter of the Public Relations Society of America.

1995
Scott B. Smith (B.S., J.D. '98) has been elected to the board of directors for The Academy of Florida Trial Lawyers. Smith has been associated with the law firm of Lytal, Reiter, Clark, Fountain & Williams, LLP for more than seven years in West Palm Beach, Fla.

Todd R. Vernon (B.S., B.S. '01) has been promoted to senior software engineer for Vurv Technology in Jacksonville, Fla. Vernon also has earned a real estate license and works for List4Less Realty.

1996
David Sinason (Ph.D.) has been named the

PricewaterhouseCoopers Professor of Accountancy at Northern Illinois University, De Kalb, Ill.

1999
Drew T. Repetti (B.S.) has left the New York City Police Department after five years of service and is now a deputy sheriff with the Pinellas County Sheriff's Department, Tampa Bay, Fla.

Ryan Young (B.S.) is the early-morning news reporter on WSB-TV (ABC), Atlanta.

2000
Laura C. Myers (M.L.S.) is now a branch supervisor of the North Sacramento branch of the Sacramento Public Library,

Sacramento, Calif.

2001
Donna P. McGalliard (E.D.D.) is the director of residence life and housing at Wake Forest University, Winston-Salem, N.C.

2002
Holly J. Radcliffe (B.A.) is the executive director of the Tallahassee Ballet.
Fernando R. Senra (B.A.) is now press secretary for the Florida Department of Health.

2003
Ashley R. Augustyniak (B.A., M.L.S. '06) is the librarian at the Othmer Library of Chemical History at the Chemical Heritage Foundation.

Kathryn Josserand



Judy Kathryn Josserand, 63, professor of anthropology at Florida State University, died in August. An accomplished researcher and teacher, Josserand came to FSU in 1991. She taught linguistic and cultural anthropology and frequently traveled to Mexico with her students to give them firsthand experience in the field.

Being active in numerous professional organizations, including the Society for Latin American Anthropology, Josserand had recently received a Fulbright grant.

She and her husband, Nicholas A. Hopkins, lived in Mexico for many years, teaching at universities in Mexico City and leading field projects.

Josserand earned her undergraduate degrees from Louisiana State University, double majoring in geography and anthropology. She received her doctorate from Tulane University in 1967 and was a Woodrow Wilson Fellow. She also was a Mellon Fellow at the University of Pittsburgh from 1983 to 1984.

Ruth Ann Wester



Ruth Ann Grimsley Wester, 74, a retired Florida State University administrator, died Sept. 22, 2006. She served the university as a loyal and valued employee for more than 20 years.

Wester started out at FSU in 1960 at the College of Education. She began working for university administration in 1967 and was the executive assistant to university presidents J. Stanley Marshall and Bernard F. Sliger.

A most familiar figure at FSU, Wester was known as the "right hand" of the presidents under whom she served.

"Ruth Wester was a great person in every way. She was a great gatekeeper and her influence in the president's office was pervasive," Marshall said.

"She was an extraordinary woman — (Continued on page 12)

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Make your gift count: Strategies for year-end giving

The end of the year is a time to reflect upon the past and anticipate all that the future holds. It also is an excellent time to consider the advantages of year-end giving.



Camille Anderson Licklider, J.D.
Senior Director
Planned Giving
FSU Foundation

Completing a charitable gift by Dec. 31 demonstrates your commitment to making a difference by helping others — and can reduce your federal and state income taxes in the current tax year. In addition, by making a gift to the Florida State University Foundation, you demonstrate your commitment to the students and faculty of FSU.

Consider the following strategies as you take stock of your charitable and financial goals for this year.

First Things First

To begin, make a list of the causes you would like to support. Depending on your resources, you may want to narrow that list to charitable organizations with the greatest needs or those for which you have the most passion.

To determine your tax liability, calculate your income. If, for example, you sold appreciated assets this calendar year, or if for any other reason you may owe a larger-than-normal tax bill, move some of your anticipated giving

for next year forward to create a larger deduction this year.

If you don't regularly itemize, you might try "grouping" your gifts in alternate years so that you can take advantage of an itemized tax return at least every other year. Prepaying pledges is one way to accomplish this, as a pledge is deductible in the year it is paid.

Last but not least, be sure to consult with an accountant or other financial adviser. These experts are in the best position to assist you in determining your tax liability and obtaining all deductions that are allowed by the Internal Revenue Code.

Assets and Needs

Cash, real estate, personal property and stocks are among the most popular charitable gifts; gifts of appreciated property, which has been owned for more than a year, offer special tax breaks.

Depending on the gift, you generally are eligible for a charitable-income tax deduction that can range as high as 30 percent to 50 percent of your adjusted gross income. If appreciated property is used to make a gift, you first can claim a charitable deduction based on the property's fair market value and then avoid paying capital gains taxes on the appreciation.

Even property that has lost value can provide you with tax advantages. By selling the devalued asset and donating the proceeds, you can claim a loss on your taxes and receive a charitable deduction.

Many people would like to make a charitable gift but need the security of an income. If

this sounds familiar, a life income gift may fulfill your needs. The tax benefits can be outstanding, and you'll receive regular payments for life. As you may recall, the article that was published in last month's *Florida State Times* highlighted the Charitable Gift Annuity — an excellent giving vehicle for donors who are looking for ways to augment their retirement income.

Watch the Calendar

A gift's delivery date determines the year of deduction, so if your year-end giving is about to live up to its name, make sure you have enough time to transfer the gift — especially if you are donating non-cash assets such as real estate or stocks.

With checks, the mailing date is the delivery date. If you are giving irrevocable stock power and have arranged for the certificate to be reissued in the name of a charitable organization, delivery is effective on the date the security is postmarked or physically delivered to the charitable organization.

In other words, if your broker is making an electronic ("wire") transfer of stock to the FSU Foundation, the gift is not completed until the asset actually arrives in the FSU Foundation account.

It is in your best interest to follow up with your broker to make sure the transfer that you requested takes place prior to Dec. 31. To play it safe, give early.

Should you have questions or comments, please feel free to call FSU's Office of Planned Giving at (850) 644-0753 or send an e-mail to plannedgiving@foundation.fsu.edu.

FSU makes headlines around the world

Don't forget: To see FSU professors quoted in news media from around the world, go to www.fsu.edu and click on the "Planet Earth" icon.

(Continued from page 11)

a wonderful mother to Connie and friend to me," said Charlie Barnes, Wester's son-in-law and the executive director of the Seminole Boosters. "When Andy Miller and I were both young with the Boosters back in the 1970s, she mentored us, kept us out of trouble as far as she was able, and was always the model of poise, gracious elegance and, above all, integrity."

James W. Dyson

James W. Dyson, 74, a retired Florida State University professor of political science, died July 11, 2006. Dyson, who taught at FSU from 1960 to 1985, served as director of graduate studies for the department. He founded the *Experimental Journal of Politics* and published numerous articles in peer-reviewed journals.

Dyson earned a master's degree in public administration from New York University and a doctorate in political science from Indiana University. He also served in the Air Force and earned a National Service Medal and a Good Conduct Medal.

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Charles J. Rasberry

Charles J. Rasberry
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For more information on the Florida State University Foundation or to make a gift to Florida State University, call (850) 644-6000 or visit www.foundation.fsu.edu.



For all the blood, sweat and tears...



Football vs. business: Two views on leadership

If everyone could hit a baseball, major league players wouldn't be millionaires. Classic movie stars such as Cooper, Fonda and Stewart made their performances ap-



Charlie Barnes
Executive Director
Seminole Boosters

pear effortless. Steve Spurrier took Duke to an Atlantic Coast Conference championship in football and made it look easy.

Coach Bobby Bowden and Albert Dunlap are examples of the talent to make it all look so easy. Seeing them play golf together is like watching Gens. Eisenhower and Patton spend a day in a Jeep. Bowden is serene and deliberate; Dunlap is aggressive and demonstrative.

Al Dunlap's gift of \$10 million to Florida State University was spotlighted recently in the Florida State Times. The former football player and track athlete is retired, now living in Ocala and Hilton Head.

Their skill is not golf. The most specialized talents of Bowden and Dunlap fall within a fairly narrow range of leadership. They have the ability to take not much and to make something of it.

Dunlap rode across America's business landscape in the 1980s and 1990s, offering his gun for hire to corporate boards that were desperate for relief. Alan Greenspan said: "Dunlap is corporate America's ultimate change agent." According to Greenspan, Dunlap's specialty was taking sleepy, non-competitive companies and turning them into world-class performers.

None of this happened without controversy and angst. In fact, Dunlap's best-selling book is not called "Mean Business" without reason. But men like Dunlap and Bowden keep their own counsel and take the heat without complaint. That is the responsibility of their brand of leadership.

Dunlap's talent was for saving failing corporations. Bowden demonstrated similar talent for turning around failing football programs.

Football coaches talk about the basics, about how games are won by blocking and tackling. Similarly, Dunlap cautions, "Remember that business is simple; don't over-intellectualize it."

Dunlap developed his own simple formula for corporate success, a four-step progression that he embraced with religious zeal. Here are Dunlap's "four simple rules," with Coach Bowden's informal comments on how they might reflect his own recipe for turning around a football program.

Dunlap Rule No. 1: Get the Right Management Team. Bowden says the first thing

he did was hire a staff: "Before recruiting or anything else, I got my own people in place. Most of the time that means cleaning house."

Dunlap is a little more direct: "I cannot keep the people who created the debacle I'm expected to fix."

Dunlap Rule No. 2: Pinch Pennies. This is interesting, because Bowden contends this approach doesn't fit in coaching.

"Before you take the job," Bowden says, "you negotiate a budget. It's usually more (than they were spending before)."

Dunlap says cost always is the enemy: "Cost will kill you, even if you come out with better products."

The athletic parallel may be seen in scholarship costs growing by multiples almost annually. Dunlap says the "Rule of 55" means 50 percent of a company's products typically produce only 5 percent of its revenue and profits. In business, you can cut under-performing or unprofitable product lines. College athletics under National Collegiate Athletic Association rules and Title IX regulations is a different ballgame altogether.

Dunlap Rule No. 3: Focus on Your Core Business. Dunlap says, "Ask yourself, 'What business are we in, and what business should we be in?' When you have the answer, sell everything else and focus on the core business."

Bowden agrees: "Before you'd take a job, you'd make a deal. 'I'll come if we can

establish these specific priorities.'"

The core business is building a winning football program.

Dunlap Rule No. 4: Come Up with a Real Strategy. What Dunlap means by a real strategy is to focus on areas where you have a competitive advantage: "If you don't have one, know how to get one."

Dunlap says to capitalize on your strengths to give you a competitive advantage in the marketplace.

Bowden calls the football parallel to that rule his "game plan" or "plan of attack": "You establish your style. Are you going to run the option? Are you going with a four-man front?" You have to go with something you know, and recruit players who fit that system, he says.

Coach Bowden agreed with three of the four rules. However, Dunlap wasn't pleased when I told him that Bowden said, "You can't cut costs and rebuild a football program."

"Sure you can," Dunlap said, "You can always cut."

"Well, how would you do it?" I asked. "This is football, not business. How would you cut costs?"

He thought about it; gave it the look of a man who never loses, never quits. Finally, he smiled and leaned forward, fixing me with those transparent pale blue eyes that have struck fear into the hearts of opponents.

"Here's how you do it," he said. "You play with 10 guys."

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