

# *Under Construction:*

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TWENTY-FIVE YEARS  
OF MIAMI-DADE COMMUNITY COLLEGE  
1960-1985

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## Acknowledgements

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# *Years of Excellence*

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When we began work on a history of Miami-Dade Community College, we found hundreds of pictures and stories of buildings under construction. Every year, it seemed, something was being built, a new campus, a new building, a new and innovative program. There were more than just buildings taking shape, however. A sense of community and purpose was growing, a commitment to the needs of the city and county. That dedication has continued for 25 years, an integral part of the plans for the school itself. As a result, Miami-Dade has been recognized nationally for its innovative approach to community needs. Even today, we continue to build, to draw up new plans.

The buildings, the traditions, the programs, are really the product of the people who created them “the administrators, the teachers, the staff and the students whose dreams and goals and foibles have all become a part of the foundation of the institution.

There is no way to recognize all those people. Some that deserved attention may have been left out of the written record because we never heard their stories. To those whose contributions were important but who may seem to have been neglected, to those whose books escaped mention or whose awards we failed to note, our sincere apologies. Be assured that your imprint is still there in the concrete of Miami-Dade’s history. The efforts of all have helped to create a vital educational community, one that is still, and will always be, under construction.

Our thanks to the many people who have made this volume possible, first, those people whose dream was to create Miami-Dade Community College; second, those whose hard work kept it going daily, administration, faculty and staff; third, students who chose to make it their school;



fourth, the community which has supported it in spirit and in funds.

We would also like to thank those who have worked on this history and seen it through: Lamar Noriega, researcher, who worked so diligently to see that all the pieces were tracked down; Arva Parks, consultant; Katharine Muller, MDCC special events, who felt certain it really could get printed; Robert K. Bailey, college photographer, who was responsible for most photographs from all those years; and Betsy Hilbert, MDCC faculty, for writing and editing. Thanks to the four campus historians who helped gather information: Harold Zabsky (Medical Center Campus), Don Baron (North Campus), Suzanne Richter (Wolfson Campus) and John McDonald (South Campus).

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## On Deans, Doctorates and Professors

**D**uring the early years at Miami-Dade, every faculty member was commonly addressed as "Professor," no matter what academic rank he or she held. The terminology was a result of the uncertainty about the place of junior colleges in higher education, and the need for an identity separate from the high schools. Now the position of the community college is secure. In keeping with traditional academic practice, we have omitted titles, identifying people by names alone. Titles of specific positions held at Miami-Dade, such as "Dean Doe," have been included only where they were useful for clarity.

A similar problem arose over the use of the title "Dr." Many faculty obtained their doctoral degrees while working at Miami-Dade. Should a person who had worked at Miami-Dade since 1968 be titled in that chapter even though the title was not earned until 1975?

For clarity and accuracy, we have omitted titles. This in no way lessens our pride in our faculty. Almost 20 percent of Miami-Dade faculty held the doctoral degree in 1986 – we are very proud of all of those, and regret that they could not be identified individually.

The Living Dead  
Performers

Death  
and the  
Undead



The Living Dead  
Performers  
Death  
and the  
Undead



## Prologue:

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# *A Hunger for Learning*

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**F**rom its beginnings, America valued learning. The earliest grammar schools of New England were established to make sure that young children could read the Holy Scriptures. A school was set up in even the smallest village as soon as a schoolmaster could be found. “Even the meanest of people contribute cheerfully to the support and maintenance of [the schools] every year,” wrote John Adams, “so that the education of all ranks of people was made the care and expense of the public in a manner that I believe has been unknown to any other people ancient or modern.”

The more prestigious institutions of higher learning — Harvard, Yale and Rhode Island College [Brown University], were founded to provide an educated ministry. By the beginning of the 19th century, they had evolved into schools for the sons of the more powerful political and financial families. William Manning insisted that such an arrangement was not sufficient for America. He wanted “every state to maintain as many Coledges in convenient parts thereof as would be attended upon to give the highest Degrees of Larning,” and in the counties to provide “Grammar Schools of Acadimies ... & no student or scholar to pay anything for tuition ... & every person be obliged to send his children to school, for the publick are as much interested in the Larning of one child as an other.”

Manning’s concept of public education for all remained largely a utopian one. Into the late nineteenth century, the average child never dreamed of higher education. Instead,





*Education was seen as a way up the American ladder by mothers and fathers of America's children. Students pose in front of the high school at Silver Palm, Florida, south of Miami, about 1910. (Historical Association of Southern Florida.)*

he – and it usually was a he – felt lucky to attend school through the sixth grade. Grade schools were rarely designed to prepare students for higher education; they were, instead, geared toward preparing pupils to function in the everyday world of work. Students toiled over the revised *McGuffey's Readers* (which now emphasized morality) and suffered through penmanship, geography, ciphers and elocution. But the more pupils learned, the more they seemed to want to learn. Many saw education as a way to succeed beyond their family status in life, a true opportunity to grab the American dream.

### Education for All

**I**n the Midwest, education was in a period of ferment. More and more, classical studies were supplemented by practical subjects and applications. The bootstrap families – sons and daughters of laborers, immigrants and second-generation Americans – saw education as the path to a professional career. Often these new graduates needed a transitional institution to bridge the gap from high school to college. Midwestern educators began to consider the concept of a junior college. This would be similar to the German educational system in which students entered college after the fourteenth grade rather than the American twelfth grade.

The concept involved more than just additional years. It involved a different way of looking at higher education. The new students wanted lectures that stimulated thinking, and lecturers such as those who enlivened the German universities. They wanted to be exposed to the new sciences of sociology, psychology and anthropology. Some radical professors were getting involved in social issues – professors such as Richard Ely, who espoused public supervision of factories to protect the life and health of the workers, support for unionization and slum clearance. The University of Wisconsin became a center of vigorous reform in higher education thinking.

In 1892, William Rainey Harper, first president of the University of Chicago, organized a two-part system: the Academic College (freshmen and sophomores) and the University College (juniors and seniors). Four years later, he renamed the two divisions Junior College and Senior College. Under Harper's leadership, two other institutions opened as junior colleges. Another junior college was established in Texas.

The idea caught on quickly. Several junior colleges were established in California, most of them in existing wings of high schools. By 1907, California was the leader in the junior college movement.

In 1916, New York amended the state constitution to grant women the vote, the first major state to do so. That same year, California passed a bill to provide state financial support to its junior college system. The Federal Board for Vocational Education was created when Congress passed the Smith-Hughes Act. The legislation provided matching funds to states for trade and agricultural schools.

In 1918, Missouri ratified a compulsory school attendance law, the last state in the Union to do so. War in Europe marked the end of a way of life. America's sensibilities turned to patriotism. In the cities, the stately urban pace of leisure-class life was overwhelmed by the frantic demands for men, materials and machines. Young men marched off to serve their country in the war across the great ocean. Women wrapped bandages for the Red Cross, knit socks, wrote letters and tended the homefront. The young men came back; but they were no longer the same, and neither was the world.

### A New Era of Prosperity

By 1920, a new era of prosperity emerged in America. Albert Einstein, an obscure scientist, published his theory of relativity. "It is science, ultimately, that makes our age different, for good or evil, from the ages that have gone before," wrote Bertrand Russell. The first baseball game was broadcast over radio in 1921. Dade County was Florida's largest county geographically, and it harbored the most people. Located at the southernmost tip of the Florida peninsula, it was the only subtropical region within the continental United States. Suddenly Miami was the

## The Junior College Movement in Florida

Miami-Dade was a "late bloomer" by the standards of other junior colleges. Thirteen junior colleges were established in the state prior to Miami-Dade; 14 others would follow. During the 1947-1948 school year, there were only two junior (community) colleges and 800 students enrolled. Ten years later, it had jumped to 7,224 students in seven colleges. Total state enrollment almost doubled between 1957-1958 and the next year. From there, enrollment took off by leaps, jumping more than 10,000 students a year as campuses and students proliferated. Despite the fact that Miami-Dade did not open until 1960, it quickly became the largest of the schools.

*The 1910 class at Miami High School was the first class to graduate from the new bungalow buildings. (Historical Association of Southern Florida.)*





*Young and old watch the 1921 Miami Palm Festival parade. The festival was the forerunner of the Orange Bowl Festival. (Historical Association of Southern Florida.)*



*Schooners line the bay, loaded with building supplies in Miami's 1925-1926 boom. (Historical Association of Southern Florida.)*

place to be. In 1920, there were 30,000 people in the area. Two years later, the population had jumped to 75,000. More than 25,000 real estate agents extolled the new Eden. Subdivisions sprang up so fast that farmers who did not want to sell their acreages to developers put up not-for-sale signs.

Representatives from 22 public and private junior colleges met in Saint Louis to form the American Association of Junior Colleges. The purpose of the organization was to define standards and to design curriculum. Science and fundamentalist religion came head-to-head in 1925 with the Scopes trial in Dayton, Tennessee. Biology teacher John T. Scopes was defended by Clarence Darrow; but Scopes was convicted, then acquitted, on a technicality.

On the local scene, 1926 was a record year for storms. The major hurricane that swept through Miami and other parts of Florida killed 372 people and injured 6,000. The University of Miami was under construction at the time; instead of a new building, classes opened in a bankrupt apartment hotel. Intellectuals talked of Pavlov's conditioned reflexes, while everyone watched the first Mickey Mouse films. Investors bought on margin, and consumers bought on the installment plan.

Then on October 24, 1929, the stock market sank with a resounding crash. Miami was lucky. Within a short time, the combination of the real estate boom and tourist traffic bolstered the economy. The city was the jumping-off place for international flights, and store windows boasted signs which read "Aqui se Habla Español."

In 1934, the Supreme Court, in *Hamilton v. Regents of the University of California*, upheld the right of land-grant colleges to require students to take military training. Prohibition was out, and hotels and restaurants sprouted cocktail lounges and taprooms. Number one on the 1936 national hit parade of songs was "Moon Over Miami."

Jobs were scarce in the '30s, and many young people simply stayed in school. That meant that more Americans were better educated than ever before, even if they were unemployed. It also meant a growing body of educated people able to move into the machine age. The need for education beyond the high school level grew more apparent. The state of Florida empowered the county boards of public instruction to establish junior colleges in counties with populations of 50,000 or more. The state's first public junior college was Palm Beach Junior College.

Penicillin, the first practical antibiotic, was introduced in 1940. "It's a Big Wide Wonderful World" and "Tuxedo Junction" were hits. Illiteracy in America reached a new low of 4.2 percent (down from 15.8 percent in 1870). An estimated 30 million U.S. homes had radios.

## A Changing Society

Hitler invaded the Soviet Union in 1941. When the Japanese attacked Pearl Harbor, the United States entered World War II. U.S. Army soldiers replaced the tourists in the swank Miami Beach hotel rooms. By the end of 1942, 147 hotels had become barracks for the Army Air Force Officers Candidate School, an Officers Training School and a basic training center. Golf courses had become drill fields. German submarines operated off the Florida Straits, and four tankers were torpedoed in sight of Miami. The War Department ordered radio disc jockeys to stop playing requests which might be used as a code by enemy agents. The United States developed its first computer.

By 1945, war veterans returned to marry the girl next door or brought home war brides. More than one million veterans enrolled in colleges under the U.S. GI Bill of Rights. Former military developments made their way into everyday life, including frozen orange juice and instant coffee. Ballpoint pens were \$25 each. Crewcuts were in, and collegians sang "Shoofly Pie and Apple Pan Dowdy."

Television arrived in Miami in March when WTVJ broadcast its first program. Half the town turned out at the appliance stores to watch the shows through the windows.

Many veterans who had trained in Florida remembered the beautiful country and returned with their families. The influx brought tremendous growth, but it also pointed up Florida's limited educational facilities. The governor appointed a council to study higher education in Florida. The council recommended a statewide system of junior colleges be set up to remedy the situation. Despite the recommendation, it was another six years before the legislature would resolve the issue at the state level.

Antihistamines and the Diner's Club credit card were introduced in 1950. The biggest local news was the Senate investigations of city-wide corruption. Since there were no other programs on local television, horrified Miamians heard the full story of graft at every level of city government.



*Miami was filled with troops during World War II. Many of the men returned to Florida after the war, attracted by the temperate climate. (Historical Association of Southern Florida.)*

In 1954, the case of *Brown v. Board of Education of Topeka* forced integration of elementary schools, high schools, colleges and universities. "We conclude that in the field of public education the doctrine of 'separate but equal' has no place," wrote Justice Earl Warren.

### Spirit of Idealism

In 1955, *McCall's* magazine popularized the term "togetherness." Children danced around in coonskin caps singing "The Ballad of Davy Crockett." McDonald's opened its first hamburger stop in Illinois. Teachers pored over Rudolph Flesch's bestseller *Why Johnny Can't Read*.

The Florida legislature finally established a Florida Community College Council. It was directed by James Wattenbarger to design a statewide system of junior colleges. The state was divided into junior college districts according to population. Districts were given a priority based on population, desire of the local school board for a junior college and the county's ability to assist with financial support. By 1956 the state had designated 17 junior college districts. Fourteen were labelled "priority one" districts and targeted for immediate help. Five of the districts received funds to establish junior colleges during the 1957 legislative session. Dade County was not among them even though Dade County Public School Superintendent W.R. Thomas did appoint a committee to study the possibility of a junior college in the county.

*The original advisory board consisted of Robert Butler, Mitchell Wolfson, J.N. McArthur, Joe Hall, Paul Scott (chairman), President Williams, Leonard Usina and Anna Brenner Meyers.*



For years, most of Dade County's high school graduates had moved from high school directly into the job market. Many were top students, but college costs made further education economically impossible. A junior college was one way to provide that opportunity. It could meet the educational needs of a rapidly changing culture, combine short vocational training programs with job placement and re-educate those who needed to upgrade or change occupations. When the Dade County Board of Public Instruction requested that Florida establish a junior college in Dade County, however, the request was turned down. The public school system then opened a post-high school program at Lindsey Hopkins School. One of those who taught in the program was Will McElwain. "I was probably the only person who ever taught both accounting and humanities at the same time," he said.

The first senior citizens' apartment building was constructed in St. Petersburg, Florida, in 1957. Calypso music and the chemise dress were big on campuses, while the beat generation was the anti-establishment voice of the decade. Commercial jet planes whizzed across the skies and onto airport runways. Supermarkets advertised trading stamps, and banks dreamed up credit cards. The satellite race was on between Russia and the United States. Juvenile delinquency was growing. The first educational television course in the United States was offered by Chicago City Junior College.

Enrollment was booming in Florida's junior colleges. They had grown more than 500 percent in the six years since they were established. At that time, courses were geared toward specific work skills, most in secretarial and business administration. The Dade County Board of Public Instruction once again requested that a community college be formed in the county. Board member Anna Brenner Meyers was among those who strongly urged the board to apply to the state board of education.

Finally, on August 18, 1958, the State Board of Education established Dade County Junior College. It allotted \$400,000 to open the school. An advisory committee for the college was appointed to work with the Board of Public Instruction. It was chaired by Paul Scott. Other members were Mitchell Wolfson, Niles Trammel, Leonard Usina and James Neville McArthur. A community school was underway.

*America is a unique amalgam of cultures and requires a unique educational system. This nation has become great principally because of its commitment to help all individuals develop their potential. Our nation needs the productivity and fully developed talents of all of its people. We must continue to provide opportunities for full self-realization for motivated individuals, regardless of their age or educational status.*

Robert H. McCabe





## Chapter One

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# “Chicken Coop College”

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Tension grew as schools in the South attempted desegregation in 1959. Governor Orval Faubus of Arkansas defied the Supreme Court by closing schools in Little Rock and reopening them as private segregated schools. Castro took over Cuba, and a wave of Cubans migrated into Florida. Despite the problems, the songs of the day reflected a spirit of idealism – “He’s Got the Whole World in His Hands,” “High Hopes” and “Everything’s Coming Up Roses.” The heart pacemaker and laser beams were among the new technological developments. Children’s book sales soared as the numbers of children 5-14 years of age swelled to 33.5 million of America’s 179 million. Schools felt the pinch of a nationwide teacher shortage. That year, Kenneth R. Williams, president of Central Florida Junior College in Ocala, was appointed first president of the yet-to-be-opened Dade County Junior College. He arrived in Miami February 8 and immediately set to work.

A tentative campus site was proposed, then a second site was chosen. Dreams turned into architectural sketches on drawing boards. Williams hired 12 administrators and 39 full-time faculty. All had master’s degrees, 10 had doctorates and all but seven had college teaching experience. Williams saw the school as an opportunity for innovation. Here was a chance to create the kind of institution that could serve a dynamic, changing community. The college curriculum was divided into four components. The Academic Division would offer a two-year college parallel program for those who wished further education at a four-year institution. The Technical Division would offer a two-year terminal program to train students for technical and semi-professional jobs. The Non-Technical Program would prepare students for

*The first classrooms began as chicken coops, remodeled for eager faculty and students.*





*Several chicken coops were converted into buildings for the college, and the campus was dubbed "Chicken Coop U."*

*On the spot where cows once roamed and  
grass kept them contented...*

*Progress was pressing its way inward  
toward the goal of DCJC...*

*Soon these frisky bovines would scamper  
away to make room for the husky machines  
that would clear the land...*

*Huge trucks lumbered to the spot, bringing  
the studios in which we would soon begin  
our studies.*

*Falcon Yearbook*

*Calves romped through the fields of what would become  
Miami-Dade's first campus.*



business or professional careers. The Adult Education Division would offer adult and community programs. The college would operate under the county board of public instruction. An advisory committee of five county citizens was appointed by Florida's State Board of Education to work with the college president to make recommendations to the school board. The final decisions on policy belonged to the school board. The new college would receive state funds for its physical plant and a combination of state and local funds for overall operation.

One of the first major issues that the school faced was integration. When the state originally set up its plan for a statewide junior college system, there had been no mention of integration. Neither Florida Governor LeRoy Collins nor State Superintendent of Education Thomas D. Bailey wanted Dade County to be segregated, but they also had to face reality. Were the students academically or socially ready for such an adjustment? Was the community ready? What could they as educators do to bring about an integrated system?

Leon Robinson, one of the first teachers, saw the new school as an opportunity for blacks to attend college. (Robinson would later become Director of Minority Affairs and Equity Programs.) "When Miami-Dade opened its doors, it was the first time blacks had had access to public higher education in Southeast Florida," he said. "You have to remember what it was like then. Everything was still segregated — jobs, housing, buses, restrooms, everything. The only blacks that worked downtown were cleaning ladies or janitors. I remember going to a regional educational meeting which was being

held at a country club. I was the only black person. When lunch time came, everyone filed in to eat, but when I got to the door, the club would not let me in. Robert McCabe, then Assistant to the President, and several others said that if I couldn't go in, neither would they, and we all went back to town to eat."

The college initially opened in two temporary, racially divided centers – the Central Center and the Northwestern Center. The Northwestern Center at Northwestern High School on Northwest 12th Avenue and Northwest 70th Street was not intended to be permanent. It was simply a "way station" to close the educational gap that existed between graduates of white schools and graduates of black schools at that time. The plan was that black students would attend required classes at Northwest Center, taught by both black and white teachers. White teachers at Central Center would teach both required and elective courses. As black students moved to elective courses, they would attend Central along with white students.

The Central Center (adjacent to Miami Central High School at Northwest 17th Avenue and Northwest 95th Street) was little more than the hand-me-down grounds of the Dade County school system's former agricultural program.

"Potentially the most chic chicken coop in town is resting of all places on the lawn of Dade County Junior College," a *Miami Herald* reporter noted. "When it is decorated, the ex-coop will house part of the activities program for fashion design students." Until permanent buildings were in place, the school would just have to improvise.

Improvise they did. When classes opened September 6, 1960, 1,428 students showed up. Northwestern classes were held in five high school rooms. At Central Center, the physical plant consisted of 22 rickety portable buildings and ten classrooms. The snack bar was a remodeled chicken coop. The college bookstore stocked books where hens had once laid eggs. "A visual aid was an itty-bitty chalkboard," said speech professor Kenneth Fountain in a later interview with the *Miami Herald*, "and you were lucky if you could find the chalk.... But there was an incredible camaraderie and esprit de corps because we were working so hard."

Administration fared no better than other departments. They were situated in a cluster of buildings once used for



*The Central Campus included outdoor areas that resembled a second-rate camp rather than a growing college. Students were glad to have even this limited space.*



*Integration was a major issue in the 1960s. When Leon Robinson was refused service at an educational meeting, Robert McCabe and the others walked out with him.*

*Dean Charles Walker (center) presides over the 1960 orientation assembly of students on the Northwestern campus.*



the school system's agricultural education back in the days when 95th Street was out in the country. One dean and his staff had offices in what was formerly the poultry farm's laying house. "They were subjected to a good bit of ribald comment," according to one Miami-Dade historian. The president's office was in a renovated tractor shed. The entire situation seemed little short of a joke. As a result, the school earned several nicknames, including "The Forest," "Portable U.," "Pig Pen U." and "Chicken Coop College."

### A School for Everyone

From the beginning, the junior college was equipped to serve all segments of the population. It had an ideal location, and admission was open to any resident of Dade County who had graduated from high school and who had a recommendation from the high school principal. Application fee was \$5, but there was no tuition charge for county residents.

"The open-door policy of junior colleges attracts a diverse student body," wrote college officials. "The usual range of individual differences in achievement and intelligence found in institutions of higher education is expanded by the commitment to provide college-level training for all high school graduates in a wide variety of programs. The large urban area of Dade County contains a population of unusual diversity. The college attempts to educate students whose backgrounds range from the vegetable and citrus farming regions of Southwest Dade County, through the culturally deprived neighborhoods of

Miami proper, through the business and professional communities of Coral Gables and Miami Shores, to the sophisticated and cosmopolitan atmosphere of Miami Beach. Moreover, the geographical proximity of Dade County to Latin America has had considerable impact upon the composition of the student body."

The first class included housewives, veterans, working men and women and young people who could not afford to go away to school. Seven black students enrolled, three at the Central Center, making it the first junior college in the state to be integrated. "The campus was very small and everybody knew each other," said Carol Zion, professor of fine arts.

"It was exciting and a lot of fun," said Maria Hornor, physical education professor. "Everybody helped everyone else. Everybody cared. Everyone worked together. We were very close as a faculty."

Courses included business administration, office management, secretarial science, accounting, mechanical technology, electronics and drafting. A two-year computer training program was begun, but it was several years before there were any graduates; industry kept hiring the students away before they could complete the course.

Guided Studies was provided as a remedial program for students who scored too low on the entrance exams to qualify for academic courses. "In a college with a diverse student body and an open-door policy, it is frequently necessary to provide special means for educating those whose background and level of achievement inhibit their

*Unfortunately, our band was never able to render any concerts because there were only nine members, and all nine played the same instrument.*

*Falcon Yearbook 1962*



*Unlike most schools whose enrollments typically decrease during second semester, Miami-Dade's enrollment increased each semester. Portable buildings were brought in to house students and faculty. They were only slightly better than the chicken coops.*



*President Williams chuckles at well-wishers' telegrams as Governor Farris Bryant ceremoniously autographs a program at Williams' inauguration.*



Falcon Times, North Campus newspaper

*"The chorus was blessed with an abundance of students who enjoyed exercising their vocal cords," according to the Falcon yearbook. The college choir, under the direction of Robert Thomas, prepares to perform at the inauguration of President Williams.*



chances for success," wrote college officials. When only a few black freshmen showed up for Guided Studies at the Northwestern Center, administrators decided that it did not make financial sense to keep the program open at both centers. All students in the program were moved to the Central Center classes.

In order to obtain temporary academic recognition of courses, President Williams invited the Florida Department of Education and representatives of all of Florida's four-year schools to inspect the new junior college programs. Williams received letters from the state's major colleges and universities promising to accept qualified graduates. Credits in the academic studies division would be transferred; some technical and non-technical program credits would also be accepted as transfer credits. Conditional accreditation was awarded by the regional organization of the Southern Association of Colleges and Secondary Schools until the mandatory three classes had graduated and legal accreditation could be achieved.

Enrollment made an unexpected jump the second semester. Suddenly, there were more than 3,000 students clamoring for an education. Neither Northwestern Center nor Central Center could accommodate that many students. Forty portable buildings were transferred from

the county's elementary schools, but space was still scarce. Classes began at 7:20 a.m. and ran until 10 p.m. The library held only 225 students, and to meet minimum standards it was supposed to seat one-third the student body at any given time. Health and physical education facilities, even the science laboratories, were borrowed from the high school. There was no facility for fine arts, and there was no way to keep up with the burgeoning enrollment. Some permanent location had to be found.

The Dade County Board of Public Instruction decided to construct a permanent campus on a 45-acre site behind Miami Central High School between Northwest 95th Street and Northwest 103rd Street. The architectural firm of Pancoast, Ferendino, Skeels & Burnham drew up plans for a main building with administrative offices, classrooms, a library, a 46-seat planetarium, technology center, student center, cafeteria, snack bar, bookstore, health center and gymnasium.

President Williams and other education leaders met with Florida Governor Farris Bryant and the state budget commission to explain the problems. The Dade County School Board requested \$5 million in building funds from the legislature. The appropriation which they were granted was disappointing — “only \$1,400,000” — but it was the largest amount given to a Florida junior college.

## College Pep Song

*Fearless Falcons  
Flatten the Foe  
Victory is our goal  
Win the game with spirit and fortitude  
Victory trumpets blow  
Paths to glory seldom are light  
Battles never slow  
Get in there and fight  
Fight with all your might  
Go! Go! Go!*

Professor Robert A. Swanson  
1962



*The first basketball team 1960-61. Left to right: Bernell Thompson, Samuel Jackson, Henry Cheever, Tellice Hall, Phillip DeShaziar, Basil Ginton. Back: James Johnson, Robert Walker, Williard Bowe, coach Julian Houston, James Higgs, Billy Dwight and Willie Giles.*



*Top: Once a military base, Masters Field was in less-than-fair shape when the school inherited it. Center: The former decontamination center was renovated as the Pen Playhouse. Bottom: An airplane hangar became the JFK Health Center.*



The school board agreed to provide a 45-acre site and improvements, temporary classrooms, architectural services and initial equipment expenditures, and also to provide another million dollars to help get the building off the drawing boards. However, the building was never built on that site.

### A Gift Horse Wins Out

More than 18,000 volunteers joined the Peace Corps during 1961. Telstar I was launched by NASA to allow transatlantic transmission of television pictures. CORE, the Congress of Racial Equality, led Freedom Rides in the South and succeeded in desegregating numerous public facilities. James Meredith tried four times to register as the first black student at the University of Mississippi. When U.S. marshals finally escorted him in, a riot broke out; two were killed and 375 injured. President Kennedy dispatched federal troops and National Guardsmen to insure Meredith's admission.

Dade County Junior College offered its first health-related program in the fall of 1961-62. At that time, there were not enough nurses to fill area needs. Under the direction of Chloe Trammell, Dade County started a two-year nursing course which led to an Associate of Science degree. This was the first program in Dade County to offer an associate degree in nursing. The first year, 26 students enrolled. Jackson Memorial Hospital and North Shore Hospital allowed supervised students to work in practicum situations in order to earn degrees.

Building A was to be completed in September 1962; but in October 1961, the school system found itself recipient of a windfall. The school board had been negotiating with the General Service Administration for federal surplus land at the old Marine base, Masters Airfield, which consisted of 230 acres in Opa-Locka at 11890 Northwest 27th Avenue. The private aviation industry had been first in line for the property; but when that claim was relinquished, Dade County found itself with a campus, thanks to the efforts of Colonel Mitchell Wolfson, the members of the advisory committee, and other business leaders. The airbase was decided to Miami-Dade for \$1, complete with abandoned military buildings and barracks. It was the largest tract ever granted a junior college by the federal government. To square off the site, the school purchased an adjacent 15 acres. The building originally planned for the 95th Street site was built on this first permanent campus site.

The facility might not have been exactly what the school had in mind for a new campus, but nobody was going to look a gift horse in the mouth. "The new campus was an improvement over the chicken coops," laughed biology professor Lewis Ober, a member of the original faculty, "but it still left a lot to be desired." There were 37 run-down buildings, "charmless and in varying stages of disrepair," noted one historian. Still, they looked beautiful to college officials compared to what the school had had.

Everything had to be repartitioned and rewired. Major repairs were made (rather hastily) to six two-story barracks. Officers' and enlisted men's mess halls were converted into a student canteen, publications offices, a student center, library, audiovisual center and a 250-seat theater. The hangar was converted into a health center and gymnasium. Painters and carpenters were still at work when 6,000 students swarmed in for the fall semester.

Despite all the work, the "campus" persisted in looking like an abandoned air base. "Treeless and sun-baked, sandspurs sprouting through the cracked runways, swept by waves of powdery sand when the wind blew, it gave little promise of the transformation it would undergo within the next few years," wrote one historian. The runways were used for parking lots. There was little custodial help, and nothing could alter the fact that classrooms were inefficiently laid out in a "train-car" design, to get from one class to another one, everyone had to go through other classrooms. On cold days, the wind blew straight through the buildings, and one teacher took to wearing a fur coat in self-defense.

The music department had its problems as well. "Music room, that's a kind of Quonset hut located in the west end of the campus," wrote a *Falcon Times* editor, "presently serving as a catchall for antiquated plumbing equipment and other discarded paraphernalia. With no electricity for use of fans to relieve the heat, it is safe to say that chorus and band students are "in a sweat" over their music. The sun, beating down on the windowless cylinder these students call home, should produce music to faint by. Moreover, to get to their musical abode, students must make a safari through a sticker patch."

### Changing of the Guard

**A**l Levine, a columnist with the *Falcon Times*, the student newspaper, began a campaign to shorten the school's name. He adopted Dade Junior College for news

### Goals for a Junior College

*In 1962, the Southern Regional Education Board outlined three essential basic goals for junior colleges:*

*"1. They must be integral parts of the state systems of higher education and fully coordinated with other parts of the system.*

*"2. They must resist pressure to expand into four-year institutions, concentrating rather on achieving excellence in their two-year programs.*

*"3. Their distinctive function must be recognized and respected. They are neither mere extensions of the high school nor decapitated versions of the four-year college."*

Within Our Reach

*Southern Regional Education Board*

*Students and construction crews share space as the old Masters Field becomes a campus.*







*Students crowd the steps of the library, a converted barracks, on the 95th Street campus.*



*Carrie Davis Meek, professor of physical education, leads a class through exercises.*

stories. Many found the student newspaper more valuable for physical presence than substance. "You could not have chosen a more inopportune time to have only four pages," wrote one wag. "Four pages prove to be totally wasted in the monsoon season when one tries to prevent the rain from descending upon one's head. However, after testing one in the six-page size, I can say that a six-page paper works better. I can only hope that on future rainy days, I won't have to use two papers to keep dry."

President Williams resigned in May 1962 to become president of Florida Atlantic University, a new state university in Boca Raton. Dade's first class of 147 students graduated June 11. Degrees were conferred in accounting, aeronautical technology, business, data processing, engineering, fashion design, health and physical education, law, medicine, merchandising, police science and criminology, secretarial science and teaching. Dr. Edmund J. Gleazer, executive director of the American Association of Junior Colleges, addressed the graduates. The school chorus sang two selections, one of which was the new *Alma Mater* written by Maxine Randall, a student at the Northwestern Center.

President Williams' resignation and the first graduation marked the end of the chicken coop era for Dade County Junior College. Fearing its humble beginnings might be forgotten, the Methodist Youth Fellowship moved a concrete doorstep, complete with chicken footprints, to the new campus from the doorway of a supply room and former brooder coop.

In July 1962, Peter Masiko Jr., a leader in the nation's junior college movement, became president. Masiko was a graduate of Lehigh University and the University of Illinois and had served as dean of Wright Junior College in Chicago and Chicago City Junior College. He was a major supporter of the open-door concept. The Advisory Committee and the School Board felt that Dade County Junior College needed the leadership that he could provide.

In the fall of 1962, there were more than 38,000 people attending community junior colleges in Florida. That represented one-third of all college students in the state. Dade County Junior College had 6,000 of them, and expected 8,000 the next year. In September, the college was operating from its main campus on Masters Field. It was the third year of the school's existence. The permanent campus was already outgrown, and Florida state officials

were recommending developing a second site. "I was just finishing a master's thesis on Oscar Wilde," wrote Betsy Hilbert, "when the English department at my university received a frantic call from the new local junior college. Enrollments had increased unexpectedly; how many graduate students could be sent at once to teach? The stairwells were spattered with paint, and a hand-lettered sign pointed to the bursar. To give me an office, they hauled down a sign that said 'Storage' and thumbtacked my name to the door."

The student diversity was almost mind-boggling. There were bright-eyed honor students and older students who put their families to bed and ran to evening classes. Community colleges had opened with courses in business administration and secretarial skills. Now they expanded to include training for aides and technicians in electronics, civil and mechanical engineering, data processing, registered nursing, dental hygiene, police administration, motel operation and building construction. "As Florida expands industrially," reported one government body, "these programs are among the most important of the offerings in higher education.... The community junior colleges have already proved their value to Florida's economy in the development of these programs."

### Building Team Spirit

Despite the wide diversity of backgrounds, the students showed a remarkable team spirit, especially when it came to sports. The "Falcons" were active in gymnastics, golf, track, tennis, swimming, basketball and baseball. When the school first opened, each center had its own sports program. Central Center had both a basketball team and a baseball team. The Northwestern Center had only a basketball team. The program was directed by Jack Netcher, a former professional baseball player. Under Coach Demie Mainieri, the Central Center baseball team went to the state junior college finals in 1961. Women participated in intramural activities for the first time under the leadership of Felicia West in 1961-62.

By 1962, there were 200 black students on campus. "It was a major step considering the general state of affairs," said Leon Robinson. "Miami-Dade really was trying. Can you imagine those first dances? It was difficult to even locate a place that would let us hold a dance because of the mixed group." The Greater Miami Urban League cited Dade Junior College for "taking firm and



*John Sheridan (32) drives up the middle for a lay-up. Wilder (44) stands interference.*



*Time out! Coach Thornton discusses the team's next move.*



*Princesses Pearlle McClennan and Barbara Colson ride a float in the Orange Blossom Classic Parade.*

*Falcons baseball team of 1962. Standing: Netcher, Coach Mainieri, Fernandez, Keefe, McCauley, Martin, Peltz, Harper, Reynolds, Mgr. Levine. Kneeling: Groome, Hersh, Hernandez, Gleason, Stutz, Taylor, Quinby, Gonzales.*



progressive steps," for integrating without incident and for constructive advances in the field of education. The college became the first athletic program in the state to integrate both players and coaches.

Integration was a major problem with the rival schools, all of which were still segregated. In order to proceed quietly with integration, President Masiko saw that every home game was played by the full team of blacks and whites. "That was pretty risky then," said Robinson. "But Masiko felt that any school that had contracted with us and who wouldn't play because of the mixed team should forfeit the game." After the year was over, Miami-Dade contracted games only with integrated junior colleges.

Women's golf and tennis were added to the athletic program in 1963. The enthusiastic school spirit that pervaded sports did not necessarily extend to internal matters, such as the name change. When James Marine, student activities director, set up a ballot box in the student union and asked students to choose the school's new name, only 20 percent of the students voted. President Masiko recommended the name Miami-Dade Community College as "more descriptive of its role in the community" and more easily identifiable with Miami. The Advisory Committee recommended Miami-Dade College. Shortly after that, James Wattenbarger notified the college that a Florida statute barred state funds from going to junior colleges which did not keep the word "junior" in their names. The school board quickly rescinded Miami-Dade College and sent the matter back to the Advisory Committee.

Members of the Press Club and the newspaper staff felt more strongly about the issue than most students. "Only a Hollywood husband-trapping starlet changes names more often than Dade-Guess-My-Name-This-Week College," wrote one editor. "Now it is Miami-Dade Junior College, the third title supplied by the School Board in three months." They wrote to Jane Roberts, school board chairman, asking that the board adopt the name Dade Junior College. The Advisory Committee thought it sounded good enough and recommended the change in February 1963. But committee member Anna Brenner Meyers felt that Dade Junior College lacked the glamour associated with Miami, as did Dr. Joe Hall, superintendent of schools. Meyers insisted that the name be Miami-Dade Junior College. "This is not a capricious ruling," she noted.

"It's really best for the entire county!" The new name became official in July 1963.

That year, 33-year-old Robert McCabe was hired as assistant to the president by President Masiko. "He was hired sight unseen, over the telephone," said Leon Robinson. "So when he got here, he really wanted to make a good impression. But it was raining that day, and the campus was a sea of mud. By the time he got to Masiko's office, he was mud-splattered and chagrined; but Masiko didn't change his mind."

## Gaining Status

Junior colleges were now firmly established in the Florida system of higher education. Tom Adams, Florida's Secretary of State, realized that it was time for the state to develop a separate administrative unit for junior colleges. Some felt that the State Board of Education and the local school boards had too much responsibility. Adams recommended creating a Junior College Board to streamline the educational system. State officials proposed a statewide governing board for junior colleges, taking control away from the local school boards. But the counties were providing much of the money to operate the junior colleges. If a county continued to provide funds, local taxpayers were going to want some controls. On the other hand, state officials felt that school boards were rarely qualified to operate the junior colleges.

In some areas, junior colleges had already run into trouble with local school boards. A few served more than one county and answered to more than one board although ultimate authority rested with the board in the school district where the college was located. This created an impossible situation. There was no way for a college president to resolve conflicting views between the boards.

The issue of separating junior colleges from local school board control received statewide support except in Dade County. The school board and the Advisory Committee in the county had worked together to establish an excellent educational system. Two members of the school board sat in on Advisory Committee meetings in a liaison capacity. But the board recognized the quality of its Advisory Committee and left college operations up to the committee. This well-oiled arrangement was unique to Miami-Dade, and few really wanted it to change. Still, the argument over board control raged on statewide for five more years.



*I remember Alma Mater  
when she was merely a few planks tied  
together to house her many students.  
She wore a fresh coat of paint and  
seemed to nod a welcoming smile to  
those who wished to be pioneers.  
Her surroundings were indeed modest  
in nature — almost in the Lincoln  
tradition:*

*A book, a light, and a chair.  
Yet for those who came to know her,  
she was a place to work, a place to play,  
a place to cry, and a place to laugh.  
The inquisitive mind knew no bounds  
under her roof....*

*She began with a scant twenty studios  
'midst the profusion of Florida sand.  
The faculty had no offices —  
for there was no need to confer with  
students who daily were battered to  
speechlessness.  
There was no gathering place to which  
the student could retreat for a moment's  
respite...*

*Our Alma Mater began in dust....  
Yet there is something about the past  
and first accomplishments that will not  
be washed away by the shade of time.  
The heritage of Alma Mater will be a  
strong and everlasting bond in erecting  
a monument to future students.  
"Oh, yes, I remember Alma Mater.  
She began as an idea and a few  
wooden studios."*

Falcon Yearbook



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## Chapter Two

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# *Rocking the Boat*

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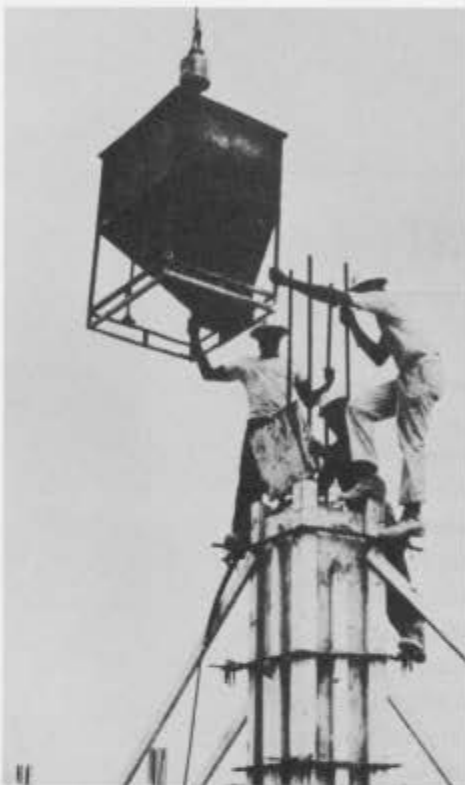
Cassette recorders, color Polaroid cameras and postal zip codes were the latest innovations in 1963. Hit songs included “Louie, Louie” and “If I Had a Hammer.” Joan Baez and Bob Dylan reigned in the folk music world. Surfing soared as a participation sport. Schools reached out to the public, and television classes were popular for those who could not attend classes. Miami-Dade had met so many needs that it was now the fastest growing college in the nation. It was not, however, the most fashion conscious. When the fashion design class conducted an informal survey, they discovered that most girls preferred skirts and blouses “but are neat and well-groomed even in slacks or bermudas.” Boys received a less favorable report. “Sloppy shirts, tight trousers and shoes without socks bring their rating down.”

One of the campus problems was an unexpected one. “Not one of us knew for certain just what would replace the old 95th Street dust,” wrote one *Falcon* editor. “Moving to a ... concrete-covered, grass-spotted, dust-free campus sounded fine all right. But there had to be a liability thrown in with all those assets. Well, we found it. It’s the water. Standing-type water in wide, deep puddles. Lakes, even. ‘Building 300?’ we overheard last Friday. ‘Just row to the right about forty yards, tread water until the traffic clears, then swim across that way. Can’t miss it.’”

President Masiko decided it was time to revamp the school’s administration and faculty pay scales – both touchy subjects. Faculty members were paid on the same scale as public school teachers in the county. The maximum monthly salary for a teacher with a doctorate was \$855. During the summer, President Masiko converted faculty members to academic ranks of professor, associate professor, assistant professor or instructor. Under the plan, faculty members

*North Campus parking lot  
and airplane hangar.*

*Master plans were part of the initial planning. It seemed as if there were always drawings on the boards and some building under construction.*



were paid according to academic rank. He also reorganized the administration, eliminating four deans, three directors, three coordinators, the administrative services programmer, business manager, bookkeeper, purchaser and chief clerk, moving the people in these positions to other jobs wherever possible. Six new positions were created — a vice president, director of finance, director of planning and development, director of audiovisual services, director of public information and assistant to the president. This was a bold move, and it made many faculty uneasy. Rumors abounded as to whose jobs were next. Some faculty members were ready to rebel against Masiko's administration.

There was a near-disaster in April when fire broke out at the administration building, then under construction. Two 1500-gallon tanks of pitch for roofing overheated and exploded. The heat exploded three cylinders of butane gas nearby. Fragments of one cylinder were found north of the 700 building. Within 20 minutes, the fire was under control. Smoke blackened the outer concrete wall on one side of the building, and the roofing company lost \$20,000 in equipment. By September, however, the building was completed.

Building A (later Paul R. Scott Hall) was dedicated in November of 1963, the first permanent building on the



campus. It included administration and faculty offices, 18 laboratories, 65 classrooms and an electronic data processing center. The building received special commendation for design excellence. Even with the new building, conditions were cramped. The library, housed in one of the reconditioned military buildings, only seated 200 students. It expanded to the second floor, but still only 400 students could crowd in. Many students studied between classes in their parked cars. Whether it was the surroundings that prompted the interest or just an accident, one small group of students took up sky diving "in keeping with the space age" and formed an unofficial student organization of skydivers.

There was another unexpected problem with the campus *cum* military base. Some people evidently did not know about the conversion, particularly the military. When the Cuban missile crisis heated up, the old Masters Field was frequently mistaken for the reactivated air base at Opa Locka air field. One day early in the Cuban crisis, Army troops, buses and trucks descended on Miami-Dade. The next evening, an Air Force convoy entered by the front gate then circled back to the highway. "It was becoming common," said Joseph Cook, assistant dean of evening classes. "The watchman who guarded the grounds in the evenings turned back military trucks nearly every other evening." Fred Ozanne, manager of food services, feared he was destined to feed military soldiers rather than students before the fiasco was over. Fortunately, the runways were too short for jet planes, which squelched any military plans.

Voters approved a statewide \$75 million bond issue for higher education on November 5, 1963. Miami-Dade Junior College was to receive \$10.2 million – enough to complete the main campus and begin on a South Dade Campus. The problem was to determine the second location and acquire the land. A committee chaired by Robert McCabe was appointed to recommend a second campus location.

First, there was the Richmond Air Base. J. Harold Matteson applied to the federal government for a grant of 175 acres at the old Richmond Air Base site in South Dade. But federal land could not be counted on. Second, there was the site where Killian High School was to be built – Southwest 104th Street to Southwest 112th Street between Southwest 94th Avenue and Southwest 97th Avenue. The school board was willing to use the property



*When the Cuban Missile crisis hit, Miamians braced for trouble. The new campus (formerly Masters Field) was sealed off from the outside by barbed wire. It was frequently mistaken for the Opa Locka air base. Troop trucks often rumbled through campus.*





*Students relax between classes outside the student union.*



*Kappa Tau Delta planted trees to beautify the rather bare campus.*

as a temporary South Campus if there was no pressing need for the high school.

Homestead city officials, anxious to lure the junior college into their own area, offered the Harris Field site on U.S. Highway 1. The site was only 43 acres, half the size needed. Another possibility was the Tamiami airport site west of town. Officials met with the Metro Commissioners to discuss purchasing something less than 100 of the 640 acres. There were other possibilities – Perrine, Kendall and South Miami Heights.

All the areas were eager for the college site, and it was easy to see why. Payroll the first year of operation could go as high as \$1 million, and much of the money would be spent in the area near the campus. The new library would be available to the public, and members of the faculty and staff would make excellent community members.

The site selection committee was interested in finding a location that served a concentrated population of potential students. Dade's pattern and rate of growth had to be considered. When Homestead discovered that they lay farther south than the population figures showed the South branch should go, they threw in an incentive. They would build a public recreation complex and donate adjoining land at Harris Field, as long as the fields and field house could be shared by the city and the local schools. However, the Homestead site was one foot below flood criteria and needed fill. It also lay next to commercial property, a condition which the state had never previously approved. The committee recommended a site as close to U.S. 1 and Kendall Drive as possible.

Five other sites were studied. One at North Kendall Drive at Southwest 137th Avenue, was owned by three Canadian corporations that were willing to make a 100-acre gift with the option to purchase 60 additional acres. Another site at Southwest 104th Street to Southwest 96th Street and between Southwest 108th Avenue and Southwest 112th Avenue was owned by Arvida.

Perrine civic groups launched an all-out effort to gain the campus. The advisory committee worked to get the most favorable price for the best site and recommended the Arvida site. It was closer to the population to be served and more accessible by major traffic arteries. The Florida Department of Education's Division of Junior Colleges made the final decision. The Arvida site was purchased – 120 acres for \$250,000. Dade County agreed to build whatever roads were needed.

## Musical Chairs

The main campus already served 10,000 students. The state accreditation team suggested that the original campus was far too cramped, and the school should open the second campus immediately. Since there was no way to build the second permanent campus before fall of 1966, the college settled for another temporary campus headquartered at Palmetto High School. Robert McCabe was appointed dean of the Palmetto Center to begin operations and plan the new South Campus.

No one expected the Palmetto Center to take off as it did. Fall enrollment was overwhelming. The first bookstore operated from a Ryder rental truck. Classes crowded in wherever a spare room presented itself. Miami newspaperman Bill Baggs wrote, "The junior college in South Dade began life as a portable seat of learning." Classes at Palmetto High School ran from 2 p.m. until late evening. General education classes convened at the Suniland movie theater weekday mornings before the afternoon show. Portable buildings, which had been requested to relieve the problems, did not meet county requirements, and the building inspector refused to certify them.

Administrative offices were moved to Southwest Preparatory School across the street from Palmetto, along with Student Affairs and Student Activities. Since Southwest was really an elementary school, all furniture and equipment was lilliputian in scale. Staff members had to get on their knees to drink from the water fountains.

The portables finally passed inspection, and the college crammed itself into the make-do facilities. One portable became administrative offices, two housed faculty and a fourth became a classroom. At one point, one 20x35-foot portable housed 17 faculty members and their desks, one secretary, one student assistant work station, a supply locker, a work table with a ditto machine and chairs for nine students to confer with faculty.

Empty stores in the Southwest 124th Street shopping center became a bookstore, guidance and program advisement offices. Other faculty offices were at Temple Beth Shirrah. The temple preschool ended at noon. As soon as preschoolers left, junior college custodians removed the miniature furniture and replaced it with faculty desks and chairs. From noon until 2 p.m., students met with faculty to discuss courses. Then the furniture was changed again to accommodate the junior college music



*Some unseen strength we draw upon  
makes getting an education bearable. We  
have been shoved... shunted...  
re-located... and re-established so many  
times we have lost count. Yet through it  
all, that hidden strength has pervaded...  
Another semester... portables balanced  
on wheels rolling down 95th Street...  
right at 27th Avenue... to a concrete  
runway... a new site... barracks in repair...  
no heat... no electricity... miles of  
concrete... miles between classes...  
Suddenly, in the rush of building anew,  
the memories of the old faded and with a  
new president... a new curriculum...  
a new year... a new strength is manifest.  
Concrete runways sprout trees here and  
there. Water encourages the greening  
grass, nearly everywhere. So, too, we who  
have endured are encouraged. Someone  
has said that education embraces all  
who approach her, offering  
understanding and knowledge in return  
for time and devotion. For those of us  
who remember what it has cost for our  
education, nothing could be closer to  
truth... the hidden facet that each of us  
possesses makes it so.*

Falcon Yearbook



*Students exercise their mounts in a physical education class.*

*Prehensile sophomores in the tree of learning  
Stare at the exiled blossoming trees, vaguely  
Puzzled, the lecturer, especially if bearded,  
Enhances those druidical undertones.*

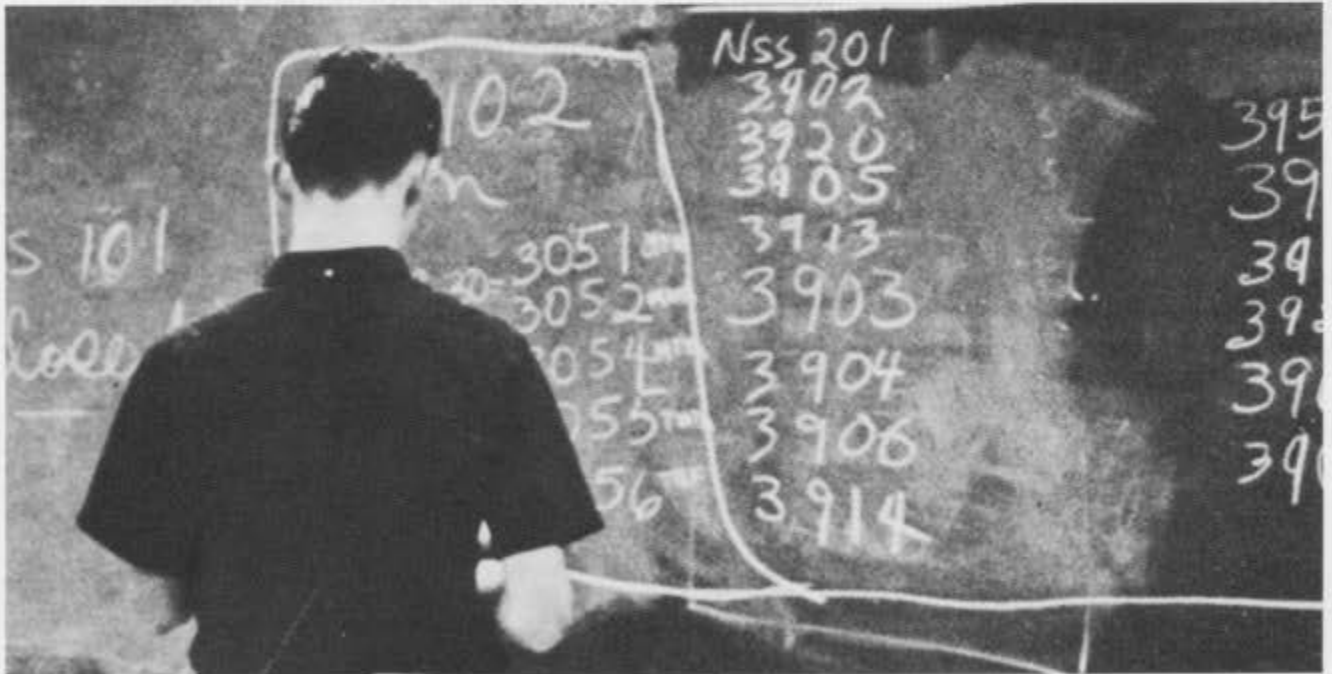
John Malcom Brinnin

department and the various afternoon music classes. In the evenings, the college custodians replaced the preschool furniture for the next day.

Attendance on the South Campus was strictly voluntary; no boundary lines were drawn in the county. Some students commuted between campuses since the South Campus did not offer all major fields of study. Some courses were limited to the North Campus because it had the necessary facilities. Physical education classes were held in whatever public facilities were available in the county. Single cross-campus department and division structures did not fit the bill. The decision to separate campus administrations was an important step.

### A Place in the Dream

On the North Campus, the second permanent building, the gymnasium, was completed. Originally the old military hangar, it contained over 57,000 square feet with 24,000 square feet of open floor space. There was a college basketball court, four high school basketball courts, a court for tennis tournaments, six volleyball courts, 12 badminton courts, four sets of gym rings and horizontal bars for gymnastics and a four-sided three-digit scoreboard. There were permanent seats for 2,500 spectators and rollaway stands for 7,200 more. The men's dressing room accommodated 200 students; and the women's dressing room handled 100 students. The new



facility fostered an active sports program that quickly turned activities into championships. (Miami-Dade's baseball team would win the 1964 National Junior College Athletic Association Championship.)

When President John F. Kennedy was assassinated in Dallas on November 22, 1963, students wanted to commemorate the fallen hero. Barry Schwartz, managing editor of the *Falcon Times* student paper, campaigned to name the new gymnasium for the president. "John F. Kennedy was a man dedicated to education," he wrote. "It is with this in mind, plus the fact that Mr. Kennedy was a man dedicated to the physical fitness of all Americans, that the *Falcon Times* believes that the new health center should be called the John F. Kennedy Physical Health Center." President Masiko thought that an additional tie to the Peace Corps was appropriate and offered the suggestion John F. Kennedy Peace Corps Memorial. The final decision rested with the Dade County School Board, which voted to name the gymnasium the John F. Kennedy Health Center.

Later that year, Martin Luther King Jr. spoke in Washington, D.C. His "I have a dream" speech became the watchword of the civil rights movement. On the Miami-Dade campus, integration was already working. A full scholarship program was available for black students,

### The Ferment of Change

In 1964, the Beatles appeared in Miami Beach on the "Ed Sullivan Show" for their first American television appearance. Touch-tone phones were introduced along with go-go dancers and topless swimsuits. Political awareness was growing on campuses throughout the country. Students at the University of California at Berkeley started a nationwide campus movement of sit-in demonstrations and class boycotts. They protested administrative control over students' political activities.

There was discord at Miami-Dade also, as the problems of faculty and administration came to a head in the spring. Faculty members handed the school board a resolution asking for an investigation of faculty morale, curriculum standards, personnel practices, fiscal policy, faculty organization and administrative procedures. Faculty members wanted permission to hold meetings without members of the administration present. The faculty asked that their contracts for the upcoming school



*John F. Kennedy was assassinated in 1963. The gymnasium (top) was gutted, and major construction began on the JFK Health Center (center).*

year be approved by April 30 rather than during the summer. Then they asked the school board to repeal the academic rank system and the new salary schedule that Masiko had implemented the year before.

The real issue rested with the nature of the junior college itself. Junior colleges were still a fairly new concept. They had not yet defined their place in the scheme of higher education. Throughout the country, problems developed with faculty organization and academic ranking. Junior colleges were generally considered a sector of higher education rather than an extension of high schools. But faculties were made up of a mix of former high school teachers and college teachers. Miami-Dade's faculty mix was typical of other community colleges — former high school teachers working alongside teachers from four-year colleges. The high school teachers came from highly regimented work environments where they had little influence on policy. College teachers were accustomed to a relatively unstructured environment. This dichotomy sometimes caused difficulties. Former high school teachers had to adjust to more open environments, while former college teachers tended to balk when administration tried to enforce strictures more in line with high schools.

Masiko's abrupt personnel changes brought faculty into direct conflict with administration. Those who were used to the more unstructured higher education environment felt they had no voice in personnel or curriculum matters. Those accustomed to more strictures were unhappy because some faculty members had been let go without specified reasons. County personnel policies seemed to



*The new campus was so spread out that students often had to walk long distances to classes.*

*Board member Joe Hall speaks at the dedication of Building A in November 1963. The building would later be renamed Scott Hall.*



have been tossed aside. The issue was whether the junior college should be governed by the school board or its own separate policy. The state required that local school boards operate junior colleges; but each junior college was governed by its own policies, recommended by the advisory committee and adopted by the board.

When Masiko was confronted by the faculty demands, he insisted that faculty morale was not low. Out of 255 faculty members, only three had resigned; and only 10 had not been reappointed for the next year. He agreed that the faculty should meet without the administration. However, reissuing contracts by April 30 was impossible since state law required all junior college faculty be evaluated as part of the salary-setting process. Since the school board did not approve the next year's budget until July 1, contracts could not be handed out until the budget was approved.

Masiko recommended the faculty form a committee to review academic rank and to work toward forming a faculty senate. Pat Tornillo of the local County Teachers Association determined to take faculty complaints to the school board, and the faculty split. Some, led by the County Teachers Association, came out against Masiko and the administration. Others did not favor the CTA but wanted to organize differently. Anonymous literature circulated nicknaming Masiko "King Peter." One letter sent to state and local school officials called Masiko a dictator. He was harassed by phone calls and letters.

On April 3, 1964, the rebellion was formalized in an off-campus meeting run by the CTA when Mitchell Wolfson, as a member of the advisory committee, moved that the committee back Masiko and his administration with a vote of confidence. The vote was unanimous. When the county school board moved for a vote of confidence, the motion passed. To settle the dispute, Masiko offered



*The problems of registration continued as enrollment grew. Standing in line became almost a pastime.*





*Lamar Taylor shows off the school mascot.*



*Students created city-wide interest when they cleaned up the laughing Buddha on Watson Island as a service project.*

to issue the next year's contracts by April 30 and determine salaries as soon as the budget was adopted. He asked that the faculty cooperate during the time of transition from the old to the new salary schedule.

### Gaining Accreditation

Miami-Dade Junior College still had conditional accreditation, but it did have an agreement with the state so students were able to transfer credits. As a first step toward regional accreditation, Carol Zion, chairman of the philosophy and logic department, was appointed head of the Institutional Self-Study Program. The study was conducted as a "total involvement project" with a network of committees and subcommittees. Every faculty and staff member was included. A steering committee organized to plan organization and procedures. Recommendations in the detailed report ran the gamut from establishing dress codes to publishing a student newspaper, from equipping all classrooms with blackboards and bulletin boards to more frequent janitorial service. It recommended no smoking in offices and that first names be avoided among college personnel in the presence of students.

To qualify for regional accreditation, Miami-Dade Junior College had to graduate three classes. This requirement was met in June 1964, and the school passed inspection by the regional accreditation team from the Southern Association of Colleges and Secondary Schools. In September, an accreditation team from the Florida Department of Education descended on campus. It consisted of 15 department officials and administrators from other Florida colleges. For four days, they analyzed the school while officials waited anxiously. There was good news and unexpected news. Miami-Dade's faculty was exceptionally high quality. The accreditation team commended the school's high regard in the community. Student-faculty relations were unusually strong for a school of 13,000 students. The long-range planning for construction of the two campuses was excellent. Space was used efficiently, and the school offered a good variety of credit and non-credit courses. The library was deemed the best junior college library facility in Florida.

On the other hand, work needed to be done immediately to establish a second campus. The faculty was overloaded. The library needed another 20,000 volumes to meet standards. Because of the nature of the physical campus structure, communication among students, faculty

and administration needed improvement. Everyone recognized that the problems stemmed from the school's rapid growth. The school needed time and funds.

That same year, President Masiko and Dade County School Superintendent Joe Hall recommended that Building A be renamed Paul R. Scott Hall to recognize Scott's role in organizing the college and as the first chair of the advisory board. Until that time, the school board had ruled that no school or building be named for a living person. The board agreed and decided to name all other campus buildings by names.

Despite its handicaps, Miami-Dade Junior College constantly sought more innovative ways to provide learning experiences for students and serve the community at the same time. Ground on the North Campus was broken for a new \$2 million Learning Resource Center to house the library. In the fall of 1964, the Dade County School Board opened a Headstart program for pre-schoolers in conjunction with the college. Supported only by local funds, the John F. Kennedy Pre-School program was the first in the nation with instructors who were junior college students studying to be teachers. The students received free tuition for their work.

At the request of the Florida Funeral Directors' Association, Miami-Dade opened its Mortuary Science Department in 1964. Twenty-seven students enrolled. It was the first junior college in the nation to offer such a program and the only program in the southeast United States. The on-campus preparation room, restoration and pathology laboratories ranked it among the best equipped mortuary science programs in the country.

While planning for the South Campus, college officials considered a downtown branch. The Downtown Campus could serve those who worked downtown, as well as inner city residents. The curriculum would reflect the needs of the business and commercial sector of the city. The idea caught on with city planning consultants, urban renewal officials and business people. "Construction of the junior college branch will give rehabilitation plans the momentum that should carry the entire project a long way," wrote an editor in the *Miami Review*. "In addition, greater Miami will have gained a valuable enlargement of its educational facilities. All in all, the benefits of the entire program will be felt throughout greater Miami in the years to come."



*The hopes and dreams of youth,  
like that of the towering falcon,  
aim at objects in an airy height...  
with a constant  
and everlasting search for truth.*

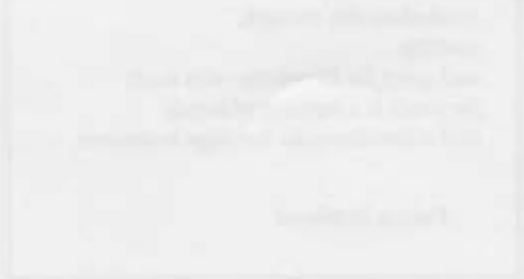
*The falcon  
with its majestic strength yet gentle beauty  
soars  
in a voiceless path of a sky of indecision.*

*It has been said  
that you can train a falcon,  
but never tame it;  
perhaps like the student —  
to train and guide,  
but never to tame.*

*The falcon  
for the youth of Dade County Junior  
College  
symbolizes this strength,  
gentility,  
and quest for knowledge with truth;  
for youth is a bursting of bonds  
and a simultaneous bondage to dreams.*

Falcon Yearbook







## Chapter Three

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# *Launching Out*

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Most schools suffered the discontents that swept the country in 1965. Student demonstrations against Vietnam spread across the country. Teach-ins were held on more than 100 campuses; young men burned their draft cards en masse. Civil rights demonstrations erupted in Alabama and other parts of the South, and there was a six-day riot in the Watts area of Los Angeles.

At North Campus, construction for a new Science and Technology Building began in February 1965. By fall, the Learning Resources Center was completed. It was more than just a library, however. It boasted ample book space, individual study cubicles and audiovisual production facilities that fostered Miami-Dade's leadership in instructional technology. It included a movie studio (later fitted for full-scale television production), art studio, animation stand, darkroom and office space for the fledgling production group. One section of the building had four auditoriums radiating from a central area. Technicians in the core area could project four different audiovisual programs simultaneously. Julius Sirilo was one of the first in the new department. "Not every teacher accepted these new methods," he recalled. "We had to convince people that teaching could be improved with these new tools, that audiovisual methods wouldn't replace teachers but improve their effectiveness."

*Classroom building construction 1969.*

Sirilo and social sciences instructor Joseph Olson set out to explore techniques with a slide/tape presentation on the Great Depression. "When we showed the program to the social sciences faculty the first time, we got a standing ovation," Sirilo remembered. The new media production group was off to a flying start with programs for faculty use. In the years that followed, Miami-Dade built a national reputation for producing first-rate educational media



*As we build beautiful new  
buildings on our campus...  
you can build a firm foundation  
for your education and future.*

Peter Masiko Jr., President

materials, not just for its own faculty and courses, but eventually for national distribution.

Even with emphasis on audiovisual materials, print was still going strong at the college. Thelma Altshuler, Martha McDonough and Audrey Roth of the English department published *Prose as Experience*, a reader to “take traditional ideas in composition and communicate them with new constituents,” according to Altshuler. Altshuler had come to the college from a university background, as had many of her colleagues, and had grave misgivings about the new school’s academic orientation. “I still felt scared at having left a four-year institution,” she recalled. “I was afraid I wasn’t going to be allowed to be intellectually independent.

“Then one day I walked into the cafeteria and got involved in a serious philosophical discussion with other faculty members. I knew finally that I was in a place where people were as interested in ideas as I was.” Altshuler would spend more than 23 years on two campuses. During that time, she would present those ideas to generations of students both face-to-face and in five more books. “We have offered a liberal arts education to people who never had a chance before,” she said.

### Breaking Ground

On August 5, 1965, President Masiko, Robert McCabe, members of the Advisory Committee and three of the first students to enroll at the Palmetto Center wore gold-painted helmets and manned gold-painted shovels to break ground for the construction of the new South Campus. The master plan called for eight buildings, two man-made lakes, landscaping and athletic fields. The first phase included a learning resource center, science building and administration building. Further developments included a technology building, student center, fine arts building, gymnasium with Olympic pool and planetarium. By fall, foundations for four buildings had been laid.

Much of the allocation was used for general site development, roads and parking lots as well as a utility building. The massive amount of construction, the size of the property and the lack of roads made it difficult to oversee the work. Two horses were kept to get from one construction site to another. One employee commented, “Better saddle sores on the seat of learning than bunions on the feet of progress.”

While excitement was high over the new South Campus, the federal urban renewal officials approved construction of the downtown branch. The project took on top priority, and planning began in November. Federal funds were provided for two-thirds of the cost of land acquisition and construction. The local government picked up the rest.

The first site proposed was too small; and the regional Housing & Urban Development office in Atlanta felt the area did not qualify for government help. To qualify for an urban renewal project, the land had to be a "slum" area. They claimed the three-block area was only "blighted." The battle of names and paperwork wrangled on for the next three years.

### Flight Training and Weekend Learning

Florida was well on its way to becoming the space capital of the nation in 1965. A manpower survey by the Federal Aviation Agency indicated that 3,650 new pilots were needed by 1966. Miami-Dade was the only school in the state to offer a flight training degree and the only junior college in the nation to give a degree of that nature. It was probably the first of its kind in the United States. Developed with leaders of the aviation industry and approved by the Federal Aviation Agency (FAA), curriculum options covered flight operations, aerospace technology and aviation administration. The flight operations curriculum required two years and led to an Associate of Science Degree. It included courses for both commercial and private pilots. The final exam was similar to the one given by the FAA before granting a pilot's license. The program was unique because it integrated ground course academic work with flight training. The growing demand for pilots, Florida's excellent weather, the availability of trained instructors and the growing potential of aerospace made the course popular. Enrollment applications came from around the world. A select group of high school seniors were offered the flight training program, giving them a headstart on college.

That year, Fred Shaw, former University of Miami professor, joined Miami-Dade South as director of the Division of Humanities "to put some of my theories of education to the test at a brand new school." Shaw came up with an idea to make higher education available to people who could not attend classes weekday evenings. Industrial workers were often too tired to attend night classes, and many homemakers could not get away during



*The construction area was so large and so rough that contractors and overseers took to horseback to keep track of daily activities. Miami-Dade construction supervisors George Crew and Don Bulat.*



*The sound of trucks and heavy machinery formed the background for many student activities for years.*



*Students were scattered throughout the Miami area. Some attended the Miami Beach Center in the Ida Fisher Junior High School.*



*Many older Miamians took advantage of the night and weekend classes.*

the week. Some lived too far away to commute several days a week, while others worked irregular shifts. What was needed was an opportunity for people to study for a two-year junior college degree on weekends. Shaw's Weekend College was the first such program in the country. "The butcher, the baker, the man on the night shift at Joe's Service Station, and the mama with babysitter problems will find it easier to complete an education," one editor wrote. "Even if a student can only attend college on the weekend, he will be able to take every course required for graduation," Shaw explained.

When the program was offered in the fall, 400 students signed up. One man drove 100 miles from Naples, Florida, to study on the South Campus. Two came from Key Largo once a week. William Filer, an electrician, told Louise Blanchard, reporter for the *Miami News*, that he had obtained his diploma "right after the Civil War. I had an opportunity to go to college when I graduated from high school, but I was too smart then. I didn't need an education. The only education I've got is what I've read in books. How do I know I've read the right books? I need someone who knows to help me. I feel like I'm swimming in deep water, but it's fun. The more you learn, it seems like the more confused you get. Some areas of knowledge, the more light you put on them, the farther away they are." Adrienne Byrd, another Weekend College enrollee, would not tell her age but acknowledged that she had 22-year-old twin sons. She had attended business school for a year after high school in Detroit but could not afford college. "If you don't have any classwork, you understand less of what you read," she said. "My only criticism of the Weekend College is that they didn't start it years ago."

Classes were held at the Palmetto Center in three-hour blocks. Students could graduate with an associate degree in arts or science in little more than three years. To make weekends more lively, there were free lunchtime events, lectures and concerts. The innovative idea attracted national attention. Northeastern University in Massachusetts, one Florida university and several California junior colleges modeled their programs directly after Miami-Dade's example.

A Miami Beach Center, located in Ida Fisher Junior High School, opened in the fall of 1965. The junior high had a major decrease in enrollment, and 12 classrooms were available. Freshman-level courses were offered as well as non-credit continuing education programs. The



*Students in fashion design at North Campus.*



*Mortuary science students work in a restoration class.*

providing special education to veterans who had spent at least 180 days in service since 1955.

The first graduates of the two-year Mortuary Science Program passed their state board exams and qualified as licensed embalmers. In March 1966, the junior college installed a new IBM System/360 at the North Campus. It was the most advanced computer system owned by a junior college. Theodore A. Koschler was director of the computer center and the instructional data processing facility. To meet heavy instruction and service demands, it operated around the clock. Students scheduled instruction on the system from 7 a.m. to midnight. The remaining time, midnight until morning and weekends, the system processed college records, statistics and exams.

Dade administrators and faculty were known for innovative ideas. Robert McCabe was appointed to the nationwide advisory committee of educators to help develop a community junior college system for the state of Virginia. (McCabe was a firm believer in the open college concept which so strongly influenced Miami-Dade's programs.) Many authored textbooks that set the benchmark for their curriculum.



*The IBM 1620 computer was a marvel in 1965. When the college installed a new IBM System/360, it was the first junior college in the United States with such an advanced computer system and instructional facility.*

center had limited success. In January 1966, the Dade County Board of Public Instruction announced that South Beach Elementary School might close because of the decrease in elementary-age children. The Miami Beach City Council asked the school board to establish a junior college branch at South Beach if the school closed. Masiko hesitated. If enrollment was going to be limited, he was not sure another center on Miami Beach was good for the system.

### Freedom for a New American Student

On December 1, 1965, Miami-Dade received formal accreditation by the Southern Association of Colleges and Schools. Freedom Flights began bringing in Cuban refugees by the droves. It was said that a Cuban refugee arrived in Miami every seven minutes. Miami's Cuban population doubled to almost 300,000.

A song for the times, "It Was a Very Good Year," led the hit list. *The Quotations of Chairman Mao* was popular with the hippie generation, along with love beads, flowers and LSD. In a special message on health and education, President Lyndon Johnson called for a commitment to provide "full education for every citizen to the limits of his capacity to absorb it and good health for every citizen to the limits of our ability to provide it." Included among his proposals were grants to fund health education and research, an expansion of Operation Headstart (educational opportunities to disadvantaged children) and more money for primary, secondary and higher education. Johnson also signed the Cold War GI Bill of Rights,



*Some classes were held at the Jewish temple (above) across from Palmetto High School (below).*



*Young protégés perform at an open house on the North Campus in November 1965.*

Florida's mild climate attracted thousands of new residents, many of them retirees. There was a critical shortage of qualified personnel in health fields – dental hygienists, medical lab technicians and veterinary aides. In 1966, President Masiko established the Division of Medically Related Programs to work with the medical community in planning a curriculum for health care workers. William Weber was appointed division director and worked from a small office in the military barracks on the North Campus. He worked closely with local hospitals to determine the types of health care workers needed. Weber and Harold Zabsky, coordinator of Medically Related Programs, worked with C.T. McCrimmon, hospital administrator of Victoria Hospital and vice chairman of the Dade County Board of Public Instruction. Since federal grants were available to develop personnel programs and to construct facilities, Mt. Sinai Medical Center agreed to build a pari-medical educational facility at the center for students in health-related fields. The agreement was signed May 11, 1966. It was the first cooperative program in the nation between a private non-profit hospital and a junior college. As enthusiastic as everyone was about the program, college administration quickly realized that the Mt. Sinai Center facility was inadequate. The demand for medical personnel had attracted increased numbers of students, and a larger facility was critical.

### Congestion on the Ground

William Stokes, golf coach at Palm Beach Junior College, was chosen to head the athletic and physical education program at South Campus. Julie Cohen, University of Miami basketball captain in 1962, was chosen to coach basketball. The surprise of the new athletic faculty, however, was Karol Fageros Short, the "Golden Goddess" of the 1950s. Short, who was a Wightman Cup player and King's Bay Country Club pro, had quit playing tennis in 1960 after an auto accident injury. Her appointment caused a minor stir. Short had gained international fame less for her playing than for her gold lamé panties that were banned at Wimbledon.

South Campus construction was on a tight schedule. Robert McCabe, dean of the Palmetto Center, hoped to move the South Campus to permanent headquarters by the fall of 1966. It was a big order; but 3,000 students were already enrolled. No one had been prepared for such a large enrollment. Classes were postponed while



*Bobby Reid, the first black student government president, visits with author Bill Mauldin. Reid, son of a sharecropper, also served as editor of the student newspaper.*



*Introducing students to classic architecture.*



## Enter At Your Own Risk

*Colleges are "in"...the mini-skirt is the current fad....the three letters associated with the young are LSD. And yet, ironically, the rebellion will not end with the conclusion of the Vietnamese war, or the abolition of the draft, or the implementation of "free speech." Only the roles will change. The youth of today are the parents of tomorrow. But the movement will continue. The young, rightly or wrongly, have cast off the shackles of limited action. Subservience is gone from their vocabulary.*

*It is a unique, private world that they have created, they have become a separate nation.... The barriers have crumbled ... the young own this country...the sign on the door warns, "Enter at your own risk."*

*From "Youth" by Eileen Brady, Charles Smith, Jeff Williamson, Falcon Magazine, Spring 1967*

administration scrambled to hire more faculty and increase department chairs from two to 17.

Problems plagued the developing campus — "rainy weather, hurricane Alma and a carpenters' strike. Even more troubling was the earth itself. Fissures caused by unstable rock foundations delayed construction. More than \$500,000 worth of cement, sand and water were pumped into the rock strata under two buildings to stabilize them. There was no way that the buildings would be ready on time. Once again, administration improvised. New faculty orientation was held at the First Baptist Church of Perrine. Everyone headed back to makeshift quarters. All 3,000 student schedules had to be redone in one day. The faculty set up at a synagogue and began



*Nursery students on the North Campus.*



*Miami Beach residents learn about stocks and bonds in a class conducted by Merrill Lynch at Miami Beach High School.*

working in shifts to replot the schedules. At 10 p.m., the last student schedule was completed.

The South Campus returned to Palmetto High School. A local church housed faculty offices. Art classes were held at the Miami Arts Center Building on North Kendall Drive. Large lecture classes were housed in the Suniland Theater with a shuttle bus service between Palmetto High and the Suniland parking lot where students parked. There were 3,600 students running on three shifts – and 3,000 of them arrived just as the third high school shift was dismissed. A headline in the *South Dade News Leader* noted “Palmetto Traffic Worst in County.”

Despite such inconveniences, campus spirits were high. A South Campus intercollegiate sports program began with men’s basketball and tennis. Men’s baseball was added the next year.

Everyone breathed a sigh of relief as the new South Campus opened early in 1967. The sigh proved premature. When classes shifted over January 11, only the Learning Resource Center had been completed. The space crunch haunted the new location. Nearly 4,500 students squeezed into classes in the one building. Temporary classrooms were set up in the library until more room could be found. Natural science classes used the laboratories at Killian High School, while art classes remained at the Arts Center. A circus tent was hauled out to stage dramatic productions. The four portables used at Palmetto were brought to the South Campus for music studios and physical education equipment storage. Fortunately, the



*Former student Sylvia Hitchcock (above) visits South Campus after winning the 1967 Miss USA contest. She went on to win the Miss Universe title. Right: Dustin Hoffman, star of “The Graduate,” talks to students.*



*Left: A young student, Sylvester Stallone (far left), performs with the Caravan Players.*

other three buildings were completed in March. Students and faculty settled into their new home.

### Skeletons and Underwater Welding

British model Twiggy was the rage, and thousands of young girls went on diets to achieve the emaciated look. People sang "Ode to Billy Joe," and "San Francisco (Be Sure to Wear Some Flowers in Your Hair)." Coeds sported skirts that hovered as much as seven inches above the knee. Even among the faculty, hair was long and skirts were short. The most popular movie of the day was "The Graduate." Anti-war demonstrations and civil rights demonstrations vied for prime television time along with Vietnam coverage. The tenor of the times swept across Miami-Dade. Incense wafted through the halls and classrooms. "The excitement that characterized the entire culture was alive here then," said Betsy Hilbert of the English department. "The faculty were just as alive and just as eager to try new ideas as students."

In the spring of 1967, Florida Congressman Claude Pepper announced that Miami-Dade Junior College was the recipient of a \$415,000 federal grant to construct a Fine Arts Building. There were other gifts of a more unusual nature. The U.S. government gave the school a retired C-47 transport plane for the aerospace department. A 16-foot python was donated to the zoology department, and a skeleton was donated to the nursing department.



*James Neville McArthur Hall of Science and Technology and Paul R. Scott Hall on the North Campus.*



Miami-Dade decided it was time to take another look at expanding into Miami Beach. The Miami Beach High School building was air conditioned; its labs were equipped for college-level courses; and it had good parking. It did not take long for officials to decide. Before the end of the year, Miami-Dade moved its Miami Beach Center to the high school.

Robert McCabe, who had been with Miami-Dade since 1963 when hired as assistant to the president, resigned as vice president of the South Campus to take the presidency of the new Essex County College in New Jersey. Fred Shaw, director of the division of humanities, was appointed acting vice president and served until John Lewis Forbes, associate director of the Southeastern Education Lab in Atlanta, was appointed vice president of the South Campus.

In June, the college held a dual dedication on North Campus for the Mitchell Wolfson Learning Resource Center and the James Neville McArthur Hall of Science and Technology. The new two-story technology building included 122,450 square feet of classrooms, laboratories and offices for administration and faculty for the technical, vocational and semi-professional programs. Ground-floor quarters housed disciplines which required heavy equipment, graphic arts, civil engineering, machine technology, nursing and mortuary science.

### Education in Self-Defense

When classes opened in the fall, Miami-Dade had the largest enrollment of any institution in Florida — 23,341. There were more entering freshmen than in the state's entire university system. The enrollment



*Professor Carl Babski demonstrates in a physics class.*



*Staff, administration and students were all enlisted to pack and move the tons of paper and boxes to the South Campus.*



*Students on the new South Campus.*

## Dream Visitors

*In the dark and lonely hours just before the  
break of day*

*Darkling shadows round me closing fill my  
mind with strange foreboding and my heart  
with wild dismay*

*As I see within my being scenes so mystical  
and dreaming changing then to voices pleading  
All along my way...*

*Who are these in shadow shrouded, who are  
these who call to me*

*Souls long lost on cosmic highways, seeking  
guideposts from my mind*

*Or perhaps they are the living trying hard their  
way to find*

*From primeval quicksands climbing ever  
upward through the mire...*

*Would that I, a lonely mortal with a shallow  
finite mind*

*Would that I, in some small measure, could  
but give them Peace of Mind.*

Margaret Grogan

Nursing Program 1967



*Children watch at a North Campus open house as  
surgeons conduct a mock operation.*

*Colonel Mitchell Wolfson poses at the dedication of  
the Mitchell Wolfson Learning Resources Center.*



represented more than one of every four students in the entire Florida system of community junior colleges, one of every nine students in any Florida college or university, one of every 72 students enrolled in any two-year college in the nation. Foreign-born students represented 44 states and 18 foreign countries, giving the campuses an international flavor.

More than 25 percent of the students worked off campus. According to the *Falcon* magazine, one police science major worked as a bouncer at a college hangout and planned to go into law. Another was a mortician. Bob Brady and Bruce Stevens were active in sport parachute jumping and ran a minor league ground school for interested Marines. Girls in the fashion modeling department frequently paraded in local department stores. Pat Fowler not only modeled but served as Miss Miami.

Most students enrolled for an education, but at least one student — Flo De Napoli — insisted that she had re-entered the academic world “in self-defense. Had to get away from a teenage son complete with large dog, Persian cat, half-grown possum, three snakes, 11 turtles and 17 assorted and sundry fish; one 10 year old daughter (Campfire Girls, ballet lessons, screechy voice and a king-sized hate for her brother), making domestic serenity an impossible dream; also one husband gainfully employed and just insane enough to consider weekends and holidays were invented for camping and boating instead of deadlines, housework and homework.”

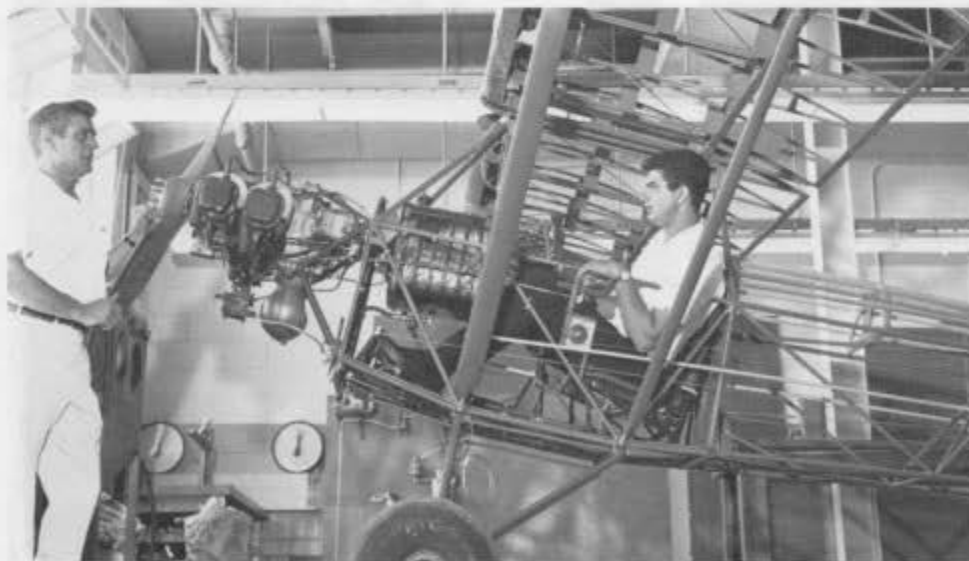
President Masiko moved his office to the South Campus that winter. At that time, the college



*Slide rules are common in the electronics classes taught by Gerald Schickman on North Campus.*

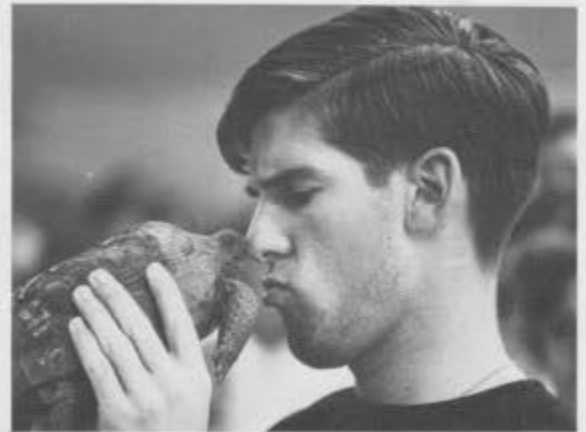


*South Campus students experiment with three-way phone conversations — a new innovation for that day.*



*Bob Alleva, a student in aerospace technology, poses with the airplane he built. The college's program drew students from around the world.*

## The Sporting Life



*Clockwise from bottom left: Women's Tennis Team poses in 1966. Bruce Fleisher begins to show his golf skills while a student. He would go on to win the 1968 National Amateur Championship and be inducted into the National Junior College Athletic Association's Golf Hall of Fame in 1984. The North Baseball Team is welcomed back after winning a major tournament in 1966. Lady golfers pose in 1966. For those who preferred to let others do the exercising, there were always the turtle races (right).*

administration was reorganized to handle a multi-campus operation. The concept was to provide the school with some central operations that would be economical and efficient. The president was responsible for the entire system, but vice presidents on each campus handled daily details. The central administration handled admissions, registration, budgeting, purchasing, personnel, institutional research, library acquisitions, instructional resources and facilities planning.

Sports continued to grow in popularity. Demie J. Mainieri was named director of athletics on the North Campus. Pierre Burke from Indiana State University was named assistant basketball coach. Richard Gregor directed wrestling, while Nelson Mitchell, a former Falcon baseball player, was assistant baseball coach. Joe Lee Smith replaced the popular Charles "Pappy" Holt as track coach. Holt turned his attention to cross-country racing.

It was the nature of Miami-Dade officials to search out educational challenges. The JFK program, begun in 1964, gave education majors a chance to teach in a pre-school program for three hours each morning. In return, each received a scholarship for tuition and books at

## In Memoriam

*They will not return from Vietnam. Fatalities of war shade the happiness of youth like clouds dim the brightness of day. By choice or circumstance, these men left Miami-Dade Junior College to become soldiers, supporting our nation's struggle for peace. They possessed the spirit of patriotism which enobles one defending his country. If we could adopt this patriotic spirit, their sacrifice will have even greater value. Their gallantry still lingers in our thoughts.*

*Falcon Spring 1967*

*Miami's beautiful weather allowed construction year-round. Workers on the North Campus Fine Arts Building during the winter of 1967.*







*George F. Azrak was the first MDCC graduate killed in the line of duty.*

Miami-Dade. The program, which was financed through the Federal Work Study program, drew national attention. A number of colleges sent representatives to observe in order to initiate similar efforts. By 1967, the program had grown from 12 students to 100. Cheri McBreen, of the *Falcon* yearbook staff, visited in the pre-school classroom and was impressed. "When roll is taken, after a 'Good Morning to You' song, each child turns in a nickel for juice and cookies at snack time," she wrote. "One small girl turned in three cents, was reprimanded for stopping at the candy store on the way to school, and was asked to please spit out her gum...."

"The feelings of all the members of the JFK program I spoke to were summed up by Peter Lento. 'I learn as much from these children as we hope to teach them.'"

Another challenge was the education of military personnel. Many members of the military collected credits as they moved from place to place. Often they could not finish because some courses were not transferrable to

*The results of construction began to make a difference in the South Campus. Top: Library Building 2. Below: Administration Building 1.*



other schools. In the fall of 1967, Miami-Dade opened a center at Homestead Air Force Base at the request of the base commander. (There had been courses on the base prior to that time but not an entire program.) The new program included an eight-week term of 12 courses covering all degree areas. Military personnel and their dependents could earn an associate of arts degree in two years without leaving the base.

A Marine Science Technology Department was opened in 1967 to train marine technicians and oceanographic assistants. Courses were divided into five areas: oceans, seamanship, shop, electronics and diving. Graduates were trained for underwater welding, night photography, radio communications, water pollution testing and electronics. Students worked under scientists in government, industry and education on special internships. Forty-one students enrolled at the North Campus the first year.

*For Professor Constance Fleischer  
After Studying Keats and Shelley  
With Her*

*Hail to Thee, oh mind dynamic,  
from whom springs the body's flash,  
from whose energy magnetic,  
spirit animates the flesh.*

*Matter never lost in dying,  
changes but its form, its pace,  
so thy sparks forever flying,  
flame like star-spume flung through space.*

*As the bursting of a flower  
showers petals in the sea,  
mergence with Thanatic power  
sets thy dazzling comets free.*

*In sincere appreciation,*

*Elizabeth Ricketts*

*Falcon Magazine Spring 1967*

*Students put their energies into the annual Tricycle Race.*



*Niles Trammell, trustee, spoke at the South Campus dedication. It was the first year separate graduations were held for the two campuses. Trammell had been involved with the school since it began. Two new buildings were dedicated at graduation — Trammell and Usina halls.*



## Playgrounds and Tractor Sheds

By 1968, crimes of violence in the United States had increased 57 percent from 1960. A new cartoon, "Doonesbury," showed up in the *Yale Record* and the *Yale Daily News*. Rioting erupted at the Miami Beach Republican Convention. Florida's Seminole Indians sued the federal government for stolen land and broken promises.

The Medically Related Programs division was growing and in critical need of space. Miami-Dade found itself once again taking leftovers — as it had so many times before — and happy to get them. Instead of chicken coops, this time it was West Dunbar school's playground at Northwest 20th Street and 10th Avenue. The Dade County school board deeded the playground to Miami-Dade in November 1967, and plans began immediately for a building for allied health and nursing students.

At a special legislative session in Tallahassee in January, the junior colleges were established as entities separate from the school systems. Existing advisory committees became independent boards of trustees. The new administrative structure required that a junior college president report to its board. The first board consisted of Mitchell Wolfson (chairman), Niles Trammell (vice chairman), Leonard Usina, William Pawley (who had replaced James Neville McArthur in 1967); and Alfred McCarthy (who had replaced Paul Scott). On July 1, 1968, Miami-Dade Junior College officially became independent of the school board.



The South Campus dedication took place in the spring of 1968. The new Learning Resource Center was officially named for trustee Niles Trammell, a member of the advisory committee since the college began. The science building was named for Leonard Usina, a trustee and charter member of the advisory committee.

College officials were determined that each campus keep its own identity although South Campus and North Campus offered the same basic courses. Central administration for both campuses was housed at the South Campus, with some services — budgeting, purchasing, personnel, admissions, registration and library acquisitions — centrally operated for both campuses. North Campus offered some technical and semi-professional courses not held at South. Athletic programs and publications were kept separate. The North Campus kept the old name, the Falcons, the blue and white colors and the *Falcon Times*. The South Campus became the Jaguars with black and gold colors and a new campus newspaper was named the *Catalyst*.

That spring, for the first time, Miami-Dade had two separate graduations. South Campus ceremonies honored 659 graduates, while North Campus put 2,039 through their paces.

Miami-Dade offered a course in the Yiddish language, the first time that Yiddish was offered at an open college in the state. South Campus art classes were still held in the Miami Art Center building. Although an entire building had been planned for a fine arts center, state funds had been curtailed. Officials decided to remodel the existing Utility Annex, creating a Fine Arts Annex where once tractors and garbage cans had been housed. The transformation took several months and \$480,000; but the renovated building provided 35,000 square feet of space for art, drama and music classrooms, studios and practice rooms, as well as a 250-seat theater and faculty offices.

Enrollment in aerospace technology jumped from 683 to 2,000 students. Personnel officers from three airlines assured George Mehallis, North Campus director of technical, vocational and semi-professional studies, that they would hire the entire graduating class. Miami-Dade was chosen to participate in the nation's first academic program to train Federal Aviation Administration air traffic controllers. The program was set up as a model for colleges throughout the country. Students were pre-tested



*The South Campus became the Jaguars while the North Campus remained the Falcons.*



*A medical technology program on the North Campus was one of the latest programs.*

*Miami-Dade was the fastest growing junior college in the nation.*



*Students use the latest equipment in air traffic control classes, September 1968.*

by the FAA to qualify for the work and were hired as flight data aides during the first semester.

### More Growing Pains

**B**y all measures, Miami-Dade was impressive: it was the fastest growing junior college in the nation. It had the largest student body of any college in the state and more full-time students than any other U.S. junior college. It enrolled more freshmen than the University of Florida, Florida State University and the University of South Florida combined — and it was still growing.

That did not mean it had no problems. Dade County schoolteachers went on strike for higher pay and better working conditions. When the county school board relinquished control over the junior college to the new District Board of Trustees, the Classroom Teachers Association (CTA) could no longer represent the 200 faculty members. CTA membership at Miami-Dade had not increased significantly. Most faculty leaned toward organizations representing universities rather than those representing primary and secondary teachers. Furthermore, CTA membership was limited to school board employees, and the junior college faculty were now state employees. The American Federation of Teachers stepped in to organize a local union on campus, but less than the 20 percent needed to charter a union signed up.

That fall brought a depressing turn of national events. Martin Luther King was assassinated in Memphis; Robert F. Kennedy was assassinated in Los Angeles. Plane



hijackings, particularly to Cuba, were on the increase; a Seaboard Railroad ad read, "If you want to go to Miami without a stopover in Havana, call us."

Tennis was the first intercollegiate sport offered for women on the South Campus. Women's volleyball was added later that year. The National Youth Sports Program opened to provide recreational and sports activities for disadvantaged youth in South Dade County. The program was sponsored by the National Collegiate Athletic Association and funded through the Community Services Administration.

By the time the South Campus started its second year in its permanent location, the student body had jumped to 8,500 and faculty numbered 130. School officials pushed hard to get a third campus underway. After three years of consideration, the Housing and Urban Development Department in Washington agreed that it was time to proceed with the Downtown Campus. The block bounded by Northeast First and Second Avenues and Northeast Third and Fourth streets was finally chosen.

The proposed building was the first phase of a major downtown renewal program. Thomas Fryer, director of planning for the downtown campus, told the *Miami Herald*, "This won't be your usual downtown campus. We're trying to create something that will be an organic part of this community. We want to meet all the needs as we find them rather than imposing an ideology from the start." That meant trying to discover what people really needed and wanted. Fryer gathered architects, Metro city planners, the Greater Miami Urban League and the Economic Opportunity Program, Inc. to help with the design. Academic task forces and community seminars brought people together to determine needs.

It was not all smooth sailing, however. Miami-Dade officials wanted to purchase the block north of the junior college site for future expansion, but federal funding had been cut back, and that move was placed on hold.

### Meeting Minority Needs

Faculty gained more national recognition. Franklin G. Bouwsma, Director of Instructional Resources, was recognized for his work in audiovisual media and served as a member of the advisory committee to the Ford Foundation on establishment of a videotape network for National Educational Television. David F. Shuford, North Campus dean of men, was named to the Academic



*South Campus cheerleader with Jaguar mascot.*



*Students put their all into Greek Week activities.*

Administration Internship Program sponsored by the American Council on Education.

A week-long siege at New York's Columbia University was only the beginning of student unrest throughout the country. At Miami-Dade North, black students formed the United Black Students to further demands of black students. At the time, only 1,200 of Miami-Dade's 20,000 students were black, and only 115 of the 1,144 employees were black. On April 5, 1968, black students staged a peaceful sit-in at the college cafeteria protesting the use of special tables by predominantly white fraternities and clubs. In response, North Campus Vice President Ambrose Garner formed Project Intercom. Faculty and students met to discuss racial discrimination and the administration held weekly discussions with black students to provide them a greater voice in college policy.

The Board of Trustees also adopted a code of student conduct and discipline. The regulations did not outlaw demonstrations but outlined what was acceptable. If students directly interfered with college operations, demonstrations would be stopped. Then the students and administration would set down to talk about the problems. If the regulations were not followed, the administration had authority to impose censure, suspension, dismissal or expulsion. It was a direct attempt to provide guidelines that would lead forward rather than stall communications.

To reach adult black people, the Martin Luther King Storefront Center was opened in Liberty City as a satellite



*Robert McCabe worked long hours while vice president of South Campus to keep up with the demand of the burgeoning student body.*

*Marine science student learns on the latest testing equipment.*



of the North Campus. It was designed to offer vocational counseling and to prepare individuals for jobs. "We are willing to hand-carry the adult student through registration and financial aid procedures," said Carrie Meek, director of the Community Services Division. "We'll do whatever we can do to get the out-of-school adult to return to upgrade himself."

When a satellite center opened at South Dade High School to provide evening classes, 51 students registered. Earl William Vogel, who had served as head of guidance services for three years, was appointed chairman of the South Dade Center. The summer program was run on an experimental basis; After its success was proven, classes were scheduled for fall.

Miami-Dade established the Career College Program on the South Campus about the same time. It was set up to provide job opportunities for black high school dropouts from disadvantaged families. Its goals included extensive counseling to attack patterns of failure. The program was financed through a federal grant plus matching funds from the college.

The year-old Homestead Air Force Base Center had 800 servicemen, dependents and authorized civilian personnel enrolled in courses.

Not every endeavor was so successful. The city of Miami offered to give Miami-Dade an 11-acre tract of ocean-front property on Virginia Key to build a Marine Technology Center. This would have placed the center near other marine science facilities. It seemed perfect — until the property was inspected. Expensive fill was needed; a canal would have to be dredged and the property bulkheaded before any construction could begin. It was also likely that conservationists would oppose the changes. Since the Board of Trustees did not wish to fight local conservationists, the gift was turned down.

The first on-campus Dental Hygiene Clinic consisted of 10 dental chairs in the 900 barracks building at North Campus. The public could make appointments; and students, supervised by faculty, received hands-on experience.

One of Miami-Dade's strengths was President Peter Masiko. "Masiko cared about people, from the faculty to the janitors," said Katharine Muller. "On my first day on the job, I attended a faculty meeting where Masiko talked about the changes in the institution. He recalled his own teaching career and the lean summers when he was paid

*The community service dimension of the two-year college may be the single most important characteristic distinguishing it from other institutions of higher education.*  
Patrick Distasio



*The college received a C-47 transport as a gift. It was one of many unusual items that MDJC received from the federal government and private donors.*



## Motorcycles and Back Seat Lovers

Faculty artist Duane Hanson loved the outrageous — and loved to mimic life. His artworks tended to mirror real events. No one on campus ever knew what to expect from his sense of humor — especially when he combined it with art. On one occasion, it involved a wrecked motorcycle; on another it was a parked car in the middle of campus with feet protruding from the backseat window. When one policeman approached to tell the young couple that it was an inappropriate place, he found to his chagrin, it was only Hanson's humorous art. Hanson took his sense of humor and realism to New York. There he became well known among the avant garde art aficionados.

on a nine-month contract. He had resolved to make life easier for teachers, so he initiated guaranteed twelve-month contracts for the faculty.

"What was most interesting was that while he was relating this and how important it was, he became so emotional, he broke down. Someone else had to take over the meeting. It was typical of his emotional involvement with the institution and its people."

## Music for the Masses

The *Saturday Evening Post* (founded 1821) ceased publication in 1969. Moviegoers watched "Midnight Cowboy" and "They Shoot Horses Don't They?" On a lighter side, Woodstock Music and Art Fair near Bethel, New York, attracted more than 300,000. Popular songs, such as "Hair" and "Aquarius," reflected the mood of the



The 10,000th graduate was represented by James D. Davis at graduation in May 1969.

*Coach Demie Mainieri in typical pose. Mainieri was North baseball coach and one of the original faculty members.*



day. The Apollo 11 landed on the moon, and the first troops pulled out of Vietnam.

A mood of anger and despair settled on many campuses. Students across the country staged sit-ins, strikes, building takeovers, bomb threats and boycotts. Black students and female students demonstrated for equality. In January 1969, the United Black Students at Miami-Dade demanded that Mark Twain's *Huckleberry Finn* be removed from the required reading list since the book created an "emotional block which inhibited learning." Ambrose Garner, vice president of North Campus, felt himself lucky. The confrontation cost him a book; that was nothing compared to what was going on elsewhere. At San Francisco's Queens College, the campus was closed for two days. The president of Swarthmore College died of a heart attack when 40 Afro-American Student Society members camped outside his door.

UBS complained about the lack of black-oriented courses on campus. It was a demand that was common across the country. Both Huey Newton and Bobby Seale, leaders of the radical Black Panthers, had urged students to demand black studies programs. In response, Afro-American history and literature courses were added on the North Campus.

There were a few campus incidents. When two black freshmen swore at Mary Jeanette Taylor, dean of student personnel services, Garner brought the matter before the student-faculty committee. The 10-member committee



*Cathy Burket was the 100,000th student to register at MDCC. Peter Masiko Jr., president (middle) looks on with M. Duane Hansen, vice president, North.*



*Peter Masiko (left) and Robert McCabe officiate at the 1969 graduation ceremonies for North and South campus.*



included four black professors and black students, chosen to represent all elements of campus life. After reviewing the incident, the committee recommended that one student be dismissed and the other suspended. UBS felt the punishment was too severe and staged a protest. They jammed the hall outside Garner's office. Six black students ripped down the American flag. Some students were incensed. More than 200 students, many of them Cuban refugees, gathered the following day at the flagpole to recite the pledge of allegiance.

Miami-Dade was determined to respond to the black community. Officials realized that many people hesitated to come to the college campus but would take classes in their own neighborhood. The school set up outreach centers in Coconut Grove, Homestead and Miami Beach. The South Campus opened a Center for Community Development at Carver Junior High School, directed by Patrick J. Distasio. Its innovative grading system aimed to eliminate failing grades. Students moved ahead at their



*The war in Vietnam was the biggest issue on campus. Young veterans, peaceniks, flower children, faculty members and others joined to stage demonstrations across the country.*



own pace. They were encouraged to enter classes on campus after they completed courses at Carver. Tutorial assistance was also available.

The program was so successful that junior colleges throughout the country copied it. A National Council on Community Services for Community and Junior Colleges was established as a result of the Miami Program. Distasio was named to the executive committee. The program encouraged two-year colleges to be actively involved in the community, to address pressing social problems and work with other organizations committed to community service and education. Distasio saw this as a major contribution of the junior college. "The community service dimension of the two-year college may be the single most important characteristic distinguishing it from other institutions of higher education," he explained.

Despite the general milieu of the country, Miami-Dade's campuses remained relatively quiet. When anti-war demonstrators did organize, there was rarely any continued activity. As a commuter college, Miami-Dade lacked the student cohesiveness needed to carry out such activities. In October 1969, students at the North Campus staged a peaceful demonstration. They read the names of 39,000 Vietnam War dead, made speeches, held forums, listened to folk music and held a candlelight procession to show their support for a moratorium on the war. A few days later, peaceful demonstrators on the South Campus called for a moratorium on the Vietnam War.



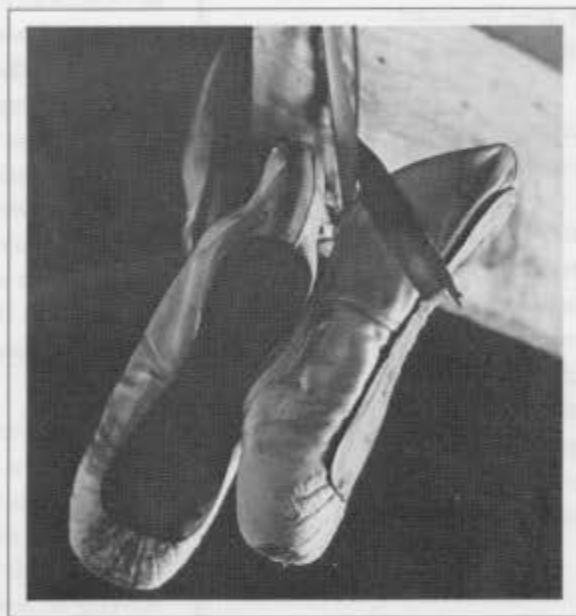
## The Ideal Teacher

Even in the early '60s, faculty were becoming known for their publications. Ron DeMaris produced *Readings in Science and Technology* and saw his poetry published in such places as "American Poetry Review" and "Suwanee Review." Patrick DeLong wrote the textbook *Art in the Humanities* in 1966. Audrey Roth published *The Research Paper: Form and Content*, which was destined to go through five editions by 1986 and become one of the most widely adopted handbooks in the country. Roth would later publish *Words People Use* in 1972 with Oliver Camacho, also of the North Campus English department.

Roth's tribute to Camacho, who died early in his teaching career, is an example of the ideal Miami-Dade teacher: "He was hardworking, knowledgeable in his field and always working on new things that would help the students learn."

## The Last Tuesday

It was a rainy day, the kind of rain that makes you want to stay inside. I remember the sound of the rain falling on the roof of the house, the way the wind whistled through the trees. It was a quiet day, a day when the world seemed to be holding its breath. I was sitting on the porch, looking out at the garden. The flowers were still in bloom, but they looked a little sad. Like they were waiting for something to happen. I remember the way the sun came out for a moment, just a sliver of light, before it disappeared again. It was a beautiful day, a day that I will never forget.



The rain was falling again, and I was still sitting on the porch. I remember the way the rain fell, the way it sounded. It was a beautiful sound, a sound that made me feel like I was in a dream. I remember the way the wind whistled through the trees, the way it sounded. It was a beautiful sound, a sound that made me feel like I was in a dream. I remember the way the sun came out for a moment, just a sliver of light, before it disappeared again. It was a beautiful day, a day that I will never forget.





## Chapter Four

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# *Leading the Health Care Field*

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**I**n 1970, Miami-Dade dedicated the Fine Arts Center (its fifth North Campus building), naming it for board of trustees member William D. Pawley. The \$2 million building included administration and faculty offices, instructional facilities for drama, music and art and a 500-seat theater with a wrap-around stage.

Not all buildings were totally satisfactory at completion. Some buildings had flaws, some developed over time, others from the beginning. Masiko was never one for expending beyond what he thought was reasonable; and after numerous attempts to fix one leaky building, a building committee addressed the issue. Masiko, who had seen the problem continue despite numerous attempts at repair, called for an elemental solution — put out buckets when it rained. When one North Campus building was constructed with a door and a wall so close there was no way to keep from bruising knuckles trying to pass through, Masiko suggested a simple solution — a glove on a string attached to a nail near the door — guaranteed to keep knuckle-scraping to a minimum if the glove was used appropriately.

The North Campus Aerospace Technology program was certified in 1970 by the Federal Aviation Administration as a Flight Engineer Ground School. Miami-Dade was one of only four junior colleges in the nation to win FAA approval. Students who completed the Airline Pilot Flight Engineer Program earned an associate degree in science and a commercial pilot's license.

Health care was a major interest to Miami-Dade, and the need for professionals in the area was growing larger as the population aged. The Dental Hygiene Clinic expanded from

*Ballet slippers were found hanging in a room on Northeast Third Street during the demolition for the Downtown Campus.*

*William Pawley, long-time board member and friend of the College, poses in front of the Pawley Creative Arts Center on the North Campus.*



10 chairs to 22; and a new clinic, the Vision Care Technology/Opticianry Clinic, opened in the North Campus' 500 barracks building. Most of the graduates of Dade County's two practical nursing programs stayed in the area, but a college survey found that the demand for practical nurses was far greater than the supply. To meet the need, a full-time practical nurse program was implemented. When new Medicare legislation required that nursing home administrators be licensed, Florida passed a law requiring licensing through state examination. Medical program administrators worked with the Florida Nursing Home Association and the Florida Board of Nursing Home Administrators to develop the Florida Nursing Home Administration's "Core of Knowledge" program to prepare nursing home administrators for the examination. One of the first programs of its kind in the nation, it drew administrators from across the country.

The growth in medical-related programs created a need for more space. Miami-Dade considered temporarily leasing the old Biltmore Hotel in Coral Gables but decided to continue offering the programs from the North Campus.

### **Protests and Unions**

**T**here were 448 universities closed or on strike as a result of student outbreaks in 1970. When student protests against the Vietnam War got out of hand at Kent State University in Ohio, National Guardsmen were called

*Lake beside Pawley building at North Campus.*



in. The fray that resulted ended with four students dead. The incident set an ominous tone for relations between students and college administrations everywhere.

Students were not, however, the only ones who became vocal or concerned about their rights. In the spring of 1970, the move to unionize Miami-Dade teachers gathered momentum. On one side, faculty complained of a lack of communication with administration. On the other side, the administration faced economic difficulties. Financial support for community colleges was declining throughout the country. Colleges and faculties everywhere faced reduced budgets and staff cuts. Miami-Dade was no exception. The large funding cutbacks could affect salaries, and the faculty was worried.

Growth at the school brought major shifts in faculty and administrative positions. Robert McCabe returned to Miami-Dade as Executive Vice President. J. Terence Kelly became Assistant to the President; Ambrose Garner, Vice President at North Campus, became Vice President of South Campus. Thomas W. Fryer was named Vice President of the Downtown Campus. Ronald Connelly was named Dean of Academic Affairs of North Campus, while M. Duane Hansen, former Dean, became Vice President of North. Leon G. Robinson became Dean of Student Services Downtown, and William M. Stokes was named Dean of Instruction. W. Fred Shaw, Dean of Academic Affairs on South Campus and well known in academic and literary circles, was promoted to Vice



*Don Osceola, Miccosukee Indian, demonstrates native skills for Miami-Dade students.*



*Students rehearse on the new stage in the Creative Arts Center on the North Campus.*



## Planning a Downtown Campus

THE COLLEGE SHOULD SERVE ALL THE PEOPLE IN THE COLLEGE  
IT SHOULD BE THE REAL BIRTHPLACE OF THE SERVICE OF THE PEOPLE  
(IN ORDER OF THE QUIN)  
THE COLLEGE MUST GO TO WHERE THE PEOPLE ARE  
COLLEGE SHOULD HAVE ASSISTANCE TO DO THIS  
COLLEGE SHOULD HAVE THE OPPORTUNITY OF RESPONDING TO EXISTENT NEEDS  
IT SHOULD BE GENERATED BY THE PEOPLE  
RESPONDING TO THE NEEDS OF THE PEOPLE  
THE COLLEGE SHOULD SERVE THE SERVICE OF THE PEOPLE  
THE COLLEGE SHOULD PROVIDE A COMPREHENSIVE CULTURAL CENTER  
PROVIDE A BROAD BASE SOLID FOR PRESENT & CONTINUING BUSINESS  
EMPLOYMENT PLACEMENT FOR CURRENT & PREVIOUS STUDENT  
WORK WITH THE QUIN FOR COLLEGE  
THE COLLEGE SHOULD PROVIDE THE OPPORTUNITY TO DO THIS



*The development of a full-service campus in the heart of downtown was considered visionary by some and foolhardy by others, but Miami-Dade officials were used to the crossfire and forged ahead. Planning for a Downtown Campus was not an easy task, but members of the planning commission took it to heart.*



President, Central Administration as Jo Dewar was named Director of the South Campus library. Mildred Bain was promoted to Director of the Division of Humanities and, later that year, South Campus Dean of Academic Affairs.

There were some new faces as well. The school sought out outstanding professors and teachers, men and women who were recognized in their field. John P. Daly came from the University of Miami to be vice president of financial services. Robert F. Mines, former professor at Essex County College, was named to the newly created post of Dean of Research and Planning. Another Essex County College administrator, Daniel Derrico, was named Registrar at North Campus. Elizabeth Lundgren came from the Florida State Department of Education to be director of the division of allied health studies. Ronald R. Young left Carol City Senior High School to become assistant dean of academic affairs for South Campus.

Faculty members were often recognized regionally and nationally for their performance. Arthur Colton, North Campus, was elected vice chairman of the American Board of Funeral Service Education's Commission on Schools. He also acted as education consultant for the Florida State Board of Funeral Directors and Embalmers and was active on the standards committee. Barbara Garfunkel, director of student publications, long-time journalism faculty member and adviser to the North



*Downtown Miami where the new campus was to be built. The tall building in the center (also above) was the Pacific Building, a local landmark. In the same block was the old First Methodist Church.*



## Out of the Statistical Melting Pot

From time to time, somebody undertakes an analysis of the faculty (*who are they? where did they come from? what is the average age? the average salary? academic background?*) and of the students (*who are they? where did they come from? what is the average age? the average family income? what are their aptitudes? career goals?*) and while this provides necessary information for statistical reports, it does little to tell the human story of any real life person, either student or faculty.

Lost in the statistical melting pot are such people as:

- Jim, who had barely edged by with passing grades in high school, flunked out his first semester at a state university, was admitted to Miami-Dade on probation. He was graduated two years later, with 77 credit hours, no course failures and a pilot's license.
- Donna, 16, a bright student in her second year of high school, was bored and unhappy and her behavior had begun to frighten her mother. Accepted for early admission by Miami-Dade, she was graduated... with a 3.84 average.
- Irving, Polish-born immigrant with little formal education, went to night school to earn a high school equivalency diploma and at age 65 enrolled as a freshman at Miami-Dade. Graduating with a 3.35 average, he is now planning to go on for his bachelor's degree at the university.

Lost also is the relationship between faculty and students described in two letters by former students to the president.

- Roger, class of '70, an honor student active in Miami-Dade South Student Government Association, wrote:  
"Miami-Dade provided me with a cultural and social education which was as complete and significant as my academic education. What was more important, however, were the many meaningful experiences I had in dealing with the

deans, teachers and staff of the college. All these people have the remarkable quality of being much more than automatons lecturing placidly while standing in front of a group of blank-faced students. They're real people who make a determined attempt to help students. The dedication of these people is truly outstanding.... As a result I've planned to make education my field of work."

- Elly, a graduate from Miami-Dade North, class of '70, wrote:

"Due to unfortunate circumstances, my childhood was spent in Nazi Germany during World War II. After I returned to America I intended to continue my education but was forced to postpone my plans in favor of finding a means of supporting myself. Several years later I attempted to continue my schooling, only to discover that wartime destruction of my school records once more prevented me from realizing my ambition. Finally, 18 years later, I applied for admission at Miami-Dade and was granted acceptance as a 'special student.'

"Today, I have begun my junior year at Barry College, where I am working toward a B.A. and M.A. in English with the objective of teaching at the junior college level. I feel a tremendous debt of gratitude. No matter what the future holds, I will never forget the policy of the 'open door', so characteristic of Miami-Dade, which opened the door to a new life for me....

"No one, however, deserves higher praise than those very special men and women I was privileged to have as my instructors and professors.... I know that the memory of these individuals will always be an inspiration for me, an ideal I hope to emulate someday in my own teaching."

*1970 Miami-Dade Viewbook*

Campus' prize-winning student newspaper, was named Distinguished Service Professor at commencement. Carrie Meek, director of the division of community services, North Campus, on leave as recreational and cultural planner for Model Cities, was honored as Mother of the Year for work with Model Cities Youth Advisory Council.

### Goodbye to Sheltered Academia

On August 4, 1970, the Downtown Center opened. Five hundred enrolled in the 10 classes. The development of a full-service campus in the heart of downtown was considered visionary by some and foolhardy by others, but Miami-Dade officials were used to the crossfire and forged ahead. Construction on the new campus had not even begun when the first classes opened. Temporary headquarters was on the tenth floor of the old Chamber of Commerce Building at 130 Northeast 2nd Avenue. Other tenants included a pornography shop and a seedy bar. The old-fashioned elevators required operators who fit right into the neighborhood. "The elevators were manned by two gentlemen who frequently got into arguments as to whose turn it was to go up next," said Jim Gray, one of the original downtown faculty members. "One of the operators had great difficulty putting his car at the level of the floor. Often we would have to take a fairly high step up or down. We were also frustrated by his continued efforts to get the car even with the floor when he stopped. I often had visions of flying through the roof or crashing into the basement."

Besides normal hours, classes met at 7 a.m., during lunch or immediately after work to accommodate workers. More than 350 students showed up that first semester — far more than anyone had anticipated. The administration began looking for more acceptable space. A storefront at 230 Northeast 3rd Street was remodeled into classrooms, but this quickly became a multi-use facility — faculty sold books, advised students, collected moneys and held classes there. The adverse surroundings brought a sense of camaraderie to the group. The Downtown Campus also leased a warehouse on the Miami River to serve as the Marine Science Technology Division. By fall, the warehouse was renovated and the faculty of four found itself with 100 students.

One group which found a home with the new Downtown Campus was the Council for the Continuing Education of Women (CCEW). The CCEW had been established in Miami in 1965 with one educator from each

*South Campus students perform in the controversial musical "Hair."*



*William Hoskin, South Campus, demonstrates the latest in music — a Moog synthesizer.*

*The community and state were so impressed with Miami-Dade's educational efforts and contributions that November 22, 1970, was proclaimed Miami-Dade Junior College Day.*



*Marine Science students get practical experience working underwater.*

*Students worked on experimental aircraft housed in the Aerospace Hangar. The aerospace program was one of the most successful programs.*



of the five sponsoring institutions — Barry College, Dade County Board of Public Instruction, Florida Atlantic University, University of Miami and Miami-Dade — complemented by community leaders Audrey Finkelstein, Sally Milledge, Beverly Phillips, Marie Anderson and Claire Weintraub. CCEW served as an information and referral service for women. Its daytime seminars and evening programs focused on encouraging women to continue their education at all levels. Initially, these programs increased women's awareness of available educational, volunteer and employment opportunities. Saturday workshops were added for working women.

The downtown area was a genuine culture shock for the staff. "I remember the first time I saw my office," said Carleen Spano. "They took me inside the hallway, inside the CCEW office, through the telephone operator's office into a cubbyhole. I swallowed hard. There was no ventilation, and it was boiling hot. There was a hole in the ceiling above my head, so someone stuck a fan in it and turned it on. It made a terrible noise. I was told to take my pick — the heat or the noise. I put my head down on my desk and cried for the campus I had just left."

One of the more luxurious classrooms in the downtown area was the old Everglades Hotel. The management set up fresh table linens and water between each class. "That ended when a Vietnam veteran freaked out during a class and attacked a girl," said Spano. "The catering manager thought he would play Sir Galahad and tried to intervene,

only to get his jaw broken. That ended our lovely classroom. We were told to leave and not come back.”

The outside surroundings and the local residents were another major shock. The Blood Bank happened to be across the street from the center. Street people would give blood then wander over to the school side of the street and pass out. “It was not uncommon to get propositioned as we parked our cars near the Marina and walked to our offices,” said one woman staff member. One woman found herself passing close by a besotted individual lying on the ground and was asked the time of day. When she replied ‘12:15,’ the man looked up at her with a squint and very seriously asked if it was a.m. or p.m.

The parking lot was frequently littered with sleeping winos and street people who took shelter near the vehicles. The bodies always presented a hazard. One day when staff member Marie Hydress was preoccupied, she got into her car and proceeded to back out of her parking spot. When she felt a strange bump, she stopped and drove forward. She felt the bump again. She put the car in reverse and backed out once more. When she felt the bump again, she stopped the car, fearing some major mechanical problem. Instead, an inebriated man got up from beneath the car, cursed her royally for driving over him three times and staggered off.

Staff and students had their own kind of character. One cleaning lady wore a white crocheted hat and gloves and preferred hiding in the ladies’ restroom until time to leave rather than actually try her hand at cleaning chores. “I remember one time when I got a slide caught in a projector,” said one faculty member. “I naively asked if anyone had anything sharp around to jar it loose. One student stood up, pulled out a 10-inch switchblade and handed it to me. I didn’t say a thing – just took it, unjammed the projector, handed it back and went on teaching. What could you say?”

The next year, the Downtown Campus took over the ninth floor of the Chamber Building for faculty offices. Classes expanded into old storefronts, churches, rented hotel rooms and apartment buildings. A former downtown pawnshop served as the library; physical education classes were held at the YMCA. A one-time men’s room was converted to a college bookstore with a safety deposit box placed in the middle of the room as a cash box.

The most popular spot for faculty to gather was a small coffee shop across the street run by a Cuban named



*The Pacific Building goes down to make way for a new Downtown Campus. Classes and offices for faculty were held in an assortment of buildings, wherever space could be found.*



## A Grand Couple: The Wolfsons

When they called him Colonel Wolfson, it was not a title of military standing but one of respect. Mitchell Wolfson began his career with a burning drive to succeed, and he succeeded, as he might have said, by pulling himself up by his own bootstraps. He began Wometco Enterprises and built it into a \$350-million entertainment empire employing 6,400 people. Wolfson was dedicated to the concept of education. He believed that everyone should be given an opportunity, not just a handout. He supported Miami-Dade while it was still little more than a dream and a concept.

Through his efforts, Miami-Dade was able to purchase the North Campus site for \$1. He convinced the Housing & Urban Development Department to sell Miami-Dade the land to build the Downtown Campus. When he died, he left the campus the largest endowment of any community college in the country. That money was clearly earmarked — not for buildings but specifically for programs to aid students.

Wolfson was a pragmatist. He believed that if a person could learn some kind of a saleable skill, he could pull himself up. "Wolfson was fond of repeating that idea," one faculty member recalled. He would say, "If they have skills, and if they apply themselves," and he would always emphasize that "if they apply themselves, then they can succeed."

Like all of us, Wolfson had his foibles, and most people remembered his pink buildings. If he owned it, he painted it pink. Some said it had to do with Florida and its heritage. Others said it was because

of some flamingoes he had once owned. One faculty member recalled being taken to the 11th floor of the old downtown Chamber of Commerce building by Dr. Thomas Fryer, sporting hard hat and binoculars, to view the city. "Look out there," Fryer said. "See all those pink buildings? They all belong to Mitchell Wolfson." And they did. In fact, at one point, according to popular tales, Wolfson was determined to paint the Downtown Campus pink, just as he had so many other buildings. The Campus was saved the dubious fate by Andy Ferendino, member of the college architectural firm, who supposedly convinced Wolfson that the building had been treated in such a way that it was going to be pink after it was built.

Mitchell Wolfson died with one wish unfulfilled: none of his horses ever won the Derby. But he left behind an institution that echoed his own philosophy — an opportunity for the entire community, all those who want to succeed badly enough to work for that dream.

Frances Wolfson, wife of Mitchell Wolfson, was an elegant lady who loved the arts. In her later years, she became a sensitive expert painter after the Chinese style and gained national recognition. Like her husband, she believed in Miami-Dade. In 1970, she began donating scholarships to art students with funds raised from the sale of her paintings. Her work was featured in a retrospective exhibition in 1971.

Ramon. Other than that, there were few places where students could gather without being accosted by street characters. Mitchell Wolfson, who had done so much to see the Downtown Campus project through, made the rounds of the storefront operation with great interest on a number of occasions. On one tour, Wolfson spotted an area which staff members indicated would be a good place to put picnic tables and benches for the students. The next day, a check for the tables and benches arrived, a present from Wolfson.

### Graduation with Campus to Follow

Meanwhile, work on the Downtown Campus progressed more slowly than college officials had hoped. Wading through the red tape and meeting requirements for government funding seemed endless. The building plans had been drawn, but minor details kept prolonging the project. HUD would take care of planning costs and preparing the site for construction. State and local governments would help with other portions, but they required specific steps be taken.

First there was parking. Miami-Dade had to provide a parking facility before state funds would be provided for building construction. The City of Miami's Department of Off-Street parking and Miami's HUD office joined forces to provide the parking garage. Then there was the problem of funding to tear down an existing structure (the old Pacific Building) on the campus site. By spring 1971, construction on the Downtown Campus had yet to begin — even though the Downtown Branch had already graduated two students.



*The student population was truly diverse. Not only did it include Americans of all nationalities, but many international students also attended. One group of foreign students pose on the North Campus.*

*Ten years of service to the community called for an open house. Students and officials on the North Campus celebrate with a giant cake.*









## Chapter Five

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# *Education for All*

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Cigarette advertisements were banned from television in 1971. The Jesus movement was a much-publicized religious phenomenon. Federal and state aid to parochial schools was ruled unconstitutional by the U.S. Supreme Court. Student activism waned as young men and women turned their energies toward personal goals, from culture to sports.

Lionel Sylvas, former industrial relations analyst for Ford Motor Co., Detroit, was named assistant dean of academic affairs on the North Campus. Franklin G. Bouwsma, vice president for instructional resources, was appointed consultant to U.S. Office of Education Environmental Studies staff. He began work to develop guidelines for funding projects under the Environmental Education Act. Bouwsma met with other consultants in Washington to devise priorities and recommend projects for federal funding. Miami-Dade developed a series on environment for the television college inaugurated in the fall.

Ground was broken for the new Downtown Campus. Officials in hardhats shoveled dirt while the North Campus brass ensemble played "Downtown."

Just as things were looking up, the school hit another hitch. Plans for the parking garage had included a covered bridge connecting the proposed building. The bridge was designed as a 70-foot passage with dining facilities; Miami Off-Street Parking officials opposed anything more than a 20-foot passage over the street. Work ground to a halt.

There was some good news, however. The Allied Health Careers Building was completed at Mt. Sinai Medical Center in September 1971. It was named for Fred W. Ascher, a Chicago industrialist and philanthropist who had

*McCarthy Classroom  
Building South 1971.*

supported the Medical Center for years. Classes opened with 600 students and 32 faculty members.

Miami-Dade instituted its first women's basketball and softball programs. The Jaguar soccer team was third in the national junior college tournament. A Horticultural Center opened on the banks of the small lake on the northwest corner of South Campus. Miami-Dade was one of the few colleges in the country to offer a degree in tropical gardening and landscaping. The Center included a large climate-controlled greenhouse and growing plots.

The school opened its first art galleries. Until 1971, the North Campus had held exhibits in the theater lobby. The South Campus used the library, putting up homemade 4 x 8 foot panels. As exhibits grew more numerous, they became a source of friction between the library staff and the art department. To alleviate the problem, the first gallery – Miami-Dade Community College South Campus Art Gallery – opened. It consisted of two adjoining classrooms in Building 5, but it beat the library panels. The college began to assemble a permanent collection. Today the collection numbers about 475 pieces. The collection grew through generous donations from art patrons such as Dr. and Mrs. Robert Beatty, Mr. and Mrs. Robert Spring, Mr. and Mrs. Alex Renault, Dorothy Blau, Dr. and Mrs. Martin Grossman and Terry Dintenfass Gallery.



*The site for a new downtown campus was cleared in February 1971.*

*Officials don hardhats for the groundbreaking ceremonies for the Downtown Campus September 1971. Left to right: Peter Masiko Jr., president; Mitchell Wolfson, chairman, board of trustees; John G. McKay Jr.; Bill Southern; Alfred McCarthy; Norman Watson; Thomas Fryer Jr., vice president, Downtown Campus; Maria Sire; Melvin J. Adams; Hilario Candela; William D. Pawley.*



## A Right to Fail

The early 1970s brought a change in educational thinking. Trends moved from traditional structured learning and skill development to educational access for all. A nationwide effort targeted bringing minorities into the mainstream. Everyone was encouraged to enter college. Institutions looked to giving more people more opportunities.

Miami-Dade developed an open flow “right to fail” educational model. Other community colleges throughout the nation followed. Admission tests were discarded; students selected their own courses of study and moved at their own pace.

School officials established an innovative Intercurricula Studies plan at South Campus in 1971. The “I” Division was designed to stimulate students through involvement. The group tackled natural and social science, psychology and communications. “Exciting learning experiences come from people different from ourselves,” explained Dwight Burrill, director of the I Division.

“One of the things that made the I-Division different was that we had small groups called ‘families,’” explained Anne Ammirati, recalling the early years. “Students took trips and did projects together. The families often stayed together and helped those who might have otherwise felt isolated.”

An Outreach Program opened for those who could not attend college full-time. It allowed many to complete required courses at a center before moving on to the college campus. Outreach Centers opened in Miami Beach at North Miami Beach Senior High, then in Hialeah, Carol City and Model City. High school students and the public took late afternoon and evening courses.

Miami-Dade also established the Open College, a program to bring education into everyone’s living room. College credit courses were offered on local television and radio for those who could not attend classes on campus or at one of the centers.

Horace Traylor was appointed director of Open College and immediately set about planning the first television courses. It took two years to implement the first course, “Man and the Environment.” The course outline was developed at workshops in Denver and Las Vegas. Instead of the then-typical filmed lecture of a professor standing in front of a podium, color slides, diagrams and



*The plans for the Downtown Campus included covered walkways above-ground.*



*Wendell Colby, Kenneth Carbonel and Horace Traylor work on media production for the TV College.*



*Fred Ascher listens at the dedication for the Fred Ascher Allied Health Center (below) at Mount Sinai Medical Center in December 1971.*



*Students in the new operating room technology classes in the Fred Ascher Building at Mount Sinai.*



animated cartoons entertained and informed the viewers. Students watched two television classes per week, supplemented by textbooks and study guides. Mid-term and final exams were held on campus. Each student was notified of his or her progress through the RSVP computerized system which scored mail-in tests and provided individual evaluations and recommendations.

The "television college" was an immediate success. The College added humanities, math and social studies on television and business law on radio. An enterprising student could earn 21 credits through the Open College.

Two new board members were named in 1971 — Jack Kassewitz, chief editorial writer of *The Miami News*, and Garth Reeves, editor and publisher of *The Miami Times*. A \$7.15 million construction plan was approved for the North and South campuses of Miami-Dade. North Campus plans included a new classroom building to replace the military barracks used for classes, a criminal justice building, a warehouse and shop building. South Campus plans included a classroom building and health center.

### Year of Discovery

America realized that U.S. petroleum products were no longer abundant in 1972. "Grease" appeared on the New York stage, along with "Jesus Christ, Superstar." *Life* magazine folded. "All in the Family" shocked television viewers as it poked fun at American foibles and irrationalities. Florida International University opened its

doors. The Jaguar soccer team was runner up in the national junior college soccer tournament. Students might be against the war in Vietnam; but they were often more concerned about student elections than those in Hanoi. Pullout of troops and reduction of draft calls were of little interest since the lottery was now the major method of drafting young men.

The issue of a teachers union rose again in 1972 when Miami-Dade enrollment declined for the first time. The administration cut 56 positions in a belt-tightening move. A group of faculty organized The United Faculty of Miami-Dade affiliated with the United Faculty of Florida and Florida Education Association United. It was just the beginning of a movement to organize a union that continued for years.

While administration wrestled with the problems of a rapidly growing institution, students continued to enroll, and programs continued to multiply. Courses ranged from practical profession-oriented programs to the unusual. The Bilingual Studies Division started as a small off-campus operation at the Belen Center.

Miami-Dade was the only accredited college offering a program in fashion modeling. It was one of the first to offer courses in extra-sensory perception and psychic awareness. It was one of the first U.S. colleges designated as a servicemen's opportunity college by the Defense



*The Gibson Health Center and the McCarthy Classroom Building (bottom) center around the Shaw Plaza on South Campus. The two were dedicated in June 1972. Top: Rev. Theodore Gibson; middle: Alfred L. McCarthy.*



## Campo Central Es Pequeña Metrópolis

By **LUIS FERNANDEZ**

**Downtown Staff**

El Campo del Centro de Miami-Dade Junior College se caracteriza por el elevado número de latinoamericanos que en él estudian.

Debido a su ubicación, 141 N. E. 3ra. Avenida, a una cuadra del edificio del Correos Central y media de Biscayne Boulevard, centenares de estudiantes latinoamericanos cursan estudios de idiomas, asignaturas de cursos regulares y de educación continuada.

El claustro incluso cuenta con varios profesores de origen cubano: el doctor Eduardo J. Padrón, Mario García, la señorita Lilian Bertot y la señora Naomi Kabanagh.

Una de las actividades académicas que mayor éxito ha alcanzado es el Instituto de Idiomas, bajo la dirección del Doctor Padrón y en el cual laboran un grupo de profesores especializados en la enseñanza de lenguas modernas. Entre esos instructores ocupan lugar relevante las señoras Maureen Diaz, Rosa Lane Revels, Connie Hill, Reina Cooper, la señorita Bertot y el doctor Samuel Wallace.

El Campus ofrece interesantes programas de películas en

español, documentales científicos y sobre asuntos sociales y económicos. La biblioteca está enriqueciendo la sección internacional con publicaciones periódicas y libros en español y otros idiomas.

Los alumnos han organizado la Interamerican Society, actualmente presidida por el estudiante ecuatoriano Pedro Dávalos, y tiene como vice presidenta a la señora Mercedes Economore.

Al finalizar el Semestre de Primavera 1971 los estudiantes ofrecieron simpática Fiesta Latina. Fue exhibido un documental cinematográfico confeccionado por los propios estudiantes; se desarrolló exhibición de modas femeninas y se ejecutaron números de canciones folklóricas. Resultó un programa de gran emotividad que cooperó a estrechar más las relaciones de estudiantes norteamericanos y latinos.

El Downtown Campus ha venido a ser una pequeña metrópolis donde se escuchan junto con las inflexiones del inglés de Milton, las cadencias que caracterizan al idioma español hablado en las diversas regiones de América, el francés de Haití, el yidish hebreo, el alemán yugoslavo y árabe.

*Even the campus newspaper reflected the bilingual and international flavor on campus. A Bilingual Studies Division was begun as an off-campus operation at the Belen Center.*



*Miami-Dade was the subject of a CBS Reports broadcast which focused on the school's unique multi-cultural programs. Classes were held in neighborhood storefronts.*

Department and the American Association of Community and Junior Colleges. Over 300 active duty servicemen enrolled.

In the fall of 1972, concert pianist and noted music educator Ruth Greenfield transferred to the Downtown Campus from the North Campus music department. To liven things up in the downtown community, she began a series of open-air concerts modeled after concerts in London's Trafalgar Square. Local talent performed on the courthouse steps for shoppers, workers, visitors and students. This was the start of the Lunchtime Lively Arts Series. "We wanted to keep people downtown and bring them back to the city," reported Greenfield, "to enrich the cultural life of the community."

Architect Hilario Candela saw this community involvement as he developed the Downtown Campus. "I defined the campus as the entire downtown area joining the existing social, cultural, recreational, intellectual, commercial and other institutional facilities," he explained in a *Miami Herald* interview. "I said we must coordinate activities all over downtown instead of seeing the campus as an isolated square block."

The Downtown Campus had not yet been built, but there were plenty of students. By the fall of 1972, after three years of operation, the campus still operated in downtown storefronts and churches and as far as Biscayne Bay. Booker T. Washington Junior High and Carver Junior High were used for special programs; continuing



*Hubert H. Humphrey speaks before a standing-room only crowd at South Campus.*



*The Lunchtime Lively Arts program drew crowds in the Downtown area on Flagler Street in 1972. The programs began with local talent, including music, dance and demonstrations. The series was so popular it expanded. By the 25th anniversary, it had presented over 500 events with national and international talent performing in a variety of downtown locations.*





*Excitement reigns at the Race Track Charity Day as J. Terence Kelly and Mary Jeanette Taylor watch the races. Part of the track moneys were donated to scholarships.*



*The Experimental Building on North Campus provided students an opportunity to try new techniques.*

*Students in the fire science program at North undergo hands-on experience with battling fire.*



education classes were held at Bayfront Park. Members of the Downtown Campus watched and suffered as school construction dragged on.

### **Justice for All**

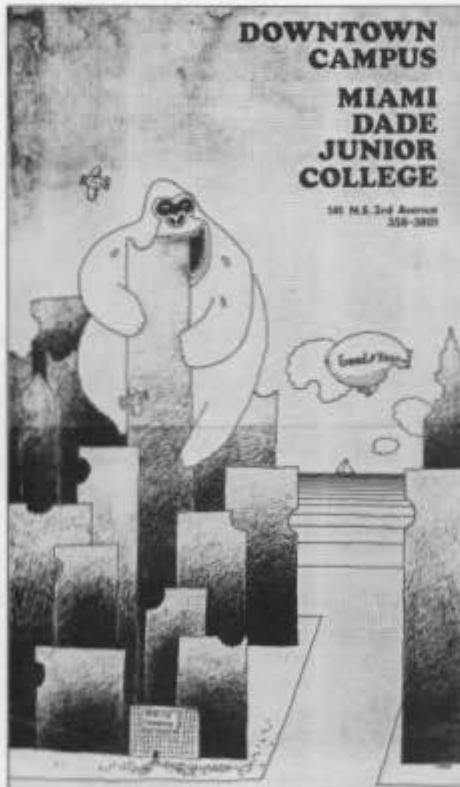
**T**he Criminal Justice Program had been in the works for seven years when the Metro Commission first moved to have all Dade County townships send police recruits to one police academy or surrender their police powers to the sheriff's office. At that time, Dade County had three police training facilities: the City of Miami Police Academy, Dade County Police Academy and the Dade Sheriff's Office Police Academy. A single training facility could provide uniform police training and eliminate duplicated services. The state legislature had also established academy training for police officers in 1969, and the state had decided to establish regional training centers. Since 24 of the state's 27 junior colleges already offered the same police science courses the state planned, officials took advantage of this natural link.

Miami-Dade North was chosen to house one of the state centers — the Southeast Florida Institute for Criminal Justice, operated by Miami-Dade's Police Science Department. Local officials combined Dade's academies into the Institute for Criminal Justice to train police officers in Dade and Monroe counties. It also provided training for prosecutors, judges, probation officers, parole officers and jail personnel. Funds came from a \$1.3 million federal grant and \$80,000 from Dade

County. Construction on the criminal justice complex began in the fall of 1972.

In December, at the suggestion of local police officials, President Masiko wrote U.S. President Richard M. Nixon, asking him to dedicate the new Criminal Justice complex the following April. Officials had quietly discussed naming the institute for Nixon. Two trustees — Jack Kasewitz and Garth Reeves Sr. — opposed the idea. They suggested it be named for a local policeman who had died while protecting the community. The trustees voted three to two to accept the name the Richard M. Nixon Institute of Criminal Justice. The timing was terrible, since this hit in the middle of the Watergate scandal. The building was dedicated January 10, 1973. The nameplate was left off.

The new building housed demonstration laboratories, seminar rooms, a moot court room, combative tactics area, study and conference rooms and faculty offices. In April 1973, 42 recruits graduated from the institute, 28 of them city of Miami recruits. Then the Watergate issue grew, and Nixon resigned in August. The trustees renamed the building the Southeast Florida Criminal Justice Institute.



## Ten Commandments of Human Relations

**T**hou shalt love people, not just use them. The greatest thing in the world is a person. The greatest thing about a person is motive, and the greatest motive is love.

**T**hou shalt develop thy understanding. "If every man's care were written on his brow, how many would our pity share, who bear our envy now."

**T**hou shalt compliment more than criticize. You had better cover your neighbor's fault with a cloak of charity ... you may need a circus tent to cover your own.

**T**hou shalt not get angry. If you are right, you don't need to. If you are wrong, you can't afford to.

**T**hou shalt not argue. It's no use to win the argument, and lose the people. Beware of the attitude which says: "In matters controversial, my attitude is fine; I always see two points of view, the one that's wrong and mine."

**T**hou shalt be kind. You had better be kind to people you meet on the way up! They are the same ones you meet on your way down. It's nice to be important, but it's important to be nice.

**T**hou shalt have a sense of humor. A sense of humor is to a man what springs are to a wagon. It saves him a lot of jolts.

**T**hou shalt smile. No man is ever fully dressed until he has a smile on his face.

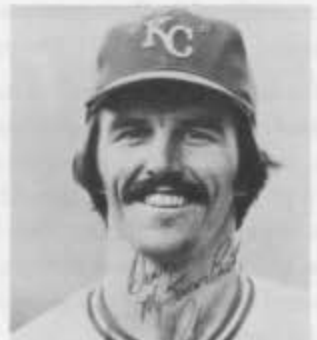
**T**hou shalt practice what thou preachest. One example is worth one thousand arguments.

**T**hou shalt establish a long-range habit of peopleness. Good human relations can be the key that opens the door to your business success.

Mary Seals, Student, *The Downtowner* 1972



*North Campus student Warren Cromartie signs with the Expos Baseball Team.*



*Miami-Dade baseball alumni were playing in the Big Leagues. (Top left, clockwise: Bob Stinson, Los Angeles Dodgers; Micky Rivers, Texas Rangers; Kurt Bevacqua, infielder, Kansas City Royals; Bucky Dent, Boston Red Sox.)*

*Archaeology students work on a dig along the Miami River near the Knight Center.*



## A New Name

A national trend changed attitudes toward two-year lower division institutions. The National and State Associations of Junior Colleges became the National and State Associations of Community Colleges. Many felt that "junior" connoted "lesser quality" or "lower level." "Community," however, reflected a total community atmosphere, a sense of the direction and the spirit of the school. Since laws no longer limited the name of junior colleges, Miami-Dade Junior College officially became Miami-Dade Community College on July 1, 1973.

"After twelve years, the junior is gone," wrote the editor of *The Downtowner*. "The trustees feel that Miami-Dade is a big league college, and that by changing the name Miami-Dade will be more closely representative of the entire community."

In September, the in-house bi-weekly report "FYI" was first published. Fall courses included interim terms dubbed "minimesters." The North Campus Day Care Center — originally restricted to children of students in the WIN-COMPASS training program — was opened to children of faculty, staff and students.

The biggest news in September was completion of the Downtown Campus building. The six-story building was a multi-cornered block of concrete covering half the original block of land. The structure was turned on a 45-degree angle from the street to break the downtown Miami grid pattern. The plaza area was planted with greenery to resemble a park. A basement service area hid service



Cartoon from *The Downtowner*.



Officer Jerry Rung works with trainees William Decker, Ralph Little and Paula New in a simulated crime investigation for a Criminal Justice class. Criminal Justice students practice judo on North Campus.





*A Freedom Shrine on the Downtown Campus was a gift from the family of Ray M. Earnest and sponsored by the Exchange Club of Miami. The shrine included 28 documents of historical and patriotic significance.*



*William Stokes meets the new faculty on opening day of the Downtown Campus.*

*Officials gather for the dedication of the Fred Shaw Memorial Plaza on South Campus in April 1973.*



trucks from pedestrians. The first floor was a six-story-high walk-through with a skylight, offices for admission and registration. Escalators moved people to the upper floors. There was a garden on the fourth floor. Decentralized library facilities and study areas were located throughout the building. Movable interior walls provided adjustable spaces.

The impact of the new campus was felt immediately. The building was designed to handle 3,500 students; but when fall classes began, 4,500 enrolled. The campus quickly became an activities center for both students and downtown residents. People came to listen to occasional lectures, relax on the rooftop terrace or have lunch in the plaza. The Lunchtime Lively Arts Series opened with a parade from the downtown campus to the courthouse steps. Downtown bus benches — once meeting places for alcoholics and vagrants — were pre-empted by students, and several of the area's run-down hotels were replaced by a second parking garage.

### **Eat, Drink & Be Merry**

Growth of the Downtown Campus meant new business, and eateries grew. They ranged from small ethnic spots to older classier hotels; but almost as soon as the Downtown Campus opened, the fast food chains began to move in. It was only a matter of time...

"Eating is one of the major extra-curricular activities of students everywhere — the problem seems to be where to get a good buy for your money," wrote Barbara Estock, Downtowner staff in 1973. "The quantity and quality of food in the downtown area varies. One can devour

anything from pizza (the frozen cardboard type found in the dime stores) to papas rellenas or hot dogs.... "On Second Ave. between Second and Third streets is a little coffee stand, Orlando's. Orlando greets you with a toothy smile and serves you willingly. He offers a variety of snacks ranging from juices and sodas to 'media noches' (similar to dry 'subs') and *pasteles* (pastry filled with guava jelly or meat).

"One of the favorites of health-food fans is Granny Feelgood's... The menu includes cheeses, sandwiches and salads. The food is excellent, although the prices are a little steep. Granny's is conveniently located at 119 SE Second Ave., and they deliver to the college offices. This could be handy when you need to study during your lunchbreak." Another writer noted that your tastebuds needed to be prepared for "unusual cuisine such as almond-nut-butter-and-organic-preserve sandwiches."

Then there was the Everglades Hotel. "If you like to sit and have just coffee, buzz over to the Everglades Hotel Coffee Shop," wrote Estock. "The chairs are comfortable, and you don't get bad looks for just sitting and sipping coffee. Careful, however, when ordering food. The servings seem small and the prices are high. The corned beef is said to be really good, however."

A number of places still boasted a student lunch under \$1 – Burger King, The Royal Castle and McDonald's. "And last, but not least, there are the machines in the student lounges – which are heaven-sent for the hungry student on the run," wrote another editor. "For \$1 you can get a sandwich, a carton of milk and a candy bar." The



*A meteorology student maps patterns across the country.*



*The new Downtown Campus building opened for fall registration although it was not officially dedicated until December 1973.*

editor added, "You don't have to starve if you have a dollar. Not yet, anyway."

### Journals for Learning

One of the most innovative programs on the Downtown Campus was Life Lab, an unstructured, independent study program. Life Lab was a self-directed program under the Task Force for Intergroup Relations headed by McGregor Smith. It was designed for those who had little regular free time to attend classes. The student lab — four to eight people — met weekly in three-hour dialogue sessions. An instructor helped students develop a learning contract. Each student specified his own learning plan. Each kept a journal of learning, attended weekly meetings and took part in community activities. The first year, only two students enrolled. By 1974, enrollment increased to 800 full-time students.

Theatrical events included a musical version of "Frankenstein," adapted by Eugene Wright. Comedienne Lily Tomlin played at the JFK Health Center. The Pen Players presented "Slow Dance on the Killing Ground." Concert artist Ivan Davis served as a consultant in a piano workshop. International Student Week featured a parade, bazaar, music, dance and fashion show. "The White Roots of Peace," a presentation on the American Indian, included members of the Mohawk nation exhibiting crafts, photos, books and films.

The "Community College Review" television program interviewed unusual students. Weekend radio broadcasts ranged from "Interaction" on WKAT to "Miami-Dade Contact" on WINZ and WGMA. Two of the Open College's "Man and Environment" films were named second-place winners in the annual film festival of the Film Council of Greater Columbus (Ohio). The winners — "Environmental Perception" and "Scenic Pollution" — were directed by Fred Wardell of instructional resources. The controversial multi-media eight-screen show "Urbanization," directed by Edward Levinson of the South Campus, was presented at Beaumont Lecture Hall.

For the second year in a row, the South Campus student newspaper, *The Catalyst*, under the editorship of Griz Rodriguez, was selected for the Pacemaker Award for junior college newspapers.

While many colleges simply talked about environmental issues, Miami-Dade involved its students.



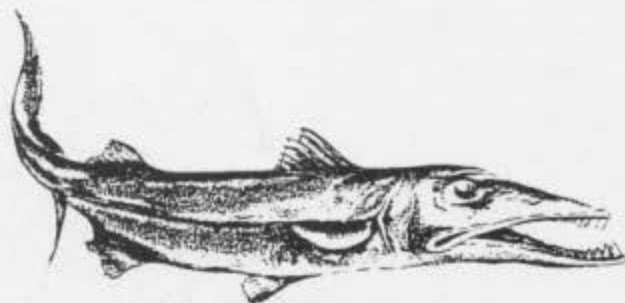
*Students at work and play: Aerospace students work on flight simulators on South Campus (top). A student works with the electroencephalograph (EEG) at Jackson Hospital (middle). Taking a break, students dance at a South Campus affair.*

An air monitoring station was set up on the North Campus in conjunction with the Dade-Monroe Lung Association and the Dade County Pollution Control Board (PCB). Fifteen students under David Barker, chief chemist for the Dade PCB, collected data and chemically analyzed results for college credit. A new energy conservation plan required temperatures in campus buildings be kept at 78 degrees when air conditioning was required and 68 degrees during cool weather periods. Decorative lighting was eliminated, and lights in offices and classrooms were turned off when not in use. In January 1974, car pools were initiated for faculty and staff.

### Braille and Black Poetry

In February 1974, the division of business studies on the North Campus began teaching Braille. The program was in conjunction with the Bureau of Blind Services to prepare the blind for clerical jobs. The North Campus received 15,000 pairs of lenses and three lens cabinets from optometrist Gerald N. Askowitz for the optometric technician program.

At the North Campus, poetess Nikki Giovanni, the "Princess of Black Poetry," appeared at the JFK Health Center. The Pen Players presented "Ceremonies in Dark Old Men." Black Awareness Week in February included a three-day jazz festival. "Impressions 74," a five-day arts program, featured Robert Thiele, Juanita May, Wendell Narcisse, Alfred Parker, Leo Scherker, The Madrigal Singers, the Circle Players, the Vitalics and Miami-Dade's own Symphony Orchestra.



*The Barracuda – Downtown Campus mascot.*



*A Legislative Luncheon at the Downtown Campus brings together Senator Jack Gordon, Garth Reeves and Senator Robert Graham.*



*Life Lab students on the Downtown Campus gather for one of their weekly meetings. Life Lab was an unstructured, independent study program for those who wanted to continue their education but had little regular free time to attend classes. Each student developed an individual learning contract, outlined the plan, contracted to complete a certain amount of material and kept a journal of learning.*



Many works were donated to the teaching art gallery on South Campus. Thomas T. Harrow donated 100 slides of 17th and 18th century Spanish paintings and the painting "El Prado" by Enrique Lafuente Ferrari. Dr. and Ms. Rudolph Drosd of Miami Beach donated a collection of 26 art prints to the South Campus gallery. One of the largest individual gifts ever received was a \$25,000 bequest from the estate of Viola F. Doerr to establish a memorial scholarship fund in her name. When a new gallery was completed at the North Campus, Edwin Janss, gallery owner in Thousand Oaks, California, donated a 30-piece art collection including posters by Claes Oldenberg, Andy Warhol, Fred Eversley and Roy Lichtenstein. The instructional resources department on the North Campus held regular photographic displays which were critiqued by the Photographic Guild of Miami.

Eduardo Padron, Dean of Instruction at the Downtown Campus, was appointed to the Dade County Criminal Justice Advisory Council. Padron, a 1965 graduate of Miami-Dade, had received his doctorate from the University of Florida in 1970. Mitchell Wolfson, who had been on the Miami-Dade board since 1967, was re-elected chairman.

Miami-Dade was no longer simply one among many southern junior colleges; its innovative programming and trend-setting had brought recognition throughout the country. Sports received its share of recognition when the North Campus Falcons defeated the South Campus Jaguars to win the five-state baseball championship. The Community Services Program was selected as one of the top five in the nation at the national conference on Community Services in Community Colleges. *Architectural*



*Governor Reuben Askew fields questions from students on the North Campus.*

*Dean Charles Walker takes advantage of the recruitment van to tell potential students about Miami-Dade.*



*Record* magazine featured the Downtown Campus for its innovative architecture. Designed by Ferendino, Grafton, Spillis and Candela, it was one of three structures awarded top architectural design honors during the annual awards by the Florida South Chapter of the American Institute of Architects. The building was cited as "exciting and dynamic kinetic sculpture," "quality work of architecture and planning in all respects." The campus also received an award of excellence for outstanding institutional concrete structures in Florida, for "its fresh approach, pleasant core space and unpredictable forms which open up to the city pedestrians...."



*Environmental concerns were a major issue of the day. Students in environmental technology on South Campus take water samples and test them in the laboratory.*

*I came to this country when I was 16 years old, alone, speaking limited English and with no money. In nine years, I had graduated from Miami-Dade Community College with an associate degree, from Florida Atlantic University with a bachelor's degree and from the University of Florida with a master's and Ph.D. in economics. I tell you this not to brag about myself but to indicate what kind of an institution Miami-Dade Community College is. In its 25-year history, Miami-Dade has enrolled over half a million students. If not for Miami-Dade, I, along with many other students, would not have been able to attend an institution of higher education. Miami-Dade has provided access to quality education for all people in this community for 25 years. It has outstanding teachers, facilities and support personnel who are committed to helping each of our students. Miami-Dade offered me an excellent opportunity to become a success in my adopted country.*

Eduardo J. Padron,  
vice president,  
Mitchell Wolfson New World  
Center Campus

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## Chapter Six

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# *Unsolicited Testimonials*

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An educational institution exists not as an island but as a helping hand. Miami-Dade received national recognition for its innovative programs and its outstanding faculty. The real recognition, however, came from the graduates – those who felt they might not have had a chance to succeed without the help of Miami-Dade. When the Office of Institutional Research sent out a postcard survey to graduates for statistical information, some responses were enthusiastic and grateful. “I am very pleased to answer the questions on the post card, and furthermore, I want to thank you for giving me the opportunity to express my feelings about Miami-Dade South,” wrote one respondent. “In 1972, when I started my first course (Education 1010), I was at a very critical period of my life: my husband had deserted me and our four-month-old baby girl. I was very insecure about my future, and about being able to carry on the great responsibility of being a good mother and a good provider for my family. When I graduated last December I was a different person, self-secure and happy. At Miami-Dade I did not have good teachers, I had GREAT teachers. Thank you, Dr. Masiko, for providing the community with a great program at Miami-Dade.”

Another letter was sent to Vice President William Stokes. “Dear Sir,” wrote Sara Levin. “This letter is to congratulate you for the wonderful Downtown Campus, where every class is so interesting, a pleasure and fun to learn, with a challenge. There are many reasons why I consider this college better than the others I have attended. One of them is the fact that a few days after classes start, the teachers know everyone in the class by name (two of the classes I

*Construction on Maria Hernandez Student Center in 1976.*

*The Miami-Dade Board of Trustees pose for camera in September 1975. Left to right: Jack Kassewitz, Maria Hernandez, Mitchell Wolfson, Garth Reeves, William D. Pawley.*



*Students in mechanical engineering on the North Campus wear protective goggles as they work on equipment.*

*George Plimpton, author of Paper Lion goes for the basket with North Campus students in November 1975.*



attended had over 80 pupils) and that makes us feel [like] individuals. I also want to thank you for your knowledge in selecting the best teachers, as well as administrative and clerical personnel of this college. They are all wonderful, and that's why it's fun learning and a pleasure to come to the place that makes me feel at home."

### **Gas Lines and Streakers**

**I**n late 1973, preliminary plans were given to the Board of Trustees for the Allied Health Study Center. The building was to provide basic health services to the community and serve as a training ground for the College. On July 1, 1974, President Masiko formally established the Medical Center Campus on four acres at 950 Northwest 20th Street in the Medical Center Complex. It already included the University of Miami School of Medicine, Jackson Memorial Hospital, Veterans Administration Hospital, Dade County Public Health Service and other private and public health facilities. Elizabeth J. Lundgren was appointed vice president of the campus. She was the first woman in the Florida community college and university system to achieve the position of vice-president. She had been director of the division of Allied Health Studies at the North Campus and was formerly assistant state administrator for the Florida Department of Education in Tallahassee. Under her leadership, the campus began an emergency medical technology program for firemen, policemen and ambulance drivers; a transitional Licensed Practical Nurse to Registered Nurse program, and a special part-time practical nurse program.

In 1974, four Miamians were arrested for the Watergate break-in in Washington, D.C. Americans

flocked to see "Chinatown" with Faye Dunaway and Jack Nicholson. The energy shortage was on; automobiles lined up in long queues at gas stations and hoped gas would still be available by the time they got to the front of the line. To conserve energy, Miami-Dade held classes four days a week instead of five during the spring and summer sessions. All Saturday classes were held in one building on each campus, and air-conditioning thermostats were turned to 78 degrees. Some students even gave up their cars for public transportation, or as R.A. Sputin wrote in *Falcon Times*, the Public Persecution System. "There is nothing as exciting as racing down three flights of stairs, zipping across the courtyard and dodging 27th avenue traffic only to have the bus pull away as a Cadillac blocks the way," she wrote. "Not to mention all those wonderful times sitting on the bench waiting and hoping that the bus arrives before those really threatening black clouds reach you .... But I'm not complaining. I still think the energy crisis is just what this nation needed. After all, look at all the exercise people are getting. I am, anyway."

From 1969 to 1974, the Jaguar track and field teams were unbeaten in dual meet competition. Women's tennis squads, coached by Julie Cohen, took the state championship and were national runners up in 1974. Not all women athletes felt they were getting the proper support, however. "Women's athletics usually get the dirty end of the stick," wrote one disgruntled editor of *The Downtowner*, "but at M-DCC Downtown they get no stick at all! The women on the Intercollegiate Softball team couldn't check out any gloves from the equipment room because they were being reserved for the men's baseball team."

Striking became the latest fad on many campuses, and Miami-Dade was no exception. One student on the South Campus always parked his station wagon near the library. When his last class was over, he would undress in the men's room, put a bag over his head, streak to the station wagon and take off. The show became a regular occurrence, and students gathered to watch until a security guard managed to catch the streaker, remove the bag from his head and reveal the identity of the young man.

Miami-Dade worked with author Jacob Bronowski and the University of California at San Diego to tie in with Public Broadcasting Service's "Ascent of Man" television series, packaging and selling a college course which would

## Monday Night Football Anyone?

Despite all the protest and posturing of the 1970s, there were some "typical" students around — or what people liked to think were typical. One group of students enrolled in a special class on Monday nights called "Understand and Enjoy Monday Night Football." The class met every Monday night and was dismissed just in time to make it home for the game. It was said that the "graduates" became such football experts that they could understand the game perfectly even with the sound off.



*You're as young as you feel and students enrolled in Project Elderly at South Shore Community Center proceed to demonstrate they can still do a mean step.*

use the programs. The course was taken by 60,000 students at 400 schools.

That year, a South Campus art exhibit featured abstract expressionism and new realism. The Repertory Library Theatre presented "The Zoo Story." Hispanic Week included dancing, singing, drama and poetry reading.

Miami-Dade was particularly interested in reaching special interest groups that had sometimes been overlooked by higher education. Project AHEAD (Army Help for Education and Development) was an expansion of other programs developed at the military base. Through Project AHEAD, Miami-Dade accepted for admission individuals sent by the Army. The school provided counseling and advisement, acting as a repository for credits earned during the service years. This allowed a serviceman or woman to organize a continuous educational program even though the courses might be taken at several institutions.

Another special area of interest was the elderly. In December, Miami-Dade received a \$100,000 development grant from the Edna McConnell Clark Foundation, one of three grants given by the private foundation for pilot projects for the elderly. The program was designed to survey and assess community needs, to identify areas of demand for services to the elderly, to strengthen the capability for recruitment of elderly students and to plan and initiate a curriculum, working with representative elderly students and community agencies. The program



*Miami-Dade took classes off-campus through its Outreach Programs. Above: classes are held at Champagnat Catholic School. Right: students gather at the Martin Luther King Center.*



developed as a model designed to increase contributions by the elderly in both paid and volunteer roles.

In 1975, the cost of mailing a letter soared to 13 cents. The National Academy of Science reported that gases from spray cans caused damage to the atmosphere's ozone layer. Films of the year were "All the President's Men" with Jason Robards and "Rocky" with Sylvester Stallone. The Orient Express ended its Istanbul-to-Paris run. In January, Miami-Dade stared at a grim year. "With enrollment and inflation going up and income from the state going down, the College is faced with the necessity to pare a million dollars from the current year's budget," wrote the editor of Miami-Dade's newsletter. "This will be done by cutting things, not people." The eight-point "How to Save a Million Dollars" program cut faculty travel, equipment and miscellaneous expenditures. Thirty positions were left unfilled, and no consultants were hired. General office supplies were cut back another \$200,000. In addition, massive efforts at energy conservation were designed to save \$25,000 per month by July 1.

If the cuts were painful in some ways, others welcomed them. "That flood of paper that drives secretaries up the wall will slow to a trickle," the editor wrote. "The list of people who receive reports, minutes of meetings, etc. will be stripped of those to whom such information is not essential; margins will be narrowed; both sides of the sheet will be used whenever feasible. All projects involving use of paper will be scrutinized to avoid waste. Purchase of a less expensive grade of paper will be considered for internal communications."

More than 400 veterans enrolled in Miami-Dade's Life Lab, only to find themselves without GI benefits. New Veterans Administration regulations required that 50 percent of any course time be in a traditional classroom setting, and independent study outside a classroom did not qualify. This cut benefits for students enrolled in the non-traditional program and set the program back.

Art was growing more popular. A Creative Touch show featured weavings, fiber art, ceramics, enamel, glass, macrame and batik. As part of the Coconut Grove Arts Festival in February, the Downtown Campus co-sponsored a musical soiree that included folk, rock, jazz and classical music. "Impressions 75" in March included art shows, craft and photography workshops, dance presentations, movies and concerts.



*Fire science students practice jumps and catches in classes.*





*The Lunchtime Lively Arts program grew in popularity .*

*The Institute of Criminal Justice on North Campus was the center of law enforcement education for the region.*



Construction of the Medical Center Campus began in March 1975. In an effort to help foreign nurses become licensed, the Florida Board of Nursing allowed foreign nurses to take the Florida nursing licensure examination in their own language. The examinations were given over a six-month period in 1975-1976. Miami-Dade's Medical Center Campus responded immediately by offering a course in Spanish to prepare Cuban nurses to take the exam. The course was highly successful — 97 percent of those who completed the course passed the state examination and became licensed by the state.

The school had always felt an obligation to meet the needs of the community, and school officials felt that it was important to look to the future. Faculty and students were invited to determine what the community's needs would be in 20 years and how Miami-Dade could fulfill them. Nationally known educators and social observers were brought in to discuss major issues, beginning with Ashley Montagu, who appeared on all three campuses in September.

Women were making news. A basic self-protection course for women began as a pilot project by the Institute of Criminal Justice. Maurine Spoons, a nursing graduate at the North Campus, was honored by the Legion of Honor for aiding an injured woman trapped in a car wreck. Maria C. Hernandez was appointed to the District Board of Trustees, the first woman and first Latin to serve on the board. Hernandez had received a degree in pharmacy at the University of Havana. She fled Cuba in 1962. When she came to the United States, she worked as a mortgage loan officer and later studied medicine in a special post-graduate course for Cuban professionals at the University of Miami. She became a U.S. citizen in 1969.

The year ended on a note of jollity with a madrigal supper featuring medieval songs and instruments, strolling troubadours and musicians, all in medieval costume.

### Year of the Bicentennial

The year 1976 was the year of the bicentennial, a special event which created a new awareness of American historical events throughout the nation as well as at Miami-Dade. Board member William S. Pawley was instrumental in bringing a special exhibit of the Flying Tigers to South Campus. John T. Hayes, North Campus reference librarian, published *Connecticut's Revolutionary Cavalry: Sheldon's Horse* as part of the Revolution Bicentennial Series by Pequot Press; North Campus instructors Thomas L. Bunri and Herbert Spiegel published *Earth In Crisis*. Another Miami-Dade author was South Campus math instructor Robert Sharpton, who published a how-to book on creating art with yarns, fabrics, threads and copper wire.

Nine Miami-Dade artists were among 36 painters, sculptors and craftsmen who exhibited at the Hollywood Cultural Center. They were Robert Thiele (free-form arrangements of coiled strips of stiffened canvas), Salvatore LaRosa (oil on canvas), Ron Mitchell (wooden sculpture constructions), Michael Klezmer (calligraphy on encaustic surfaces), Charles Dolgos (mixed-media), Bob Huff (cut-out and lacquered aluminum sculpture), Peter Kuentzel (terra-cotta sculpture), Doug Moran (canvas wall piece) and David Gossoff (illustrations).

A jazz festival on the North Campus included Dizzy Gillespie, Wally Cirillo, Joe Diorio, Alvin Batiste and the Mythril Quartet. Other musical events featured The American Balalaika Company, Spanish Steps and Song, the Pittsburgh Ballet and a musical tribute to Paul Robeson. "Community College Review" radio and television programs covered such subjects as classical guitar, photogrammetry and vegetarian cooking.

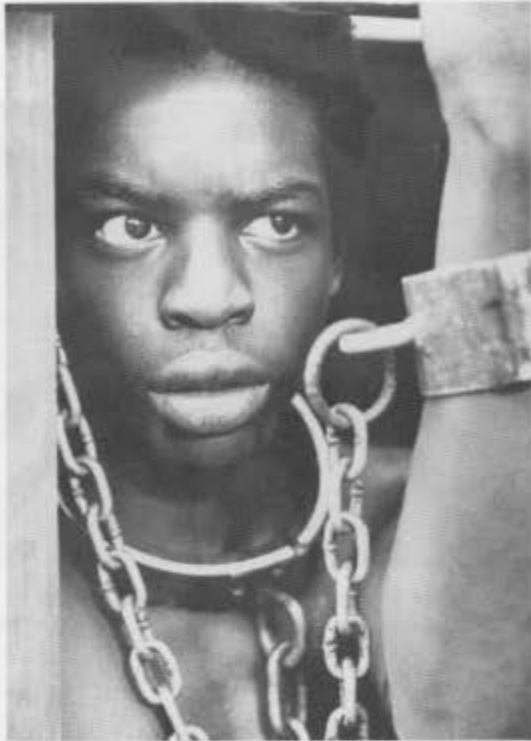
It was a good year on the sports field. Charles Seager was named Florida Junior/Community College Coach of the Year. Seager, who was director of physical education and athletics at the Downtown Campus, had worked in college competition only three years and managed to lead his 1976 baseball team to the state championship with an overall record of 42-6. In the state competition, the Downtown Campus Barracudas broke six of 10 tournament records. They ended the season with a 50-10



Students on the North Campus listen as presidential candidate Jimmy Carter discusses issues in February 1976.



William Pawley, board member, was instrumental in bringing the Flying Tigers art show to campus.



*Actor LeVar Burton portrays Kunta Kintay in Alex Haley's Roots. Haley (below middle) worked with faculty members Sharon Thomas (left) and Morris Johnson (right) on course materials related to the show.*



record, ranked second nationally among community colleges and third in the national tournament competition. Seven team members were awarded scholarships at four universities.

### **An Issue of Dollars**

**E**ven by the last quarter of 1975, it had been apparent that needed additional state revenues were not going to be forthcoming for the following year. The school had already cut back in a number of areas, but even utility bills were staggering. The electric bill for 1975 had been \$1,227,932.

"The quality of the educational program is seriously in jeopardy," wrote Executive Vice President Robert McCabe in a special report. "The College faces the coming year with predicted income of \$1 million less than the current year, and projected inflationary increases in costs of \$1.2 million even before considering salary increases for the faculty and staff whose salaries were frozen by the Legislature this year. Financial support has been declining since 1972, and the income per student has continued to fall further below that of comparable institutions. To compound the problem, during each of the past four years, the budget has been cut in the middle of the operating year. Despite economic problems of the past few years, the reputation of Miami-Dade as a leader in innovative practices in education and management has continued to grow. The College is recognized nationally as one of America's outstanding institutions of higher education. One mark of excellence has been the ability — and the flexibility — to change to meet the changing needs of our constituents.... The enrollment cap which was imposed by the state for the current year posed a serious threat to the college's commitment to the policy of equal educational opportunity. Despite this, Miami-Dade continued to improve on minority enrollment, so that the College population now virtually mirrors the population of Dade County."

Another frustration was the additional costs which came with state and federal regulation and the mass of paperwork created by the reporting system. "The drain on the time and creative energies of a faculty and staff entangled in a morass of paper work seriously detracts from the primary task of the institution — serving students," McCabe wrote. "Through the years of decreasing support, the College has considerably improved efficiency. We have operated for four years with

virtually the same income per student [but] the services and products that are needed to operate simply can't be bought in 1976 for the same price as in 1972 — not electricity, not goods, not the services of individuals."

### Stories of Success

**T**he measure of any school is its ability to provide an education that leads people to become productive citizens. Graduates not only enrolled in four-year colleges but were now finding their way into the mainstream of productive life. Ignacio Granda had graduated from Miami-Dade South in the fall of 1972-73 and gone on to graduate from Georgetown University summa cum laude. He received the Presidential Scholarship to study at the Institute for American Universities in Aix-en-Provence, France and then was nominated outstanding foreign student and presented the Medaille d'Aix.

Richard Koble had graduated from Miami-Dade North in 1966 despite physical handicaps resulting from muscular dystrophy which he had contracted at the age of eight. At graduation ceremonies, he received a standing ovation for outstanding academic work in spite of his handicaps. He graduated from the University of Miami in 1971 with a law degree and achieved professional success. After his untimely death in 1976, a scholarship fund for handicapped students was established in his memory. His achievements had influenced the entire campus, and a College-wide committee was established to study the concerns and programs for the handicapped.

Another scholarship program was established by the District Board of Trustees in April, allowing children of Dade police officers and firemen who lost their lives in the line of duty to receive full scholarships to Miami-Dade.

### A New World Campus

**I**n 1976, the Downtown Campus changed its name to the New World Center Campus, adopting the theme of the Chamber of Commerce's Downtown Action Committee. The New World Center Art Gallery for contemporary and ethnographic art opened at the Downtown Campus. There were 9,500 students in the three-year-old building, which had been designed for only 3,500 — and it appeared that enrollment was going to continue up — as much as 50 percent within only a few years. Miami attorney Martin Fine, (later to be a college trustee) undertook leadership in a movement to get a second building for Downtown.

## And Then There's the Story About the Elephant

**A**nd then there's the story about the dead elephant....

No one today says just where or exactly when it happened — perhaps five or six years ago — and certainly no one admits to being involved. But the story goes that a local elephant died, and the owners of said elephant prepared to dispose of the remains. When the mortuary science department on the North Campus heard about it, they felt it might be of some benefit to their work, and they asked for the skeleton. Unfortunately, the skeleton was still encased in skin, tissue, muscle and other elements when it arrived in a plastic bag. There was some discussion as to what to do with this massive amount of unwanted material; then someone came up with one of those ideas that sounded pretty good at the time. Perhaps if they buried it, the flesh would rot away reasonably quickly. They could retrieve the somewhat shrunken item from its gravesite and put the skeleton to its intended laboratory use. This must have sounded reasonable, so somehow (we were assured) a gravesite was dug on the North Campus without the knowledge of the buildings and grounds committee or other important officials.



Unfortunately, the site did not go totally unnoticed; and sometime later, the remains of the elephant were discovered. The stories vary from this point; some say that the plastic bag had just created an even bigger mess than they had anticipated. Others say there was a massive problem of mistaken identity, that the elephant was immediately labelled an important pre-historic discovery. The exciting news was just beginning to spread when someone found out the truth, and the North Campus fell back into its usual pace, sans archeological notoriety.

## Homecoming (for Marta and Melissa)

*Returning to these idle shacks  
Framed within the sky's absurd geometry  
Laced with the sea's foam  
August heat pours off the slanted zinc roofs  
Into stagnant algae filled pools  
Choked with almond leaves  
Rotting in the easy languor of summer;  
While beyond the curved bay  
Past wind spray, salt surf  
Children from the pathwork of villages  
With the sudden urgency of dragonflies  
Trace a path along the rocky shoreline  
Ignoring ridges of headless palms  
Jutting into the lurid glare of the sun  
But the path leads nowhere  
Circular, it finally doubles on itself  
Like an endless conundrum  
Like the endless tales this island breeds  
The bar on the edge of the waterfront  
Livens now the occasional laughter of  
rheum-eyed sailors with cracked hands  
And half-drunk, sequined robed palmist  
flashing the obligatory gold tooth;  
Tracing snapped lifelines and unkept promises  
In every port from San Andre to Georgetown  
Above the slow subtle rhythm of the waves  
Curling their awkward train round the docks  
As the children, single file, return  
Their voices like a confetti of leaves  
Falling beyond the shadow of the palms  
In the quiet of evening,*

Geoffrey Philp,  
Ninth Annual Grand Prize Winner  
Fred Shaw Poetry Contest

The Downtown Development Authority endorsed an \$8.1 million land acquisition and improvement program to add to the downtown educational facilities. The college looked once again at the block directly north of the building, although it would be two years before funds would actually be available.

Some Miami-Dade faculty had been considering unionization from the early years of the college. In 1977, the Florida Education Association United began a campaign to represent all 28 community colleges in Florida. At Miami-Dade, Don Briggs and John McLeod led the campaign. An election was held, and when the results were tallied, there were only 10 votes difference — 361 to 351. Though the union claimed a victory, 22 votes were disputed and the Florida Public Employees Relations Commission eventually ruled that the union had failed to win the right to represent faculty.

## Expanding the Roots of Education

Elvis Presley died in 1977. *The Thorn Birds* was the biggest novel of the year — both in size and popularity. Broadway goers thrilled to "Annie," a makeover of the comic strip "Orphan Annie" of the 1930s and 1940s. Science fiction raged across the screen with "Star Wars." The North Campus's 1976-77 baseball squad completed the best year in the college's history with a 40-9 record, gaining the No. 1 national ranking before falling in the state championship competition. The basketball squad maintained a 25-6 record for the 1976-77 season under Bruce Huckle, head coach for the second year. For most of the season, they ranked No. 1 in the state; but they ended up finishing third in the state tourney. The team received plenty of national attention, and seven players received scholarships to colleges and universities.

Miami-Dade decided to try to measure how well its students were doing after they graduated. Through a random sample survey, it was discovered that about 86 percent of those who employed Miami-Dade students rated them highly, particularly in their abilities to communicate and get along with others. They also found that of 298 graduates who had entered the state university system, 205 had graduated, 32 were still enrolled and seven had earned advanced degrees.

Miami-Dade had been working with author Alex Haley to tie in with television production of a mini-series on black America, "Roots." Faculty developed a three-credit

course for colleges around the country. The core discipline was history, but the course could be used as a black studies or international studies program. Sharon Thomas published *Roots Reader* as supplementary material for the course. When the program was aired in January 1977, more Americans tuned in than had ever watched a series before. In Miami, local radio stations broadcast special supplementary material for those who took the "Roots" course. The school furnished 12 educators to talk about related topics, and the course was offered from dozens of neighborhood centers.

Futurist Alvin Toffler and nationally known health educator Dr. Keith Blayney led a series of lectures in February. Dr. Theodore A. Koschler, former Vice President for Administration and Occupational Education, who had retired in 1976, was honored for 15 years of service to the college by the Commission on Occupational Education Institutions of the Southern Association of Colleges and Schools. He also received the American Vocational Association's annual Outstanding



*Anna Brenner Meyers, one of the early supporters of Miami-Dade, speaks at the dedication of Anna Brenner Meyers Hall on the Medical Center Campus in May 1977.*



*Above left: Students at the Medical Center examine models that show organs and nerves. Left: Many nurses enrolled in extension courses to upgrade their training.*



*Students in music classes on North Campus work with keyboards and recordings.*

Service Award for long-time service to technical and vocational education for Miami-Dade and the Dade County public school systems. Mario Garcia, director of student publications at South Campus, was featured in the national *Scholastic Editor* discussing the new technology and journalism. Several new buildings were opened in the spring, including a classroom building adjacent to the Southeast Florida Criminal Justice Institute. The building, which contained a word processing center and air conditioning laboratories, was named for Garth C. Reeves Sr., editor and publisher of the *Miami Times* and board of trustees member since 1971. A new Medical Center Campus building opened in April and was named for Anna Brenner Meyers, who had served on the board of public instruction for 18 years until she had resigned in 1971. The \$6.2 million building was three stories high with 118,000 square feet. Dental and vision clinics on the ground floor supervised by faculty served those who could not afford private care. By fall, enrollment at the Medical Center had jumped to 2,200.

Miami-Dade was rapidly becoming known as a source of engineering and technical personnel for industry. More than 2,000 students enrolled in engineering technology and pre-engineering programs in May. Most 1976 graduates moved into the workforce immediately. One-third of the 558 engineering technology graduates were employed by industry and government; 11.4 percent returned to previous jobs, another third continued studies.

The Project Elderly program was begun on the Downtown Campus to place older persons in part-time and full-time jobs. A Mature Student Center was

*The South Soccer Team placed third in the nation in 1977.*



established at South Campus, offering courses such as biofeedback, stress survival and child raising.

Miami-Dade was the first community college ever to be granted a student chapter of the American Institute of Architects. Photogrammetry was only one of the programs developed by the growing departments of architecture, engineering and building construction. An innovative concept for a community college, Joel Kobelin of the North Campus engineering department offered the only full-scale photogrammetry facility in the state. Students worked closely with the National Trust for Historic Preservation. By combining more than one photograph of a subject, a three-dimensional image could be formed or a two-dimensional plan could be drawn. This offered accurate mapping that was unavailable by other methods. The techniques had applications in architecture, engineering, restoration, accident investigation and documentation of buildings and other physical items.



### Strides for Women

More women were enrolled in colleges and universities throughout the country than ever before. In 1977, women constituted 49 percent of all college students compared to 1967 when they represented 40 percent — or 1957 when they were only 35 percent — or 30 years earlier when they had represented only 29 percent of all college students. At Miami-Dade, enrollment was 55.2 percent women and 44.8 percent men — an 11 percent gain for women from the previous fall. There were solid reasons for the national growth. There were greater employment opportunities at higher salaries



*Bilingual classes were held in a wide variety of subject areas, from biology to office skills. Young and old met at the Little Havana Activities Center in a bilingual program sponsored by the Downtown Campus.*





*Students on North Campus practice safety measures in chemistry classes.*

for women college graduates; more educational opportunities for women; increased family income; a relative decline in the cost of education since 1941; government actions to implement equal access; and greater awareness by women of their employment potential, particularly in areas previously restricted.

At Miami-Dade, the Committee on the Status of Women at the Medical Center Campus sponsored a free course in conversational Spanish for campus employees and students. The North Campus Committee to study the Status of Women held seminars on women's legal rights, the image of women in mass media, assertiveness training and rape awareness.

John Losak and Bill Cael of the Office of Institutional Research prepared a report on salary distribution by sex. Another report covered both salary and promotion of female faculty members. The report assessed the status of the college "relative to a basic philosophy of equality of treatment for all persons employed at the College.

"Issues related to women's concerns have moved into the forefront within recent years," wrote the authors. "It has become apparent that the general lack of knowledge concerning female employees in higher education has created limitations in our understanding of many issues. There is an assumption on the part of many that practices discriminatory toward women are the rule in higher



*Students view an art show at the South Art Gallery.*

education, and in fact in many institutions evidence has been presented to support this position....

"Comparisons of the average salary of men and women in higher education virtually always show an advantage for men. However, women as a group have less experience in higher education and fewer advanced degrees, and both of these are important determinants."

The report brought to light some interesting figures. The percentage of full-time women faculty members had increased from 32 percent in 1973-74 to 37 percent in 1976-77. This was 53 percent more women faculty than the national distribution for all higher education and 10 percent more than the national figure for public community colleges. In December 1977, the first annual conference on the Future of Women in Business was sponsored by the Dade County Commission on the Status of Women and held at the New World Center Campus. Sharon Thomas, curriculum specialist in the president's office, was named one of the Outstanding Young Women of America for 1977 in "recognition of outstanding ability, accomplishments and service to community."



*Al Shelton works on solid waste disposal and water treatment in the North Campus program.*

## Shepherd of the Parking Meters

Miami-Dade students might have looked askance at Luther Barnes, if they bothered to notice him at all. But Luther Barnes noticed them and thought about them a lot.

Barnes was one of the street people that littered the streets and benches around the Downtown Campus in 1977. He was an alcoholic with a big heart. Unknown to the students, Barnes looked out for their welfare as self-proclaimed shepherd of the parking meters. His territory was limited to what Barnes called "a little stretch of cars, six or seven or so.

"The college kids, the biggest majority of them don't have much money," he told *Miami Herald* writer Nancy Webb Hatton. "They may have a car, but they don't have much money. And when I'm sitting here, and I see one of their meters is a running out, I'll go over and put a dime in it or something."

Barnes himself only made it through fourth grade back in Kentucky. He never owned a car and stopped driving after World War II because of his nerves. He never got a parking ticket himself, but he sat on his bench and watched the meters. The parking meter 'cop' assumed the college kids had fed the meters. The kids assumed that the cop had missed them. Barnes said nothing, sitting on his bench and feeling good. He never advertised what he did. "They'd think I was an old man a'wantin' something..."

## Architectural Details

**M**uch of the architectural detail of the building is derived from the traditional architecture of the region. The design team has drawn inspiration from the traditional architecture of the region, particularly the use of arches and domes.

The building's facade is characterized by a series of vertical columns and arches, creating a rhythmic pattern of light and shadow. The use of arches is a key element of the design, reflecting the traditional architecture of the region.

The building's interior is designed to be a space of light and air, with a series of open-air courtyards and a central atrium. The use of arches and domes is a key element of the design, reflecting the traditional architecture of the region.

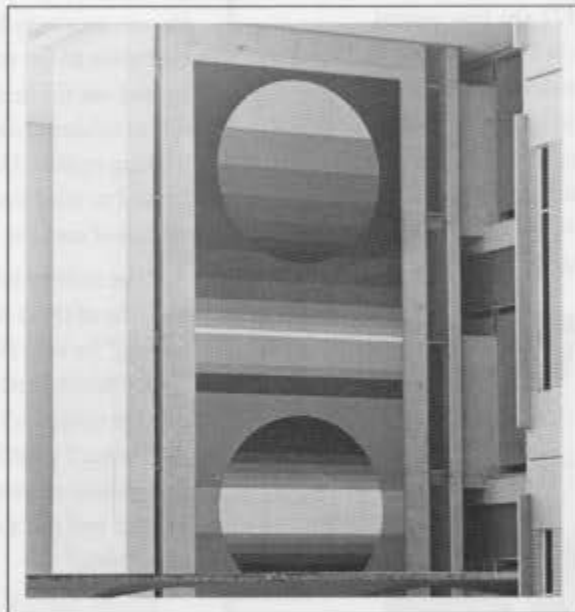
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## Chapter Seven

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# “Tremendous Reputation and Tradition”

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The world population was up to 4.4 billion, and climbing 200,000 daily. Many people yearned for a simpler time and turned to nostalgia. The big stage hit of 1978 was an old Fats Waller musical, “Ain’t Misbehavin’.” National Lampoon’s “Animal House” with John Belushi was the younger generation’s underground favorite. On the serious side was “Coming Home” with Jon Voight and Jane Fonda, one of the first film treatments of returning Vietnam war veterans.

In the January 1978 *National Juco Review*, Miami-Dade’s South Campus was listed as college of the month, cited for a “tremendous reputation and tradition in athletics and academics that has brought [it] into national prominence.”

That same month, Miami-Dade was selected by the Alfred P. Sloan Foundation as one of 21 schools to participate in a nationwide study on changing relationships between government and higher education. The purpose of the study, according to Nils Wessell, president of the Sloan Foundation, was to “pinpoint areas of major conflict, find out why these mutually dependent institutions are having so much difficulty adjusting to each other’s needs and priorities, and attempt to work out practical ways to resolve these differences.”

Miami-Dade was busy with film and television production of a major television course in collaboration with the British Broadcasting Corporation. “The Art of Being Human” was developed by a multi-campus faculty committee led by project director Richard Janaro and

*Painting on Scott Hall by Stephen Zucker.*



*Terence Kelly discusses the Open College and RSVP program before the House Appropriations Committee.*



*Students in continuing education courses at Columbus High School examine a body model.*

including Marjorie Buhr, Joan Cronin, Donald Early, Ruth Greenfield, Betsy Hilbert and Richard Price. Producers Lloyd Madansky, Andrew Martin, Gary Posnansky, Jay Tarpley and Fred Wardell of the college's Instructional Resources Division turned the faculty's scripts into 30 half-hour presentations, which were televised nationally several times as a series on the public television network. They won top honors and a gold medallion for best Miami production at the Greater Miami International Film Festival. The college received an Emmy Award for the first of the series, "The Way of the Humanist." Another of the programs, "The Still and Empty Center," won first place in the educational documentary category of the Birmingham Film Festival. A textbook, *Art of Being Human*, was written by Thelma Altshuler and Richard Janaro with a study guide by Joan Cronin, Donald Early and Susan Wilson. The course was so successful that it was adopted at over 250 colleges across the country.

In April, Miami-Dade graduated a record 6,492 students. C.T. Taylor, channel 4 newsman, received a plaque from the college for persuading a troubled New World Center Campus student to come down from the steel girders 150 feet above the campus courtyard. The Promethean Players at the New World Center Campus received four top awards during competition at the Golden Age National Theater Festival in El Paso. They took first place for best production, best direction, best actress and best actor.

### On the Athletic Field

**A**thletic programs and facilities at Miami-Dade South, directed by Howard Hohman, were fast rivaling those of many larger universities. First were the excellent facilities. The Theodore R. Gibson Health Center included an Olympic-size swimming pool with separate diving well and a tartan-surfaced basketball and gymnastics area with a 5400-seat arena. The health center included a combatives room, dance studio, weight training room and a fully equipped therapy room. Surrounding the "Jaguar Den" were tennis courts, handball-paddleball courts, a track complex, a baseball facility, two soccer fields and two general-use athletic fields. The athletic fields — which were managed by the college's agronomist Laszlo Nagy — had been recognized in 1976 by the Professional Grounds Management Society as the nation's best natural turf fields.

In their 12 years, the South Campus Jaguar athletes established themselves as a state and national power. The most astounding record in Jaguar athletic history was the women's volleyball team under Roberta Stokes, assistant athletic director of women. Since the inaugural season in 1969-70, the Lady Jaguars had compiled a 263-38 overall record, winning eight straight state titles. Other Lady Jaguar teams were fine competitors. The women's softball squads captured four state titles, compiling an 111-24 record while the women's basketball teams won two state crowns and the women's tennis squad produced one of the state's best teams.

Fifty former Jaguar baseball players were playing in pro ranks, while 73 had signed scholarships to four-year or upper division schools. In seven years, 36 Jaguar basketball players had received basketball scholarships. The cross-country teams had captured nine straight state titles under coach Jerry Isom, who had been named State Coach of the Year 11 times for his track and cross-country leadership. The tennis team took the 1978 National Junior College doubles championship and the singles runner-up. The soccer teams had an eight-year cumulative record of 89-31-7. The North Campus teams had their share of glory in 1978 when the Falconettes Golf Team received a certificate of commendation for winning the National Junior College Athletic Association's Women's Golf Championship.

### Training the Underemployed

In the 1940s, when higher education expanded, it attracted high school graduates and veterans returning from the war. As America's population had grown, the needs had changed. Segmented groups developed with special needs. The direction of higher education began to change as it broadened to meet those needs.

One group of people remained largely untouched by Miami-Dade's educational efforts — the unemployed. Too often, training programs for the unemployed provided training but not necessarily jobs. Miami-Dade wanted a program to provide training for specific jobs. With a grant from the U.S. Labor Department and working through the South Florida CETA Consortium, Miami-Dade set up the Skills Training Improvement Program (STIP). It was housed across the street from the New World Center and was directed by Kathie Sigler.



*Continuing education courses ranged from educational to cultural, including such activities as belly dancing.*



*Architect Hilario Candela shows a model of Phase II of the Downtown Campus to trustees and President Masiko.*



*Students could find all the needed supplies at the Book Stop in the Maria Hernandez Student Center.*



*Board member Jack Kassewitz cuts the ribbon with Peter Masiko on the Jack Kassewitz Hall in September 1978. Kassewitz was particularly pleased to have a building named after himself since he had never been able to finish college himself.*

*Older students enroll in the Outreach program at Ida Fisher Jr. High School.*



STIP was designed to establish partnerships between private industry and community-based organizations. It required help from all areas to design courses that could meet the practical demands of real life employment. All training was based on the needs of the business world. The 15-month program provided free tuition, books, tutorial services, counseling and job placement assistance. Its programs covered accounting, banking and finance, business data processing, dietary records management, legal assistant, marine science and secretarial training.

The morning the program opened, the office received 250 calls — despite the fact that the phone service was frequently interrupted as the telephone company tried to complete the phone installation. When accounting firm Touche Ross & Co. later reviewed the program, they commented that it could change the direction of federally funded employment and training programs “away from low-skill-level subsidized jobs in the public sector...toward unsubsidized skill jobs in the private sector which will encourage high performance standards and individual self-respect.”

### Signing On

The general population of Miami included almost 13,000 deaf individuals — and only three people with national certification as interpreters. The demand for interpreters was so great that they were employed full time and rarely available for interpreting assignments. According to the American Deafness and Rehabilitation Association, there was a “dire need for competent teachers, social workers, rehabilitation personnel and others with manual communication skills.” Cecile Touchton, mother of a deaf child, noted that “maybe 10

percent of the parents with deaf children know sign language. The rest may think they are communicating. This is very frustrating for the deaf person, and even more frustrating for the hearing person." Colleen Fix, coordinator of services for the physically limited for the North Campus and chairperson of the college-wide committee for the physically limited, agreed. "Miami is in the Dark Ages when it comes to services for the deaf," she said.

Miami-Dade decided it was time to begin a college-level sign language program. Workshops were designed with the Southern Florida Association of Parents of the Deaf and the Florida Registry of Interpreters for the Deaf. "With the inclusion of three levels of sign language, Miami-Dade is doing something about this situation by providing students with an opportunity to develop and expand their own communication abilities with the handicapped while offering career alternatives in the helping professions," said Barbara Gray, chairperson of the tri-campus committee that helped put together the courses. In addition, Miami-Dade felt that more needed to be done for the handicapped individuals themselves. A \$15,000 grant from the State Department of Vocational Education allowed the school to recruit handicapped persons for occupational training, particularly for two-year degrees in fields that were non-traditional fields for the handicapped.



*Sculptor Jay Fuhrman with his sculpture Still Watchers on South Campus.*

*Along with the tools to pursue a professional career, Miami-Dade offered me much more than a college education. The campus was my introduction to the world: different races, religions, ideas and values. My vision of neighborhood life was replaced by a higher consciousness of the national and international communities. For these new perspectives I am grateful.*

Jose R. Bahamonde  
Producer, actor, writer



*A student in the Day Care program on North Campus exercises his creative talents.*



*Miami-Dade's concern for special students helped spur development of courses to educate the deaf and handicapped. The program worked with the physically challenged as well as teachers.*



## RSVP

There was considerable concern about how to make it easier for students to identify — and reach — their goals. In March, a consortium was formed by Miami-Dade, Florida International University and Broward Community College to provide a smooth transition for students during their four years of undergraduate studies and to find cost-effective ways to provide educational services. The schools agreed to cooperate in basic skills instruction, academic counseling, admissions and concurrent course registration, joint scheduling of visiting artists and lecturers, shared audiovisual library materials and equipment purchases.

Professors and administrators realized that one of the most common weaknesses of students was the ability to communicate by the written word. With a \$60,140 grant from the Exxon Education Foundation, several English instructors began a new program, RSVP — Response System with Variable Prescriptions. Directed by Kamala Anandam, it was designed to improve writing ability. Individualized instruction was provided via the computer; faculty members graded written essays but used computer cards and sheets to mark errors. Students then received suggestions on how to correct those errors. The computer allowed the students and professors to track a student's progress.

Another innovation was the Academic Awareness Program begun by the South Campus Division of Career Planning and Advisement. It provided the academic information needed to successfully progress through Miami-Dade, including a handbook to help assess interests, values, strengths, weaknesses, education, personal and career goals. The Academic Awareness Program received the Region V Exemplary Practice Award from the student development commission of the Florida Association of Community Colleges (FACC).

## Computers and Cuban Congas

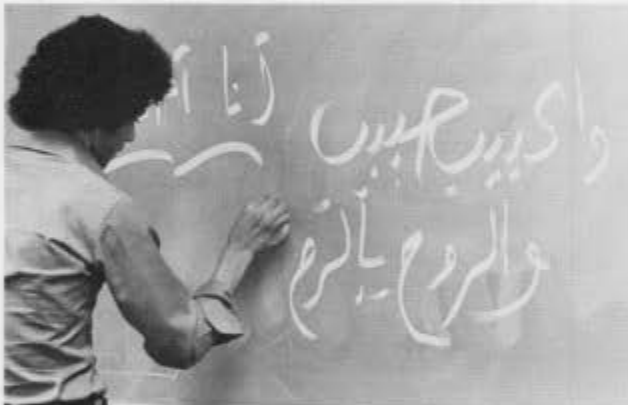
When Miami-Dade found itself facing another energy crunch, administration again implemented a four-day workweek during spring and summer sessions to reduce energy consumption and set up an automatic air-conditioning monitoring system. A computer program linked employees to help form car pools. Jackets and ties were eliminated for summer. On meeting days, a minibus was provided for travel between the district administration and the New World Center.



## Alligators in the Ponds

There is something about a Florida pond that just seems to attract alligators, either of their own natural bent or with the help of those who want to dispose of a tiny pet outgrown the wading pond. At one time, Lake Masiko sported both a 12-foot alligator and a smaller related cayman. The two got on cross sides one day, and the alligator decided that the cayman might be better as a tasty dinner than a swimming partner. They got into a free-for-all argument, which it appeared the alligator won for he swallowed the cayman. The cayman, however, got the last somewhat dubious laugh. He bit the alligator inside as he was being swallowed, and the two went down together.

They were fished out several days later when they floated to the top of the lake. At that point, someone decided to bury them in a plastic bag. One faculty administrator heard about the proceedings and remembered the mess with the "buried elephant." He tracked down the individuals about to perpetrate the underground abode and quickly stifled the proceedings to prevent another "prehistoric find."



*Miami was an international port through which thousands of refugees passed each year. Hundreds of others came to America to learn its technology and return to third world countries. Miami-Dade instituted language arts programs to help international students and refugees learn the English language.*

Despite the national recognition, Miami-Dade fared poorly with the state legislature. “The legislature continued to be unimpressed with data showing that the community college system is still growing in enrollment,” said Dr. Robert McCabe, executive vice president, in a report. Student matriculation and tuition fees were frozen; and the funding for the college was “less than adequate. The result is a decline in income per FTE in the face of continued inflation.”

While funds were decreasing, enrollment was mushrooming. There were 12,000 students at the Downtown Campus – twice what had been projected. Once again, the college rented space in nearby buildings as a stopgap measure. In the spring of 1978, college officials had urged Ralph Turlington, Florida Education Commissioner, and Dade County legislators to join the effort to obtain \$900,000 from Tallahassee to start the much-needed downtown expansion. It was a good time to buy; land was at bargain prices. Government funds had already been committed to clear the block of land north of the campus. The land could be had for a mere \$900,000, and that included drawing up the plans. It took some effort, but in the fall of 1978, the Board of Trustees approved the \$16 million expansion. The site was purchased with community development funds; the Florida legislature approved funds for designing the expansion. The city of Miami and Metro HUD provided \$5 million for building construction.

There were a number of new courses in the fall. “The American Election Process,” offered in tandem with an English composition course, required students to devote at least 60 hours to a real political campaign. The Medical Center Campus added cardiovascular technology to its programs. The Great Decisions Forum Series brought political figures to campus, including Philip Kaplan, member of the U.S. State Department Policy and Planning Staff, speaking on U.S. relations with the Soviet Union; Senator George McGovern, on global power balance; Muhammad Hakki, press counselor for the Egyptian Embassy, and Wolf Blitzer, Washington, D.C. correspondent for The Jerusalem Post. The New World Center Campus sponsored the second symposium on Spanish and Portuguese Bilingualism, in conjunction with the University of Massachusetts at Amherst and Florida International University.

Working with the *Miami Herald*, the Open College offered its first credit course by newspaper, "Death Attitudes and Life Affirmation." The three-credit course was also offered by Broward Community College and Palm Beach Junior College. Fifteen articles by leading scholars explored current attitudes toward death, isolation of the dying, effects of death on surviving family and the dilemmas brought about by advances in medical science.

The Lunchtime Lively Arts Series received support from the Downtown Business Association, Downtown Development Authority, Florida Philharmonic, Florida Fine Arts Council, Performing Arts for Community and Education, Inc. (PACE) and the city of Miami. As a result, it was able to expand and bring in both local and national talent. October's traditional Hispanic Heritage Week included local Miami-Dade graduates-turned-instructors — pianist Victor de Diego and baritone Juan Pedro Somoza — as well as Cuban novelist and journalist Carlos Alberto Montaner and the Ecuadorian Folkloric ballet. The event that most people remembered that year, however, was the Cuban Conga which started on the sixth floor of the Downtown Center and snaked its way down to the main floor before it dissolved.

Four members of the South Campus Nu Epsilon Chapter of Phi Beta Lambda participated in the national leadership conference — and took four of the top five places, a first in the chapter's history. The winners were Bram Bottfeld (extemporaneous speaking), Danny Hershey (accounting I), Don Hailperin (accounting II) and Mark Scott (business administration). Fran Sargent, in the department of aviation and allied studies, was elected president of the University Aviation Association for 1978-79. Janie Lawhorn, chairperson of the management studies department, was installed as president of the National Association of Management Educators at the national convention in Detroit. Roy Schwab, intercurricular studies, was honored as an "educational catalyst" at the first National Conference on Holistic Education sponsored by the Mandala Society and the National Center for the Exploration of Human Potential at LaJolla, California.

### A New Leader

An important change in administrative leadership occurred in 1979. President Masiko, who had led the college through its formative years, became ill; and Robert McCabe, who had been Executive Vice President, took



*The seven-year-old Open College served more than 10,000 students. By combining computer technology, broadcast and print media, students who could not attend traditional classes could study at home. Courses in the Open College covered many topics, including environment and philosophy.*



*Women moved into many nontraditional fields, such as air conditioning.*



*The Medical Center provided many services for the community, including vision care and dental clinics.*

over as Acting President. Masiko announced his retirement in March 1980, and the school began a national search for a new president. The search ended with the Trustees appointing Dr. McCabe as the third President.

In the summer of 1980, Peter Masiko, then President Emeritus, bid farewell to the school whose progress he had overseen for so many years. Masiko was "not only a strong leader but also a sensitive caring person," said Jill Mangold, his administrative assistant. "He believed in the potential of people to grow, and he really fostered that," she said. "He was very much a perfectionist, but he also cared very deeply about people."

Dr. McCabe made major changes in the college administration. William Stokes, Vice President of the Wolfson Campus, became Vice President of the South Campus replacing Ambrose Garner who left the college for the presidency of Hillsborough Community College. Eduardo Padron was promoted from Dean of Instruction on the Wolfson Campus to Vice President of the Wolfson Campus. Duane Hansen, Vice President of North Campus, moved to the newly created position of Vice President for Administrative Services. Piedad Robertson rose from Executive Assistant to the President to Vice President for Public Affairs. Roy Phillips came from Metropolitan Technical Community College in Omaha, Nebraska to assume the vice presidency of the North Campus.

Other significant appointments which were made during the first two years of Dr. McCabe's administration included; Clint Cooper, first Dean for Administration on the Wolfson Campus, became the first District Dean of Student Services; Castell Bryant was promoted to Dean of Student Services, Wolfson Campus; and Ray Dunn returned to the college to become Dean of Students on the North Campus. Dan Derrico, North Campus, Sally Buxton, South Campus, Kathie Sigler, Wolfson Campus, and George Hedgespeth, Medical Center Campus, were appointed campus Deans for Administration; Tom McKitterick joined South Campus as Dean of Academic Affairs; Tom Carroll joined North Campus as Dean of Instruction; Suzanne Richter was promoted to Dean of Instruction, Wolfson Campus; and Jeff Lukenbill was promoted to District Dean of Academic Affairs. Under Dr. McCabe's direction these administrators continued the decentralization of the administrative structure begun by Dr. Masiko. Although there were many similarities between campuses McCabe encouraged them to develop

as unique parts of the whole. Each campus was given the freedom to define their roles, emphasize programs and activities, and meet community needs in ways each thought best for their particular constituencies.

Miami-Dade's North Campus opened the North Campus Art Gallery in the LeRoy Collins Student Union. It was dedicated to Mary Jeanette Taylor, one of the school's first women administrators. Work was begun on the Environmental Demonstration Center, a project conceived by MacGregor Smith, to prove that people really could build their own homes and live comfortably without using large amounts of energy. The building was constructed with volunteer labor from the college and the community – few of whom had special construction skills – and took two years to complete. The experimental house on the South Campus had no air conditioning, but there were skylights and solar collectors overhead and two windmills on the roof, one of which generated electricity, the other of which pumped water from a well. It was the only building of its kind in Florida.

### Educational Reform

Such practical, creative and innovative courses were not enough to fulfill Miami-Dade's purpose. Officials were determined to strengthen its basic educational programs. Under Robert McCabe's leadership, a comprehensive study of the college's educational program had been underway from 1975 to 1978. The study revealed that consistent with what had been happening across the country, Miami-Dade's educational standards had been declining. Faculty were increasingly frustrated as unprepared students moved through the system. Miami-Dade had to change. For three years faculty and administrators worked to develop a comprehensive plan to restructure general education. An often tedious task, the committee included faculty from all campuses and disciplines who hammered out a far reaching, innovative plan which once again put Miami-Dade in the forefront of American educational leadership.

The result was an educational reform program that significantly impacted community colleges throughout the United States. The total effort spanned nine years and was the most important event in the 1970s and 1980s at Miami-Dade. A new and very different institution emerged. In an editorial in the professional journal *Change*, George Bonham, journalist, educational researcher and writer, noted that Miami-Dade's

*Miami-Dade has opened the door to a glimpse of the future that gives reason for optimism....It is on the verge of achieving a breakthrough in pursuing quality education without sacrificing open access.*

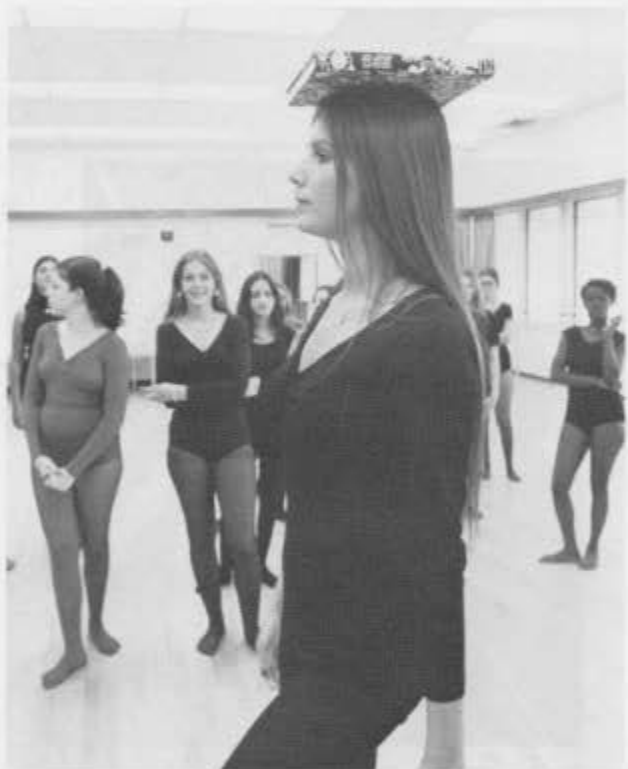
K. Patricia Cross, professor,  
Harvard Graduate School of  
Education



*Not everything went smoothly among international students. International events triggered problems with Iranian students. In November 1979, students demonstrated against Iranian students.*



*William Warfield narrates "King David," a college-wide choral production.*



*Students practice posture exercises in the ground hostess classes in the Aerospace program at South Campus.*

experiment placed the school among "leading colleges and universities grappling with qualitative catch-up...in vigorous and at times courageous ways." K. Patricia Cross, visiting professor at Harvard's Graduate School of Education, called Miami-Dade "the most exciting institution of higher education in the country."

At the center of the reform was a basic question: Could open access be successfully combined with quality control? Miami-Dade sought to toughen student standards, revive admission tests, upgrade counseling, expand the honors program and suspend students who chronically flunked. To begin the program, placement testing was required of all. A student had to provide a high school diploma for entry; but he or she was tested in reading, writing and mathematics. Anyone who scored low in these basic areas was enrolled in developmental courses before entering the general curriculum.

Once the student entered the system, he was monitored through a computerized Standards of Academic Progress Program. A student who did not keep the minimum grade point average or pass half the courses in which he or she was enrolled was issued an early warning and given more direction, perhaps advised to limit credit load or placed in a support program to improve performance. If the student continued to work below average, he or she was put on probation. If the individual's grades did not go up, then suspension was next. Miami-Dade was the first community college in the nation to undertake such an extensive program to raise the quality and skills of its students. New computer-based systems were put in place to provide students with continued feedback on their progress. The bottom line of the reform was to be more direct, more supportive and more demanding.

Once a student enrolled, the committee recommended a thirty-six-credit two-year program that committed students to fifteen credits of required general education, fifteen credits of distribution courses, and six credits from a large selection of elective courses. The general education core required three-credit courses in each of five areas: communications, humanities, social environment, natural environment and individual growth and development. While the idea of a required core was not new, a unique feature of Miami-Dade's core was that the content of the courses was clearly defined by general education goals. Each of the core courses addressed some common goals which were found across the curriculum. Thus the College

was assured that when a student had completed the general education core subject, areas of common learning had been formally addressed.

One of the most controversial decisions was the suspension of over 8,000 students the first three years of the reform. These were students who simply could not show evidence of sufficient learning skills even with the best remediation. But after the first series of suspensions, dropout rates declined dramatically, and as expectations among students and faculty rose, so too did student performance. These results garnered national acclaim for the College.

### Emphasis on Excellence

For many years, educational institutions had been thinking in terms of the needs of students as prospective employees. But business owners could be students too. Fifty-six percent of new businesses failed during the first two years of existence. The Urban Center at the New World Center Campus was set up to meet the educational needs of downtown businesses and government agencies, to improve survival by providing information through seminars and special courses. Under Harry Hoffman, director of business studies, it included The New Business Institute, the Foreign Trade Institute, the Law Center and the South Florida Productivity Center. The Productivity Center was modeled after such centers in other parts of the country and designed to help businesses improve productivity.



Baseball stars Warren Cromartie (below left) and Bucky Dent (below right) sit on the sidelines during the Burger King Baseball Clinic (above).

Robert McCabe makes a point at a higher education committee meeting at South Campus.





*Representative Dante B. Fascell, South Florida congressman, talks before a student group.*

*Criminal Justice Building and Garth Reeves Classroom Building on the North Campus.*



Another group which Miami-Dade felt had frequently been overlooked was the outstanding student. Too often, the better students had been left to fend for themselves while other special interest groups drew more attention. As an integral part of the educational reform, Miami-Dade wanted to make the school attractive for the exceptional student. "It is now time to put equal effort into the development of challenging learning experiences for the high ability student — to develop programs with an emphasis on excellence," wrote one administrator. "The objective is to bring our advanced students into contact with the finest minds available." Under the Miami-Dade Scholars Program, fees were waived for students graduating in the top 10 percent of their high school classes.

The first year, the honors program enrolled 490. Special seminars under the Distinguished Visiting Professor Program challenged young minds.

### **Growing and Changing**

**B**ilingual Studies became a full-fledged division in 1979 with over 2,000 students, but it was still relegated to holding classes wherever empty space could be found. Daytime classes were on the sixth floor of the Downtown Campus, while night classes branched out in the Little Havana area — Belen, Interamerican, Fairlawn, Riverside and Robert E. Lee schools. Finally offices were moved to the Royal Trust Bank Building with 15 classrooms plus office space and laboratories.

The faculty continued its active program of publishing. Gerard Pucci added to his previous textbook *Aviation Law* with a new book, *Formulas: The Language of Technology*. Don Roach and Edmund Leddy produced *Basic College Chemistry*, while John J. Drago published *Fire Fighting Principles and Practices* and *Hydraulics: A New Approach*.

Students at the North Campus were part of the cast in a television play "Harriet Tubbs," about the woman responsible for the underground railroad that led so many slaves to freedom during the Civil War. The program was produced by WLRN/TV (channel 17).

Two new programs were offered for women. CHANGE: Career Horizons and Alternatives for New Growth Through Equality was part of the Women's Studies Program at the North Campus. It was designed for career-minded women who had been out of the job market, needed to plan a new career or upgrade their present jobs. "Women who return to school after an extended absence may lack self-confidence and experience anxiety concerning their ability to function in an educational setting," said Malene Danoff, community specialist. It included basic skills, human development and interpersonal communications. Another program for women was the Occupational Stability for Women Offenders, which replaced an older program at Dade County Women's Detention Center with educational activities, guidance, counseling, training in career advancement and human relations. Workshops were held for potential employers to interest them in hiring female ex-offenders.

The city of Miami was inundated with refugees. The Department of International Student Programs (created on the South Campus in 1978) served more than 700 students. "Our foreign students will become the future leadership of their countries," reported Nestor Dominguez, chair of the South Campus International Studies Program.

Miami-Dade's awareness and service drew national recognition. Former President Gerald R. Ford presented a \$10,000 Certificate of Achievement Award from the Academy for Educational Development, an international non-profit planning and research organization. It was given for "responding to the wide range of educational needs with an imaginative variety of high quality programs, delivery methods and supporting services."

## True Reflection of the Community

*Miami-Dade is a true reflection of our community, an institution in which people regardless of differences in background, culture, education and religion, can learn together, work together and grow together in a harmonious environment. It is a complex institution faced with the heavy and delicate responsibility of education.*

*Education, in our community, is more than just instilling knowledge in our students, so they can meet certain academic standards. Education, in our community, involves also an understanding of the conditions and circumstances that each individual student has to live with.*

*Education, in our community, is more difficult for it must recognize that the people of this area are from different backgrounds and have different characteristics. We are a diverse society. Education should stress those good characteristics common to all human beings. But education must also stress those traits that make us different and make this world an interesting place in which to live, and finally, education must promote the mutual understanding necessary to appreciate and live with these differences.*

*To develop and implement educational programs to meet those needs is not always an easy task. It is a task of love, sensitivity and professional dedication. I have found these qualities prevail at Miami-Dade, and these are the reasons why I have developed such a deep sense of pride in this institution, to which I feel I belong.*

Maria C. Hernandez, Miami-Dade  
board of trustees, 1979

## The Artistic in the Community

The artist's role in the community is a complex one. It is not simply a matter of creating art for art's sake, but of using art as a means of communication and social critique. The artist must be sensitive to the needs and concerns of the community, and must be willing to engage in dialogue with them. This is a challenging task, but one that is essential for the artist to fulfill their role in the community.



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## Chapter Eight

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# Reaching Out

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**R**each out to the community – it was almost a watchword by now. Miami-Dade began its own educational cable television channel in January 1980. It featured open college television courses and college announcements as well as general interest educational films. Ethnic heritage remained important on campus. *Neustra* magazine honored Eduardo Padron, dean of instruction at the New World Center as Outstanding U.S. Hispanic Leader of 1979. Piedad Robertson, Rocio Lamadriz and Olga de Zaldo put together *Secrets of Cuban Entertaining*.

The student center on the North Campus was dedicated and named for former Florida Governor LeRoy Collins. Collins had helped Florida develop the nation's first statewide master-planned community college system and had helped expand the number of community colleges. Back in 1960, community leaders had wanted to name the east-west expressway in his honor, but he had turned it down. When asked if he would accept the honor of having the student center named for him, Collins told the *Miami Herald*, "To have a student center named for you, where young people are going to sing and act and have a good time, that's an honor I couldn't refuse." The two-story center was the focus of the North Campus. It included a cafeteria, bookstore, student activities offices, placement, peer counseling offices, an art gallery, student newspaper offices and lounge.

One of the more unusual features on the North Campus was the \$1.4 million pool which opened April 8, the most modern facility in the area. Both the racing pool and the smaller pool were equipped with an underwater sound system and underwater observation room for classes. The pool was built with a huge filtration system and an irrigation

*Classrooms at Royal Trust Tower.*



*President Gerald Ford presents Peter Masiko with a certificate of achievement.*



*Engineering student on South Campus.*

*Chemistry students on the North Campus.*



system for the shrubbery. The cooling system was the first in the United States designed to cool the water when normal temperatures grew too hot.

In the spring of 1980, Miami's ethnic problems reached a peak. Following the Mariel boatlift in 1980, Dade County had a huge influx of Cuban refugees. County agencies were concerned about the Haitian and Cuban refugees who were arriving daily. County officials were also concerned about the demands of Miami's black community, which was insisting on more representation in social programs. Miami-Dade trustees quickly approved several programs to answer the needs of all the groups. These were financed by borrowing from the school's existing budget and programs, enabling the college to plug into state and federal aid sources.

The Bilingual Studies Division — by then at the Royal Trust Tower — and a special task force at Miami-Dade organized 20 volunteers to offer basic acculturation, job training and educational information. Miami-Dade personnel produced pamphlets in Spanish to explain the immigration process and passed out information about finding houses and jobs. Refugees were given tips on how to get a driver's license. They were also given social service agency phone numbers. Portable televisions were set up to play special video cassettes produced by the college which offered information about Dade's geography and county services. Trustees voted to charge refugees in the county at the same \$16 per credit rate as Florida residents. Free English classes were offered to new arrivals and included basic urban survival skills — the vocabulary needed to ride city buses, apply for jobs and purchase items in the supermarket. Three months after the Mariel Boatlift

began, Miami-Dade had offered 80 English courses at all four campuses, area community centers, several churches and at one Miami Beach hotel.

The refugees included 50,000 Haitians, many of whom could not speak, read or write English. The Haitian Refugee Assistance Program provided all lessons in oral Creole. Refugees learned about Dade County's education system, a parent's responsibility in the system, social services and the political and legal system.

### Sports Camps and Black Pride

The spring 1980 commencement – the first combined four-campus ceremony – joined 20,000 people in honor of the college's 20th anniversary. The city of Miami was not as cohesive, however. The trial of four white Miami



*Faculty and staff salute students at the annual Student Honors Awards gathering.*



*A North Campus golf team member shows her excitement as North walks away with the national Junior College Golf Tournament.*



*Lawrence Krause, noted economist*



*Paolo Soleri, architect*



*Natasha Josefowitz, management consultant*

**I**n the ancient cultures, the wisdom and knowledge of the ages passed from one generation to another around the campfire.

Today, the campfire has been replaced by the campus. The excitement of that process can be seen in the faces of those who come to feel the heat, the flame, of the ancient fires.

## Sharing Ideas: Distinguished Visiting Professors



*Jaquelin Robertson, architect*



*Bob Richards, two-time winner, Olympic Gold Medal, pole vault*



*Edward Albee, playwright/author*



*James McConnell, educational psychologist*

*Edward Teller, physicist*



*The Distinguished Visiting Professors program was begun to expose students to a wide variety of the best people in all fields. Speakers included such notables as physicians Michael DeBakey and Lendon Smith, former secretary of defense Harold Brown, photographer Gordon Parks and writer Kurt Vonnegut.*



*Alfred Eisenstadt, photographer*



*Alvin F. Poussaint, educator*



*Lerone Bennett, magazine editor and author*



*Dore Ashton, art historian*

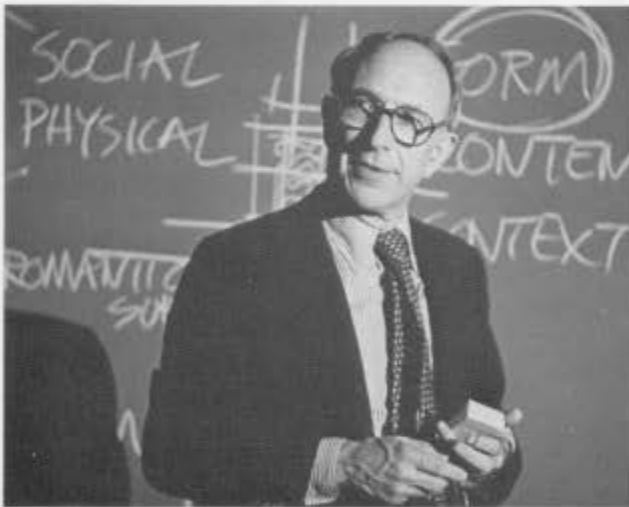


policemen, who were accused of beating a black insurance executive to death, had created enormous tension. When the four policemen were acquitted by an all-white jury, riots broke out in Miami's black community.

Miami-Dade responded quickly. Four hundred people involved in the riots were invited to enroll in a special Advocacy Intervention Program designed by the school. The program accepted only first-time offenders who were sentenced to probation. If they would participate in the program, their criminal records would be dropped. Miami-Dade hoped to turn the students on to education. Classes covered human relations, black pride, goal orientation and reading assistance. An Urban Center Program was also created to help residents of the inner city understand government and an Economic Development Center was opened to assist small businesses in the black community. An Emergency Tutorial Assistance Program provided counseling and tutoring for students who were victims of the civil disturbances. Transportation, child care and books were also available. Everyone expected the summer to be tense. With many black youth unemployed and out of school, the city seemed destined for trouble. To keep things cool, Miami-Dade operated a sports camp for 750 disadvantaged youth at both the North and South campuses, contributing \$100,000 of in-kind services for the program. Fortunately, the community remained relatively quiet throughout the summer.



*Phillips G. Zimbardo, educator and psychologist*



*Robert Geddes, architect*



*Luis A. Siles Salinas, ambassador*

## Teamwork

Miami-Dade's athletes were busy that year garnering their share of championships. The North Campus Lady Falconettes, coached by Mary Dagraedt, won the 1979-80 National Golf Championship of the NJCAA for the second time in four years. Coach Guy Childers, who led the North Campus men's golf team to their sixth national championship, was named Junior College Coach of the Year. Demie Mainieri's Falcons baseball team traveled to the state tournament competition for the first time since 1975. Mainieri won his 700th career game that year, and the team recorded a 42-17 overall record to take the Division IV championship. Bill Alheim's Falcon basketball cagers won the Division IV Championship and conference tournament championship.

The South Campus's soccer team won state and southeastern titles. They took their first national championship with the best record in the nation -- 23-2-1. The men's tennis team took the state championship. When Judo Coach Jack Williams took his team to the Eastern Collegiates Tournament (traditionally dominated by the big four-year schools), the group came away with the team title. Eddie Arrazcaeta in the 109-lb. division was named Eastern Collegiates Grand Champion.

The South Campus women's volleyball placed third in the NJC championships, while the women's basketball team won both division and state titles. The women's softball squad placed second in the division and took the state crown for the second year in a row -- in a rousing game. On the last day of the double elimination



*Luis Aguilar Leon, Latin American historian*



*Edward Logue, developer*



*Benjamin Spock, noted pediatrician and author*

## SEE-SAW



A DELIGHTFUL  
COMEDY

AT GUSMAN CULTURAL CENTER  
MAY 29, 7 P.M. & MAY 30, 1:30 & 7 P.M./CALL 596-1150 OR BASS TICKET OUTLETS 653-0450

**Miami-Dade Community College**

## THE RENAISSANCE FESTIVAL



MUSIC  
FIT FOR A  
KING

AT GUSMAN CULTURAL CENTER  
NOV. 20, 7:30 P.M./CALL 596-1150

**Miami-Dade Community College**

## AND STILL I RISE



WITH AN  
APPEARANCE  
BY MAYA ANGELOU

AT GUSMAN CULTURAL CENTER  
FEB. 27, 7 P.M. & FEB. 28, 1:30 & 7 P.M./CALL 596-1150 OR BASS TICKET OUTLETS 653-0450

**Miami-Dade Community College**

## PAT CARROLL IN



GERTRUDE STEIN,  
GERTRUDE STEIN,  
GERTRUDE STEIN

AT GUSMAN CULTURAL CENTER  
OCT. 29, 8 P.M./CALL 596-1150

**Miami-Dade Community College**

## VERDI'S REQUIEM



WITH THE FLORIDA  
PHILHARMONIC

AT GUSMAN CULTURAL CENTER  
APRIL 17, 7 P.M./CALL 596-1150 OR BASS TICKET OUTLETS 653-0450

**Miami-Dade Community College**

## DON'T BOTHER ME,



I CAN'T  
COPE

EXCITING THEATRICAL EVENT AT GUSMAN CULTURAL CENTER  
JAN. 13-14, 7pm, CALL BASS TICKET OUTLETS: 653-0450

**Miami-Dade Community College**

*You have a shilling.  
I have a shilling.  
We swap.  
You have my shilling and I have  
yours.  
We are no better off.  
But suppose you have an idea  
and I have an idea.  
We swap.  
Now you have two ideas  
and I have two ideas.  
We have increased our stock  
of ideas 100 percent.*

A.S. Gregg

*Creative Focus presentations were designed to  
bring new ideas and new people to campus.*

tournament, they had to win two games against Lake City Community College – and did so in two extra-inning contests. Both men and women's Jaguar swimming teams made nationals.

### Reaching Florida's Most Promising Resource

**T**wo new summer programs provided exceptional opportunities. The Summer Governor's Program for the Gifted offered advanced instruction for those young people recognized as "Florida's most promising future resource." The Overseas Study Program offered credits in foreign languages, humanities, social science, art and music.

Courses for Miami's fall semester included a number of creative educational interests. "The Art of Umpiring a Baseball Game" included a quiz on the official baseball rules, while class lab time was spent on the field calling balls and strikes. ESP and psychic awareness courses had been taught for nearly a decade. A continuing education course entitled "All About Las Vegas" covered lodging, transportation, dining, gambling and protecting yourself if you were a big winner. "A New Wrinkle" was a series of lectures by the elderly who had experienced success in their later years. The course was aimed at giving senior citizens ideas about what they could do with their skills.

The New World Center Art Gallery, renamed the Frances Wolfson Gallery, exhibited contemporary and ethnographic art. The Lunchtime Lively Arts Program moved its performances to Gusman Cultural Center. Dr. Paul Ehrlich spoke on population and environment. Campus players presented the black musical "Don't Bother Me, I Can't Cope." Expanded Creative Focus programming included "The Lion and the Jewel," a full-length comedy about life in a small Yoruba village in Nigeria; Martha Schlamme, Broadway chanteuse; "Twelfth Night" with the National Theatre Company; "Sizwe Banzi is Dead" with Stage South, State Theatre of South Carolina; and Edward Albee's "A Delicate Balance." On the musical side, programs included clarinet and piano with Charles and Ivan Neidich; and cello and piano with Carol and Miron Yampolsky. Fitness was the new interest of America, and thousands of people were seeking new ways to feel better and trim down. A grant from the Perrier Company provided funds for a Parcourse Fitness Center around the north border of the South Campus. It was one of only 200 in the United States at the time. The scientifically designed course included 18 exercise stations



*Colonel Mitchell Wolfson is honored in 1980 for his years of service and dedication as a board of trustees member and friend of the college.*

*The employees of Miami-Dade ... are to be commended for their contributions to the college. They are the persons who have been the trend setters for the direction and growth of our institution.*

Jack Kassewitz

Chairman, district board of trustees

*The excitement of learning passes from one very young generation to another in a movement education course in continuing education at South Campus.*



*Vinette Carroll talks on drama at the Summer Governor's Program for the Gifted. It offered advanced instruction for those young people recognized as "Florida's most promising future resource."*



stretched over the 1.3-mile path with instructions for warm-up, stretching, cardiovascular conditioning and cool-down exercises, combined with walking, jogging and running in between the stations.

In April 1981, enrollment at the North Campus began to decrease, partly as a result of the increased number of vacant buildings and the decline in business activity in the area. Tony Casale, assistant director for the division of community services, founded the Campus Park Development Association to improve living and working conditions around the campus. The group set up a crimewatch and worked for better bus transportation.

The demand for nurses and allied health practitioners in South Florida continued to grow. The Medical Center conducted a survey in 1981 to see how many registered nurses in South Florida lacked a baccalaureate degree and how many of those were interested in studying for a bachelor of science degree. The response was overwhelming. The Medical Center then set up the Post Registered Nurse Opportunities Program in conjunction with the New York State Regents and the University of the State of New York. The external degree program was designed for working nurses with families and jobs. The program allowed nurses to continue working while preparing for the Regents College Degrees examinations. A panel was appointed by Governor Bob Graham to propose equitable solutions for licensing over 200 Cuban nurses in the state. Licensing these Cuban nurses could help both the individuals as well as the community, since many of them wanted to return to their profession. Depending on the competency of the applicant, each nurse was licensed when she applied or when she successfully completed a 34-week refresher program before applying. The Medical Center Campus was the only

institution in Florida that implemented the program. (By the time the program was completed in 1984, nearly 300 Cuban nurses had registered.)

In a related program, Miami-Dade and United Way received \$4.2 million from the U.S. Department of Education to teach 7,700 Haitian and Cuban refugees language skills to help them find jobs. Funds for HELP (Haitian/Hispanic Employability through Language Program) were part of \$10 million that the federal government set aside to educate adult entrants into the country. The program, directed by Zoila de Zayas, was for professionals who needed English language training to help find the type of work for which they had been trained in their native countries. It covered transportation and child care services. Refugees over 18 years old were recruited through the Spanish American League Against Discrimination (SALAD) and the Haitian American Community Association and Coalition for Progress. "It ran the full gamut," according to Norman Brammer, who was then the South Campus Director for Project HELP. "We had many people in the arts and medical professions," he said, "and — at the other end — many people who were illiterate in their own languages. We had people from 18 years old to 72. In many cases, we had entire families." A number who participated in the HELP program went on to complete degree programs at the college. Approximately 500 people attended the first annual South Florida Martin Luther King Jr. Memorial



*Peter Masiko poses with his awards at a retirement dinner. Below: Robert McCabe, acting president, officiates at the 20th anniversary graduation in May. The event was so large, it was held at Calder Race Track.*



*If people could not go to one of the main campuses, then Miami-Dade would go to them. The ribbon cutting ceremony for the Liberty City Outreach Program (right) was held January 18, 1981. Left to right: Roy Phillips, vice president, North Campus; Senator Carrie Meek; Jacquelyn Glaze, Liberty City Learning Center Director; Robert McCabe; Jack Kassewitz, chairman of the board; Daniel Gill. In November 1980, Miami-Dade – once again in the forefront of innovation – opened the Outreach Program in the Palm Springs Mile shopping center (below right). It was so successful that a second one was opened in February 1981 – Hialeah Outreach Center.*



*Representative Jim Brody speaks to the CCEW Women's Program.*



Service at the North Campus in April. A special Martin Luther King Jr. Service Award was presented to Opa-Locka Mayor Willie Logan. The Fourth Annual Sun Day was held in May at the Environmental Demonstration Center (The Solar House) on the South Campus. The displays included automobiles (Lincoln Continentals, no less) powered by alcohol and wood, wood-powered electric generators, alcohol stills, electric cars, photovoltaic solar cell panels, solar-powered motors, radios, cookers, refrigerators and automobiles and an amateur radio station.

The annual Major League Baseball Clinic sponsored by Miami-Dade gave youngsters an opportunity to hobnob with notables from major teams. There were other special events as well. Alberta Hunter, famous blues singer popular during the 1920s, '30s and '40s, performed on campus at the age of 83. The National Theatre of the Deaf were guest performers as was the Negro Ensemble Co. which presented "Colored People's Time."

### Keeping Academically Alert

Miami-Dade's efforts to upgrade educational standards began to take effect. The Academic Alert System informed students of their progress six weeks into each term. The Advisement and Graduation Information System detailed course requirements for each program of study, as well as the courses needed to transfer to a four-year college. In 1981, over 8,000 students were suspended for a term when they failed to keep up



*Students in the Environmental Demonstration Center on South Campus install a windmill to generate electricity.*



*Roy Phillips, new vice president of North Campus, meets Ruth and Douglas Smith and other faculty and staff members.*





## Living at the Center

*As I write this, I sit overlooking the pond as the sun starts to penetrate a stand of Australian pines. Slowly, the college awakens. Cars pass by on West Perimeter Road as students arrive for 7 a.m. classes. In the maintenance area at the north end of the pond, I can hear the men joking as they start trucks, mowers and other machinery for the greening of the campus. The still pond water is rippled by the splash of a jumping bass. Dragonflies dart back and forth catching mosquitoes. Almost beneath me, a turtle swims by, breaks the surface with its head, takes a breath and then swims downward to safer, deeper water. The day begins in beauty....*

*At the [Environmental] Center we are demonstrating some alternative sources of energy that in the future may replace our dependence on fossil fuels. Since we did not have the resources to operate the entire Center on alternative energy, it was decided that the resident apartment would be the demonstration. A wind generator and solar cells provide electricity which can run lights, stereo, TV and ceiling fans but not all at the same time. The system can generate 700 watts on a sunny day which is much less than most people use. Since the solar cells don't work at night, electricity must be stored. We do this with two golf cart batteries that can store enough electricity for about three days. Solar water heaters provide plenty of hot water except for a few cloudy days during winter. Since living here, I have become more aware of the weather and waste less*

*electricity because it may not be there when I really need it.*

*Air conditioning is expensive and artificial and I prefer to live without it. But living in a typical home in this area without air conditioning can be downright masochistic. The solution to this dilemma is passive design, using environmental conditions to maintain an acceptable comfort zone.*

*There are two requirements for keeping cool, keep the sun off the building and maximize air flow. The Center does both by using porches, roof decks, movable walls, shading and fans. The breeze from the southeast can move easily through the building. There are only a few summer days when it gets very sticky and then there is always the pond...*

*The other night I was sitting on the roof deck as I usually do and a screech owl perched on a post about 20 feet from me. It twisted its head around, looked at me and then flew away to a nearby pine tree. At 10 p.m., classes are over on campus and the last students drive past going home. I watch the clouds drift westward. The wind that pushes them turns the windmill. A mockingbird screams and dives into the darkness. At midnight the street lights go off. The quiet is broken by a neighbor's dog. As I lie back and watch the stars, I try to convince myself that we are turning, they are fixed. No moon. The pond is black, the sky is black. The day ends in beauty.*

Frank Macaluso, Resident caretaker, Environmental Center

minimum standards. Early intervention and support programs helped most get on track, but 1,000 were suspended for a year when they were unable to bring up their grades.

Many freshmen entering Miami-Dade were required to take remedial courses. They did not have the basic skills — mathematics, writing or reading — necessary to complete college. Miami-Dade trustees sat down with members of the Dade County School Board (for the first time since 1968 when they had separated) to discuss combining the resources of the two educational entities to improve academic preparation for college. They agreed to pool their resources and facilities for educational programs.

In a joint venture with the county schools, an existing program for gifted junior high students was expanded. Additional efforts were made to strengthen the dual enrollment program that allowed students to take college courses while still in high school. The college and county administration also agreed to work together to form a Performing and Visual Arts Center (PAVAC) for high school students on the North and South campuses. The Dade County Public Schools and Miami-Dade Community College pooled over \$500,000 to get the program under way. In November 1982, the Performing and Visual Arts Centers opened. North Campus was under the direction of



*Governor LeRoy Collins speaks at South Campus as part of the Distinguished Visiting Professor program. Collins had helped Florida develop the nation's first statewide master-planned community college system and had helped expand the number of community colleges. The student center on the North Campus was named for him.*

*Rain came in torrents in July 1981, and the South Campus flooded.*



Kandell Bentley-Baker and South Campus was directed by Richard Janaro. Students who were accepted spent half a day at their high schools, then boarded buses to the community college campuses to attend classes in music, theater, dance, art and musical theater. The students in turn performed at local community events and other high schools.

In still another effort to meet special student needs, Miami-Dade expanded the Emphasis on Excellence program for superior students. The program was designed to challenge students through academic programs, special

*Robert McCabe smiles as the Miami-Dade Board announces his appointment as president of the college.*



*The need for service workers expanded in the 1980s. Miami-Dade trained young people in secretarial career programs such as word processing as well as technical skills such as graphic arts.*



recognition, honors courses and general services. It included scholarships for students enrolling and for those already enrolled. The Creative Focus Program provided these students with learning experiences and personal enrichment through art, music, theatre, drama and public forums. It also sought to help downtown come alive after dark through specially scheduled events at Gusman Cultural Center.

Roberto Hernandez published *Study Notes for the Social Environment*; Willie Warren produced *Fitness Log Book* and J. Terence Kelley and Kamala Amandam collaborated on *Teaching Writing with the Computer as Helper*. There was one setback which disturbed some students, however: President McCabe decided not to allow PACMAN machines on campus.



When the May 1982 graduation ceremonies were over, the Roger Wilkie family posed for the camera. They held the record for number of family members — nine who had graduated from Miami-Dade. Left to right: Richard, Kathy, Helen, Roger (father), Dolores (the latest graduate), Eileen (mother), Michael, Patrick, Barbara, Paul. James was absent.

## Twenty Who Made It To 20

When Miami-Dade opened its doors in 1960, wrote one editor, "The following men and women were there, most of them even before the doors opened. They worked at Central High School on N.W. 95th St., and Northwestern High School on N.W. 12 Ave., prior to the opening of North Campus in 1962." They were honored during the 1982 20-year celebration:

Marjorie Albury, campus services  
 Carl A. Babski, sciences department  
 Lillian M. Bell, student records  
 Robert E. Christie, mathematics  
 Victor J. Costa, custodial services  
 Francis J. Funke, languages  
 Lois F. Hilton, personnel & budgets  
 Maria B. Hornor, recreation activities  
 Demie J. Mainieri, physical education, coach  
 Jo Major, secretarial services  
 Thomas J. McElligott, academic advisement, English  
 Wilbur McElwain, business administration, special programs  
 Lewis D. Ober, biology  
 Leon G. Robinson, student activities, dean of students, minority affairs  
 Richard D. Shaffer, mathematics  
 Douglas R. Smith, electronics, technology departments  
 Charles H. Walker, personnel, recruitment  
 Carol Zion, humanities, management and organization development

## Twenty Five Years (1980-2005)

When the first building was built in 1980, it was a simple structure. Over the years, it has grown and changed. The building is now a complex of interconnected spaces, each with its own character and purpose. The architecture is a reflection of the times, a blend of modern and traditional styles. The building is a testament to the power of human ingenuity and the ability to create a lasting legacy.



The building is a symbol of progress and innovation. It represents the future of architecture and the way we live and work. The building is a source of pride and inspiration for all who see it. It is a reminder of the possibilities that lie ahead and the potential of the human mind. The building is a work of art, a masterpiece of design and construction. It is a testament to the power of human creativity and the ability to create a lasting legacy.



## Chapter Nine

# *Addressing the Issues*

In January 1983, the College lost its oldest and strongest supporter – Mitchell Wolfson Sr. Wolfson had been one of the original members of the Advisory Board for Dade County Junior College, becoming Chairman of the District Board of Trustees in 1968 when the College separated from the Dade County Board of Public Instruction. After serving as Chairman of the Board for ten years (until 1978), Wolfson stepped down from the Board in 1980. The *Miami News* (November 7, 1980) reported Wolfson as stepping down to “...permit some young dedicated citizen to continue the community college program with full vigor and enthusiasm just as I have always tried to do.” His 20 years of tireless work to build the community college moved President McCabe. “No person has had more to do with the success of the College than Mitchell Wolfson,” he said.

Although “The Colonel” as he was affectionately known, was very active in the community supporting many business, civic and political activities, he often said that the achievement of which he was most proud was helping to build Miami-Dade Community College. In a 1982 speech accepting the Distinguished Service Award from the Florida Association of Colleges and Universities, Wolfson said, “To me, community colleges are vitally important because they educate boys and girls from every economic stratum of life. And I have always believed that it is essential that underprivileged young people – regardless of race, color, or country of origin – gain a skill that can only be acquired through education. A skill that will allow them to compete in our free enterprise system – which, with all its faults, is still the best system in the world...All young people who attend community colleges are afforded the opportunity to obtain a job, be promoted in that job, and someday perhaps own a business of their own. It is my

*Telephone towers go up for Miami-Dade's own system.*

contention that this kind of educational opportunity is the most important ingredient in elevating the quality of our citizen's lives, and thus it is the greatest insurance we have to preserve our great American tradition of democracy."

Because he believed so strongly in the College and the benefits of education, Mitchell Wolfson left the bulk of his estate to the Mitchell Wolfson Sr. Foundation with 80 percent of the Foundation's income going to Miami-Dade. This was one of the largest bequests ever given to a community college.

In his will Wolfson stated: "It is my intent and desire that to the extent permissible, reasonable, and practicable, payments of the income and/or principal to Miami-Dade Community College be utilized to provide financial and other support to students to enable them to obtain employment or improved employment...It is my desire to assist students to obtain vocational, professional, and technical skills in areas (which will) result in the student having a...marketable skill."

And he explained, "It is my intent that no part of the income...shall be used to erect buildings or make other capital improvements..." Although Wolfson already had a building on the North Campus named for him, College officials felt something more was in order. On May 16, 1984, in recognition of 20 years of outstanding service to the College and his indefatigable enthusiasm and support for downtown Miami, the urban New World Center Campus was renamed the Mitchell Wolfson New World Center Campus. It is the only Miami-Dade campus to be



*Piedad Robertson and Jon Alexiou in a moment of conversation.*

*The first do-it-yourself home building courses in Florida were offered at the Owner Builder Center under the Environmental Center. Instructors taught how to build energy efficient homes and to remodel older ones. In its first three years, over 2,000 students, many of them professionals, successfully completed courses. A number went on to build their own homes.*



named after an individual; but it is fitting in view of Wolfson's significant contributions.

### Setting the Pace

**B**usiness was the order of the day, the tenor of the times. Miami blossomed as a major center for banking, tourism, international trade and commerce. A follow-up of graduates showed that, of the 80 percent which Miami-Dade was able to trace, 90 percent of the occupational graduates (Associate in Science or Planned Certificates) were employed. Seven percent had gone on for further education. Of those who had received an Associate in Arts degree, 59 percent had continued their education and 41 percent were working.

Miami-Dade administrators and faculty recognized the need to prepare people for the real world of business and to aid those already in business. In August 1983, Miami-Dade organized the Center for Business and Industry. The project was a major effort of local business organizations and corporate executives in conjunction with the Greater Miami Chamber of Commerce. The Center was designed to bring the expertise of academia to the business world. The jack-of-all trades training center — staffed by six full-time employees and dozens of consultants — was the first of its kind in Florida. It provided management and supervisory training for executives and middle managers, communications training in computer science and languages, specialized training institutes, conference and seminar planning services and customized training.



*The student staff of the Falcon Times, under adviser Jose Quevedo, capped off 1982 by winning another Pacemaker award from the American Newspaper Publishers Association. The award was given to the top five student newspapers in the United States. The Falcon Times was the first newspaper to win the award four years in a row — from 1979 to 1982.*



*Board members try out the new Health Center on the North Campus. Left to right: Daniel Gill, Garth Reeves, Arva Parks.*



## Taking Care of Business...

*Miami-Dade understands the complexity of today's world. There is no longer one answer, one issue. There is economic survival and exploding technology...*



*Commodore Grace Hopper, "Mother of Cobol,"  
Distinguished Visiting Professor 1984.*



*John Naisbitt (above right),  
author of Megatrends,  
1983.*

*Steve Wozniak (above left),  
Apple Computers, 1984.*

*Micro-computer laboratory  
(right), South Campus, 1983.*



The college installed a college-wide on-line computerized circulation system in the library. One out of every 11 people in Dade County was a documented refugee who had arrived less than five years before. During the 1983-84 academic year, 30 percent of Miami-Dade students were immigrants or refugees — a total of 17,920 students. Forty-six percent reported that English was not their native language. Almost two-thirds of the total enrollment was minorities — 48.6 percent of the student population was Hispanic and 15.9 percent was black. Women made up 56 percent of the student population. There was also a significant shift to more part-time enrollment of older students. Dealing with such a mixed variety of needs was a massive chore.

Once again, Miami-Dade set the pace for community college education throughout the nation. The concept of open education for all had changed. In its continuing efforts to upgrade educational standards, Miami-Dade decided not to accept students who failed the state functional literacy test or who had dropped out of high school. Up until that time, students without a high school diploma could enroll in vocational programs and earn an

*Phase II of the Downtown Campus was going up in August 1982. The campus served commuters, residents and business people.*





Construction was underway in November 1983 on the \$2.6 million Southeast Florida Academy of Fire Science. It opened on a one-acre site at the corner of the North Campus.



Garth Reeves speaks at the groundbreaking of the Fire Science Building.

associate of science degree. The new program required them to return to high school or take the General Educational Development (GED) test to get diplomas before they could enroll at Miami-Dade.

The faculty's commitment to academic progress was reflected in active publishing. Herbert Spiegel and Arnold Gruber produced *From Weather Vanes to Satellites*; Patricia Kixmiller and Ruth C. Smith published *The Global Environment*, Susan Wilson and Frank Meistrell wrote the course textbook *Energy in the Natural Environment*, Edward Levinson produced *Architectural Rendering Fundamentals*, while Roberta Stokes published *Volleyball Everyone* and *Fitness Everyone*. Jack C. Gill and Robert Blitzer published *Competency in College Mathematics* that year and were at work on their next book, *College Mathematics Review*.

### On All Fronts

In early 1984, the \$2.6 million Southeast Florida Academy of Fire Science opened on a one-acre site at the corner of the North Campus. The property was shared with a community agency and model fire station. It included labs, classrooms and offices, as well as a training tower and burn building where "practice fires" consumed almost 100 tons of donated fuel a year. "We're fulfilling our responsibility as a total community effort," reported James Guthrie, director of the academy. Because of the rigorous



Potential fire fighters learn emergency techniques.

curriculum and instruction in industrial fire protection, Miami-Dade has earned the reputation as a major training agency in the field of fire safety.

On another front, the United Faculty of Miami-Dade tried again to unionize. In March, the 761-member faculty voted — 408 against and 293 for the union.

The College's commitment to being an open forum for ideas was emphasized early in 1984 when Jon Alexiou organized "The Nuclear Dilemma Symposium." It attracted an internationally renowned roster of participants, including Harold Brown, Helen Caldicott, Joseph Nye, Robert Jay Lifton, Lawrence Korb, William Kincade and William Taylor. Speakers focused on the often contradictory views of nuclear weapons, nuclear strategies and potential effects. The Symposium was part of the College's Distinguished Visiting Professor Series. Initially the DVP program was paid for by College funds. Beginning with the 1984-85 academic year, the program was funded by an endowment in the M-DCC Foundation, established through a challenge grant from the National Endowment for the Humanities (NEH). In the early years of the program, emphasis had been placed on Distinguished Visiting Professors with high visibility and name recognition. Later programs shifted to theme programs with academic lecturers and short-term residencies.

The Florida legislature set aside \$50,000 to begin plans for the South Florida School for the Arts (New World School of the Arts) to train future Performing and Visual Arts Center (PAVAC) students. Plans called for a school which would offer high school through a baccalaureate degree. The school was planned as a joint venture of the Dade County Public School System, Miami-Dade Community College and Florida International University.

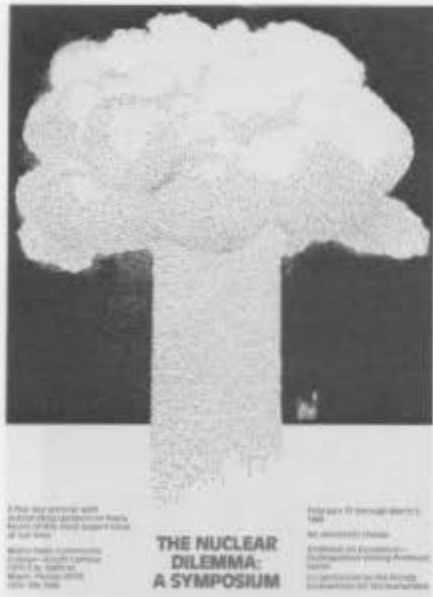
The Board of Directors of the Miami-Dade Community Foundation approved a four-year \$5 million endowment campaign. Two-year institutions have generally not attracted significant endowments; but when both federal and state budget reductions appeared inevitable, the College began a "Margin of Excellence" campaign. Faculty and staff were among the first contributors to the program — a testimony to strong support within the College. The community has been equally supportive.



*ROTC students on North Campus scale a building.*



*Women moved into the criminal justice programs.*



## Honors

The *Downtowner* College newspaper, which had ups and downs, was revived and renamed the *Metropolis*. "Downtown is what we want to cover," said editor Ellen Shepard, in an interview with *Miami Herald* staff writer Ana Veciana-Suarez. Under former *Falcon Times* adviser Jose Quevedo, the students began a new direction for the newspaper.

The Urban Consortium of Learning Alternatives was formed as an umbrella organization for several existing programs, including Life Lab and the Women's Institute (formerly the Council for the Continuing Education of Women). The Women's Institute expanded programming to re-educate older women for the job market. Joseph Boyle of South Campus received the Innovator of the Year Award from the Florida Association of Community Colleges for a college honors program which combined the history of science with English and humanities. "We started with the assumption that most highly motivated science honors students don't have a natural affinity for



Patricia Lynne Moody stands before a map outlining potential nuclear attack.

Students in fashion modeling on South Campus 1982.



English and the humanities," said Ann Rose, who team-taught the course with Boyle. The course proved so popular that a second semester was added and doubled again until the group had to be split into two classes.

Miami-Dade's faculty were as active at their typewriters and computer screens as they were at designing curriculum. In addition to scholarly articles, essays, poetry and magazine pieces, Sharon Johnson produced *A Study Guide to Social Sciences*; Michael Guttman and Henry Rick, the second edition of *Experiments for Chemistry*; Anthony Pappas and Larry Bray completed their fourth edition of *Laboratory Experiments General Chemistry*; Angelica Be Velilla, *Bilingual*; Ruth Ward and Martha McDonough *Improving Communication Skills*.

A major community-college event was born when Kathie Sigler, Dean for Administration at the Wolfson Campus, vacationed in Spain. There she discovered Chef Enrique Grau who cooked *paella* outside over an open fire for large groups. Since the Wolfson Campus had recently worked with the City of Miami to incorporate the 4th Street Plaza as part of the campus, Sigler thought it would be great to bring the chef to Miami to prepare *paella* as part of the annual Hispanic Heritage celebration. "Paella '84" brought over 4,000 community leaders from all ethnic groups to the campus. Today the event is sponsored by donations from the Dade County business community to show support for the College's educational programs and its efforts to bring together Miami's ethnic groups to work and play together.

Ken Davis, a paraplegic, was student-hero of the hour. Davis enrolled in a physical education course to learn about diet, nutrition and exercise. With the help of Roberta Stokes, physical education teacher, Davis began a holistic exercise program. It was so successful that in July 1984, Davis competed in the Sunshine State Games for Wheelchair Athletes and won the 60-meter dash, the 100, 200, 400 and the 800 push.

### "Number One Community College"

It was an important year for publications by Miami-Dade's faculty. Basic scientific research is sometimes rare among community college faculty, but the extensive research and publications of North Campus' biologist Albert Schwartz and South Campus' Larry Wilson, joined by the work of biologist Lewis Ober of North Campus, combined to give Miami-Dade unusual strength in the science of herpetology. Schwartz published



Two new faces were added to the board — Ileana Piña, in November 1983, and Martin Fine in January 1985.



The paella cookout is one of Hispanic Week's most popular events.

## Creating International Understanding



*Foreign students provide both an opportunity to expand horizons and viewpoints.*

*To savor new ideas,  
new concepts,  
different ways of  
life, different  
philosophies...*



*Mayor Maurice Ferre, International Week, 1984.*



*William D. Pawley, Ambassador to China, former board member.*



*Ambassador John E. Reinhardt, 1982.*

*Sioux Indian  
Russell Means,  
1983.*



the first edition of *A Guide to the Identification of the Amphibians and Reptiles of the West Indies* that year. Wilson published the second edition of *The Snakes of Honduras*. Ober, Schwartz and Richard Thomas collaborated on the *Supplement to a Checklist of West Indian Amphibians and Reptiles*.

Other faculty members were also busy publishing. Barbara Bullock's *Pasta for Energy* was joined by Braulio Saenz' *To God Through Science*, Louis Molina and George Welch's *The 500-Word Dash*, the second edition of *Adjustment and Growth in a Changing World* by Vince Napoli, James Kilbride and Donald Tebbs, *Opportunities in Law Enforcement and Criminal Justice* by James Stinchcomb, *Study Guide for Giancoli's Physics* by Joseph Boyle, and *Communication: The Bottom Line* by Elizabeth Warner. Roberta Stokes produced a double play that year – *Using the Apple Computer* with Maureen Lukenbill and the second edition of *Fitness: The New Wave*. Paulette Dale produced the first volume of *English Pronunciation for Spanish Speakers* with Lillian Poms, followed by a second volume in 1986.

One of Miami-Dade's newest programs was Jump Start. Based on the Wolfson Campus, the program was the brainchild of Rolando Alvarez, associate dean of arts and sciences. It provided students with college-level courses, individualized tutoring, vocational/career and personal counseling. "We designed the program with the understanding that while many students may be interested in pursuing a college career, they are apprehensive about themselves or skeptical about the value of higher education," Alvarez said. In this way, students have a low-risk college experience, "painless, free and educationally rewarding."

The Cooperative Education Plan provided students with on-the-job experience. Students were offered positions in such career fields as criminal justice, business, counseling, telecommunications, science and volunteer nursing. Some worked part-time, some full-time, some paid, some volunteer work. The jobs offered an opportunity for a student to find out what the real work world was like and what the career field entailed.

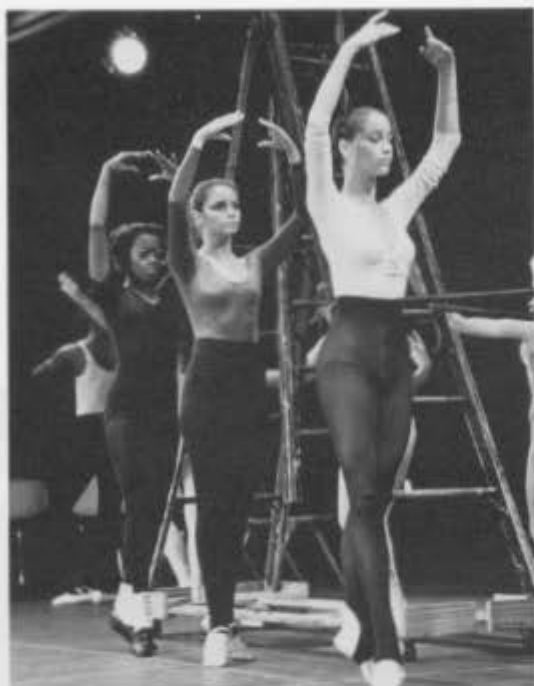
A Mentor Program was started on South Campus by the Black Retention and Recruitment Task Force. The goal was to raise the percentage of black students who completed their education. Students were matched with faculty mentors. The Transition Center: Change South on



*Miami's International Book Fair is a major event on the Wolfson Campus each fall. It features the latest and the best of hundreds of publishers from around the world.*



## Haven for the Arts



*PAVAC tryouts, South Campus 1982.*



*Herbie Mann, 1982.*

*Black History  
Month art show  
1982.*



*Lunchtime Lively Arts, Gusman Hall opening day October 1983.*

*Harvey Boyd, graphic  
designer 1983.*



the South Campus provided guidance and assistance for adult students who experienced difficulty getting back into the college routine. "It can be an exciting experience," said Dorie Stein, director of Change South, "but often that transitional period can be stressful." A Peer Support group organized to help adults meet peers and explore ways of dealing with problems associated with returning to school.

The first student graduates of the STIP program — many of whom had been deemed hard-core unemployed — were now productive citizens. Graduates of the hotel-restaurant-institutional management program worked around the world — Las Vegas, Caracas, Cairo, Tel Aviv, Hong Kong, Hialeah.



*Jean Ward, sculpture dedication, New World Campus, May 1983.*



*Anabel Gracia, Hispanic Dancer, New World Campus, October 1983.*



*Black History Week, North Campus, February 1983.*

## A Passion for Oddities



Mitchell (“Micky”) Wolfson Jr. collects memorabilia — from bric-a-brac to true antiques. It comes in all shapes and sizes, from a purse in the shape of the Queen Mary ocean liner to World War II Nazi propaganda posters, a cup and saucer from the airship Hindenberg, a ticket booth from the old Miami Olympia Theater, a plate from the 1939 New York World’s Fair, a lithograph used for a 1939 *Fortune* magazine cover, a chair by Frank Lloyd Wright, a tea set made for the president of Latvia.

His passion for the everyday arts is especially drawn to American art deco works. For years, he collected, and the items in storage grew — 10,000 on up to 50,000. “You name it, and we’ve got it,” Wolfson told *Miami News* reporter Ian Glass. “And every piece appeals to me. There’s a homogeneity to it. It’s not a museum, it’s a way of life. “I’ll never never get bored with any of them.”

In the spring of 1983, the College and Mitchell Wolfson Jr. made an agreement to exhibit selections from Wolfson’s extensive collection of decorative and propaganda arts. Existing space was renovated and outfitted for museum operation.

In January 1984, the Mitchell Wolfson Jr. Collection of Decorative and Propaganda Arts opened with a show of American art deco works. “Brave New Worlds — America’s Futurist Vision” was in response to the 1925 Paris “International Exposition of Decorative

Arts and Modern Industries” which had excluded American design. The show was an instant success. The exhibit demonstrated the dramatic change in art in the 1920s and 1930s as a result of interest in streamlining. Wolfson described the ‘30s art as “visual aids to a nation trying desperately to get out of the Depression, and the artist was attempting to show the way,” he told news reporter Petey Cox. “To reassure people that the longest night is not eternal, and there would be a dawn of a new day.”

“The objects in the collection represent the ethnographic art of western civilization,” said Robert Sindelir, Director of Galleries and Visual Arts. “They fit palpably into the history of civilization because, as material representations of history, they give a sense of historical perspective and a feeling for the people who used them.”

Since the original exhibit, Wolfson has had several others, including a ceramics show, “Uncommon Clay,” a glass show and a display of 20th century Italian design. What is behind all this conglomeration? Wolfson claims that his bent for collecting came naturally since he came from a family of pack rats. But he calls the exhibits “an attempt at archaeology. I try to slow down the world. I wanted to give a framework to show people that they belonged to something aesthetic.”

## Still Building

**B**y 1985, the Environmental Demonstration Center (EDC) had expanded to include the Owner Builder Center, Boat Building, The Nature Center program for children, Health and Fitness, Food and Nutrition, Self-Sufficiency and Environmental Ethics. The centers offered classes, consulting, tours, a resource bank and demonstrations of alternative systems. The Environmental Center was located on three acres of native pineland west of the South Campus overlooking a lake. According to editors of *E.D.C. Newsletter*, it was built by staff and volunteers who "held in common, in one way or another, a vision that the lifestyles that human beings choose individually, directly effects the whole of humanity."

One graduate was Judy Hoch, who left Miami for New Zealand in 1982. She and John McKie spent five months building a home on Golden Bay on the South Island of New Zealand. "It required discipline, strength, patience, tolerance and logic, qualities I could never seem to get together on the same day," she wrote. "We spent six months building the house itself and six months building a road, laying a water system, clearing our site, gathering materials, stripping the bark from trees we cut from our own groves, and setting up our solar electrical system."

Faculty authors published *Aerobic Dance* by Diane Trapp, *Texto General de Cosmetologia* by Daniel Rivas, *Financial, Commercial and Mortgage Mathematics* by Ray Fernandez, *Dead Reckoning Computer and Air Navigation Workbook* by Roy Grumbach, *The Modern Medical Office* by Kathie Sigler and *Experiencing Effective Communication in Business* by Lynn Forrester. Manuel Mendoza and Vince Napoli's *Systems of Society* went into its fourth edition. Ruth Ward joined ex-faculty members William C. Doster and Adrian Poitras to produce *How to Prepare for the CLEP General Examinations*.

## A Fifth Campus

**T**he mayor of Homestead contacted President McCabe about the possibility of a campus in Dade County's southernmost area. The master plan called for a campus in the Homestead-Cutler Ridge area by the early 1990s. Movement into that area had been confined to classes at Homestead Air Force Base. With the revitalization of the city and the push from local business and community, Miami-Dade began a feasibility study for a fifth campus. A committee of local citizens with agricultural and business interests and College representatives looked into

## From Refugee to Manager

**J**oaquin Avino was born in Cuba, son of a jeweler. In January 1962, at the age of 11, he and his two brothers boarded an airplane bound for Miami. They stayed with friends until the family was reunited here. He attended Miami-Dade South Campus then went on to graduate cum laude from the University of Miami with a bachelor of science degree in civil engineering. He went to work for Dade County in 1980, and by 1985 had risen from permit division chief to one of Dade's four assistant county managers.



Arthur Hertz (right) presents Robert McCabe, president, the first check from the Wolfson Foundation during the 25th year anniversary ball. The check was for \$1 million.

## Concern For Body...

*The Medical Center Campus gives students an opportunity to be exposed to real hospitals and real patients as well as standard medical dummies. Students monitor a patient with an electroencephalogram (EEG).*



*The rise in the number of premature infants creates a need for experienced nurses.*



*Bottom left: An operating room technician inspects his equipment ready for surgery.*

*Bottom right: Students check a patient with a respiratory problem.*



## And Mind...



*Natural Environment Seminar  
1982.*

*Jonathan Miller, October 1983.*

*Below left: John Ciardi,  
philosopher/humanist.*

*Below right: A young architecture  
student works with a CAD-CAM  
three-dimensional system.*



## A Place for Those Who Have Built...

*Florida Congressman Claude Pepper, 1984, known for his strong support of legislation to help the aging population.*



*Right: Mary S. Harper, Institute on Aging 1984.*



*Jack Stanley, 73-year-old dance instructor, works with PAVAC students, South Campus.*



## And Those Who Have Yet To Build...

*Instructor Lowell Smith works with PAVAC dancer, 1983.*



possibilities. Classroom spaces needed to be expanded off-base. Laboratories and other facilities were needed.

However, there was enough population to support enrollment. A campus in the deep southern end of the county would be more convenient for students nearby, many of whom had inadequate transportation to the South Campus. Above all, the community was enthusiastic. It spoke directly to Miami-Dade's mission of community service and involvement. "It's a true community-based initiative and a joint planning effort," reported Richard Schinoff, dean of student services at South Campus and the College's coordinator of Homestead planning. "This is probably the most powerful beginning we've ever had as far as community support."

In traditional Miami-Dade style, the College's latest campus began with bright enthusiasm in borrowed space. Temporary facilities opened in 1985 in the First Baptist Church with the city providing improved parking lots and street lighting. The church opened an extra room for a student lounge. By the fall term, 350 students attended, and the College had begun the process of applying to the state for a fifth campus.

Another brick was added to Miami-Dade's story.



*Break Dance Contest February 1985 during Black Heritage Celebration on the Wolfson Campus.*



*Students in the Governor's Summer Program choose photographs for a newspaper project.*







MIAMI-DADE  
COMMUNITY COLLEGE

## Chapter Ten

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# *Reward and Recognition*

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**M**iami-Dade found itself in the national limelight in 1985 for its dedication to the future through quality faculty and innovative programs, active leadership in American higher education, service to its community and commitment to its students.

The University of Texas Community College Leadership Program conducted a nationwide survey to determine progressive educational institutions. Twelve out of 15 national experts in community college education ranked Miami-Dade as “the No. 1 community college in America.” The study listed leadership, emphasis on teaching, ability to offer quality instruction while maintaining open admissions and a reputation for rewarding good teaching as vital qualities for the community college.

“We were not surprised at Miami-Dade being listed,” said George Baker, co-director of the University of Texas project, “but I was surprised that it was the first institution.”

Part of the recognition stemmed from Miami-Dade’s efforts to provide excellence. The toughened curriculum and student requirements that had been implemented five years before had often been noted in higher education journals. As a result, Miami-Dade had become one of the leaders in the community college “quality revolution.”

Being named the “The Number One Community College in America” was the icing on the birthday cake and was a tribute to all College personnel. It was the culmination of 25 years of enormous growth and innovation. Each member of the faculty, staff and administration contributed to its growth and reputation.

*Wolfson Campus aglow for  
“Brave New Worlds” gallery  
opening.*

## Celebrating the Event



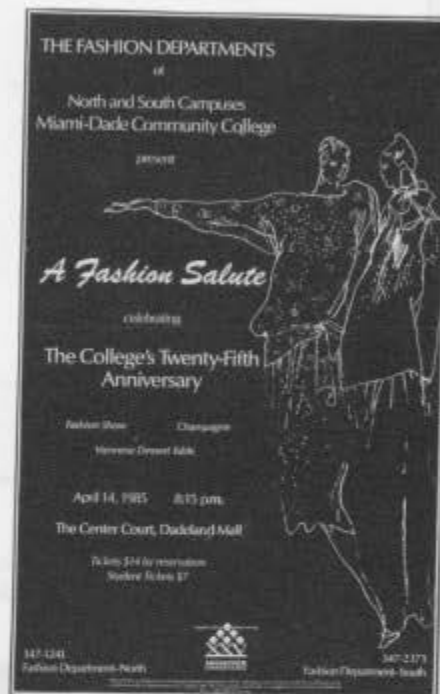
*Guest conductor Eduardo Diazmuñoz (top middle) conducted Carmina Burana April 13, 1985. The chorus and orchestra consisted of faculty, students and professional musicians. Students and PAVAC students performed for the anniversary.*



*Kickoff Reception on North Campus to celebrate 25th anniversary. Rudy Williams (left) and Demie Mainieri (right) examine old yearbook spreads.*



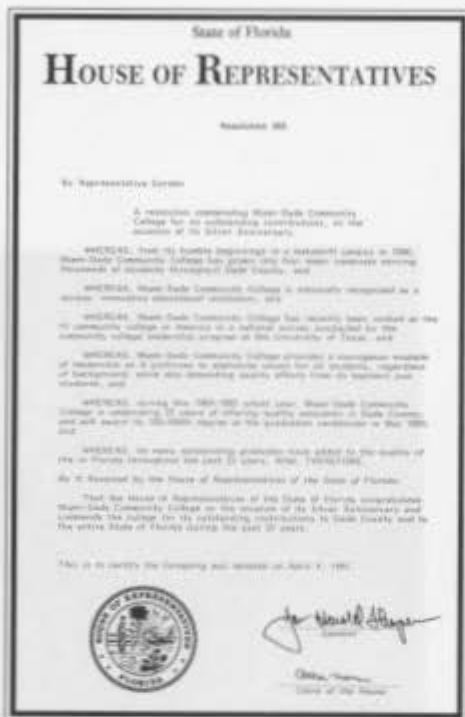
*25th Anniversary Fashion Salute.*



*Tom Steffano, South Cafeteria, prepared food for three campus celebrations. The total: 12,000 cookies, 250 gallons punch and 2,000 brownies.*



*Signs went up throughout the city drawing attention to the celebration.*



*Alumni, faculty and staff gather downtown for the gala opening of the Mitchell Wolfson Jr. gallery with the show "Italy: 1900-1945."*



## Organizing Alumni

The real test, however, was in the lives of the community and its graduates. Thousands had gone on to four-year colleges and universities, graduate schools and law schools — opportunities they might never have had without a chance at Miami-Dade. Graduates worked as professors and teachers, Air Force pilots and underwater scientists, small business entrepreneurs and government employees, fashion merchandisers and models, morticians and fire fighters, policemen and politicians. Some of those who were considered hard-core unemployed were now productive citizens.

Hundreds of people have been responsible for Miami-Dade's success. Through their efforts, students have learned to understand the college motto: *Scientia Est Potentia* (Knowledge Is Power).

The buildings under construction all those years were only an outer symbol of other plans on other drawing boards. Miami-Dade had been the foundation to a community of thousands while their future lives were under construction.

It is still building today.

# Notable Alumni

## Arts

- Emilio Falero - artist

## Business

- Richard Abraham - senior engineer, FPL
- Donald Butler - certified public accountant
- Hilario Candela - architect
- Frank Cobo - president, student senate, executive assistant to mayor/public relations
- Mario De Las Cuevas - president, Tropical Federal Savings & Loan
- George H. Greene - owner, Multi-State Insurance Co.
- Robert Healy Jr. - operations director, Bayshore Home Health
- Anastasios Kyriakides - Mylex Corporation and Regency Cruise lines (founder/chairman); chairman of board, Lexicon Corporation; inventor of hand-held computer that translates from one language to another (Lexicon Language translator)
- Mike Reighley - editor/co-publisher, *Tennis Industry*

## City Services - Fire Chiefs

- Richard Bennette - Dade County Fire Department
- Thomas Hayle - Hialeah Fire Department
- Floyd Jordan - Miami Fire Department
- Herminio Lorenzo - Hialeah Fire Department
- Timothy McLaughlin - Hialeah Fire Department
- Mel Montes - Dade County Fire Department
- Carlos Perez - Dade County Fire Department
- James T. Smith - Dade County Fire Department

## City Services -Police Chiefs

- John Fletcher - chief, Miami Shores
- Kenneth Glassman - chief, Miami Beach
- Bobby Jones - director, Metro Dade County
- Kermit Russell - major, Metro 5th District
- Lucas R. Davis - Metro Rail affirmative action officer
- Newall Daughtrey - executive director, Business Assistance Center
- Ken Herman - 1977 Pulitzer Prize winner for investigative reporting
- Herman Williams - executive director, YMCA



*Miami-Dade alumni appoint officers for the first general meeting held on the North Campus in 1982. They are (upper left): Robert Healy Jr. (president), Linda Vega, Eugenia Weaver, Ozzie Ritchey, Jerry Clay. Front row: Guillermo Martinez, Kelsey Dorsett, Helen Erstling.*



*Wild Turkeys, a student group, jump rope in a marathon to raise money for the Heart Fund.*



*Jeffrey Lukenbill and Helen T. Erstling at the first Alumni Golf Tournament, held at Costa del Sol Golf Course.*

### Education

- Paul Cejas - chairman, Dade County School Board
- Roger Cuevas - principal, Dade County Schools
- Norward E.C. Dean - assistant principal, Miami Lakes Technical School (one of first black students at Northwest Center)
- Paul George - professor, University of Miami
- Richard Granat - teacher, Killian High School
- Larry Hall - instructor, University of Miami
- Jack McClintock - public relations, University of Miami
- Malene Nichols - Teacher of the Year, Miami Lakes High School
- Eduardo Padron - vice president, Mitchell Wolfson New World Campus
- Ozzie Ritchey - assistant to vice president, Florida International University

### Entertainment

- Harry Casey - KC and the Sunshine Band
- James Crookshank - choreographer
- Patty Jo Demps - Broadway actress
- David Dukes - professional writer/actor
- Richard Fictor - Hollywood scene designer
- Lorraine Llamas - actress
- Allen Ormsby - screen writer
- Jo Marie Payton - actress
- Sylvester Stallone - actor
- Betty Wright - entertainer

### Fashion

- Nancy Anderson - fashion coordinator, Burdines
- Tessie Garcia - Tessie's Interiors

### Journalism

- Ellis Berger - *Miami News*
- Jay Sucasi - *Miami Herald*
- Bea Hines - *Miami Herald*
- Paul Kaplan - *Miami News*
- Guillermo Martinez - *Miami Herald*
- David Ribblett - writer, Smithsonian Institution
- Ana Veciana-Suarez - *Miami Herald*, NWCC Student Paper Editor

## Law

- Hank Adorno
- Thomas Boyd
- Margarita Esquiroz - judge
- Helen T. Erstling
- Maria Korvick - DC Circuit Court (first Hispanic female on court)
- Pedro Ramon Lopez - attorney/banker
- Teresa Saldise - attorney/banker

## Medicine

- Julio Avello vice president, corporate development, International Medical Center
- Jerry Clay - administrative coordinator, respiratory care services, Mt. Sinai Medical Center
- Michael Kambour - Mt. Sinai Medical Center
- Michael Pelegin - director, respiratory therapist, North Miami General Hospital
- Ileana Pina - Board member, Miami-Dade Community College
- Bill Sanger - director, respiratory therapist, North Miami General Hospital
- Eugenia Weaver - director of nursing, Palmetto General Hospital

## Politics

- Jim Bure - Florida House of Representatives
- Thomas Feaster - mayor, Largo, Florida
- Willie Logan - former mayor, Opa Locka; Florida House of Representatives
- Gwen Margolis - Florida Senate
- Raul Martinez - mayor, Hialeah
- Carrie Meek - state senator
- Dan Mica - U.S. Congressman
- Bill Porter - city manager, South Miami
- Bob Reynolds - Florida House of Representatives
- Illeana Ros-Lehtinen - state legislator
- Ron Silver - Florida House of Representatives



*Castell Bryant, dean of students, Wolfson Campus, congratulates new graduate Ethel Katz. Katz was 86 years old.*



*The Alumni Association chose its new officers in April 1984. Left to right: Rey del Santos, Thomas H. Boyd, Jerry Clay, Paul George, Kelsey Dorsett, Helen Erstling (president); Robert Healy Jr. (president elect), Ozzie Ritchie, Judith Green, Dean Charles Walker.*



## Sports

- Kurt Bevacqua - baseball (NC)
- Pat Bradley - golf (NC), LPGA golf professional
- Warren Cromartie - baseball (NC)
- Bucky Dent - baseball (NC)
- Bruce Fleischer - golf (NC), 1968 U.S. Amateur Golf Champion, formerly on the PGA Tour
- Nat Moore - football (SC)
- Mickey Rivers - baseball (NC), Texas Rangers
- Danny Smith - track (NC), Olympic track star
- Willie Williams - basketball (NC), former Boston Celtics

## Television

- Ana Azcuy - newscaster (Channel 4)
- Jill Beach - newscaster (Channel 7)
- Wayne Chandler - newscaster
- Ed O'Dell - newscaster (Channel 4)
- Tony Segreto - sportscaster (Channel 4)



*1983 Race of the Americas, Dade South. Grete Waitz of Norway won the women's race.*



*Alberto Salazar crosses the finish line first in the Orange Bowl 10K Race of the Americas on South Campus in 1982. Time: 28 minutes, three seconds.*

## Just for the Sport of It

Hundreds of budding young people and a handful of great coaches have been responsible for Miami-Dade's success. Through their efforts, students have learned to understand the college motto: *Scientia Est Potentia* (Knowledge Is Power).

### And the Winner Is ... Miami-Dade

#### 1964

- National Baseball Champions
- Region VIII Baseball Champions
- State Baseball Champions

#### 1965

- State Basketball Champions

#### 1966

- Second place, National Baseball Championship
- Region VIII Baseball Champions
- State Baseball Champions
- First place, NJCAA Golf Tournament
- National Tennis Champions
- State Tennis Champions

#### 1967

- Third place, National Baseball Championship
- Region VIII Baseball Champions
- State Baseball Champions
- National Tennis Champions
- State Tennis Champions

### A Tip of the Hat to Ten Who Made It 25 Years

Ten faculty members and administrators helped found Miami-Dade, and stuck with it through the years. Their performance was recognized at ceremonies in the spring of 1985:

Carl Babski, math/physics

Robert Christie, mathematics

Maria Hornor, physical education

Demie Mainieri, associate dean, health and physical education

Edna Major, reader's services

Wilbur McElwain, associate dean, extended education services

Lewis Ober, biology

Leon Robinson, director of minority affairs and equity programs

Douglas Smith, electronics

Carol Zion, fine arts



*Ed Lynch, New York Mets pitcher, watches an aspiring player in the Burger King Baseball Clinic in 1982.*



*Charles Green, South Campus baseball coach, took his team to 500 wins in 1982. Jim Harvey, athletic director, presents him a plaque.*

### 1968

- State Basketball Champions
- Runner-up, National Tennis Championship
- Women's State Tennis Champions

### 1969

- Runner-up, National Soccer Championship
- Regional Soccer Champions
- State Soccer Champions
- National Tennis Champions

### 1970

- NJCAA Golf Tournament
- State Soccer Champions
- State Tennis Champions

### 1971

- Second place, National Baseball Championship
- Region VIII Baseball Champions
- State Baseball Champions
- Women's State Basketball Champions
- State Tennis Champions



*Summer soccer camp at South Campus (top). South Soccer Team National Champions, 1982 (bottom).*

## 1972

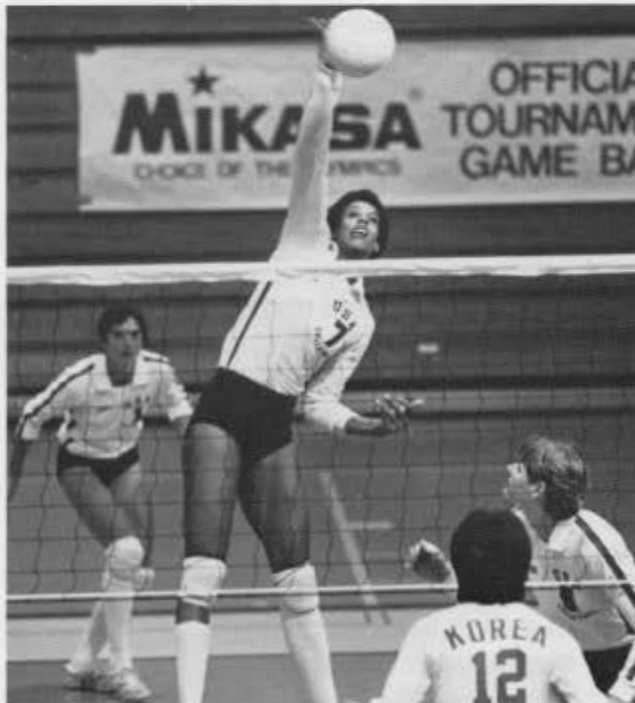
- Women's State Basketball Championship
- Winner, NJCAA Golf Tournament
- State Tennis Champions
- Women's State Tennis Champions

## 1973

- Women's State Basketball Champions
- Winner, NJCAA Golf Tournament
- South Florida Collegiate Judo Champions
- Regional Soccer Champions
- State Soccer Champions
- Runner-up, National Tennis Championship
- State Tennis Champions
- Women's State Tennis Champions

## 1974

- Second place, National Baseball Championship
- Region VIII Baseball Champions
- State Baseball Champions
- South Florida Collegiate Judo Champions
- Regional Soccer Champions
- State Soccer Champions



*Olympic volleyball, U.S.A. versus Korea, August 1982.*

## Margin of Excellence Program

**I**n 1985, Miami-Dade began the Margin of Excellence endowment campaign to support scholarships and upgrade college programs. The school hopes to raise \$5 million by 1988.

### 1985 Contributors

Chase Bank International  
Environmental Ethics Fund  
Henry Lee Company  
International Business Machines  
Miami Beach Kiwanis Club  
Charles A. Mastronardi Foundation  
Tillow Fund  
Ursuline Alumnae in Exile Inc.  
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Printing Industry of South Florida (Jerry Levine Memorial Endowment)  
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Eric Johnson  
Ruth Kassewitz (Jack Kassewitz Memorial Fund)  
Will Lindsley  
Demie Mainieri  
Helen Margolin  
Ann Masiko  
Robert Spano  
Francis Tantillo  
Bonnie and Robert McCabe  
Vera Sincavage  
Jan and Siegfried Herrmann  
Mary Morgan  
Medical Center Campus faculty and staff  
Miami-Dade Community College Alumni Association  
North Campus Advisory Council  
North Campus Biology Department



### Brain Bowl

**W**hat European Empire did Prince Otto Eduard Leopold von Bismarck rule?

The answer turned the 1984 Brain Bowl into a verbal brawl. Miami-Dade North's team answered Prussia. The moderator's answer sheet said Germany. The difference brought on more rounds of questions, and more arguments. The Brain Bowl was patterned after television's College Bowl that aired between 1958 and 1963.

Contestants fielded questions in humanities, natural sciences, social sciences and mathematics.

Studying for the event was grueling. "In the past eight months I can't remember reading a book or watching television without a pencil in hand to jot down some piece of information," said Marvin Langsom, Miami-Dade North coach. Ariel Gonzalez, mainstay of the team said he got his store of knowledge because "I was asthmatic for a long time when I was young. So all I did was read books and watch television."

The Wolfson Campus team won the regional tournament in 1982. A North Campus team advanced to the finals again in 1984, and in 1985, South Campus won both the regional tournament and state championship.

### 1975

- Women's State Basketball Champions
- South Florida Collegiate Judo Champions
- Regional Soccer Champions
- State Soccer Champions
- State Tennis Champions

### 1976

- South Florida Collegiate Judo Champions
- Regional Soccer Champions
- State Soccer Champions

### 1977

- South Florida Collegiate Judo Champions
- NJCAA Judo Champions

### 1978

- NJCAA Judo Champions
- Eastern Collegiate Judo Association Champions

### 1980

- Winner, NJCAA Golf Tournament
- Eastern Collegiate Judo Association Champions
- Third place, National Collegiate Judo Association
- Regional Soccer Champions
- State Soccer Champions

### 1981

- Eastern Collegiate Judo Association Champions
- Third place, National Collegiate Judo Association
- Runner-up, National Soccer Championship
- Regional Soccer Champions
- State Soccer Champions

### 1982

- Second place, National Basketball Championship
- Region VIII Basketball Champions
- State Basketball Champions
- Eastern Collegiate Judo Association Champions
- Runner-up, National Junior College Judo Championship

### 1983

- NJCAA Judo Champions
- National Junior College Judo Champions
- Runner-up, Eastern Collegiate Judo Association Championship

### 1984

- Region VIII Basketball Champions
- State Basketball Champions
- NJCAA Judo Champions
- National Junior Collegiate Judo Champions

## The Men and Women Whose Dedication Spearheaded the Growth of the College

### Periods of Service for Members of the Dade County Junior College Advisory Committee

Member	Dates Served		
James Neville McArthur	August 1959-February 1967	Leonard Usina	August 1959-August 1970*
Paul Scott	August 1959-April 1967	Mitchell Wolfson	August 1959-December 1980*
Niles Trammell	August 1959-August 1970*	William Pawley	March 1967-June 1976*

\* July 1, 1968 the College separated from the Dade County Board of Public Instruction. The members of the advisory committee became members of the first District Board of Trustees. The asterisk (\*) indicates the dates served on both bodies.

### Periods of Service for Members of the Miami-Dade Community College District Board of Trustees

Trustee	Dates in Office	Replacing
Mitchell Wolfson	July 1968-December 1980	
Alfred McCarthy	July 1968-August 1975	
William Pawley	July 1968-June 1976	
Niles Trammell	July 1968-August 1970	
Leonard Usina	July 1968-August 1970	
Victor Eber	September 1970-August 1971	Niles Trammell
John McKay	September 1970-October 1971	Leonard Usina
Jack Kassewitz	August 1971-May 1984	Victor Eber
Garth Reeves, Sr.	November 1971	John McKay
Maria Hernandez	September 1975-November 1983	Alfred McCarthy
Talbot D'Alemberte	June 1976-December 1985	William Pawley
Daniel Gill	January 1981	Mitchell Wolfson
Ilcana Pina	November 1983	Maria Hernandez
Arva Parks	June 1984	Jack Kassewitz
Martin Fine	January 1985	Talbot D'Alemberte
Walter Revell	September 1985	Board Expanded
Manuel Medina	September 1985	Board Expanded

### Officers of Miami-Dade Community College District Board of Trustees

Fiscal Year		
1968-1969	Mitchell Wolfson, Chairman	
1969-1970	Mitchell Wolfson, Chairman	Niles Trammell, Vice Chairman
1970-1971	Mitchell Wolfson, Chairman	William Pawley, Vice Chairman
1971-1972	Mitchell Wolfson, Chairman	William Pawley, Vice Chairman
1972-1973	Mitchell Wolfson, Chairman	William Pawley, Vice Chairman
1973-1974	Mitchell Wolfson, Chairman	William Pawley, Vice Chairman
1974-1975	Mitchell Wolfson, Chairman	Alfred McCarthy, Vice Chairman
1975-1976	Mitchell Wolfson, Chairman	Alfred McCarthy, Vice Chairman
1976-1977	Mitchell Wolfson, Chairman	Jack Kassewitz, Vice Chairman
1977-1978	Mitchell Wolfson, Chairman	Jack Kassewitz, Vice Chairman
1978-1979	Jack Kassewitz, Chairman	Talbot D'Alemberte, Vice Chairman
1979-1980	Jack Kassewitz, Chairman	Garth Reeves, Vice Chairman
1980-1981	Jack Kassewitz, Chairman	Garth Reeves, Vice Chairman
1981-1982	Garth Reeves, Chairman	Daniel Gill, Vice Chairman
1982-1983	Garth Reeves, Chairman	Daniel Gill, Vice Chairman
1983-1984	Daniel Gill, Chairman	Maria Hernandez, Vice Chairman
1984-1985	Daniel Gill, Chairman	Garth Reeves, Vice Chairman
1985-1986	Daniel Gill, Chairman	Garth Reeves, Vice Chairman

## First 25 Years At Miami-Dade Community College

## A

Aspraaron, Richard L.  
 Aaronson, A. John  
 Abad, Marlene C.  
 Abbondandolo, Fred  
 Abbondandolo, Fred  
 Abbondandolo, Hildegard  
 Abbondandolo, Michael  
 Abbondandolo, Sharen  
 Abbondolo, Joseph  
 Abbott, Judith F.  
 Abbott, Susan J.  
 Abdallah, Mitchell C.  
 Abdelrahman, Gloria A.  
 Abohasen, L. Desiree  
 Abramowitz, Sarina M.  
 Abrams, Carolyn  
 Abronski, Raymond W. Jr.  
 Abstein, John D.  
 Acazar, Julio R.  
 Acevedo, Albert  
 Acevedo, Jose C.  
 Acevedo, Marie M.  
 Achtman, Lawrence S.  
 Ackman, Kenneth A.  
 Acosta, Aurora R.  
 Acosta, Daisy F.  
 Acosta, Frank J.  
 Acosta, Ileana  
 Acosta, Rosa Maria  
 Adamo, Nicholas F.  
 Adams, Billie C.  
 Adams, Ceil E.  
 Adams, Cendonina  
 Adams, Debra K.  
 Adams, Donald S.  
 Adams, Doris L.  
 Adams, Elsa  
 Adams, Esther M.  
 Adams, Eugene W.  
 Adams, Evander L.  
 Adams, John L.  
 Adams, Joyce T.  
 Adams, Mary P.  
 Adams, Ralph  
 Adams, Richard  
 Adamson, Clive W.  
 Adan, Isabel Maria  
 Adan, Marilyn D.  
 Adderly, Gary T.  
 Addison, Robert  
 Adell, Michele Renae  
 Adelson, Estelle Ganz  
 Adelstein, Paul D.  
 Adker, Wilene Albertha  
 Adrover, Sofia E.  
 Adside, I.W.  
 Agosto, Dulce M.  
 Agramonte, Gisela  
 Agree, Marcia L.  
 Agudelo, Elizabeth  
 Agudelo, Luz Y.  
 Aguiar, Gloria B.  
 Aguiar, Margarita  
 Aguilera, Joseph A.  
 Aguirre, Karin L.  
 Aguirre, Luz O.  
 Aguirrechú, Jose T.  
 Ahrens, Jennie  
 Ahuja, Baljit K.  
 Aidem, John R.  
 Aids, Randolph R.  
 Aikens, Joseph W.  
 Akers, Carolyn

Akins, John H.  
 Al-Tikriti, Ghalib D.  
 Alabau, Frank  
 Alarcon, Neyda  
 Alayeto, Acirema  
 Alayeto, Cheheresa  
 Alban, Hugh C.  
 Albanese, Mary M.  
 Albert, Joanna F.  
 Alberts, Robert C.  
 Albrecht, Phillip N.  
 Albrecht, Robert M.  
 Albury, Arnold J.  
 Albury, Gussie M.  
 Albury, Marjorie  
 Albury, Vanya B.  
 Alcantaro, Deborah L.  
 Alcazar, Henry S.  
 Alcorn, James A.  
 Alderfer, Doris H.  
 Alderfer, Milton C.  
 Aldrich, Henry N.  
 Aldrich, Patricia M.  
 Aldridge, Lois S.  
 Alea, George A.  
 Alejo, Margaret  
 Alejo, Raul  
 Alemamy, Eufemio R.  
 Alessi, Joseph C.  
 Alette, Attendieux  
 Alexander, Charles L.  
 Alexander, Dimitry N.  
 Alexander, Donnie L.  
 Alexander, Jacob  
 Alexander, John A.  
 Alexander, Melvin L.  
 Alexander, Michael A.  
 Alexander, Pamela  
 Alexander, Patricia Ann  
 Alexander, Sherman  
 Alexiou, Jon J.  
 Alfieri, Zoe A.  
 Alfonso, Barbara  
 Alfonso, Mayra E.  
 Alfonso, Urbano  
 Alford, Neroy T.  
 Alfred, Siam A.  
 Alheim, William R.  
 Ailbright, Anita L.  
 Allen, Austin C.  
 Allen, Carolyn M.  
 Allen, Claudia I.  
 Allen, Elizabeth  
 Allen, George V.  
 Allen, Irene H.  
 Allen, Johnny M.  
 Allen, Maria T.  
 Allen, Rodger K.  
 Allen, Roger D.  
 Allen, Roseann P.  
 Allen, Stewart  
 Aller, Bernard M.  
 Alley, James E.  
 Allison, Lillian H.  
 Allmon, Miriam L.  
 Allshouse, M. M.  
 Alonso, Aurora N.  
 Alonso, Evelio M.  
 Alonso, Herminia M.  
 Alonso, Margarita L.  
 Alonso, Mario Raul  
 Alonso, Melissa J.  
 Alonso, Pedro L.  
 Alonso, Ruth B.  
 Alonso, Silvio  
 Alper, Carol

Alperstein, A.A.  
 Alsop, Emily L.  
 Alter, Foster E.  
 Alter, Lynne  
 Altshuler, Thelma C.  
 Alvarado, Marta E.  
 Alvarez, Alicia A.  
 Alvarez, Ana M.  
 Alvarez, Bertha  
 Alvarez, Elsie  
 Alvarez, Estela  
 Alvarez, Julio  
 Alvarez, Leonardo  
 Alvarez, Miriam J.  
 Alvarez, Rolando  
 Alvey, Susan Jean  
 Amador, Annette S.  
 Amaris, Alfonso  
 Amat, Nirio N.  
 Amary, Carmen L.  
 Ammirati, Anne B.  
 Amore, Bridget J.  
 Amos, Eleanor H.  
 Anandam, Kamala  
 Anania, Peter T.  
 Anasagasti, Gloria  
 Anderson Jr., George S.  
 Anderson, Angela M.  
 Anderson, Clifton  
 Anderson, Edward A.  
 Anderson, Harold E.  
 Anderson, Janet A.  
 Anderson, John D.  
 Anderson, Lottie M.  
 Anderson, Orlanda  
 Anderson, Peggy J.  
 Anderson, Sarah C.  
 Anderson, Sharon J.  
 Anderson, Valerie J.  
 Andes, Vivian B.  
 Andrade, Rebecca C.  
 Andrades, Julia M.  
 Andreoli, Michael H.  
 Andress, Samuel G.  
 Andrews, Beverly J.  
 Andrews, Harold D.  
 Andrews, Lincoln G.  
 Andrews, Robert E.  
 Angarola, Dennis  
 Angell, Wanda L.  
 Angelus, Anne  
 Angucira, Jose M.  
 Anicet, Nancy  
 Anido, Maria C.  
 Anniello, Nancy M.  
 Annunziato, Ernest  
 Anson, Louis W.  
 Antoine, Yolette  
 Antone, Nikki A.  
 Antonio-Ward, Anesta L.  
 Antonosanti, Mark S.  
 Antrim, Louanne S.  
 Antunez, Juan V.  
 Anwar, Mahmood  
 Anwyll, Connie E.  
 Anwyll, Robert S.  
 Aparicio, George B.  
 Apodaca, Romelia  
 Aponte, Miriam  
 Aquino, Leoncio P.  
 Arago, Christopher Barry  
 Aranegui, Santiago Q.  
 Aranzola, Maria E.  
 Arauz, Rodolfo  
 Arce, Mayda L.  
 Archer, David R.

Archer, Diane L.  
 Archibald, John M.  
 Ard, Lisa C.  
 Arditti, Carlos  
 Arditti, Silvia C.  
 Arenas, Enrique  
 Arenas, J.A.  
 Arenas, Jacquelyn  
 Arenas, Martha Cecilia  
 Argain, Maria R.  
 Argote, Jose  
 Arguez, Jorge  
 Arinah, Jessamy B.  
 Arkin, Shirley  
 Arlotta, Linda M.  
 Armand, Henry F.  
 Armbrister, Vashti C.  
 Armbruster, Caridad R.  
 Armenteros, Bernardin  
 Armijo, Eugene C.  
 Armstrong, Alan G.  
 Armstrong, Janis D.  
 Arney, Barbara K.  
 Arnold, Joseph A.  
 Arnold, Tracy H.  
 Arnoth, Louise E.  
 Arnovitz, Anthony  
 Aronovitz, Frances B.  
 Arrazaeta, Gemma P.  
 Arrington, Robert  
 Arroyo, Marie L.  
 Arroyo, Nicholas  
 Artzi, Norbert S.  
 Asaro, Joseph M.  
 Asbury, Charles J.  
 Ash, Evelyn C.  
 Ashe, Walter E.  
 Asher, Arthur P.  
 Ashraf, Deborah R.  
 Asmar, Norman  
 Atkins, Kenneth A.  
 Atkinson, Pamela A.  
 Atkinson, Patricia A.  
 Atlass, Faith  
 Atwater, Linda J.  
 Aubin, Gerard G.  
 Audain, Luce  
 Audgie, Germanie  
 Aufort, William R.  
 Augustin, Jean G.  
 Augustine, Frank L.  
 Augustine, John G.  
 Auricchio, Biagio  
 Austin, Elynn W.  
 Austin, Jacquelin C.  
 Austin, Suzanne  
 Austin, Theresa  
 Avchen, Barney B.  
 Avello, Julio A.  
 Avery, Dennis G.  
 Avila, Frances N.  
 Avila, Juan M.  
 Avila, Sally A.  
 Avinaz, Maria T.  
 Ayala, Yvonne  
 Aybar, Jose Manuel  
 Aycock, Sherry A.  
 Ayer Jr., Nathan J.  
 Ayers, Doris L.  
 Ayra, Luis  
 Azari, Heidi  
 Azcui, Caridad M.

## B

Balola, Carine Marie  
 Babski, Carl A.  
 Bacallao, Cirilo  
 Bacchus, Fadil  
 Bachler, Robert H.  
 Backlund, Susan M.  
 Backmeyer, Judith A.  
 Bacon, Janet E.  
 Bader, Joan W.  
 Badger, Betty Ann  
 Badia, Judy G.  
 Baez, Alexander  
 Baeza, Jennifer  
 Baeza, Rosa  
 Bage, Annette E.  
 Bahamonde, Jose R.  
 Baia, Donnamari K.  
 Bailey, Dorothy L.  
 Bailey, Edward L.  
 Bailey, Eve E.  
 Bailey, Jacquelyne H.  
 Bailey, Jacqueline M.  
 Bailey, John T.  
 Bailey, Patrice M.  
 Bailey, Patricia L.  
 Bailey, Robert K.  
 Bailey, Robert William  
 Bailey, Timothy  
 Bailey, Wilfred A.  
 Bain, Constance J.  
 Bain, Mildred L.  
 Bain, Sonya J.  
 Bair, George O.  
 Baist, Iris M.  
 Baist, Virginia M.  
 Bak, Celeste L.  
 Baker, Jason M.  
 Baker, John  
 Baker, Larry  
 Baker, Laverne  
 Baker, Leroy  
 Baker, Patricia L.  
 Baker, Patrona V.  
 Baker, Ricky R.  
 Baker, Sandra L.  
 Baker, Sylvia M.  
 Baker, Theodore V.  
 Baker, William L.  
 Baldauf, Carl A.  
 Baldi, Thomas  
 Baldwin, Anne  
 Baldwin, Forrest F.  
 Baldwin, Frederick L.  
 Baldwin, Linda Maxine  
 Baldwin, Virginia L.  
 Bale, Patricia J.  
 Balent, Eleanor M.  
 Balinski, Annette  
 Ball, Anne O.  
 Ball, Norinne A.  
 Ballard, Brenda G.  
 Ballard, Ernestine  
 Ballas, Katherine  
 Ballester, Adelaida  
 Ballester, Anibal  
 Ballesteros, Cary L.  
 Ballina, Hortensia  
 Ballinger, Gregory J.  
 Baloff, Matthew F.  
 Balton, William T.  
 Bamber, Edward A.  
 Bangos, Maria  
 Banks, Darrell

## Miami-Dade Employees

Banks, Melvin  
 Banks, Patsy P.  
 Banks, Roslyn G.  
 Banks, Theodore N.  
 Banks, Wanda R.  
 Baptiste, Barbara  
 Baptiste, Basil O.  
 Bar-Adon, Rama  
 Barandarian, Edward  
 Baraque, Martha Estella  
 Barbosa, Juvenio  
 Barbosa, Roberto F.  
 Barcelo, Andres R.  
 Barcelo, Mario Andres  
 Bare, Kenneth E.  
 Bare, Yvonne R.  
 Barea, Michael J.  
 Barea, Rose M.  
 Barfield, Louise A.  
 Barker, John W.  
 Barker, Robert D.  
 Barkhouse, Mary  
 Barnard, Elaine S.  
 Barnard, Marjorie A.  
 Barnes, Carolyn  
 Barnes, James C.  
 Barnes, Lawrence M.  
 Barnett, Ana H.  
 Barney, Carolyn M.  
 Barnhart, Roger  
 Barniski, Karen J.  
 Barnocky, Deborah H.  
 Barnswell Jr., Earl  
 Barnwell, Leonard  
 Baron, Deborah  
 Baron, Donald F.  
 Baron, Roberta R.  
 Baron, Susan E.  
 Barone, Robert  
 Barone, Susan A.  
 Barreras, Zoraida  
 Barreto, Adolfo  
 Barrett, Cinderell F.  
 Barrett, Ivan L.  
 Barrett, Susan M.  
 Barrett, Thelma Faye  
 Barrett, Tommy J.  
 Barrie, Robert C.  
 Barrios, Alberto J.  
 Barrios, Ana B.  
 Barro, Ricardo A.  
 Barroil, Martin A.  
 Barros, Rosa  
 Barros, Silvia A.  
 Barrow, Carl M.  
 Barrow, Don C.  
 Barrow, Thomas  
 Barrowman, Faye B.  
 Barrs, Sue B.  
 Barrueco, Amparo E.  
 Barry, Marcellus  
 Barry, Ollie M.  
 Barry, Roy A.  
 Barseil, Debra C.  
 Bartee, Jill  
 Bartell, Shirley M.  
 Bartholf, Ronald W.  
 Bartlett, Gail D.  
 Bartlett, James S.  
 Bartlett, Paulette V.  
 Barton, Alice  
 Barton, Eleanor  
 Bartron, Candace E.  
 Basher, Anne E.  
 Basile, Margot M.  
 Basile, Mireille  
 Baskin, Claribel G.  
 Baskin, Ronald E.  
 Bass, Alvin J.  
 Bass, Claudette  
 Bass, Laurestin  
 Bass, Thelma A.  
 Bassaragh, Norma A.  
 Bassett, Myrna F.  
 Bassett, William C.  
 Basso, Robert E.  
 Bast, June C.  
 Bastain, William  
 Bastian, Merwin  
 Bastien, Marie R.  
 Basulto, Alfredo M.  
 Batarsch, Nabil H.  
 Bateman, Jack A.  
 Bates, Mona E.  
 Battle, Blanche  
 Battle, Elliott L.  
 Battle, George F.  
 Battle, Ina M.  
 Battle, John W.  
 Battle, Johnny B.  
 Battle, Lorenzo  
 Batura, Amelia B.  
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 Baum, Brenda D.  
 Baumann, Norma M.  
 Baumgarten, Joy  
 Baumgarten, William V.  
 Baumgartner, Mary  
 Bautista, Jorge B.  
 Bazarjani, Seyfollah  
 Beale, Lunior A.  
 Bearden, Diana  
 Bearden, Ernest L.  
 Bearden, Gary L.  
 Beasley, Dianna C.  
 Beasley, Mary E.  
 Beaty, Franklin D.  
 Beaty, Henry L.  
 Beauchamp, Charles J.  
 Beaudoain, Paul  
 Beaudry, Barbara M.  
 Beauford, Mary C.  
 Beavin, Charles W.  
 Bebber, Susan M.  
 Becerra, Carmen  
 Becerra, Riva W.  
 Beck, Jacob W.  
 Beck, Vivian C.  
 Beckerich, Alta S.  
 Beckford, Charmaine A.  
 Beckford, Eugene E.  
 Beckham, Jerry W.  
 Beckwith, Clive M.  
 Bedard, Suzanne  
 Bedminster, Luke B.  
 Bein, Roberta Forman  
 Bein, Selwyn J.  
 Belcher, Bernice O.  
 Belcher, Marcia J.  
 Bell, Christinal  
 Bell, Delores  
 Bell, Dolores D.  
 Bell, Eddie Lee  
 Bell, Elaine L.  
 Bell, Frank  
 Bell, Geraldine  
 Bell, Joe L.  
 Bell, Lillian M.  
 Bellamy, Gregory D.  
 Belle, Fredrika  
 Belle, Paula M.  
 Belle, Robert P.  
 Beller, Sheryl V.  
 Bellman, Marcia L.  
 Bello, Hilda M.  
 Bello, Rolando  
 Belsito, Barbara E.  
 Benedetti, Mary S.  
 Benedetto, Nelson  
 Benevento, Nicholas A.  
 Benitez, Maria  
 Benitez, Rosa M.  
 Benitez, Rosa M.  
 Benjamin, Austin E.  
 Benness, John S.  
 Benness, Philippink  
 Bennett, Barbara J.  
 Bennett, Gail  
 Bennett, Howard C.  
 Bennett, John W.  
 Benson Jr., Neal P.  
 Benson, Richard C.  
 Benson, Robert N.  
 Bent, Hubert L.  
 Bentley, Bennie L.  
 Bentley, Gwendolyn  
 Bentley, Walter B.  
 Benton, Arthur L.  
 Berchin, Arthur  
 Berenstein, Mort  
 Berensitzky, Ana R.  
 Berg, Joann  
 Berg, Stephen P.  
 Bergdorf, Hedi  
 Bergen, George T.  
 Berger, Adele  
 Berger, Darlene F.  
 Berger, Jane M.  
 Bergeron Jr., Russell J.  
 Bergin, Michael X.  
 Bergman, Frederick  
 Bergman, Manuel  
 Bergovoy, Lisa C.  
 Bergsman, Rolfe D.  
 Beringer, Franklin R.  
 Berkey, Alan S.  
 Berkowitz, Albert  
 Bermudez, Natalia  
 Bernarucci, Daniel C.  
 Bernstein, Edward  
 Bernstein, Karol S.  
 Berry, John H.  
 Berry, William  
 Berson, Judith  
 Bertot, Lillian  
 Bertrand, Dolores L.  
 Betancor, Maria C.  
 Betancourt, Arthur E.  
 Betancourt, Joyce E.  
 Betancourt, Renee L.  
 Betancourt, Sylvia  
 Bethards, Leonard S.  
 Bethay, Mildred B.  
 Bethel Jr., Carl W.  
 Bethel, Charles G.  
 Bethel, Denise M.  
 Bethel, Gary W.  
 Bethel, Lynn A.  
 Bethel, Phillip G.  
 Bethel, William K.  
 Betz, Julia  
 Bevan, Kenneth V.  
 Biaggi, Leslie A.  
 Biagi, Mabel B.  
 Biamby, Roger  
 Bianco, John R.  
 Bibby, Patrick J.  
 Biddle, Mary M.  
 Biddle, Robert A.  
 Bieda, Margaret R.  
 Bienaime, Leaman  
 Bier, Michael J.  
 Bierly, Edmund R.  
 Bierman, Ronald L.  
 Bies, Elizabeth B.  
 Biggers, Arthur J.  
 Bill, Donald F.  
 Billberry Jr., George  
 Bilton, Linda Y.  
 Biondi, Joann  
 Blossat, Jane M.  
 Bird, Robert W.  
 Birdsey, Monroe R.  
 Bishop, Frances S.  
 Bisnow, Eric S.  
 Bisset, Geraldine M.  
 Bistreich, Alan M.  
 Bistreich, Sheri  
 Bittar, Donald A.  
 Bitting, James T.  
 Biver, Victor H.  
 Bivins Jr., Lenwell  
 Bivins, E.S.  
 Black, A.B.  
 Black, Debbie  
 Black, J.C.  
 Black, Margaret C.  
 Black, Marjorie Anne  
 Black, Samuel  
 Black, William D.  
 Blackard, Trudy C.  
 Blackstone, Elaine D.  
 Blair Jr., James  
 Blair, Earle W.  
 Blair, Earline  
 Blake, James C.  
 Blake, Jeana  
 Blake, Robert L.  
 Blakely, David  
 Blakey, Charles E.  
 Blalock, Doris P.  
 Blalock, Milton R.  
 Blanco, Andres E.  
 Blanco, Maria  
 Blanco, Maria Adela  
 Blanco, Pablo A.  
 Blanco, Victor  
 Bland Jr., Leon F.  
 Bland-Jones, Cynthia  
 Blanding, Bruce  
 Blanford, Larry C.  
 Blanford, Sylvia A.  
 Blank, Susan  
 Blanton, Idania R.  
 Blasi, Patricia B.  
 Blasko, Patricia C.  
 Blasucci, Maria  
 Blau, Sheila S.  
 Blaya, Graciela B.  
 Blessing, Laraine A.  
 Blisk, John A.  
 Blitzler, Robert F.  
 Block, Maryann M.  
 Blonstein, Bruce H.  
 Blood, Robert J.  
 Bloom, Jeffery T.  
 Bloom, Renee  
 Bloomfield, Gloria Elaine  
 Blouin, Artie P.  
 Blount, Keith Leroy  
 Blount, Valerie F.  
 Blue, Angela M.  
 Blue, Renee Perez  
 Blumenthal, Jane M.  
 Blye, Annette C.  
 Blye, Kenneth A.  
 Boaz, Kelly J.  
 Boaz, Randolph H.  
 Bobo, Lawrence D.  
 Bocchino, Johanna  
 Boccino Jr., Salvatore  
 Boccino, John P.  
 Bodger, Arthur  
 Bodie, Betty Ann  
 Bodor, Andrew J.  
 Boes, Charles A.  
 Bognar, Suzanne H.  
 Bogotch, Ira  
 Bolanos, Carmen M.  
 Bolts, Barbara  
 Boles, Edwin V.  
 Bon'ne, Francisco  
 Bonamy, Rose M.  
 Bonamy, Theodore A.  
 Bonne, Marti S.  
 Bonnie, Mary M.  
 Borganti, Neal J.  
 Bonsignori, Linda S.  
 Bonwitt, Kenneth L.  
 Boone, Robert E.  
 Boos, Kenneth G.  
 Booth, James L.  
 Boothe, Aubrey J.  
 Boots, Christa  
 Borbolla, Ana M.  
 Bordeaux-Ward, Suzanna C.  
 Borders, Richard A.  
 Bordon, Gale  
 Borgbuttrill, Lisa A.  
 Borgono, Maria  
 Borovoy, Donna L.  
 Borrajo, Maria Elena  
 Borrego, Orfilio M.  
 Borries, Penny D.  
 Borroto, Rogelio S.  
 Bos, Vinola S.  
 Bosch, Maritza C.  
 Boss, Nancy M.  
 Bossio, Alexander  
 Bosstick, Maurice  
 Bosstick, Patricia C.  
 Bostic, Stacey J.  
 Botello, Maria D.  
 Bottom, Norman R. Jr.  
 Bottoms, James A.  
 Bouchard, Clarence W.  
 Bourcier, Edward E.  
 Bourne, James  
 Bouwsma, Franklin G.  
 Bowden, Alphine D.  
 Bowden, Ella M.  
 Bowden, William  
 Bowe, Ida  
 Bowen, Jeffrey P.  
 Bowen, Ossie M.  
 Bowers, Elouise W.  
 Bowers, Herbert E.  
 Bowler, Michael J.  
 Bowman, Irene  
 Bowman, Walter L.  
 Boyce, Ronald Edward  
 Boyd, Janet  
 Boyer, Martin J.  
 Boyle, Joan M.  
 Boyle, Joseph J.  
 Brackmann, William J.  
 Baddock, Debra A.  
 Braddy, Cyteria  
 Bradford, Roosevelt  
 Bradley, Ana Marie  
 Bradley, Linda C.  
 Bradley, Wesley J.  
 Bradley, Willie J.  
 Brady, Bill  
 Brady, Kevin T.  
 Brady, Linda  
 Brady, Raymond G.  
 Brady, T.C.  
 Bramblett, Johnny V.  
 Brammer, Norman J.  
 Branciforte, Roberta G.  
 Brand, Irving M.  
 Brand, Seena F.  
 Brandreth, Joan P.  
 Brandsma, Betty J.  
 Brank, Catherine E.  
 Branker, Michael G.  
 Brantley, Willie A.  
 Brasecker, Carey



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Brasecker, Kay  
 Bratton, Donna L.  
 Bravo, Edward A.  
 Bray, Larry E.  
 Braz, Michael L.  
 Brazil, Isiah  
 Brechner, Robert A.  
 Bredenberg Jr., Henrik  
 Brecland, Nona L.  
 Breindel, Valerie R.  
 Brennan, Dixie J.  
 Brennan, John J.  
 Brenner, Ronald L.  
 Brent-Harris, Patrice A.  
 Bresnahan, Thomas R.  
 Bretos, Concepcion T.  
 Brezner, Jeffrey L.  
 Brice, Angela M.  
 Bridges, Deborah A.  
 Bridges, Leonard J.  
 Bridgewater, Velia D.  
 Bridgewater, Vernita Denis  
 Briggie, Nancy  
 Briggs, Donald C.  
 Briggs, Lorraine M.  
 Brill, Jonas S.  
 Brinkman, Karen E.  
 Brinkmier, William R.  
 Brinson, Calvin  
 Brinson, Grover A.  
 Brinson, Guniette  
 Brinson, Kathy L.  
 Brito, Raquel M.  
 Brito, Virgilio  
 Brock, Richard R.  
 Brockington, Norvell  
 Brockschmidt, Shirley M.  
 Broderick, Anita C.  
 Brodsky, Michael D.  
 Brody, Harmon N.  
 Bronson, Beatriz O.  
 Bronson, Christopher  
 Bronson, Paul K.  
 Brookins, Mary Jane  
 Brookner, Lester I.  
 Brooks Jr., John H.  
 Brooks, Angus K.  
 Brooks, Christine C.  
 Brooks, Emanuel  
 Brooks, Genevieve  
 Brooks, Janice Marie  
 Brooks, Jinger  
 Brooks, Patricia  
 Brooks, Theresa A.  
 Brosch, Barry  
 Brostrand, Linda L.  
 Brothers, Jack E.  
 Broudy, Jill  
 Brough, Diane M.  
 Brower, Carl T.  
 Brown IV., James W.  
 Brown Jr., John  
 Brown, Adolphus  
 Brown, Alfred P.  
 Brown, Alonzo  
 Brown, Alphonsa  
 Brown, Annette  
 Brown, Anthony B.  
 Brown, Arthur  
 Brown, Bettie J.  
 Brown, Betty A.  
 Brown, Betty J.  
 Brown, Carol G.  
 Brown, Carol L.  
 Brown, Carolyn  
 Brown, Charlotte G.  
 Brown, Clinzell R.  
 Brown, David H.  
 Brown, Eddie L.  
 Brown, Eddielene  
 Brown, Edward M.  
 Brown, Elizabeth M.  
 Brown, Frederick K.  
 Brown, Frederick V.  
 Brown, Gary K.  
 Brown, George A.  
 Brown, George M.  
 Brown, Gregory M.  
 Brown, Henry H.  
 Brown, Janis E.  
 Brown, Jeanette R.  
 Brown, Jesse L.  
 Brown, Joann  
 Brown, Johnnie L.  
 Brown, Kathryn A.  
 Brown, Kenneth C.  
 Brown, Leroy A.  
 Brown, Lester  
 Brown, Maggie  
 Brown, Mary A.  
 Brown, Mary Lee  
 Brown, Nellie N.  
 Brown, Norman G.  
 Brown, Philip Raymond  
 Brown, Ritchie H.  
 Brown, Robert  
 Brown, Robert E.  
 Brown, Robert F.  
 Brown, Rosa R.  
 Brown, Roy L.  
 Brown, Sandra E.  
 Brown, Shirley A.  
 Brown, Susan H.  
 Brown, Syble M.  
 Brown, Vincent T.  
 Brown, William Curtis  
 Brown, Willie L.  
 Browne, Cassandra Femi  
 Browner, Michael B.  
 Browning, Jimmie L.  
 Browning, Mary Ann  
 Broyles, Susan M.  
 Bruck, Sheila M.  
 Bruckbauer, Christine  
 Brugger, Guy M.  
 Brundage, Barbara K.  
 Brundager, Walter P.  
 Bruner, Karen M.  
 Brusie, Ann R.  
 Bruton, Doris  
 Bruzzo, Oscar  
 Bryan, E. Grace  
 Bryan, Martha  
 Bryant, Karen G.  
 Bryant, Castell V.  
 Bryant, Cynthia  
 Bryant, Irene R.  
 Bryant, June B.  
 Bryant, Minnie T.  
 Bryant, Tom  
 Bryant, William H.  
 Bryson, Phillip S.  
 Buchino, Richard J.  
 Buchanan, Heather A.  
 Buchholz, Joseph W.  
 Buck, Gloria Ann  
 Buck, Helen E.  
 Buck, Linda  
 Buckley, Elizabeth  
 Buckley, Lynn D.  
 Buckley, Susan J.  
 Buckley, Thomas P.  
 Buehler, Rose L.  
 Buegger, Ruth E.  
 Buffington, John F.  
 Buhr, Marjorie C.  
 Buie, Thomasine K.  
 Buisman, Salsie  
 Buker, Anita L.  
 Bullard, Agnes P.  
 Bullard Jr., Isiah  
 Bullard, Lenneva  
 Bullard, Vera R.  
 Bullitt, Karen  
 Bullock, Barbara E.  
 Bullock, Helen  
 Bullotta, James E.  
 Bulman, Dorothy M.  
 Bump, Donald Dean  
 Bundy, Earl A.  
 Bunten, Helen E.  
 Burchell, Debbie L.  
 Burchette, Ruby J.  
 Burdak, Louis J.  
 Burden, Barbara A.  
 Burdges, Michael D.  
 Burge, Martha S.  
 Burger, Edward H.  
 Burger, Judith W.  
 Burgess, Almata Grace  
 Burgess, Elaine A.  
 Burgess, William O.  
 Burgos, Victoria  
 Burke, Elbe  
 Burke, James L.  
 Burke, Mary Elizabeth  
 Burke, Pearl C.  
 Burke, Richard L.  
 Burke, Teresa F.  
 Burke, Verdell W.  
 Burkot, Concetta  
 Burnell, Marilyn  
 Burnett, Wayne S.  
 Burney, Delores J.  
 Burney, Rosie M.  
 Burney, Veronica L.  
 Burnham, Roger L.  
 Burns, Gerald E.  
 Burns, Marc S.  
 Burns, Neil H.  
 Burnside, John F.  
 Burr, Billie T.  
 Burr, Doris M.  
 Burr, Marianne G.  
 Burrill, Dwight A.  
 Burrows, Minnie R.  
 Burrus, Thomas L.  
 Burt, Barbara  
 Burtch, Marilyn Joan  
 Burton, Annie  
 Burton, Cheryl Ann  
 Burton, Raymond  
 Burton, Reginald F.  
 Busemi, Laura M.  
 Buser, Betty J.  
 Bush, Rex K.  
 Bush, Thomas E.  
 Bush, William  
 Buslinger, David A.  
 Bussey, Gregory  
 Bustamante, Angela  
 Bustamante, David  
 Bustamante, Linda Rae  
 Busto, Ana M.  
 Butchness, Joseph J.  
 Butler, Alice N.  
 Butler, Allen  
 Butler, Bettye J.  
 Butler, Evelyn T.  
 Butler, Gertrude W.  
 Butler, Irene B.  
 Butler, Melissa Ann  
 Butler, Ruby Z.  
 Butler, Veresta E.  
 Butler, Victor R.  
 Butler, Willard J.  
 Butterwick, John T.  
 Buxton, Sally  
 Byrd, Gail Denise  
 Byrd, Leland E.  
 Byrd, Ruby L.  
 Byrd, Susan Gray  
 Byrne, Rosemary A.

## C

Cabanas, Humberto  
 Cabanez, Frank L.  
 Cabeza, Jose A.  
 Cable, John L.  
 Cabral, Eirlys A.  
 Cabral, Philip J.  
 Cabrera, Gisela  
 Cabrera, Juan E.  
 Cacace, Mary E.  
 Cadet, Marie Nicole  
 Cadichon, Lurette  
 Cael, William W.  
 Cagigal-Pagan, Josefina  
 Cahill, Kari  
 Caicedo, Elton  
 Caicoya, Celestino  
 Cain, Debra E.  
 Cain, Hall  
 Cain, Ralph E.  
 Calabrese, Robert H.  
 Calandrino, Constance V.  
 Calcagni, Patricia B.  
 Calderon, Liliana M.  
 Calderon, Marie C.  
 Calero, Maria R.  
 Calixte, Marceau R.  
 Call, Carol B.  
 Callahan, Carol K.  
 Callaway, Julie L.  
 Calzada, Humberto J.  
 Camacho Jr., Armando  
 Camacho, Emanuel O.  
 Cambridge, Harold L.  
 Cameron, George D.  
 Cameron, Rodney F.  
 Cameron, William T.  
 Campagna, Dorothy T.  
 Campbell, Gerri  
 Campbell, Judy  
 Campbell, Pamela E.  
 Campbell, Rosemary G.  
 Campelo, Blanca E.  
 Campo, Libertad  
 Campos, Aida G.  
 Campos, Graciela  
 Campos, Sandra Y.  
 Camuso Jr., Thomas  
 Canada, Joseph P.  
 Canaday, Dennis D.  
 Canales, Wilfred  
 Canan, William F.  
 Cancio, Leonardo  
 Canel-Petersen, Irene  
 Canfield, Richard M.  
 Canfux, Odalysmara  
 Cannon, Marlene J.  
 Cano, Antonio R.  
 Cantarero, Maria N.  
 Cantero, Francisco J.  
 Cantin, Linda H.  
 Canty, James W.  
 Capella, Maria A.  
 Capo, Rafael  
 Capote, Pedro  
 Captain, Elizabeth A.  
 Captan, Marcia  
 Caputo, Carmela C.  
 Caraway, Lorene E.  
 Carballido, Mayra M.  
 Carballo, Maritza  
 Carbonel, Kenneth W.  
 Cardenal, Maria E.  
 Cardenas, Julia T.  
 Cardona, Rosa E.  
 Carey, Patricia H.  
 Carey, Rosetta  
 Carrillo, Juana  
 Cariota, Teresa  
 Carley, Gerald W.  
 Carley, Susan  
 Carlie, Gerald G.  
 Carlisle, Horst P.  
 Carlisle, Jane I.  
 Carlo, Janice  
 Carlson, Arthur L.  
 Carmichael, Mildred W.  
 Carney, Rebecca W.  
 Carpio, Idania  
 Carr Jr., John T.  
 Carr, Alice H.  
 Carr, Ellen M.  
 Carr, Michael  
 Carr, Sharon Y.  
 Carr, Susan L.  
 Carranza, Mayra J.  
 Carraway Jr., Merrill A.  
 Carreiro, Shirley A.  
 Carrick, William J.  
 Carrig, James M.  
 Carroll, Catherine M.  
 Carroll, Donald J.  
 Carroll, Thomas B.  
 Carson, Furga  
 Cartaya, Carmen Elena  
 Carter, Clifton  
 Carter, Derrick  
 Carter, Eileen  
 Carter, George E.  
 Carter, George-Anh  
 Carter, Gregory  
 Carter, Howard  
 Carter, Leslie S.  
 Carter, Phyllis A.  
 Carter, Roger  
 Carter, Roy  
 Carty, James T.  
 Casal, Carmen  
 Casale, Anthony J.  
 Casale, Michael J.  
 Casale, William D.  
 Casanova, Angel R.  
 Casanova, Jean B.  
 Case, Barbara  
 Casero, Pilar  
 Casey, Francis Jr.  
 Casey, James R.  
 Casey, Jeffery J.  
 Cashin, Gloriac  
 Casimiro, Georgina  
 Cason, Sue  
 Cassidy, Janet  
 Cassidy, Marcia E.  
 Cassidy, Opal D.  
 Cassuto, Annette H.  
 Castaneda, Herminia M.  
 Castaneda, Laura Louise  
 Castaneda, Louis  
 Castaneda, Maria A.  
 Castaneda, Maria J.  
 Castor, Carmela L.  
 Castro, Beatriz S.  
 Castro, Caridad  
 Castro, Carmen R.  
 Castro, Jorge E.  
 Castro, Luis A.  
 Cater, Charles  
 Cates, Shirley C.  
 Cato, Justine J.  
 Cato, Lucille M.  
 Cawston, Sarita R.  
 Cawthon, Stephen R.

## Miami-Dade Employees

Cayobit, Rodelo F.  
 Ceballos, Gilberto  
 Ceballos, Melba E.  
 Celis, Catalina G.  
 Cepeda, Bettye W.  
 Cerlido, Lea M.  
 Cervantes, Margaritai  
 Cesaire, Velda E.  
 Chadderton, Karen C.  
 Chadurgian, Frances F.  
 Chadurgian, Jack M.  
 Chadwick, Charles H.  
 Chagnon, Paul D.  
 Chait, Lauri R.  
 Chambers, Alvin.  
 Chambers, Betty H.  
 Chambers, Charles J.  
 Chambers, James R.  
 Chambers, Robert C.  
 Chandler, Kirk C.  
 Chandler, Narette L.  
 Chaney, Oscar L.  
 Changsut, Reinaldo G.  
 Chapel, Kieran O.  
 Chapin, Herbert D.  
 Chapman, Douglas  
 Charles, Carmen M.  
 Charles, Delpha B.  
 Charles, Norbert P.  
 Chase, Kathleen K.  
 Chase, Leah  
 Chase, Paul  
 Chassman, Arthur R.  
 Chaulk, Barbra  
 Chea, Anna R.  
 Chea, Timothy V.  
 Cheng, Kuo Y.  
 Chernoff, Laurence  
 Chernomas, Wanda M.  
 Cherry, Anthony M.  
 Chery, Gregoire R.  
 Chesney, Charlotte G.  
 Chestney, Betty B.  
 Chew, John A.  
 Chew, Katherine  
 Chiang, Arthur Yao Po  
 Chiappone, Joseph T.  
 Chiasson, Judy E.  
 Childers, Guy R.  
 Childs, Donald R.  
 Childs, Donald S.  
 Chillag, Joan C.  
 Chin, Lucien James  
 Chinkoo, Jasoda  
 Chirdon, Patricia A.  
 Chism, Muriel N.  
 Chohonis, Pauline F.  
 Chomat, Teresa  
 Choy, Hon Wo  
 Christensen, Robert F.  
 Christian, Lee A.  
 Christian, Margaret Mary  
 Christie, Robert E.  
 Chrycy, Garry T.  
 Chrycy, Suzanne L.  
 Chubin, Shirley R.  
 Chulamans, Chris  
 Church, Beverly A.  
 Church, James H.  
 Chusid, Howard Z.  
 Ciampa, Joseph A.  
 Ciarmataro, Joseph  
 Cichocki, Cheryl L.  
 Ciereszko, Ana A.  
 Cifuentes, Nora Delcarmen  
 Cintron, Lourdes I.  
 Circharo, Vincent P.  
 Crone, Donna Maria  
 Ciulei, Cheryl C.  
 Claflin, Gail  
 Claflin, Jacquelin K.  
 Claflin, Robert M.  
 Claire, Frances R.  
 Clamp, Mary Marg C.  
 Clark II, Kermit C.  
 Clark, Alphonso E.  
 Clark, Barbara D.  
 Clark, Candice L.  
 Clark, Carol P.  
 Clark, Cheryl M.  
 Clark, Clara M.  
 Clark, Connie R.  
 Clark, Cynthia G.  
 Clark, Danny L.  
 Clark, Donald B.  
 Clark, Ernest  
 Clark, Gwendolyn  
 Clark, Helen L.  
 Clark, James M.  
 Clark, Janice Elaine  
 Clark, Juan M.  
 Clark, Linda D.  
 Clark, Lynn Marie  
 Clark, Mary Elizabeth  
 Clark, Pearlle  
 Clark, Sandra M.  
 Clark, Sharon  
 Clarke, Adam  
 Clarke, Albert F.  
 Clarke, Deborah  
 Clarke, Lillie M.  
 Clarke, Terry Z.  
 Clasen, Lois A.  
 Claude, Rene  
 Claude, Yolenne V.  
 Clavier, Kathleen  
 Claybourne, James E.  
 Claypool, Corliss D.  
 Clayton, Donald T.  
 Clayton, Jean E.  
 Clayton, Opie J.  
 Clayton, Valorie Ann  
 Cleare, Nancy M.  
 Cleare, Phillip G.  
 Clegg, Helen E.  
 Cleland, George A.  
 Clements, Alvara P.  
 Clements, Caroline K.  
 Cleveland, Charollette L.  
 Cleveland, Rafael  
 Cline Jr., Frank P.  
 Cline, Patricia B.  
 Clineman, Debra C.  
 Clineman, James A.  
 Clinton, Dianne S.  
 Clothier, Carolea C.  
 Clotman, Gail A.  
 Cloude, William J.  
 Clouse, Ross E.  
 Clouston, Ofelia M.  
 Clowes, Darrel A.  
 Clunie, Alice V.  
 Coats, Archie L.  
 Coats, Shirley B.  
 Cobb, Joy A.  
 Cobb, Paul R.  
 Cobiella, Louis  
 Cobo, Santiago J.  
 Cochrane, Janet L.  
 Cockfield, Allen D.  
 Coe, Evan G.  
 Coffee, Kathleen C.  
 Coffeen, Sarah S.  
 Coffie, Yvonne  
 Coffland, Cynthia Jane  
 Coffman, Sherrilyn D.  
 Cofsky, Lillian  
 Crone, Irene W.  
 Cohen, Irma  
 Cohen, John A.  
 Cohen, Julius  
 Cohen, Kenneth L.  
 Cohen, Marlene C.  
 Cohen, Moyra R.  
 Cohen, Nathan L.  
 Cohen, Sonia  
 Coker Jr., James C.  
 Coker, Gayle H.  
 Colacurto, Michael  
 Colby, Wendell H.  
 Cold Jr., Garth W.  
 Cole, Bernard S.  
 Cole, Debra Yvonne  
 Cole, Ernestine  
 Cole, Shirley  
 Cole, Shirley A.  
 Colella, John  
 Coleman, Barbara S.  
 Coleman, Dorothy A.  
 Coleman, Henry  
 Coleman, Lauretta  
 Coleman, Marvin L.  
 Coleman, Ray  
 Coleman, Richard B.  
 Coleman, Robert E.  
 Coleman, William D.  
 Coles, Sabrina A.  
 Coley, Delois  
 Coley, Gloria Ann  
 Collazo, Sam A.  
 Collier, Brenda Dianne  
 Collier, Cynthia Faye  
 Colliflower, Esther T.  
 Collins, Albert D.  
 Collins, Alfredia M.  
 Collins, Donna M.  
 Collins, John G.  
 Collins, Marrison Y.  
 Collins, Mary L.  
 Collins, Michael A.  
 Collins, Millicent E.  
 Collins, Pamela J.  
 Collins, Richard J.  
 Collins, Sally  
 Collins, Shirley A.  
 Collins, Stephen A.  
 Collins, Thomas  
 Collins, Yvonne A.  
 Colman, Clifford V.  
 Colombo, Brenda D.  
 Colon, Angela  
 Colon, Marie L.  
 Colon, Wilfredo  
 Colson, Cecelia S.  
 Colston, Leo  
 Colston, Robert P.  
 Colston, Sylvia E.  
 Colton, Arthur E.  
 Coltrane, John H.  
 Colyer, Jacquetta B.  
 Combs, Albert W.  
 Combs, Arthur W.  
 Comer, John H.  
 Commeau, Evangelin H.  
 Condatore Jr., Jack C.  
 Conde, Brallan A.  
 Condon, Barbara  
 Condon, Brian John  
 Condon, Rosalyn M.  
 Coney, Larry  
 Congleton, Caryl C.  
 Conley Jr., Wilbur R.  
 Conley, Gary L.  
 Conley, John E.  
 Conley, Patricia C.  
 Conliffe, Albert D.  
 Conlon, Pat J.  
 Connelly, Ronald  
 Conner, Carralyn T.  
 Conner, Labanc  
 Connolly, Ingeborg K.  
 Connors, Stephen G.  
 Conover, Betty T.  
 Conover, Paul H.  
 Conrado, Lourdes  
 Conroy, Patricia D.  
 Consoli, Joseph N.  
 Contopoulos, Lyn R.  
 Contreras, Rolando  
 Conway, James E.  
 Cook, Enoch R.  
 Cook, Eula M.  
 Cook, Guy W.  
 Cook, Haroline H.  
 Cook, Phyllis L.  
 Cook, Ronald H.  
 Coonley, Mary P.  
 Coons, Edna B.  
 Cooper, Carolyn  
 Cooper, Carolyn A.  
 Cooper, Clinton G.  
 Cooper, Cynthia  
 Cooper, Dennis M.  
 Cooper, Elizabeth K.  
 Cooper, Kenneth S.  
 Cooper, Richard J.  
 Cooper, Royce D.  
 Cooper, Sarah E.  
 Cooper, Willard G.  
 Copeland, Michael James  
 Coppolechia, Yillian A.  
 Copulos, Mary C.  
 Corbin, John P.  
 Cordero, Daisy  
 Cordova, Alina C.  
 Core, John J.  
 Corell, Carol L.  
 Corella, Bararo  
 Corey, Arthur B.  
 Corley, Joan L.  
 Cornacchione, Frank  
 Corneal, Ricky N.  
 Cornell, Jeffrey  
 Corominas, Armando  
 Coronado, Abraham N.  
 Corrales-Chase, Dulce  
 Corrales, Jose A.  
 Correa, Gloria E.  
 Corson, Harold W.  
 Cortes, Georgina  
 Corton, Gaspar Miguel  
 Corvey, Sanford J.  
 Corwin, John K.  
 Cosa, Maria-Elena  
 Cossio, Jorge F.  
 Costa, Victor J.  
 Costello, Charles R.  
 Costello, Thomas M.  
 Cote, Elyn M.  
 Cotto, Luis L.  
 Cotto, Maria M.  
 Coulter Jr., Jay W.  
 Coulter, Beverly  
 Counts, Emory M.  
 Counts, Gail F.  
 Counts, Mary C.  
 Couvertier, Douglas M.  
 Covert, Ralph A.  
 Cowart, Merle S.  
 Cowart, Ruby N.  
 Cox, Amos E.  
 Cox, Charles L.  
 Cox, Darryl  
 Cox, James W.  
 Cox, Patricia L.  
 Craig, Elmer  
 Craig, Linsey J.  
 Craig, Norma J.  
 Crain, Edward E.  
 Crain, Mary T.  
 Cram, Eugene C.  
 Crawford, Alfred A.  
 Crawford, Carl M.  
 Crawford, Gale E.  
 Crawford, Jim  
 Crawford, Joanne P.  
 Crawford, Joyce L.  
 Crawford, Thomasina  
 Creel, Penny K.  
 Creely, Beverly A.  
 Crenshaw, Richard  
 Crepeau, Daniel J.  
 Crespo, Gloria  
 Crespo, Mayra H.  
 Crews, George L.  
 Crews, Steve  
 Cribbs, Patrick Hayward  
 Crittenden, Maria  
 Crocker, Jimmy  
 Crockett, Marian  
 Croes, Gregoria T.  
 Croll, Jonathan L.  
 Cromer, Elizabeth A.  
 Cromer, Samuel L.  
 Cronin, Joan M.  
 Cronin, Mary M.  
 Crosby, Magdalena C.  
 Cross, Frank  
 Cross, Susan M.  
 Cross, Tally A.  
 Crossdale, Daniel H.  
 Crosson, Dudley J.  
 Crowder, Daniel B.  
 Crowley, Thomas J.  
 Crue, Karen P.  
 Crum Jr., Phillip James  
 Crum, Jean L.  
 Cruse, Joanna S.  
 Crutchfield, James E.  
 Cruz-Alvarez, Felix L.  
 Cruz, Carlos A.  
 Cruz, Dagoberto  
 Cruz, Maria L.  
 Cruz, Yolanda D.  
 Cuadra, Jose J.  
 Cubbison, Mary Paige  
 Cubiles, Esperanza R.  
 Cubiles, Miguel  
 Cuervo, Margarita M.  
 Cuervo, Maria Teresa  
 Cuevas, Aurora E.  
 Cull, Currie C.  
 Culmer, Darla  
 Culver, Lee C.  
 Cummings, Christoph G.  
 Cummings, Marcia B.  
 Cummins, Thompson  
 Cuniglio, Robert M.  
 Cunniff, Anne V.  
 Cunningham Jr., Herbert  
 Cunningham, Dale S.  
 Cunningham, Donald H.  
 Cunningham, James E.  
 Cunningham, John W.  
 Cunningham, Lillian E.  
 Cunningham, Michael R.  
 Curry, Garland P.  
 Curtis-Dingle, Joan  
 Curtis, Doris M.  
 Curtis, Linda R.  
 Curtis, Robin A.  
 Cushing, Vickie L.  
 Cusidor, Robert  
 Cutadean, Ronald L.

## Miami-Dade Employees

### D

D'Alessio, Fran M.  
 D'Amico, Susan  
 D'Souza, Richard P.  
 D'Amico, Marjorie E.  
 D'Aste-Surcouf, Alexandra A.  
 Dagraedt, Mary V.  
 Daily, Steve A.  
 Dale, Paulette  
 Dalgrin, Suzette  
 Dalke, Henrietta  
 Dalmau, Lourdes  
 Dalrymple, Christi  
 Dalrymple, James R.  
 Dalton, Stephanie Patricia  
 Daly, John P.  
 Dam, Paul A.  
 Dameron, George E.  
 Dames, Ellis E.  
 Damsker, Eugene  
 Dangot-Pereira, Ethel  
 Daniel, Prudencia  
 Daniels, Brenda L.  
 Daniels, Earnest M.  
 Daniels, Hattie M.  
 Daniels III, Jack E.  
 Daniels, Marva J.  
 Daniels, Paul A.  
 Danielson, Suzanne  
 Danino, Gloria N.  
 Dannelly Jr., John D.  
 Danoff, Neil  
 Dansoh, Richard O.  
 Daphnis, Joel  
 Dar-Es-Salaam, Jerome  
 Darling, Donald  
 Darling, Geraldine  
 Darling, Jimmie  
 Darling, Lorraine  
 Darling, Patricia A.  
 Darnell, Sharon  
 Darrow, Joe P.  
 Darrow, Mark S.  
 Darrow, Pennie  
 Daugherty, Georgette H.  
 Davidson Jr., Alfred H.  
 Davidson, Bruce E.  
 Davidson, David F.  
 Davidson, Nadine Hope  
 Davidson, Ursula M.  
 Davie, Darrel A.  
 Davie, Yolanda M.  
 Davies, Timothy G.  
 Davila, Lourdes M.  
 Davila, Paul R.  
 Davis, Andrea D.  
 Davis, Anita Joyce  
 Davis, Arlene B.  
 Davis, Blanche L.  
 Davis, Bruce A.  
 Davis, Caroline C.  
 Davis, Carolyn B.  
 Davis, Daphney E.  
 Davis, Dwight  
 Davis, Esters  
 Davis, Eurie L.  
 Davis, Gary  
 Davis Jr., George  
 Davis, Geraldine  
 Davis, Gordon W.  
 Davis, Gwen D.  
 Davis, Joyce L.  
 Davis, Kenneth R.  
 Davis, Kim  
 Davis, Lee W.  
 Davis, Lorna G.  
 Davis, Marshall  
 Davis, Milton  
 Davis, R. Arlene  
 Davis, Robert B.  
 Davis, Robert Ian  
 Davis, Robert Scott  
 Davis, Sharon R.  
 Davis, Shelley E.  
 Davis, Shirley J.  
 Davis, Steven  
 Davis, Wayford  
 Davis, Willie  
 Dawes, Lorraine  
 Dawkins, Miller J.  
 Dawkins, Nora Jackson  
 Dawson Jr., William G.  
 Day, Kathleen B.  
 Dayton, Duke N.  
 De Angelis, Valerie  
 De Aragon, Francisco Xavier  
 De Armas, Cristina M.  
 De Armas, Maria R.  
 De Armas, Oscar  
 De Benedictis, Michel A.  
 De Ceano-Vivas, Hiaty E.  
 De Courcy, Mary E.  
 De La Guardia, Maria E.  
 De La Luz, Anthony  
 De La Portilla, Carmen D.  
 De La Roza, Maria C.  
 De La Tejera, Joseph  
 De La Torre, Marcos J.  
 De La Vega, Nancy F.  
 De Lancie, John S.  
 De Los Reyes, Gloria E.  
 De Los Santos, Anthony E.  
 De Quesada, Herminia  
 De Sautel, Bruce L.  
 De Shazior, Mabel H.  
 De Varona, Juan  
 De Zayas, Zoila E.  
 Deam, Barbara J.  
 Dean, Alfred J.  
 Dean, Cynthia P.  
 Dean, Franklin R.  
 Dean, Frederick  
 Dean, Patricia A.  
 Dean, Tracy D.  
 Dease, Eugene W.  
 Debold, Vaughn H.  
 Debono, Marie  
 Decasseres, Francis A.  
 Decicco, Joanmarie M.  
 Decker, Harold C.  
 Decker, Shannon E.  
 Decky, Zena  
 Decourcy, John H.  
 Deegan, Barbara  
 Defreis, Jean H.  
 Deger Jr., Robert J.  
 Degeyer, Frank P.  
 Degraff, Henry G.  
 Degraff, Lyonel  
 Degregorio, Eileen  
 Dehouske, Eileen A.  
 Del Campo, Rosa M.  
 Del Canal, Elio E.  
 Del Castillo, Enrique  
 Del Toro, Alberto  
 Del Valle, Eduardo  
 Dela Torre, Esther C.  
 Delacruz, Raul L.  
 Delaney, Barbara E.  
 Delaney, Gilbert L.  
 Delapaz, Margaret R.  
 Delara, James A.  
 Delatorre, Carlos A.  
 Delatour, Reynold  
 Delbeau-Charles, Myriam  
 Deleon, Iser Guillermo  
 Deleveaux, Remelda F.  
 Delgado, Alicia  
 Delgado, Harold  
 Delgado, Humberto  
 Delgado, Ileana  
 Delgado, Joaquin J.  
 Delgado, Mercedes  
 Deloach, Burnell  
 Deloach, Daniel  
 Delong, Patrick D.  
 Delphin, Exilas E.  
 Delpino, Jorge  
 Deluca, Elisa A.  
 Deluque, Iluminada  
 Demandt, Vaiva M.  
 Demaris, Ronald E.  
 Demon, Peggy L.  
 Demps, Doris L.  
 Dempsey, Joel L.  
 Deniken, Linda  
 Denk, Bruce R.  
 Denk, Judith M.  
 Dennard, Tara E.  
 Dennis, Thomas J.  
 Dennison, Diana M.  
 Denslow, Lawrence E.  
 Dent, Lancelot M.  
 Deoliveira, Avelino  
 Deoliveira, Delcio F.  
 Depalo, Thomas F.  
 Depew, Robert W.  
 Depriest, Louis  
 Derrico, Daniel R.  
 Derrico, Debra  
 Derums, Rasma  
 Desantos, Alfred P.  
 Descombes, Beulah M.  
 Desha, Betty R.  
 Deshazior, Charles H.  
 Deshazior, Rosa B.  
 Deshommes, Marie L.  
 Desmarais, George A.  
 Devillavicencio, Daniel  
 Devine, Charlie W.  
 Devlin, Frank Joseph  
 Devoe, Sonya Bridgeadette  
 Devonchik, Joseph M.  
 Devous, Arthur E.  
 Dewar, Donald N.  
 Dewar, Mildred E.  
 Deyurre, Zoila  
 Di Costanzo, Phillis A.  
 Di Stefano, Mary  
 Diamelio, Susan C.  
 Diaz-De-Villegas, Maria E.  
 Diaz, Alexander  
 Diaz, Ana L.  
 Diaz, Barbara F.  
 Diaz, Beatriz B.  
 Diaz, Brenda J.  
 Diaz, Cristobal  
 Diaz, Esperanza  
 Diaz, Evelyn  
 Diaz, Felix Oscar  
 Diaz, Francisco  
 Diaz, Francisco  
 Diaz, Jose E.  
 Diaz, Magaly  
 Diaz, Mayda C.  
 Diaz, Michael R.  
 Diaz, Pablo R.  
 Diaz, Rafael  
 Diaz, Ricardo F.  
 Diaz, Romulo  
 Diaz, Sara E.  
 Diaz, Soledad  
 Dibenedetto, Joseph  
 Dibenedetto, Maryann R.  
 Dicker, John W.  
 Dickerson, Evette M.  
 Dickerson, Melrose A.  
 Dickey, McNervy L.  
 Dickhaus, William A.  
 Dickman, Barry A.  
 Dickson, Errol M.  
 Diebold, Clifford A.  
 Diebold, Margaret A.  
 Diehl, Helen L.  
 Diehl, Peter  
 Dietrichson, Jennifer H.  
 Dietrick, Carol E.  
 Dietz, Laura S.  
 Digges Jr., Frank T.  
 Diggins, Marcia Elaine  
 Dill, Marlene B.  
 Dilley, Charles A.  
 Dillingham, Susan G.  
 Dillman, Karen C.  
 Dines, Burton  
 Dinino, Aileen B.  
 Dinitto, Thomas  
 Dipasquale, Randolph J.  
 Disilvio, Maria L.  
 Ditzler, Richard J.  
 Dix, William R.  
 Dixon, Mary L.  
 Dixon, Nora Lee  
 Dixon, Paul G.  
 Dixon, Susan A.  
 Dlugasch, Philip  
 Dobbs, Deborah L.  
 Dobbs, Donald G.  
 Dobbs, Sharon M.  
 Dobrin, Peter W.  
 Dobrinsky, Jane E.  
 Doby, Vicki D.  
 Dockens, Ruth Z.  
 Docobo, Sylvia C.  
 Doctor, Willie J.  
 Dodd Jr., Leonard C.  
 Dodd, Karen R.  
 Dodez, M. Leon  
 Dodge, Vivienne  
 Doherty, Robert  
 Dohrman Jr., Howard I.  
 Dolgos, Charles E.  
 Dollar, Dale T.  
 Dollar, Shirley A.  
 Dominguez, Audrey R.  
 Dominguez, Fernando Luis  
 Dominguez, Ivette Lazara  
 Dominguez, Nestor J.  
 Dominguez, Osvaldo  
 Dominguez, Zeida L.  
 Donaldson, Evelyn D.  
 Donaldson, Judy M.  
 Donate, Laurel  
 Donegan, Shanon E.  
 Donlin, Richard D.  
 Donovan, Margaret J.  
 Donovan, Paul R.  
 Dooley, Theodore V.  
 Doon, Leo H.  
 Doray, Sharon R.  
 Dorsett, Calvin L.  
 Dotres, Delfin M.  
 Dotson, Joe L.  
 Doty, Douglas L.  
 Doueck, Robert B.  
 Dougherty, Joan C.  
 Doughty, Irma D.  
 Douglas, Barbara  
 Douglas, Hollis F.  
 Douglas, John W.  
 Douglas, Ozell  
 Douglass, Irene  
 Douthett, Milo A.  
 Dove, Reginald H.  
 Dow, Betty E.  
 Dowde, Sandra E.  
 Dowdle, Dianne M.  
 Dowe, Elizabeth  
 Dowe, Moses L.  
 Dowling, Olive M.  
 Dowling, Timothy J.  
 Downey, Reid  
 Downing, Suzanne  
 Downs, Janet P.  
 Downs, Martha  
 Dozer, William B.  
 Dozier, Helen L.  
 Dozier, Verta L.  
 Dozier, William L.  
 Drake, Jeanette L.  
 Draznin, Steven A.  
 Dresser, Richard I.  
 Drew, Luraden Agatha  
 Drexel, Dorris H.  
 Drinkhahn, Glenda E.  
 Drinkhouse, Kathryn A.  
 Dripps, Susan L.  
 Driscoll, Jacqueline F.  
 Driscoll, John M.  
 Drobner, Robert H.  
 Drukman, Edith  
 Dubin, Murray  
 Dubina, Virginia W.  
 Dubner, Bonita K.  
 Dubrow, Bernard  
 Dubuisson, Maurice L.  
 Ducassi, Nuri J.  
 Dueno, Hector E.  
 Duerstock, Joseph A.  
 Duff, Shelby  
 Duffy, Edward  
 Duffy, Marianne T.  
 Duganne, George M.  
 Duke, Patricia J.  
 Dukes, James E.  
 Dukes, Marion Deloris  
 Dulban, Betty Ann  
 Dumant, Terry  
 Dumont, Felicia Ann  
 Duncan, Carolyn S.  
 Duncan, Henrietta C.  
 Duncan, Jacquelyn A.  
 Duncan, Jon R.  
 Dunker, Nancy C.  
 Dunlop, Joye J.  
 Dunlop, Robert C.  
 Dunmire, Babette L.  
 Dunn, Dorothy A.  
 Dunn, Patricia J.  
 Dunn, Raymond  
 Dunn, Richard P.  
 Dunn, Sandra K.  
 Dupree, Marguerite  
 Campbell  
 Dupree, Marthenia  
 Duran, Jenny  
 Duran, Kimberly A.  
 Duran, Mercedes  
 Durnberg, Carl J.  
 Durnberg, Steffi  
 Durphy, Alice R.  
 Duttonhofer, Stanley A.  
 Dwight, David L.  
 Dyas, James William  
 Dye, Kenneth R.  
 Dykes, Clayton  
 Dymond, Gerald V.  
 Dziedzinski, Virginia

## Miami-Dade Employees

### E

Earl, Annette H.  
Earl, Ilse B.  
Early, Donald M.  
Eaton, Edward  
Easton, Herschel L.  
Eaves, Arthur A.  
Eberhardt, Jeffery H.  
Ebner, Margaret  
Echavarría, Ana M.  
Echazabal, Carlos E.  
Echemendia, Maria De Las M.  
Echevarría, Maria T.  
Eckert Jr., Walter J.  
Eckles, John M.  
Economos, Sophie  
Edell, Sara N.  
Edelstein, Charles D.  
Edgecomb, James  
Edgecombe, Anita  
Edgerton, David L.  
Edmond, Carole Elaine  
Edmond, Thomas L.  
Edmonds, Marilyn M.  
Edmondson, Calvin  
Edmundson, Nellie U.  
Edwards, Bonnie  
Edwards, Judith A.  
Edwards, Linda D.  
Edwards, Paul A.  
Edwards, Sandra K.  
Ehrman, Helen L.  
Eichenberg, Rosemary E.  
Eighmie, Hugh J.  
Einspruch, Eric L.  
Eiras, Ana M.  
Eisel, Edward G.  
Eisenberg, Alan P.  
Eisenman, Teresa A.  
Elasik, Sandra L.  
Elder, Henry S.  
Eldridge, Jack E.  
Elgin, Joseph D.  
Elgin, Lori H.  
Elizuk, William J.M.  
Elkes, Alvin H.  
Elkin, Carolyn P.  
Ellenburg, James D.  
Ellerman, Claire  
Elliot, Jeffrey M.  
Elliott, Cynthia Ann  
Ellis, George Edward  
Ellis, James A.  
Ellis, Roscoe Leonard  
Ellison, Denver L.  
Ellison, Linbird  
Elmore, Robert A.  
Elsasser, Ruth R.  
Eltak, Everett Herman  
Eltus, Maria I.  
Elwood, Mary Alice  
Emanuel, Horace  
Emerson, George H.  
Emerson, Sarae S.  
Emmanuel, Danilo  
Emory, Dorothy P.  
Emson, Magdalan  
Eneas, Mervin G.  
Engelhardt, Carol R.  
Engelhardt, John S.  
England, Ira A.  
English-Bates, Alice Marie  
English, Robert  
Engressia, Esther R.  
Enriquez, Troy  
Epstein, Paula  
Epstein, Steven M.

Erb, John C.  
Erb, Sarah D.  
Erickson, Daniel P.  
Eriksen, Erik  
Eriksen, Sonnie K.  
Escalera, William U.  
Escobar, Francisco De'Asis  
Esper, Richard K.  
Espinosa, Raimundo  
Esposito, Ruth H.  
Esterley, Randy D.  
Estevez, Jorge A.  
Estevez, Maria Lusia  
Estopinales, Jose R.  
Estrada, Isabel M.  
Eitters, Donadean M.  
Eubanks, David H.  
Evans Jr., Booker T.  
Evans, Cheryl L.  
Evans, Diana D.  
Evans, Elaine A.  
Evans, Ernestine  
Evans, Geoffrey G.  
Evans, Janet W.  
Evans, Robert E.  
Evans, Stanley R.  
Everett, Freddie L.  
Everett, Harry D.  
Everett, Sakeenah B.  
Everett, Teresa Y.  
Evers, Rebecca C.  
Ewell, Arcie D.  
Ewing, Robert T.  
Eyman, Eleanor G.

### F

Fabelo, Osvaldo  
Fabian, Keith P.  
Faby, Barry A.  
Fackrell, J.G.  
Fagen, Phyllis A.  
Fahy, Sandra L.  
Failoni, Jaquelyn D.  
Faine, Pearl L.  
Fair, L.P.  
Fairless, Charlton D.  
Fairless, Graciella  
Fairless, James D.  
Faison, David L.  
Faison, Laverne A.  
Faison, Stuart M.  
Falco, Michael J.  
Falcobramo, Joann M.  
Falcon, Olga  
Falcone, Paul Thomas  
Fallavollita, Gina L.  
Fallon, Marcia J.  
Falstreu, Beatrix  
Fanfan, Bernard D.  
Fanjul, Julio  
Fanning, Grace M.  
Fansher, Ruth A.  
Farben, Janie B.  
Fargie, Patti  
Faria, Pablo  
Farinas, Anabel  
Farley, Franklin D.  
Farls, Darlene  
Farmer, Eugene D.  
Farmer, Robert E.  
Farrell, Cloatta M.  
Farrell, Gregory P.  
Farrell, Pamela S.  
Farris, Monika U.  
Farro, Louis S.  
Farrugia, Consuelo P.  
Faubert, Laurent M.  
Faulks, Zandra T.

Faxon, John W.  
Faye, Sandra A.  
Fazio, Larue C.  
Feanny, Patsy R.  
Feaster, Kathryn P.  
Federici, George H.  
Fehr, Barbara H.  
Fehr, Joseph  
Fehrenbach, Alfredo  
Fein, Louis I.  
Feingold, Ronald N.  
Feinstein, Jerrie E.  
Felder, Barbara  
Feldman, Shapiro  
Feldsher, Linda S.  
Feldstein, Barbara  
Feliz, Antonio  
Fellows, Beverly A.  
Felsenthal, Melissa A.  
Feltinton, Hollace F.  
Fenlon, Angelia M.  
Fergen, Cathy S.  
Ferguson, Billy C.  
Ferguson, Betty T.  
Ferguson, Gail L.  
Ferguson, Lillian A.  
Ferguson, Lucina E.  
Ferguson, Regina B.  
Ferguson, Shirley  
Ferguson, Thomas  
Ferguson, Verna Y.  
Fernald, Fred E.  
Fernandez, Adela  
Fernandez, Alfredo N.  
Fernandez, Amelia J.  
Fernandez, Aurelio  
Fernandez, Berta  
Fernandez, Catherine  
Fernandez, Elise M.  
Fernandez, Georgina M.  
Fernandez, Ignacio J.  
Fernandez, Irma Milagros  
Fernandez, Julia V.  
Fernandez, Julio M.  
Fernandez, Kelvin Jesus  
Fernandez, Luis  
Fernandez, Margaritai  
Fernandez, Maura E.  
Fernandez, Myrna N.  
Fernandez, Norys T.  
Fernandez, Oscar F.  
Fernandez, Patricia Y.  
Fernandez, Paula C.  
Fernandez, Pedro A.  
Fernandez, Ramon I.  
Fernandez, Sandra Maria  
Fernandez, Tushneida C.  
Fernandez, Zenaida  
Ferraiuolo, Jeanne  
Ferrante, Elizabeth D.  
Ferrell, James I.  
Ferrer, Armando J.  
Ferrer, Edward J.  
Ferrer, Gladys S.  
Ferrer, Lillian  
Ferrer, Marta  
Ferrer, Miriam M.  
Ferrer, Reinaldo  
Ferrer, Rosa M.  
Ferretti, John J.  
Ferretti, Mary S.  
Ferro, Maria J.  
Feuer, Maurice  
Feuerstein, John H.  
Fevrier, Frances  
Fewell, Glen B.  
Fewquay, George W.  
Fiallo, Jose C.  
Fidalgo, Jose  
Fliessinger, Catherine L.

Figueroa, Elsa Lazara  
Figueroa, Teresita I.  
Figueroa, Luis E.  
Figueroa, Anna P.  
Figueroa, Dianne Maire  
Figueroa, Ivan F.  
Figueroa, Miriam  
Filippi, Albert J.  
Filippi, Beverly M.  
Fils-Aime, Bernard  
Finberg, Irving W.  
Finch, Robert R.  
Fine, Laura  
Finger, Joyce E.  
Fink, James B.  
Fink, Phillip H.  
Finkelstein, Marilyn  
Fins, Francisco M.  
Fiorenza, Anthony Frank  
Fire, Helma  
Firestone, Bruce  
Firlow Sr., James  
Fishbein, Elizabeth L.  
Fisher, April  
Fisher, Charles J.  
Fisher, Elsie  
Fisher, Ijourie S.  
Fisher, Ronnie H.  
Fisk, Alyson H.  
Fitzgerald Jr., John  
Fitzgerald, Brian D.  
Fitzpatrick, Judith A.  
Fitzpatrick, Larry J.  
Fitzpatrick, Mary M.  
Fix, Colleen M.  
Flannagan, Dennis B.  
Flannery, John M.  
Fleckman, Bessie L.  
Flegel, Diane V.  
Fleisch, Arnold J.  
Fleischer, Etta  
Fleischer, Joel W.  
Fleischer, Shirley A.  
Fleisher, Karen J.  
Fleitas, David M.  
Fleming, William B.  
Fletcher, Billy N.  
Fletcher, Mabel  
Fletcher, Nathaniel  
Flicker, Elliott  
Fliss, Joseph A.  
Floberg, Delphin W.  
Florence, Patricia  
Flores, Flavio R.  
Flores, Victor F.  
Floresdeapod, Virginia  
Florio, Andrew J.  
Flowers, Laura E.  
Flowers, Tangula S.  
Flowers, Teresa  
Floyd, Frances L.  
Floyd, Gloria B.  
Floyd, James H.  
Floyd, Kimbrick  
Floyd, Renee  
Floyd, Tyrone T.  
Flucllen, David  
Fluitt, Jacquelin  
Fodor, Balazs  
Fodor, Royann P.  
Foley, James S.  
Fonseca, Richard  
Font, Milagros  
Fontana, Lilia M.  
Fonte Jr., Helio  
Footman, Georgia  
Fordham, Annie M.  
Formoso, Vivian D.  
Fornia, Lawrence M.  
Forrest, Marcia

Forrest, Rodney B.  
Forrest, Thomas R.  
Forrester, Florence L.  
Forrester, Janie B.  
Forrester, Lynn S.  
Foerster, Harry  
Fort, Gilberto V.  
Fortenberry, Emily  
Fortney Jr., Camden P.  
Fortson Jr., Jesse  
Fortson, James M.  
Fortuna, Barbara Ann  
Poster, Barbara J.  
Foster, Christinel  
Foster, Clayborn W.  
Foster, Horace  
Foster, James M.  
Foster, Jesse D.  
Foster, Sheila M.  
Foster, Susan  
Foster, Wayne J.  
Fountain, Kenneth E.  
Fowler, Mary F.  
Fowler, Sharon A.  
Fox, Phillis T.  
Fox, Rosie L.  
Fox, Sylvan  
Fox, Valerie P.  
Foytik, Sharron  
Fragano, Vincent J.  
Frame, Margaret N.  
Franchi-De-Al, Miriam  
Francis, Albert  
Francis, Carmen Esther  
Francis, Clementina J.  
Francis, Cyril A.  
Francis, Elbert  
Francis, James  
Francisco, Cristino L.  
Francois, Presley  
Frank, Edwin J.  
Frank, Irene B.  
Frank, Patricia J.  
Franke, Stephen F.  
Frankel, Nusia  
Franklin, Deborah J.  
Franz, Richard  
Frazier, Clarence  
Frazier, Paul H.  
Frazier, Ronald  
Fredenburgh, Franz A.  
Frederick, Mari-Jayne  
Freedman, Nora  
Freeman, Gary W.  
Freeman, Griselda  
Freeman, Jay N.  
Freeman, Patricia A.  
Freeman, Robert  
Freeman, Wayne B.  
Freeman, William H.  
Frehsee, Eric P.  
Freire, Tiburcio S.  
Freixas, Michael O.  
French, Peter A.  
Frey, Rodney A.  
Friedlander, Gail T.  
Friedlander, Robert  
Friedman, Ellen S.  
Friedman, Mildred M.  
Friedman, Paul D.  
Fries, Harry G.  
Fries, Marilyn M.  
Frohbose, Linda Butler  
Fromm, Mariel D.  
Frost, Betty A.  
Frost, Vincent L.  
Fry, David A.  
Fryar, Renita W.  
Fryer Jr., Thomas W.  
Fryer, Mary A.

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Fryer, Ossie O.  
Fudge, Nathaniel  
Fuentes, Jacqueline  
Fuentes, Ralph  
Fuller, Donald H.  
Fuller Jr., Julius S.  
Fulton, Julius  
Funk, Virginia A.  
Funke, Francis J.  
Funt, Samuel D.

### G

Gabriel, Diane  
Gadar, Dawn  
Gaela, Edgardo S.  
Gager, George F.  
Gailey Sr., Marion E.  
Gaillard, Darlene  
Gaines, Daniel L.  
Gainsford, Leland E.  
Gaitor, Linda G.  
Gaitor, Randy G.  
Gaibe, Ileana F.  
Gallardo, Aida C.  
Gallardo, Gisela C.  
Gallardo, Gustavo  
Gallardo, Vivian M.  
Galletti, Hugo M.  
Galli, Carlos A.  
Galloway, Barbara J.  
Galluzzo, Maura  
Gandees, Kathleen E.  
Gandia, Nadine A.  
Gantner, Charles W.  
Garavaglia, Mary Elle  
Garber, Ina S.  
Garbett, Curtis E.  
Garcell, Ada M.  
Garces, Luz Elena  
Garcia-Benitez, Pilar  
Garcia-Gomez, Julio  
Garcia-Serra, Vanessa  
Garcia, Raul Rodolfo  
Garcia, Ada V.  
Garcia, Aida I.  
Garcia, Antonio  
Garcia, Carlos M.  
Garcia, Ellen C.  
Garcia, Emilio  
Garcia, Esther  
Garcia, Francisco G.  
Garcia, Frank R.  
Garcia, Idania I.  
Garcia, Irmira  
Garcia, Isade  
Garcia, Jose  
Garcia, Juan Carlos  
Garcia, Juan L.  
Garcia, Juana O.  
Garcia, Judith  
Garcia, Julio Cesar  
Garcia, Luis  
Garcia, Maria P.  
Garcia, Mario R.  
Garcia, Mary E.  
Garcia, Mary L.  
Garcia, Monica  
Garcia, Oscar F.  
Garcia, Rafael B.  
Garcia, Rene  
Garcia, Rolando  
Garcia, Yrasema C.  
Garciaz, Linda A.  
Gardiner, Henry G.  
Gardiner, Joy-Anne  
Camille  
Gardiner, T. Richard  
Gardner, Barbara D.

Gardner, Omega S.  
Garfunkel, Barbara H.  
Garman, Sharon F.  
Garner, Ambrose  
Garner, Edsel L.  
Garner, Eugene F.  
Garner, Levi  
Garner, Yvonne S.  
Garnett, John M.  
Garnett, Stevens E.  
Garrastegui, Bertie  
Garrett, Barbara J.  
Garrett, Freddie F.  
Garrett, Helen W.  
Garrett, Joanna M.  
Garrett, Lois J.  
Garrison, Margaret G.  
Garte, Nehoma S.  
Garvin, Valria  
Gasbarro, Debbie  
Gaskin, Gladys L.  
Gaskin, Patricia  
Gatewood, Sheila L.  
Gathercole, Geoffrey  
Gatlin, Herman L.  
Gaudy, Teresita E.  
Gauld, Charles A.  
Gavelek, James G.  
Gay, William J.  
Gearhart, Darwin E.  
Geary, Saskia M.  
Gedeon, Jean-Robert  
Gegenheimer, Carolann  
Gejger, Marie J.  
Geist, Dorothy C.  
Gelfo, Ethel M.  
Gellis, Rochelle L.  
Genece Jr., Abner  
Genece, Marie A.  
Gennett, Nicholas D.  
Gentle, Rhea M.  
George, Carol Annette  
George, Ramon T.  
Georges, Phyllis  
Georgini Jr., John P.  
Gerber, Frances R.  
Gerhardt, Frances N.  
Gerheim, John W.  
Gerken, Donna  
Germain, Andre  
Germain, Miguel A.  
Gerster, Gisela  
Gervais, Charlottea  
Geter, Freddie M.  
Getz, George  
Gevertz, Howard L.  
Gherman, Betty L.  
Gibbons, Elizabeth  
Gibbons, Johnnie C.  
Gibbons, Wanda  
Gibbs, Oliver  
Gibeau, John R.  
Gibson III, Joseph H.  
Gibson, Annette R.  
Gibson, Leroy  
Gibson, Wayne J.  
Gil, Felicia  
Gilbert, Ernest  
Gilbert, Helen R.  
Gilbert, Kirk D.  
Gilbert, Wilbur A.  
Giles, Margaret  
Gill, Jack C.  
Gillespie, Joan M.  
Gillespie, Paul R.  
Gillette, Brooks  
Gillette, Patricia A.  
Gilliam, John H.  
Gilmore, Hollis  
Gilpin, Janice Ann

Ginory, Ana Cecilia  
Giol, Floris  
Giordani, Claude  
Giordano, Mildred E.  
Gipson, Grady V.  
Givens, Orsibe  
Gives, Migdalia C.  
Glackin, Thomas D.  
Glander, Thorne P.  
Glass, Fred H.  
Glassman, Isadore Mathew  
Glaze, Jacquelyn D.  
Glazer, Marilyn  
Glendening, Lydia V.  
Glendening, Marion F.  
Glenn, Azalee W.  
Glenn, Neal D.  
Glevenyak, Andrew  
Glickman, Shirley B.  
Glinn, Sandra S.  
Glover, Anthony  
Gluski, Henry A.  
Goesser, Joseph E.  
Goforth, Preston M.  
Gohlke, Bonnie E.  
Gohlke, Gloria A.  
Gohlke, John H.  
Goicouria, Teresa G.  
Goins, Georgianna E.  
Golatt, Myrtha G.  
Goldberg, Myron L.  
Goldberg, Robert F.  
Golden, Beverly J.  
Golden, Edna S.  
Golden, Nelda R.  
Golden, Paul H.  
Golden, Rhonda L.  
Golden, Rosa Mae  
Goldman, Sue S.  
Goldstein, Adrienne  
Goldstein, Devra  
Goldstein, George H.  
Goldstein, Judy B.  
Goldstein, Kenneth  
Goldstein, Reuben  
Goll, Robert J.  
Gomez-Kemp, Vicente A.  
Gomez, Andres S.  
Gomez, Carmen  
Gomez, Eduardo  
Gomez, Jorge  
Gomez, Joseph A.  
Gomez, Maria A.  
Gomez, Victor M.  
Gondry, David A.  
Gonzales, Caren  
Gonzales, David J.  
Gonzalez-Quevedo, Benito R.  
Gonzalez-Alfo, Florenci  
Gonzalez-Esteva, Orlando  
Gonzalez, Adolfo  
Gonzalez, Angel R.  
Gonzalez, Angela M.  
Gonzalez, Barbara Sara  
Gonzalez, Blanca M.  
Gonzalez, Carmen  
Gonzalez, Charles  
Gonzalez, Eduardo  
Gonzalez, Eloina  
Gonzalez, Enrique I.  
Gonzalez, Esther M.  
Gonzalez, Eugene  
Gonzalez, Ileana A.  
Gonzalez, Ivonne M.  
Gonzalez, Jesus  
Gonzalez, Jorge B.  
Gonzalez, Jose  
Gonzalez, Jose  
Gonzalez, Juan A.

Gonzalez, Juan M.  
Gonzalez, Julio C.  
Gonzalez, Luis A.  
Gonzalez, Manuel J.  
Gonzalez, Mara E.  
Gonzalez, Margarita  
Gonzalez, Margarita  
Gonzalez, Maria Elena  
Gonzalez, Marie C.  
Gonzalez, Marina R.  
Gonzalez, Midalys  
Gonzalez, Nancy  
Delacarida  
Gonzalez, Nerida  
Gonzalez, Odalys  
Gonzalez, Pablo  
Gonzalez, Pedro  
Gonzalez, Pedro D.  
Gonzalez, Regla  
Gonzalez, Ricardo  
Gonzalez, Sol Maria  
Gonzalez, Teresa L.  
Good, John L.  
Goodall, Eleanor E.  
Goode, Brenda C.  
Goode, Laurie F.  
Goode, Patricia  
Gooding, Rosiland  
Goodluck, Keith  
Golatt, Alberta D.  
Goodman, Bruce J.  
Goodmond, Daniel  
Goodson, James I.  
Goodwill, William F.  
Goodwin, Juanita Y.  
Goolsby, Esther M.  
Gordillo, Janice G.  
Gordo, Antonia M.  
Gordon-Ferkin, Lenore J.  
Gordon, Clinton L.  
Gordon, Diedra  
Gordon, Gwendolyn E.  
Gordon, Henry  
Gordon, Jacquelin  
Gordon, Josephine M.  
Gordon, Ronico L.  
Gordon, William M.  
Gordon, Xavier R.  
Gorham, Peggy L.  
Gorman Jr., Raymond H.  
Gorman, John R.  
Gorman, Leila B.  
Gortler, Elinor  
Gosheff, Leslie R.  
Gosnell, Gary W.  
Gosnell, Joan C.  
Gossoff, David E.  
Gottardi, Maria T.  
Gottlieb-Roberts, Marilyn G.  
Gottlieb, Dorma J.  
Gouin, Jocelyn Y.  
Gow, Halina M.  
Grace, Paul D.  
Grace, Richard M.  
Grady III, Paul D.  
Grady, Raymond E.  
Grady, Thelma M.  
Graham, Donald  
Graham, Gloria E.  
Graham, Mary  
Graham, Ollis  
Graham, Rita M.  
Grala, Joyce  
Gram, Ralph  
Granda, Mary Scott  
Granda, Raul  
Grandolfo, Rosemarie  
Granet, Elaine Edith  
Granger, Edgar B.

Granros, Frederick E.  
Grant, Colene C.  
Grant, Jr., Samuel B.  
Grant, Leon  
Grant Jr., Robert  
Gravel, David M.  
Gravel, H.L. Margo  
Gravitt, Dorothy J.  
Gray, Andrew  
Gray, Barbara T.  
Gray, Edward A.  
Gray, James S.  
Gray, Peter R.  
Gray, Valerie D.  
Greadington, Barbara A.  
Greaux, Barbara L.  
Greb Jr., John T.  
Greb, Elizabeth  
Greco, Eugene  
Green, Anne F.  
Green, Beaulah M.  
Green, Darla Denise  
Green, Hayward  
Green, Jeffrey  
Green, John A.  
Green, Kathy L.  
Green, Linda L.  
Green, Mary E.  
Green, Richard W.  
Green, Robert  
Green, Rosemary  
Green, Sheila  
Green, Warren W.  
Greenberg, Ann K.  
Greenberg, Barry  
Greenberg, Barriet D.  
Greenberg, Lila A.  
Greene, Charles P.  
Greene, Gloria Evans  
Greene, Herbert  
Greene, Hettie P.  
Greenfield, Maria L.  
Greenfield, Phyllis E.  
Greenfield, Ruth W.  
Greenhill, Larry A.  
Greening, Paul G.  
Greenman, Sara A.  
Gregalot, Jill A.  
Gregg, Dale  
Gregg, Joseph B.  
Gregg, Marjorie R.  
Gregory, Daphne S.  
Gregory, Diann Shirley  
Gregory, Janice Mary  
Gregory, Shirley J.  
Greig, Kenneth L.  
Greineisen, George W.  
Gresham, Daniel K.  
Gresham, Mark  
Gribble, Shirley A.  
Griego, Frank D.  
Griffey, Mary T.  
Griffey, Ronald L.  
Griffin Jr., Oscar  
Griffin, Diane M.  
Griffin, Gail Y.  
Griffin, James  
Griffin, Larry G.  
Griffin, Martha A.  
Griffin, Pamela J.  
Griffin, Roberta  
Griffiths, Eileen  
Grigoruk, Sergei G.  
Grillo, Jorge V.  
Grimes, Michael D.  
Grimes, Rebecca P.  
Grinstead, Thomas I.  
Grizzard, Lisa Michelle  
Groark, James F.  
Groark, Sheila A.

## Miami-Dade Employees

Groff, Emily S.  
Groom, Jeffrey A.  
Groomes, Marlene M.  
Grooms, Dick E.  
Grooms, Linda L.  
Groppe, Carol M.  
Groppe, Idania  
Groppe, Richard E.  
Groseclose, Carol A.  
Groselle, Francis X.  
Gross-Farina, Sally  
Gross, Andrew  
Gross, Patricia D.  
Grosse, Christine Uber  
Grossholz, Gene P.  
Grossman, Chas L.  
Grossman, Ronnie S.  
Grosso, Cecilia  
Grosso, Martin M.  
Grosz, Robert C.  
Growick, Elizabeth C.  
Growick, Simon  
Gruber, Rita L.  
Grumbach, Royal D.  
Gruneisen, Nancye L.  
Grusby, Martin P.  
Grussing, Dale E.  
Grzeski, Harry F.  
Guarch, Gerard J.  
Guas, Orestes  
Guasto, Jean C.  
Guerin, Martin A.  
Guerra, Hector M.  
Guerra, Lydney Asia  
Guerra, Roberto A.  
Guigou, Lourdes  
Guilarte, Alexe T.  
Guiler, Nellie S.  
Guillaume, Webert  
Guillen, Laverne  
Guiu, Ramon C.  
Gulbalis, Simon S.  
Guldstrand, Joyce M.  
Gulley, Clinton  
Gunter, Gail  
Gunter, Marjorie E.  
Gurley, Charlotte  
Gusman, Narciso  
Gustafson, Einar R.  
Gustke, James A.  
Gustke, June B.  
Guthrie, James J.  
Gutierrez, Celestino J.  
Gutierrez, Elizabeth  
Gutierrez, Felix M.  
Gutierrez, Guillermo  
Guttman, Michael  
Guy, Carlos  
Guyton, Patricia A.  
Guzman, Sergio J.  
Guzman, Valeria

## H

H-Pistorino, Maria A.  
Haas, Caryn J.  
Haban, Patricia H.  
Hackbarth, Frederick R.  
Hackl, Marie  
Hackman, Peggy L.  
Haddy, Sammie L.  
Hadwin, Gladys R.  
Haferling, Joy  
Hagarty, William P.  
Hagemann, Patricia M.  
Hagen, Shirley P.  
Hagos, Yukunoamlak  
Hahn, Denise A.  
Haha, Lorraine

Haiduck, Adeline E.  
Haight, Gary T.  
Hajdukiewicz, William  
Haldin, Diane L.  
Hale, Suzanne E.  
Hall Jr., Orelous  
Hall, Althora R.  
Hall, Andre L.  
Hall, Bennie K.  
Hall, Blanche C.  
Hall, Bryan G.  
Hall, Eugene T.  
Hall, Patricia D.  
Hall, Floyd C.  
Hall, James D.  
Hall, Jane C.  
Hall, Katharine M.  
Hall, Linda K.  
Hall, Malika J.  
Hall, Marilyn S.  
Hall, Murry S.  
Hall, Norman L.  
Hall, Robert C.  
Hall, Sonzoria P.  
Hallmon, Albert  
Hallmon, Roosevelt  
Halloran, Thomas M.  
Halloran, Maria P.  
Halperin, Rosalyn S.  
Halter, Ruth H.  
Hamilton Jr., Ralph H.  
Hamilton Jr., Walter  
Hamilton, Cashie V.  
Hamilton, Darphelia  
Hamilton, Doree T.  
Hamilton, James  
Hamilton, Jessie  
Hamilton, Theodore E.  
Hamm, Patricia E.  
Hammersberg, Suzanne S.  
Hammitt, Aundrea  
Hammond, Robert M.  
Hammons, Norma J.  
Hampton Jr., Johnny  
Hampton, Evelyn Y.  
Hampton, Ofelia M.  
Hampton, Roy  
Hamrick, Debbie J.  
Hanauer, Kenneth G.  
Hancock, Mary E.  
Handelsman, Robert J.  
Handy Sr., Russell F.  
Hanger, Karen J.  
Hankerson, Arlene D.  
Hanley, Deirdre  
Hanlon, Frances  
Hann, Cora L.  
Hanna, Amal  
Hanna, Cassandriah  
Hanna, Clarence A.  
Hannah, Royce  
Hansberry, Marie L.  
Hansen, Maris Duane  
Hansen, Steven C.  
Hanson, Karen J.  
Hanson, Katherine R.  
Hanson, Peter A.  
Harden, Lillie T.  
Harden, Mable M.  
Harden, William L.  
Harding, Dwight A.  
Harding, Linda C.  
Hardisson, Theresa  
Hardwick, Bobbi  
Hardwicke, Jane S.  
Hardy, Phyllis H.  
Hargis, Eddie D.  
Harkcom, John K.  
Harms, Harold  
Harned, Mary E.

Harper, Harold J.  
Harper, John W.  
Harper, Ramona  
Harrell, Gloria J.  
Harrell, John H.  
Harrell, John L.  
Harrell, Julian S.  
Harrell, Lonnie J.  
Harrell, Michelle R.  
Harrington, Wanda K.  
Harris, Andrea D.  
Harris, Barbara G.  
Harris, Barbara W.  
Harris, Candis T.  
Harris, Cecil J.  
Harris, Dixie A.  
Harris, Dorothy L.  
Harris, Enoch J.  
Harris, G. Robert  
Harris, James A.  
Harris, Kastanza J.  
Harris, Keith V.  
Harris, Louis H.  
Harris, Mannie T.  
Harris, Norman Jr.  
Harris, Pearl M.  
Harris, Phil  
Harris, Serreta R.  
Harris, Susan T.  
Harris, Terrylee  
Harris, Wade  
Harris, William S.  
Harris, Willie L.  
Harris, Willie R.  
Harrison Jr., Earl M.  
Harrison, Milton L.  
Harrison, Rex S.  
Harrison, Richard  
Harrison, Rodney E.  
Hart, Betty  
Hart, Michael D.  
Hartge, John Y.  
Hartley, Charlotte  
Hartley, Cynthia S.  
Hartley, James E.  
Hartman, Sheryl M.  
Hartstein, Nancy J.  
Harty-Hugues, Isabella  
Hartzell, Thomas V.

Harvey, James D.  
Harvey, Jeanicce  
Harvin Jr., Jessie  
Hasandras, John  
Hashim, Charles K.  
Haskins, Awilda R.  
Haskins, Harold R.  
Hassanzadeh, Barbara  
Hasty, Charles E.  
Haswell, Earlene R.  
Hatton, Judith Crawford  
Haupt, John R.  
Hauser Jr., Kenneth J.  
Hauser, Byron C.  
Hawkes, Josephine  
Hawkins, Anna M.  
Hawkins, Karen H.  
Hawkins, Marjorie M.  
Hawks, Gail A.  
Hayes, Braden H.  
Hayes, Donald R.  
Hayes, Enna  
Hayes, John T.  
Hayes, Joyce A.  
Hayes, William  
Haynes, Fred Douglas  
Haynes, Randy L.  
Hays, Anne P.  
Hays, Karen L.  
Hazel, Jacqueline  
Head, Brenda  
Healy, James P.  
Heath, Edith J.  
Heatrice, Carolyn Joann  
Hebert, Claire E.  
Hecht, Gary  
Heckerman, Raymond O.  
Hedgespeth Jr., George T.  
Hedgespeth, Portia M.  
Heggen, Betty L.  
Heggy, Linda  
Heinrich, Norma J.  
Heise, Kenneth F.  
Hektor, Lynne M.  
Held, Fred T.  
Hellman, Roy W.  
Hellmueller, Eleanor I.  
Helmka, Thomas E.  
Henderson, Archie L.

Henderson, Burton  
Henderson, Deborah K.  
Henderson, Dorene L.  
Henderson, James D.  
Henderson, Joyce  
Henderson, Mary  
Henderson, Michelle  
Henderson, Patricia  
Henderson, Richard G.  
Henderson, Wanda E.  
Hendrix, Betty J.  
Hensfield, Joann  
Henley, Alton J.  
Henley, Ruth H.  
Hennebery, Timothy E.  
Hennessey, Mary C.  
Henniger, Lucinda A.  
Henning, Martha N.  
Henry, Dedra M.  
Henry, Gladwin W.  
Henry, Johnny L.  
Henry, Luther  
Henry, Martha J.  
Henry, Theresa  
Hepburn, Catherine  
Hepburn, Rodney J.  
Hepner, Richard C.  
Heppler, Beverly J.  
Hepworth, Michael F.  
Herbst, Charles W.  
Herman, Dennis H.  
Hernandez Fumero, Mario  
Hernandez, Carlos M.  
Hernandez, Celimo F.  
Hernandez, Cruz  
Hernandez, Effie S.  
Hernandez, Ena  
Hernandez, Esperanza  
Hernandez, Eva  
Hernandez, Florana R.  
Hernandez, Gerhild  
Hernandez, Isabel C.  
Hernandez, Jesus  
Hernandez, Jose G.  
Hernandez, Kathleen Y.  
Hernandez, Lourdes  
Hernandez, M. Maritza  
Hernandez, Maria M.  
Hernandez, Mercedes



Colorful costumes and native dances were just a part of Hispanic Heritage Week on the South Campus in 1984.

## Miami-Dade Employees

Hernandez, Miguel A.  
 Hernandez, Olga N.  
 Hernandez, Patty L.  
 Hernandez, Roberto E.  
 Hernandez, Roberto E.  
 Hernandez, Roberto J.  
 Hernandez, Vivian  
 Herndon, Linda F.  
 Hernhuter, Albert L.  
 Herod, Herbert R.  
 Heron, Noel A.  
 Herrera, Alberto J.  
 Herrera, Consuelo  
 Herrera, Maria C.  
 Herrera, Sonia  
 Herring, Charlie A.  
 Herring, Gigi  
 Herrmann, Janet C.  
 Herrmann, Siegfried E.  
 Hertler, Robert J.  
 Hertz, Stephen Allan  
 Hester, Gregory C.  
 Hetzel, Donald B.  
 Hevia, Madelaine M.  
 Heydrich, Elena  
 Heyman, Julia B.  
 Hicks, Carolyn E.  
 Hicks, Darlene N.  
 Hicks, Nancy  
 Hicks, Phaon P.  
 Hickson, Jaudel  
 Hidalgo, Miguel I.  
 Higginbotham, Ellen W.  
 Higgins, Sandra B.  
 Higgs, Rholanda E.  
 Hijazi, Cynthia  
 Hilbert, Betsy S.  
 Hilbert, Robert G.  
 Hildebrand, Helen S.  
 Hildebrand, Mary J.  
 Hildreth, Cefred K.  
 Hill, Isaiah  
 Hill, Keith C.  
 Hill, Robert D.  
 Hill, Robert L.  
 Hill, Roosevelt J.  
 Hill, Spencer E.  
 Hill, Valencia J.  
 Hill, Willie P.  
 Hillard, Mary T.  
 Hillard, William M.  
 Hillman, John D.  
 Hillstead, Kandell W.  
 Hilton, Gary M.  
 Hilton, James B.  
 Hilton, Kenneth W.  
 Hilton, Lois F.  
 Hime, Laurie H.  
 Himmenger, Kurt L.  
 Hindmarsh, Gail F.  
 Hindmarsh, Marie R.  
 Hines, Steve  
 Hinkley, Ann J.  
 Hinnant Jr., William W.  
 Hinz, Lana J.  
 Hipple, Dennis L.  
 Hipsher, Daniel E.  
 Hirk, Darlene M.  
 Hirtz, Margaret E.  
 Hirtz, Nicholas J.  
 Hitchens, Alice R.  
 Hively, Evelyn D.  
 Hix, Betty J.  
 Hobbs, Joy Diferderico  
 Hobbs, Norman L.  
 Hobbs, Stephanie C.  
 Hochbaum, Gunda M.  
 Hochfelder, Julia A.  
 Hodges, Karen  
 Hodges, Margaret L.

Hodges, Patricia  
 Hoerner, James L.  
 Hoff, Cherry K.  
 Hoffman, Arthur M.  
 Hoffman, Harry  
 Hoffman, Linda K.  
 Hoffman, Stephen J.  
 Hofmann, Lucinda A.  
 Hogan, Francis L.  
 Hogan, Gary R.  
 Hogges, Ralph  
 Hogle, Victoria U.  
 Hogue, Gloria M.  
 Hohman, Howard R.  
 Hojabri, Virginia  
 Hokstad, Ellen A.  
 Hokstad, Marsha L.  
 Holden, Grace E.  
 Holder, Isabel M.  
 Holladay, Wilbur G.  
 Hollaman, Lynn E.  
 Holland Jr., Willis A.  
 Hollenbeck, Louise M.  
 Holley, Gus L.  
 Holley, Hazel B.  
 Hollingsworth, Kathleen  
 Hollis Jr., Sam.  
 Holloman, Faye C.  
 Holloway, Alexandria  
 Holloway, Joe L.  
 Holloway, Kathryn E.  
 Holman, Arline  
 Holman, Leroy G.  
 Holmes, Donald G.  
 Holmes, Felicia  
 Holmes, Nancy C.  
 Holmes, Willie J.  
 Holobaugh, Thelma R.  
 Holst, Eric W.  
 Holt, Alfred M.  
 Holt, Charles E.  
 Holt, Mercedes J.  
 Holt, Sharon Y.  
 Holts, Henry  
 Honyak, Shirley M.  
 Hood, Lena M.  
 Hooks, Vernon G.  
 Hooper, Pride E.  
 Hoover, Fred J.  
 Hope, Henry G.  
 Hopkins, Richard  
 Hoppenbrouwer, Walter D.  
 Hopper, Gertrude  
 Hornberger, Nannette F.  
 Hornbuckle, Jean M.  
 Horne, David L.  
 Horne, Patricia L.  
 Horner, Robin B.  
 Hornor, Maria B.  
 Horowitz, Tom W.  
 Horta, Elena  
 Horwitz, Renee  
 Hosea, Barbara  
 Hosken Jr., Robert H.  
 Hosken, Dorothy F.  
 Hoskinson, Joseph A.  
 Hospital, Maria Carolina  
 Houck, Gary M.  
 Houghtaling, Colette M.  
 Houghtaling, Ronnie H.  
 Hourruttiner, Yvonne  
 House, Nathaniel  
 Houser, Glenn T.  
 Houston, Joann  
 Houston, Marjorie  
 Houston, Yvonne L.  
 Howard, Betty M.  
 Howard, David L.  
 Howard, Dorothy J.  
 Howard, Herbert A.

Howard, James L.  
 Howard, Jimmie  
 Howard, Joseph C.  
 Howard, Leah R.  
 Howard, Lionel Stephen  
 Howard, Mark S.  
 Howard, Marty Leven  
 Howard, Robert N.  
 Howard, Willie J.  
 Howe, Elvon L.  
 Howe, Nadene E.  
 Howell Jr., Floyd  
 Howse, Charles C.  
 Howse, Peggy K.  
 Howze, Brenda J.  
 Hoy, Cynthia  
 Hoyos, Lillian P.  
 Hozza, Gerald E.  
 Huang, Winnie S.  
 Hubbard, Cathy M.  
 Huckle, Bruce E.  
 Huddle, Norma P.  
 Hudgens, Michele Clare  
 Hudgens, Raymond  
 Hudgens, Vicki L.  
 Hudson, Erin  
 Hudson, Gary C.  
 Hudson, Gladys  
 Hudson, Joseph W.  
 Hudson, Ofelia M.  
 Hudson, Ruby M.  
 Hudson, Sandra  
 Huergo, Jose M.  
 Huerta, Ruben  
 Huff, Grace S.  
 Huff, Katherine Alice  
 Huff, Norman R.  
 Huff, Sharon K.  
 Huff, Wiley J.  
 Hughes Sr., James W.  
 Hughes, Bobbie D.  
 Hughes, Fred W.  
 Hughes, Gabrielle  
 Hughes, Henry L.  
 Hughes, Nathalie L.  
 Humphrey, Kenneth  
 Humphreys, Annie Mae  
 Humphreys, Noreen  
 Humphries, Joan R.  
 Humphries, Marie S.  
 Hundemer, Howard L.  
 Hundevadt, Robert C.  
 Hung-Simons, Olivia R.  
 Hunsicker, Gerald H.  
 Hunt, Linda  
 Hunt, Lourdes  
 Hunt, Margaret L.  
 Hunt, Mary H.  
 Hunt, Mary M.  
 Hunt, Nelson B.  
 Hunt, Patricia L.  
 Hunt, Thelma L.  
 Hunter, Eugene  
 Hunter, Jacqueline V.  
 Hunter, Jeffrey G.  
 Hunter, Robert J.  
 Hunter, Robert L.  
 Hurd, Jerrold  
 Hurston Jr., Clifford J.  
 Hush, Annie B.  
 Huston, Dennis L.  
 Hutcherson, Larry W.  
 Hutchings, Fred  
 Hutchinson, Priscilla D.  
 Hutchinson, Shelia D.  
 Huttler, Howard A.  
 Hydress, Marie R.  
 Hypolite, Claire A.



*Tropical fruits and seafood were served in quantity at the 1984 Holiday Reception for faculty and staff.*



*During the book fair of 1984, Nestor Torres entertains on the flute while five-year-old Jordan Glassman draws his picture.*

## Miami-Dade Employees

### I

Ibrahim, Eronif  
Ibrah, Riva  
Igbinoba, Karen F.  
Iglesias, Estrella M.  
Iglesias, O'Lynn W.  
Ilic, Jeanette D.  
Inclan, Betty  
Ingold, Scott  
Ingraham, Debora D.  
Ingraham, Lavone F.  
Ingram, Eric N.  
Ingram, Robert B.  
Ink, Donald W.  
Ireland, Aise  
Iriarte, Rosa R.  
Irizarry, Madelyne  
Irizarry, Milady E.  
Irvin, Evie L.  
Irvine, Kip R.  
Irwin, Darrell D.  
Irwin, Mary Barbara  
Irwin, Michael A.  
Isern, Margarita  
Isert, Fred J.  
Isham, Jack D.  
Isley, Elizabetha  
Isom, Greg  
Isom, Jerry R.  
Issac, Rosie N.  
Iudica, Grace Elvira  
Ivanoff, George  
Iversen, Dorothy B.  
Ivery, Elizabeth D.  
Izquierdo, Lilian

### J

Jabali, Haiba  
Jablon, Debra G.  
Jacangelo, Yvonne M.  
Jack, Dwight C.  
Jackson, Alice D.  
Jackson, Alvin L.  
Jackson, Carole  
Jackson, Carolyn D.  
Jackson, Charles R.  
Jackson, Charlotte  
Jackson, Emerald  
Jackson, Euphemia Y.  
Jackson, Gail P.  
Jackson, George R.  
Jackson, Gordon A.  
Jackson, J.D.  
Jackson, James H.  
Jackson, Johnnie R.  
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Jackson, Laverne P.  
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Jackson, Michelle Roxine  
Jackson, Missouri  
Jackson, Reginald J.  
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Jackson, Rose Marie  
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Jackson, Thomas  
Jackson, Violetta M.  
Jackson, William E.  
Jacobs, Gary P.  
Jacobs, Kathleen A.  
Jacobs, Morris D.  
Jacobs, Sandra R.  
Jacobson, Daniel I.  
Jacobson, Sara A.

Jagarnauth, Alecia P.  
James Jr., Lee  
James, Farrington  
James, Jesse Lee  
James, Marion  
James, Paul  
Janaro, Richard P.  
Jansen, Julie  
Jatsa, John H.  
Jean-Baptiste, Joel  
Jean-Bart, Rulx  
Jean-Louis, Frantz  
Jean-Paul, Roger  
Jefferson, Thomas W.  
Jeffries, Margaret  
Jenkins Jr., Sol  
Jenkins, Althea H.  
Jenkins, Brenda  
Jenkins, Elbert G.  
Jenkins, Florrie M.  
Jenkins, Gena  
Jenkins, James  
Jenkins, Marion W.  
Jenkins, Willie  
Jennings, Hartzel C.  
Jenrette, David V.  
Jenrette, Mardee G.  
Jernigan, Mary-Jane  
Jerome, Beatrix  
Jerome, Jean B.  
Jervis, Roy N.  
Jessamy, Ordine A.  
Jessop, Hugh J.  
Jessop, Willie M.  
Jett, Irene  
Jett, Sheldon R.  
Jimenez, Alma C.  
Jimenez, John  
Jimenez, Juan J.  
Jimenez, Maritza  
Jinks Jr., William H.  
Jinks, Joan M.  
Jinks, Louis H.  
Joffre, Marie J.  
Johann, Eileen D.  
Johannsen, Ramon A.  
Johnakin, Cassandra D.  
Johns, Barbara J.  
Johns, Juanita S.  
Johnson, Albert Jr.  
Johnson, Ann P.  
Johnson, Barbara J.  
Johnson, Barbara J.  
Johnson, Barbara J.  
Johnson, Benjamin F.  
Johnson, Betsy  
Johnson, Bloniva R.  
Johnson, Bobby L.  
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Johnson, Connie  
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Johnson, Harold L.  
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Johnston, James  
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Jones, Ruben I.  
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Jordan, Evelyn  
Jordan, Paul H.  
Jordan, Sherry I.  
Jorro, Joaquin  
Jorro, Jose M.  
Joseph, Venante  
Joseph, Barbara  
Joseph, Edline  
Joseph, Estelle C.  
Joseph, Marie C.  
Joshua, Rose E.  
Joyce, Robert R.  
Junco-Ivern, Marta  
Jurney Sr., Kent C.  
Justice, Carol P.

Justice, Herma V.

### K

Kah, Susan K.  
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Kahn, Rosalind  
Kaiser, Helen B.  
Kaldor, Michael  
Kaline, Jerome J.  
Kambour, Michael T.  
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Kanouse, Candace S.  
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Kaplan, Patsy Ann  
Kaplan, Renee Jean  
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Karsh, Ellen  
Karson, Phyllis R.  
Kartner, Cynthia A.  
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Kass, Susan H.  
Kassner, Thelma Z.  
Kastens, Edith M.  
Kater, Emmett  
Kates, Hazel H.  
Katsinas, Stephen G.  
Katz, Adrienne E.  
Katz, Jose  
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Kavanagh, Noemi M.  
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Kaynor, Elizabeth H.  
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Kearney, Barbara  
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Keen, Beatriz E.  
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Keenan, Helen J.  
Keepings, Douglas L.  
Keighley, Michael J.  
Keils, Margaret W.  
Keilt, Frances B.  
Keirnan, Mildred M.  
Keith, John H.  
Kell, James  
Kellenbenz, Charles J.  
Keller, Frederic E.  
Kelley, Patricia A.  
Kelley, Samuel T.  
Kelly, Daisy R.  
Kelly, Dennis E.  
Kelly, Doris V.  
Kelly, Eloisa F.  
Kelly, J. Terence  
Kelly, Paula D.  
Kelly, Virginia W.  
Kemmerlin, Roscoe L.  
Kemp, Sylvia P.

Kempainen, John P.  
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Kennedy, Alice  
Kennedy, Suzanne K.  
Kennedy, Terry David  
Kenney, Robert M.  
Kenney, William H.  
Kenny-Mersch, Linda  
Kent, Frederick  
Kentner, James R.  
Keppler, Charles N.  
Kercheval, Barbara A.  
Kerecman, Karen E.  
Kern-Ladner, Marilyn N.  
Kern, Frederick W.  
Kern, John E.  
Kerr-Stewart, Shirley Y.  
Kershaw, Harry  
Kershaw, Nan E.  
Kershey, Steve J.  
Keys, Carolyn  
Keyser, Gertrude J.  
Khuy, Margarita A.  
Kidder Jr., Oral P.  
Kiely, Edith  
Kiernan, Peter S.  
Kiernan, Rita C.  
Kihei, Wayne Y.  
Kikuchi, Randall Y.  
Kilbride, James M.  
Kilps, James R.  
Kimble, Beth  
Kimbrough, Eunice  
Kimbrough, Mary R.  
Kimes, Mary M.  
Kimmons, Doris J.  
King, Douglas  
King, Ersell  
King, Jessie M.  
King, Joseph T.  
King, Kathleen M.  
King, Kenneth  
King, Louvenia  
King, Mary B.  
King, Nathaniel  
King, Robert J.  
King, Susan J.  
King, William H.  
Kinsler, Bernice  
Kirby, Barbara M.  
Kirchheiner, Lillian H.  
Kirk, Jeanne M.  
Kirkhart, Mary E.  
Kirkhart, Sandra J.  
Kirkland, Joann E.  
Kirkwood, Curtis  
Kirsner, Mildred W.  
Kirst, Kathryn  
Kirst, Paul W.  
Kitchen, Jeaniene T.  
Kite-Powell, Jeffery  
Thomas  
Kitner, Jon D.  
Kumiller, Patricia E.  
Klahr, Melvin A.  
Klay, Anne  
Kleiman, Elliot B.  
Klein, Cynthia  
Klein, Richard A.  
Klezmer, Lois W.  
Klezmer, Michael I.  
Kline, Fran  
Kline, Lee J.  
Klingensmith, Charles P.  
Klinger, Dennis M.  
Klittin, Alicia M.  
Klittin, Luis V.  
Kloepfer, Patrick A.  
Kluvar, Antoinette  
Kluzkowski, Jane



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 Knowles, Max  
 Knowles, Ruth D.  
 Knox, Mary J.  
 Knutsen, Mark A.  
 Koback, Ronald G.  
 Kobbe, Doris M.  
 Kobelin, Joel  
 Kobrin, Irene V.  
 Kocak, Catherine M.  
 Koch, Beverly S.  
 Koenig, Edith V.  
 Koestline Jr., Karl  
 Koeth, Leonard A.  
 Koffley, John  
 Koksai, Patricia  
 Kolasinski, John Paul  
 Kolman, Helen  
 Konkel, Diane T.  
 Konkel, Richard  
 Koons, William E.  
 Kornegay Jr., William A.  
 Korngold, Raymond B.  
 Korte, Donna J.  
 Kosak, Philip D.  
 Koschler, Theodore A.  
 Kotler, Lorne  
 Koumjian, Clarice  
 Kovacik, Elenor M.  
 Kovacik, Robert W.  
 Kovacs, Alexander J.  
 Kozar, Leona C.  
 Koziol, Robert  
 Kraemer, Richard  
 Krajnik, Edmund J.  
 Kramer, Rose H.  
 Krantz, Barbara M.  
 Krantzler, Robert G.  
 Krauss, Nancy E.  
 Kraynak, Mary M.  
 Krebs, Joanne L.  
 Kreutle, Joseph A.  
 Kriss, Pamela  
 Krohn, Edward J.  
 Kroll, Suzanne K.  
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 Kruse, Mary-Fran T.  
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 Kuberski, Georgina Orah  
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 Kulpa, Maxine M.  
 Kunzmann, Nancy M.  
 Kurtz, Leonard P.  
 Kurucz, Michele J.  
 Kurzawa, Roy P.  
 Kwoczka, Wanda T.

## L

La Marca, Georgine  
 Labonte, Andre W.  
 Labonte, John J.  
 Labori, Regina  
 Lacayo, Alfredo F.  
 Lachowicz, Audrey D.  
 Lackey, Eugenia M.  
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 Ladwig, Patti J.  
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 Lagomacini, Americo  
 Lair, Patricia A.

Laird, Thomas L.  
 Laitinen, Nancy R.  
 Lake, Diane  
 Lakey, John J.  
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 Lalich, Veljko  
 Lall, Renuka  
 Lalonde, Margaret E.  
 Lamadriz, Rocio A.  
 Lamanna, Michael James  
 Lamanna, Rita M.  
 Lamar, Enrique J.  
 Lamar, James E.  
 Lamazares, Ivonne M.  
 Lamb, Jerome P.  
 Lamb, Robert J.  
 Lambert, Aurora M.  
 Lambert, Gloria Magali  
 Lambert, Lori  
 Lambert, Yolanda C.  
 Lambright, Lilliana  
 Lamolli, Jacqueline  
 Lamorette, Martha A.  
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 Lampkin, Allen  
 Lampkin, Ludell  
 Lampman, James J.  
 Lampus, John J.  
 Lamuela, Faustino  
 Lanahan, Raymond  
 Lance Jr., Frank H.  
 Landau, Robert F.  
 Landes, Renee B.  
 Landsea, Bonnie D.  
 Landwehr, Roberta L.  
 Lane, Charles E.  
 Lane, Juanita C.  
 Lane, Mary  
 Laney, Cynthia L.  
 Laney, Howard B.  
 Lange, Mario Luis  
 Langenecker, Joseph  
 Raymond  
 Langford, Bruce I.  
 Langlois, Venise J.  
 Langsam, Marvin I.  
 Lanier Davis, Joyce  
 Lanier, Alice F.  
 Lankford, Willard P.  
 Lannaman, Gloria  
 Lannaman, Lucien R.  
 Lanphier, Paul H.  
 Lantes, Fawn B.  
 Lapin, Robin Wucher  
 Laranul, Sabine  
 Laria, Maria E.  
 Lariosa, Robert P.  
 Larkins, Margaret W.  
 Larmond, Dorothy Jean  
 Larosa, Salvatore J.  
 Laroue Jr., Samuel D.  
 Larrauri, Oscar  
 Larrazabal, Gladys M.  
 Larrea, Benigno  
 Larry, Stephanie D.  
 Larsen, Mary  
 Lasaga, Jose L.  
 Lashley, Leroy L.  
 Lassiter, Patricia F.  
 Lassiter, Rosalind R.  
 Lassourreille, Rose  
 Lassourreille, William J.  
 Laster, Denna  
 Lathrop, Joanne A.  
 Latimore, Samuel H.  
 Latortue, Vertulie  
 Lauck, Patrick D.  
 Laughlin, Margaret C.  
 Laughter, Mary C.  
 Laughter, Wade V.

Lauranzon, Karen R.  
 Lawhorn, Clara O.  
 Lawhorn, Janie T.  
 Lawler, Marjorie L.  
 Lawman, Corrine G.  
 Lawman, Ronald G.  
 Lawrence, Bradley M.  
 Lawrence, Matthew  
 Lawrence, Sabrina E.  
 Laws, Paul B.  
 Lawson, David A.  
 Lawson, David A.  
 Lawson, Debra Lynn  
 Lawson, Joann T.  
 Lawton, Georgia Ann  
 Lay-Chi, Carmen  
 Lazarus, Ruth P.  
 Lazo, Georgina M.  
 Lazzaro, Thomas A.  
 Le Roy, Arthur J.  
 Leach, Robin R.  
 Leal, Margarita  
 Lebar, Ruth P.  
 Leblanc, Robert F.  
 Leddy Jr., Edmund J.  
 Leduc Jr., Albert  
 Lee, Calvin  
 Lee, Ambroze F.  
 Lee, Andrew  
 Lee, Angela M.  
 Lee, David B.  
 Lee, Dwight G.  
 Lee, Evelyn P.  
 Lee, Jeffrey F.  
 Lee, Jessie  
 Lee, Julia L.  
 Lee, Julius T.  
 Lee, Mattie B.  
 Lee, Romelia G.  
 Lee, Vanessa A.  
 Lee, Victoria  
 Lee, Willie J.  
 Leff, Bennett  
 Leflore, Teresa D.  
 Legair, Pearllette Isola  
 Leggett, Anna C.  
 Legrand, Jocelyne  
 Legros, Norma  
 Lehman, Douglas K.  
 Lehman, Margaret E.  
 Lehman, Norbert M.  
 Leibovit, Arnold L.  
 Leidlich Jr., Charles A.  
 Leidlich, Mercedes L.  
 Leiseca, Eduardo  
 Leiseca, Julio P.  
 Leitch, Patrick  
 Lellouche, Brigitta S.  
 Lemberger, Eileen  
 Lemons, Dixie L.  
 Lenane, Thomas F.  
 Lenard, Elouise T.  
 Lennox, George  
 Lenza, Dolores M.  
 Leon-Fernandez, Hilda  
 Leon, Gabriela Ramirez  
 Leon, Luisa R.  
 Leonard, Chris G.  
 Leonard, Dorothea L.  
 Leonardi Jr., Salvatore  
 Leone, Hanna K.  
 Lera, Jorge A.  
 Lerman, David H.  
 Lero, Susan G.  
 Leroy, Frantz C.  
 Leroy, Reine-Carmel  
 Leshar, Marion A.  
 Leshin, Robert I.  
 Lesser, Sima  
 Lester, Janet E.

Lester, John C.  
 Lester, John F.  
 Letendre, Dennis R.  
 Leu, Jerome D.  
 Levarity, Marsha E.  
 Levenson, Teresa Wanda  
 Levesque, Michael A.  
 Levesque, Stephen R.  
 Levester, Billy M.  
 Levin, Barry D.  
 Levin, Mary  
 Levin, Robert L.  
 Levine, Ruth  
 Levine, Susan D.  
 Levingston, Ethel C.  
 Levinson, Edward D.  
 Levy, Robert A.  
 Levy, Stuart  
 Lewinter, Sheryl  
 Lewis Jr., Henry W.  
 Lewis, Bessie W.  
 Lewis, Constance N.  
 Lewis, Daniel  
 Lewis, Deborah A.  
 Lewis, Ellie B.  
 Lewis, Ervin G.  
 Lewis, Ethell Patrice  
 Lewis, George T.  
 Lewis, James M.  
 Lewis, Juliet H.  
 Lewis, June E.  
 Lewis, Larry  
 Lewis, Mamie Lavern  
 Lewis, Mary Jane  
 Lewis, Sandra C.  
 Lewis, Sarah M.  
 Lewis, Virginia A.  
 Lewis, William E.  
 Ley, Donna Mary  
 Lezcano, Margarita  
 Lianzi, Theresa L.  
 Liber, Jaime  
 Lichlyter, Marta A.  
 Lightbody, Linda L.  
 Lightfoot, Barbara A.  
 Lillien, Irving J.  
 Lillien, Linda A.  
 Lin, Tien T.  
 Linan, Alberto  
 Lindblom, Peter D.  
 Lindsay Jr., Melvin  
 Lindsay, Dennis P.  
 Lindsay, Dennis W.  
 Lindsay, Hilda E.  
 Lindsay, Kathleen I.  
 Lindsay, Maxwell H.  
 Lindsey, Sandrell R.  
 Lindsley, Ruth V.  
 Link, Patricia B.  
 Link, Ronald W.  
 Lino, Maria E.  
 Lintz, Willis J.  
 Lipman, Arlene  
 Lipof, Irene S.  
 Lippel, Gary S.  
 Liss, Cynthia  
 Litman, Ilene M.  
 Litten, Gwendolyn P.  
 Little, Betty P.  
 Little, Irene E.  
 Little, John P.  
 Littlejohn, Trenese R.  
 Littler, June D.  
 Lively, George S. Jr.  
 Livingston, Curtis V.  
 Livingston, Theodore R.  
 Lizotte, Linda L.  
 Llamas, Lillian A.  
 Llamas, Marino N.  
 Llarena, Josefina C.

Llennin, Maria C.  
 Lomas, Cheryl D.  
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 Lloyd, Doris L.  
 Lloyd, George L.  
 Lloyd, Ione  
 Lloyd, Joseph F.  
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 Lloyd, Sherral  
 Lo, Ching-Nin  
 Loane, Nancy K.  
 Lobaugh, Cecil E.  
 Lobban, Michael J.  
 Lobel, Barbara J.  
 Lockett, Hubert L.  
 Lockett, Sheila D.  
 Lockhart, Alfred A.  
 Lockhart, Jacquelin L.  
 Lockie, Sidna D.  
 Lodato, Judith A.  
 Lodge, Lillian A.  
 Lodge, Thomas J.  
 Logan, Georgina E.  
 Logan, Henry J.  
 Logan, Sharon  
 Lomangino, Nicola J.  
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 London, Ellen S.  
 Londono, Maria A.  
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 Long, Sara F.  
 Long, Sheila L.  
 Loomis, Donna L.  
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 Lopez-Silvero, Maylin G.  
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 Lopez, Delia  
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 Lopez, Encarnaci  
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 Lopez, Jose A.  
 Lopez, Luis A.  
 Lopez, Margarita  
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 Lopez, Marilyn J.  
 Lopez, Oswaldo Augusto  
 Lopez, Patricia  
 Lopez, Pedro C.  
 Lord, Susan E.  
 Lordi, Roberta L.  
 Loreda-Lopez, Maria Elena  
 Loreda, Nestor J.  
 Loren, Parke B.  
 Losada, Gloria  
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 Losak, Patricia A.  
 Lotempio, Jerri A.  
 Louis, Marie A.  
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 Love, Joseph  
 Lovell, Cindy E.  
 Lovell, Lauretta  
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 Lovely, Charles L.  
 Lovely, Isaac  
 Low, Jack  
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 Lowery, Maxwell H.

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Lowin, Judith  
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 Lukenbill, Jeffrey D.  
 Lukenbill, Maureen D.  
 Lull, Terry S.  
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 Lumpuy, Ines  
 Luna, Roy  
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 Lundgren, David F.  
 Lundgren, Elizabeth L.  
 Lundgren, Muriel W.  
 Lunt, William Simpson  
 Lurie, Sheldon M.  
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 Lyle Jr., Jack M.  
 Lyle, Brenda R.  
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 Lyman, Donald R.  
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 Lynch, Elizabeth L.  
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 Lynch, Samuel J.  
 Lyon, Leonard E.  
 Lyons, Doris S.  
 Lyons, Jacquelin L.  
 Lytle, Frances A.

**M**

Maas, Edward J.  
 Macbeth, Adrienne M.  
 Macdonald, James L.  
 Macdonald, Jane K.  
 Maccwan, Elizabeth  
 MacGregor Jr., James  
 Machado, Eduardo F.  
 Macho, Juan M.  
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 Macias, Aristides  
 MacIntosh, Roderick J.  
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 Mack, Bettye J.  
 Mack, Raymond E.  
 Mackay, Carolyn M.  
 Mackay, Kathleen S.  
 Mackens, Washington  
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 Mackey, Leon C.  
 Macleod, Frances A.  
 Macri, Lynda Minor  
 Madansky, Lloyd B.  
 Madden, Jr. William L.  
 Maderal, Luis R.  
 Madruga, Maria A.  
 Magalhaes, Marta  
 Magers, Jean M.  
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 Magner, Gerard T.  
 Magwood, Elouise S.  
 Mahan, Mary H.  
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 Maher, Richard S.  
 Maher, Shirley W.

Mahlmeister, Michael J.  
 Maida, Dorothy T.  
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 Mailman, Garry S.  
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 Mainieri, Dominic P.  
 Maitland, Peter  
 Major, Edna J.  
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 Major, Gerri A.  
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 Makowski, Patricia A.  
 Malcolm, Mary F.  
 Malcolm, Robert O.  
 Malin, Lillian S.  
 Malivuk, Michael R.  
 Malm, Mary Pia  
 Malmuth, Laurence R.  
 Malone, Ronald  
 Malschick, Wilfred R.  
 Maltby, Diane Roberts  
 Malvar, Francisco  
 Mandley, Frank E.  
 Mandowa, Nancy  
 Mandry, Helen  
 Mangels, Mary Lou  
 Mangold, Jill F.  
 Mangrum, Jane  
 Mann, Annie L.  
 Mannchen, Margaret  
 Manrara Jr., Alfredo E.  
 Manrara, Maggie A.  
 Manresa, Rosa M.  
 Mansilla, James J.  
 Manson Jr., Jeffrey  
 Manson, Cindy  
 Mantilla, Israel  
 Marantz, Gail B.  
 March, Anthony G.  
 Marcus, Andrew  
 Marin, Maria C.  
 Marinas, Isabel M.  
 Marine, Lois E.  
 Mario, Hermine S.  
 Marion, Ida P.  
 Marion, Jeffrey L.  
 Mark, Paula  
 Markert III, George W.  
 Markovitz, Albert  
 Markowitz, Joseph  
 Marks, Kay B.  
 Marlin, Carol J.  
 Marlins, James G.  
 Marlow, Janet A.  
 Marlowe, James I.  
 Marlowe, Jamie  
 Marotta, Rosemarie  
 Marquez, Enrique  
 Marquez, Laura  
 Marrero-Rosa, Maria  
 Marrero, Blanca R.  
 Marsh, John H.  
 Marshall Jr., Morris  
 Marshall, Ann A.  
 Marshall, Bruce R.  
 Marshall, Cheryl  
 Marshall, Earl E.  
 Marshall, Gigi  
 Marshall, Jessie A.  
 Marshall, Kevin T.  
 Marshall, Marcelyn V.  
 Marshall, Olos F.  
 Marshall, Preston W.  
 Marshall, Stephanie  
 Martelly, Eric  
 Martelly, Felix  
 Martelly, Mario F.  
 Martin, Andrew  
 Martin, Barbarita  
 Martin, Brenda V.

Martin, Charles R.  
 Martin, Cleo  
 Martin, Forrest D.  
 Martin, Freddie  
 Martin, Jack A.  
 Martin, Joan D.  
 Martin, John W.  
 Martin, Joycelyn G.  
 Martin, Juan Carlos  
 Martin, Karen S.  
 Martin, Maria L.  
 Martin, Mary J.  
 Martin, Mary L.  
 Martin, Michael E.  
 Martin, Octavio  
 Martin, Virginia L.  
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 Martincak, Angela S.  
 Martinez-Gonzalez, David  
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 Martinez, Armando G.  
 Martinez, Carlos A.  
 Martinez, Douglas  
 Martinez, James A.  
 Martinez, Juan A.  
 Martinez, Lourdes D.  
 Martinez, Lucy R.  
 Martinez, Maria E.  
 Martinez, Maria T.  
 Martinez, Marta A.  
 Martinez, Myrnard J.  
 Martinez, Olga D.  
 Martinez, Perla  
 Martone, Dorothy J.  
 Martone, Louis A.  
 Martorano, Alfonso P.  
 Marty, Georgina N.  
 Martz Jr., Richard H.  
 Marx, Antonia D.  
 Maseda, Maria M.  
 Masforroll, Rosany  
 Mashburne, Roberte L.  
 Masiko Jr., Peter  
 Mason, Gerald E.  
 Mason, Peggy J.  
 Maspons, Maria M.  
 Mass, Corey  
 Massey, Margaret  
 Massi, Joseph C.  
 Massung, Janet D.  
 Mast, Evelyn M.  
 Mast, Richard C.  
 Mastantonio, Daniel  
 Masters, Shelley  
 Mata, Antonio L.  
 Matas, Carlos A.  
 Mateo, Jose  
 Mateo, Maria C.  
 Mathe, Luz V.  
 Matheny, Josephine  
 Mathews, Alma J.  
 Mathews, Nadine  
 Mathis, Arthur B.  
 Mathis, Lair  
 Mathis, Lorraine F.  
 Mathis, Marsha  
 Matthews, Audrey H.  
 Matthews, Debra J.  
 Matthews, Henry L.  
 Matthews, Sandra A.  
 Matthewson Jr., Douglas E.  
 Mattison, Carrolle R.  
 Mattox, Carl L.  
 Mattox, Karen  
 Matzkeit, Kathe E.  
 Maury, Sol G.  
 Maxwell, Jerome L.  
 May, Moira  
 May, Susan H.  
 Maycox, Barbara K.

Maymi, Felix R.  
 Mayo, Deborah A.  
 Mayoli, Connie  
 Mays, Pearl M.  
 Mazloom, Irene M.  
 Mazza, Debra  
 Mazzagatti, Cora E.  
 Mazzagatti, Roy D.  
 Mazzarelli, James A.  
 Mazzorana, Daniel E.  
 McRee, Lynn  
 McAdam, Timothy E.  
 McAlister, Carol  
 McAlpin, Bruce W.  
 McAlpine, Robert D.  
 McArthur, Debra H.  
 McAskill, Kenneth C.  
 McAuley, Jack A.  
 McCabe, Patricia A.  
 McCabe, Robert H.  
 McCall, Albert L.  
 McCammon, Catherine L.  
 McCann, John P.  
 McCartney, Debra J.  
 McCartney, Harry M.  
 McCartney, Ivan R.  
 McCarty, Sylvia  
 McClendon, Ruth E.  
 McCloskey, Muriel A.  
 McCollum, Michael S.  
 McComb, Robert W.  
 McCombs, Gerald M.  
 McConnell II, Arthur  
 McCormick, Donald F.  
 McCown, Edward M.  
 McCown, Hermilda M.  
 McCoy, Anne C.  
 McCoy, Herbert Jerome  
 McCoy, Richardine C.  
 McCoy, Robert F.  
 McCray, Doris Jean  
 McCray, Kathleen S.  
 McCreedy, Kenneth R.  
 McCrink, Carmen L.  
 McCullers, Willie R.  
 McCullough, James  
 McCurdy, Mary L.  
 McCusker Jr., Charles J.  
 McDaniel, Barry T.  
 McDaniel, Hilda A.  
 McDaniel, Jewel M.  
 McDaniel, Judith A.  
 McDaniel, Mildred L.  
 McDaniel, Varen B.  
 McDermott, Ann M.  
 McDonald, Carol  
 McDonald Jr., James F.  
 McDonald, Doris M.  
 McDonald, Eugene W.  
 McDonald, James F.  
 McDonald, John  
 McDonald, Mary  
 Magdalene  
 McDonald, Ralph T.  
 McDonald, Samuel C.  
 McDonald, Sandy  
 McDonough, Martha M.  
 McDow, Diana S.  
 McDowell, James  
 McDuffie, Albert  
 McDuffie, Kary A.  
 McEachern, Sherman C.  
 McElligott, Thomas J.  
 McElvery, Roger M.  
 McElwain, Wilbur  
 McEwan, James  
 McFadden Jr., Earnest  
 McFall, Regina  
 McFarland Jr., Thomas  
 McGann, Pamelita

McGowan, Gloria L.  
 McGhee, Leroy  
 McGhie, Hugh G.  
 McGinley, Forrest A.  
 McGinnis, Gertrude M.  
 McGowan, Vequilla  
 McGraw Jr., J. D.  
 McGruder, Darlene  
 McGruder, Sharon L.  
 McGuire, Thomas I.  
 McHale, Sharon K.  
 McHenry, Robyn A.  
 McHugh, Rita J.  
 McIntire, Linda L.  
 McIntosh, Courtney W.R.  
 McIntosh, Eddie W.  
 McIntosh, Joe L.  
 McIntosh, Nikki  
 McIver, Carolyn R.  
 McKay, Brenda  
 McKee, Robert L.  
 McKee, Walter S.  
 McKenzie, Lawrence  
 McKenzie, Shirley  
 McKinley, Linda L.  
 McKinney, Cheryl  
 McKinney, Diane C.  
 McKinney, James W.  
 McKinnon, Carolyn D.  
 McKinnon, Michael  
 Douglas  
 McKitterick, Thomas M.  
 McLean, Douglas E.  
 McLean, Elizabeth  
 McLeellan, Donald L.  
 McLeod, John M.  
 McLymont, Fitz H.  
 McMannus, E.L.  
 McManus, Bruce  
 McMillan, Roberta G.  
 McMullen, Michael  
 McNair, Alexander  
 McNamee, Hugo J.  
 McNeal, Jean E.  
 McNerney, Jean E.  
 McNutt, Leonard M.  
 McPhail, Ollie E.  
 McPhee, Gizelle V.  
 McPhee, Samuel  
 McPherson, Peter  
 McQuaig, Dolores  
 McQuay Jr., William J.  
 McQueen, Alfrader  
 McQueen, Glenda K.  
 McQueen, Hannah M.  
 McQuillan, Mary C.  
 McRae, Duncan A.  
 McRae, Sylvia L.  
 McRae, Tina J.  
 McSears, Dianne H.  
 McSwain, William R.  
 McTier, Mary F.  
 McWhorter, James M.  
 McWhorter, Peter S.  
 McWhorter, Talitha S.  
 McWilliams, Marvin  
 Mead, Jan W.  
 Meador, Betty L.  
 Meadows, Essie M.  
 Meadows, Leroy M.  
 Meadows, Lonzo J.  
 Meagher, Donald G.  
 Mears Jr., John T.  
 Meazaros, Francis G.  
 Mederos, Amelia Cristina  
 Medina, America  
 Medina, Barbara A.  
 Medina, Domingo A.  
 Medina, Emilia  
 Medina, Irasema L.

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Medina, John R.  
 Medina, Marta M.  
 Meek, Carrie P.  
 Megerson, John S.  
 Megerson, Nancy C.  
 Mehallis, George  
 Mehta, Asit R.  
 Mehta, Nila  
 Meistrrell, Frank J.  
 Meistrrell, Sonja  
 Meizoso, Clara L.  
 Mejias, Ricardo J.  
 Mele, Michael J.  
 Melia, Rosa L.  
 Melis, Celia M.  
 Mellerson, Patricia A.  
 Menard, Guy-Gerald  
 Mencey, Louise H.  
 Mendez-Perez, Jaime  
 Mendez, Juan T.  
 Mendoza Jr., Robert H.  
 Mendoza, Esteban G.  
 Mendoza, Esther  
 Mendoza, Manuel G.  
 Mendoza, Maria L.  
 Mendoza, Melissa  
 Mendoza, Raul  
 Menendez Jr., Andres  
 Menendez, Alfredo  
 Menendez, Alfredo  
 Menendez, C. Teresita  
 Menendez, Faustino S.  
 Menendez, Jose  
 Menendez, Ramon  
 Menocal, Lydia M.  
 Menton, Mae D.  
 Menzel, Marion B.  
 Meola, Joseph W.  
 Mera, Daniel R.  
 Mercado, Dario  
 Mercer Jr., Albert J.  
 Mercer, Rita M.  
 Merchant, Mushtaq H.  
 Meredith, Joan  
 Merkle, Dianne L.  
 Merrill, Ronnie  
 Merrill, Kathleen G.  
 Merrill, Priscilla A.  
 Merriss, Joan E.  
 Merser, Kenneth J.  
 Merves, David  
 Merz, Paul  
 Mesa, Adolph  
 Mesa, Manuel G.  
 Mese, Janice H.  
 Mese, John C.  
 Mesia, Walter G.  
 Mesler, Kathleen  
 Messer, Hanna G.  
 Metellus, Fortune  
 Mets, Melvin M.  
 Mettee, Joseph T.  
 Metz, Grace G.  
 Metzgar, Frank A.  
 Mewes, Isabelle K.  
 Meyer, Bruce E.  
 Meyer, John R.  
 Meyer, Peter  
 Meyers, John R.  
 Meza, Carlos A.  
 Micheli, Irvin G.  
 Michelson, Donald D.  
 Mickens, Sharonann B.  
 Middleton, Robert L.  
 Middleton, Rolen C.  
 Midget, Lonnie  
 Mierisch, Sonia A.  
 Migliaccio, Christopher P.  
 Mignot, Victor R.  
 Miguez, Ramon  
 Mika, Claudette  
 Mika, Irene  
 Mike, Evelyn L.  
 Mikels, Geraldine E.  
 Mikler, Barbara J.  
 Mila, Jorge J.  
 Milan, Roberto  
 Milanese-Gala, Roberto J.  
 Miles, Babette Beryl  
 Miles, Gregory A.  
 Miles, John  
 Miliano, Thomas L.  
 Millard, Anna S.  
 Millard, Kathleen H.  
 Millard, Stephen R.  
 Miller, Ann T.  
 Miller, Boise L.  
 Miller, Carol J.  
 Miller, David W.  
 Miller, Don M.  
 Miller, Ethel M.  
 Miller, Gayle E.  
 Miller, Jane Carolyn  
 Miller, Janet L.  
 Miller, John M.  
 Miller, John P.  
 Miller, Jose A.  
 Miller, Linda L.  
 Miller, Mary R.  
 Miller, Mercedes L.  
 Miller, Muriel  
 Miller, Patricia L.  
 Miller, Ralph D.  
 Miller, Thomas R.  
 Miller, Verna M.  
 Miller, Virginia K.  
 Millican, Juliette E.  
 Millien, Yolaine I.  
 Mills, Alma M.  
 Mills, Cleveland  
 Mills, Daniel S.  
 Mills, David O. Jr.  
 Mills, Ernest  
 Mills, Hildred  
 Mills, James Z.  
 Mills, Laura J.  
 Mills, Philip M.  
 Mills, Quivie G.  
 Mills, Roosevelt  
 Mills, Samuel  
 Milmed, Joyce F.  
 Milone, Rose R.  
 Milton, Bertha K.  
 Milton, Delores  
 Milton, Paula M.  
 Minches, Barbara  
 Mindlin, Leo  
 Minehart, Charlotte H.  
 Minehart, William D.  
 Miner, Gwyn E.  
 Mines, Robert F.  
 Mingo, Herman  
 Miguez, Adela  
 Mink, Ardith V.  
 Minns, Herbert L.  
 Minor, Alan B.  
 Minor, Charlotte A.  
 Minter, Michael L.  
 Miot, Danielle T.  
 Miqueli, Juanita O.  
 Mira, Anthony  
 Mira, Mary W.  
 Mirabeau, Roch L.  
 Miranda, Angel L.  
 Miranda, Alicia M.  
 Miron, Stanley S.  
 Mistry, Firoy R.  
 Mitchell Jr., Nelson A.  
 Mitchell Jr., Thomas  
 Mitchell, Barbara A.  
 Mitchell, Cristi  
 Mitchell, Jeffery  
 Mitchell, Joanne  
 Mitchell, Judith C.  
 Mitchell, Judy J.  
 Mitchell, Kenneth Darnell  
 Mitchell, Kenny O.  
 Mitchell, Kim  
 Mitchell, Lester Kenneth  
 Mitchell, Margaret  
 Mitchell, Marlene  
 Mitchell, Mary J.  
 Mitchell, Monica M.  
 Mitchell, Patrice P.  
 Mitchell, Robert B.  
 Mitchell, Robert M.  
 Mitchell, Ronald P.  
 Mitchell, Theodore R.  
 Mitchell, Zachary M.  
 Mitra, Angeles M.  
 Mitrani, Jose D.  
 Mitzenmacher, Lane  
 Miyares, Olga M.  
 Mize, Marcia A.  
 Mobley, Catherine  
 Mobley, Irene  
 Mobley, Lawrence E.  
 Mock, Gene V.  
 Mockus, Irmgard H.  
 Modola, Jeanette T.  
 Moffett, Deborah H.  
 Mohamed, Lorna M.  
 Moliere, Gerard  
 Molina, Jorge F.  
 Molina, Jose M.  
 Molina, Jose M.  
 Molina, Louis  
 Molina, Maria  
 Molina, Myrna  
 Moline, Siegfried L.  
 Mollinedo, Fernando  
 Mompont, Karl  
 Monaco, Chris S.  
 Moncada, Carmina M.  
 Moncada, Jewell  
 Moncholi, Katty Millan  
 Mond, Robert L.  
 Mondrach, Emily W.  
 Monroe, Johnice M.  
 Monroe, Sharon D.  
 Monroe, Shirley D.  
 Montague, Margaret N.  
 Montalvo, Maria V.  
 Montanez, Jacqueline  
 Montealeone, Joseph  
 Montequin, Raquel  
 Montero, Armando  
 Monterrubio, Nancy  
 Montes De Oca, Maritza R.  
 Montes, Marta C.  
 Montes, Martha M.  
 Montesino, Miguel  
 Montgomery, Helen D.  
 Montgomery, Jestine E.  
 Montgomery, Johnnie  
 Montoya, Jaime  
 Montoya, Rolando  
 Monzon, Jacqueline J.  
 Moo, Andrew Thomas  
 Moon, Anthony  
 Moore Jr., Robert E.  
 Moore, Barbara A.  
 Moore, Bennie  
 Moore, Cherrilyn G.  
 Moore, Derrick  
 Moore, Doraine H.  
 Moore, Dorothy C.  
 Moore, Gary  
 Moore, Henry  
 Moore, Jack E.  
 Moore, Jimmie L.  
 Moore, John T.  
 Moore, Joyce M.  
 Moore, Kaye  
 Moore, Mark E.  
 Moore, Michael J.  
 Moore, Nancy Francina  
 Moore, Pamela K.  
 Moore, Richard H.  
 Moore, Robert B.  
 Moorman, Robert B.  
 Mora, Magdalena Leonor  
 Morales, Jorge  
 Morales, Mercedes  
 Morales, Migdalia  
 Morales, Miriam  
 Morales, Sergio A.  
 Morales, Tasse Anne  
 Moran, Douglas R.  
 Moran, Richard A.  
 Moran, Theodore  
 Moreira, Justo M.  
 Moreno, Edna G.  
 Moreno, M-Christi  
 Morey, Sharon Patricia  
 Moreyra, Dinorah  
 Morgan, Evelyn B.  
 Morgan, Faye G.  
 Morgan, Ronald L.  
 Morganroth, Jane R.  
 Morganroth, Lynn A.  
 Moro, Guillermo E.  
 Morphonios, Alex G.  
 Morphonios, Suzanne T.  
 Morrill, Kevin  
 Morris, Barbara B.  
 Morris, Barbara J.  
 Morris, Benjamin  
 Morris, Catherine  
 Morris, Hava  
 Morris, Irene  
 Morris, John  
 Morris, Kathryn M.  
 Morris, Mildred E.  
 Morris, Norene B.  
 Morris, Teresa  
 Morris, William E.  
 Morrison Jr., John M.  
 Morrison, Clifford L.  
 Morrison, Linda M.  
 Morrison, Richard E.  
 Morrow, Betty L.  
 Morrow, Burnel L.  
 Morrow, Samuel H.  
 Morse, Kathy  
 Moseley, Everisto  
 Mosley, Alexander  
 Mosley, Catherine  
 Mosley, Richard N.  
 Moss, Anthony B.  
 Moss, Donald B.  
 Moss, Eric A.  
 Moss, James C.  
 Moss, Vincent S.  
 Mossman, Ronald  
 Mosteiro, Isabel  
 Mott, Gregory J.  
 Mottlau, Rosemary B.  
 Moutran, Gloria M.  
 Moutran, Joseph S.  
 Moutvic, Jr., Joseph C.  
 Movassaghi, Karlene M.  
 Mower, Ronald L.  
 Moxley, Shirley K.  
 Moyers, William R.  
 Muccio, Dulce  
 Mudie, Maria A.  
 Muehlman, Sherwood A.  
 Mulatre, Mertilus  
 Mulcahy, Angela  
 Mulcahy, Thomas J.  
 Mullen, Agnita L.  
 Mullen, Helen O.  
 Mullen, Thomas F.  
 Muller Jr., Charles W.  
 Muller, Katharine E.  
 Mulligan, Iris H.  
 Mullin, Caroline H.  
 Mullin, Gerald L.  
 Mundy, Ann S.  
 Muni, Paul  
 Muniz, Eduardo F.  
 Muniz, Wilfred T.  
 Munnemann, Peter M.  
 Munnings, Gala  
 Munoz, George  
 Munoz, German  
 Munoz, Juan A.  
 Munoz, Maria D.  
 Munoz, Ofelia E.  
 Munroe, Alexander M.  
 Munson, Marta T.  
 Munson, William B.  
 Mur, Lazaro J.  
 Murdock, George J.  
 Mure, Shirley  
 Murphy Jr., Howard J.  
 Murphy, Barbara A.  
 Murphy, Beverly  
 Murphy, Curtis  
 Murphy, Mari Jo  
 Murphy, Mary M.  
 Murphy, Mildred D.  
 Murphy, William A.  
 Murray, Barbara B.  
 Murray, Godfrey E.  
 Murray, Kimberly D.  
 Murray, Marcia D.  
 Murray, Mary A.  
 Murray, Milton  
 Murray, Peggy D.  
 Murray, Ronald H.  
 Murray, Sylvia A.  
 Murrell, Nora Hernandez  
 Musa, Evelyn  
 Musa, Fred F.  
 Muschette, Derick A.  
 Muskin, Janice C.  
 Musso, Ann M.  
 Myers, Donald E.  
 Myers, Gregory Alan  
 Myers, Marcia J.  
 Mykytko, Della A.  
 Mykytko, Michael T.

## Miami-Dade Employees

### N

Nacht, Mildred L.  
Nadal, Mary J.  
Nadaskay, Veronica M.  
Nagle, William D.  
Nagler, Anastasia  
Nagy, Laszlo  
Nahas, Antoin N.  
Naman, Maureen A.  
Nanney, James L.  
Nanney, Lisa Ann  
Napier, Linda L.  
Naples, Jeannette  
Napodano, Jack J.  
Napodano, Leslie A.  
Napoles, Arthur  
Napoli Jr., Vincent R.  
Naranjo, Gregoria R.  
Narbona, Lourdes M.  
Nardelli, Linda A.  
Naseer, Dhanmati J.  
Naseer, Mohamed  
Navarro, Elio J.  
Navarro, Nelson  
Navarro, Rosa  
Naviakha, Surekha  
Neal II, Jeffery Carl  
Neal, Robert E.  
Nealy, Alice Ruth  
Neds, Walter E.  
Neeley, Linda G.  
Neely, Regina A.  
Neff, Alita B.  
Neff, Cynthia  
Neff, Fredrick C.  
Neff, William J.  
Negreira, Sergio P.  
Negrin, Martene  
Nelons, Lexie  
Nelson, Angela D.  
Nelson, Charles  
Nelson, Darcy A.  
Nelson, Doretha  
Nelson, Edythe S.  
Nelson, Gwen S.  
Nelson, Pamela S.  
Nemeth, Anna P.  
Nemittoff, Tobi L.  
Nesmith, Goldie  
Bernadette  
Neukam, Eleanor R.  
Newbold, Kenneth E.  
Newcomer Jr., James K.  
Newkirk, Norman  
Newman, Bruce L.  
Newman, Consuelo W.  
Newman, Holmes T.  
Newman, Jill  
Newman, Juanita S.  
Newport, Al  
Newsome, Patricia  
Newsome, Ronald H.  
Newson, Dorothy  
Newson, Minnie L.  
Newton, Charles J.  
Neyendorf, Doris M.  
Nguyen, Dieu T.  
Nguyen, Thi T.  
Nicastri, Joseph F.  
Nicely Jr., Howard P.  
Nichar, Naim  
Nichols, Bobby L.  
Nichols, Cecil B.  
Nicholson, Maria  
Nichson, Doretha G.  
Nickerson, James R.  
Nickerson, Roy  
Nicklasovich, Michael D.

Nickless, Lea A.  
Nicolas, Dady  
Nicoletau, Maria M.  
Nielsen, Jennifer J.  
Nielsen, William N.  
Niemeyer, Alice L.  
Niemeyer, Donna J.  
Niles, Earl R.  
Niles, John  
Nilsson, Louise  
Ninness, Cary E.  
Nissenbaum, Ruth  
Nixon, Geneva T.  
Noah, Berndt G.  
Nock, Marie S.  
Noda, Maria  
Nolan, Delores F.  
Noll, Eleanor H.  
Nolton, Kimberley D.  
Norden, Cynthia M.  
Norman, David G.  
Norman, Gloria K.  
Norman, Mercedes M.  
Norona, Juan F.  
Norris Jr., James F.  
Norris, Antonette  
Norris, Carl E.  
Norris, Jack E.  
Norris, James A.  
Norris, Kathleen A.  
Norton, Bonnie M.  
Norton, Josephine S.  
Norwood Jr., Jackson B.  
Nosse, James J.  
Novak, Karen  
Novatney, Janet  
Novoa, Jane A.  
Novoa, Maria T.  
Nowicki, Emma P.  
Nugent, Laura Ann  
Nugent, Lisabeth  
Nunes, Stephen A.  
Nunez, Alexander  
Nunez, Georgina M.

### O

O'Brien, David  
O'Brien, Debra  
O'Connell, Barbara  
O'Connell, Marie T.  
O'Donnell, David L.  
O'Donnell, Sandra R.  
O'Hara, Maureen  
O'Kain, Ruth D.  
O'Neill, Diane E.  
O'Neill, Robert E.  
Oakley, Geraldine  
Oatley, Mary C.  
Obata, Yoshihiro  
Ober, Lewis D.  
Oberman, Charlene C.  
Obrecht, Philip E.  
Obregon, Abelardo A.  
O'Brien, Leo W.  
Ocasio, Kathleen M.  
Ochs, Robert P.  
O'Connor, Dorothy B.  
O'Connor, James E.  
Odea, Mabel L.  
Odio, Cesar T.  
Oesterreicher, Kathleen  
Offord, Kenneth C.  
Ogden, Donna B.  
Ogle, Susan S.  
Ohare, George P.  
Ohare, Owen  
Ojea, Emma R.  
Ojeda, Amado Antonio

Ojeda, Fernando A.  
Ojeda, William A.  
Oldenburg, Erik W.  
Oldfield, Marilyn J.  
Oleary, John T.  
Oleniack, Stanley M.  
Olian, Lynn A.  
Oliva, Rolando  
Olivarez, Katherine Darlin  
Oliver, Charlotte D.  
Oliver, Floyd  
Oliver, Lorren O.  
Oliver, Patrice E.  
Oliver, Romalia C.  
Oliver, William N.  
Oliver, Willie J.  
Olivera, Julia  
Olivera, Maria A.  
Olivero, Ana R.  
Olson, Constance J.  
Olson, Joseph L.  
Olson, Keith A.  
Olson, M.E.  
Omalley, Kathleen M.  
Ordway, Helena R.  
Oremus, David D.  
Orgaz, Robert Herman  
Orgell, Wallace H.  
Orkin, Kenneth H.  
Orlin, Susan Lev-Koren  
Orologos, Anne I.  
Oropesa, Regina C.  
Orosz, Dennis A.  
Orr, Robert  
Orson, Claire  
Orta, Eduardo  
Orta, Jane M.  
Orta, Orestes  
Ortega Kimsey, Maria  
Ortega, Antonio Juan  
Ortega, Beatriz  
Ortega, Blanca R.  
Ortega, Oswaldo  
Ortega, Rosario Esther  
Ortega, Silvia M.  
Ortiz, Arthur H.  
Ortiz, Gladys M.  
Ortiz, Jorge L.  
Ortiz, Jose Luis  
Ortiz, Marta  
Ortiz, Merlene M.  
Ortiz, Yvette Lucia  
Osborne, Eddie J.  
Osceola, Don  
Oseroff, Abraham  
Osorio, Robert  
Osip, Barbara A.  
Osterlind, John W.  
Osthoff, Ruth V.  
Ostrosky, Gerald L.  
Otero, Jose R.  
Otis, Diane  
Ott, Helen R.  
Oутten, Olga  
Owens, Barbara M.  
Owens, Bobby  
Owens, Edwin W.  
Ozan, Mahmut E.

### P

Pabon, Diana Dolores  
Pace, Gladys  
Pace, Linda S.  
Pace, Marlene J.  
Packard, William E.  
Packer, Stephanie  
Packman, Pnina  
Paczowski, Robert J.

Pad, Dennis Dr.  
Padilla, Elias  
Padilla, Maritza  
Padron, Eduardo J.  
Padron, Gisela  
Padron, Jorge  
Pagan, Loyda E.  
Page Jr., Hugh A.  
Page, Gwendolyn A.  
Page, Katherine S.  
Pagliaro, Linda  
Painson, Claudelle G.  
Paiva, Karen  
Palacios, Francisco Q.  
Palacios, Newell F.  
Palbicke, Maria I.  
Palermo, Dorothy  
Palestrini, Allan M.  
Palmer, Debra S.  
Palmer, Mirta  
Palmer, Naomi  
Palmer, Vicki A.  
Palmieri, Mary  
Palmore, Isaiiah A.  
Palmore, Vanessa  
Palow, William P.  
Pandy, Tony  
Paniagua, Maria  
Pantoja, Ela  
Pao, Jui-Lian  
Papa, Louis V.  
Pappas, Anthony J.  
Pappas, Marilyn R.  
Pappas, Mary C.  
Paramore, Sandra  
Paraza-Limontes, Olga  
Pare, Janis H.  
Paredes, Marilu  
Paredes, Richard W.  
Parenti, Robert  
Parets, Mayra  
Park, Joseph  
Parker, Ginger A.  
Parker, Barbara K.  
Parker, Bernice B.  
Parker, Keith  
Parker, Peter  
Parker, William E.  
Parkin, Robert G.  
Parks, James A.  
Parnell, Rosemary D.  
Parns, Merryle K.  
Parnter, Hope E.  
Parodie, Ellen-Mar  
Parraga, Charlotte N.  
Parrish, Dorothy N.  
Parson, Charles D.  
Partin, Mary J.  
Partington, William  
Partridge, Karyl K.  
Pascale, Jane  
Pascual, Irwin T.  
Pascual, Ruth J.  
Pasckoff, Linda  
Pasquarello, Jamie L.  
Pasquet, Bernard  
Passafiume, Joanna  
Bellotte  
Pastor, Diana N.  
Patchett, Judith E.  
Patchett, Sidney A.  
Patel, Ranjitsinh P.  
Patel, Sailesh  
Patterson-Ramsey, Carol A.  
Patterson, Benjamin J.  
Patterson, Henry W.  
Patterson, Jacquelyn  
Patterson, Janice L.  
Patterson, Lavern  
Patterson, Robert K.

Patterson, William F.  
Patton, Peggy  
Pau-Liosa, Ricardo M.  
Pau, Maria  
Paul, Carol F.  
Paulet, Miriam V.  
Paulk, Gwendolyn  
Paulus, Edward W.  
Payne, James  
Payne, Linda M.W.  
Payne, Wallace  
Paz, Jose R.  
Pazos, Luciano D.  
Pearsall, Deborah Ann  
Pearson, Elsie M.  
Pearson, Patricia H.  
Pearson, Paula L.  
Pearson, Stanley M.  
Pease, Mary D.  
Peat, Josett  
Peckingham, Helen L.  
Pedersen, Kathy B.  
Pedrosa, Marta B.  
Peebles, Waudell  
Peery, Donnie D.  
Peery, Jose M.  
Pelaez, Juan E.  
Pelland, Charles E.  
Pelleya, Jose L.  
Pelton, Charles F.  
Pelton, Margaret M.  
Pemberton, Janice  
Pemberton, Robert L.  
Pena, Betty R.  
Pena, Emma C.  
Pena, Mariela  
Pena, Norma A.  
Pender, Amos W.  
Penn, Sherry E.  
Pennington, Carmen L.  
Penny, Linda  
Peon, Alex T.  
Peppers, Laura  
Peralta, Maria I.  
Perdomo, Eusebio A.  
Perdue, Bennie L.  
Perdue, Myrtle S.  
Pereira Dacunha, Marie B.  
Pereira, John  
Pereiras, Ana M.  
Perera, Jorge  
Perez Velez, Maria  
Perez-Brito, Luisa M.  
Perez-Capote, Juan M.  
Perez-Lima, Pedro  
Perez-Millan, Mercedes  
Perez, Alicia F.  
Perez, Aymee M.  
Perez, Consuelo  
Perez, Delia G.  
Perez, Eladio G.  
Perez, Elena M.  
Perez, Esperanza  
Perez, Esther  
Perez, George  
Perez, Georgina M.  
Perez, Gilberto  
Perez, Guillermo  
Perez, Iris Dalia  
Perez, Janis S.  
Perez, Jorge  
Perez, Jose  
Perez, Juana H.  
Perez, Kathleen Anne  
Perez, Lourdes  
Perez, Marcia N.  
Perez, Mario L.  
Perez, Maritza E.  
Perez, Maximo R.  
Perez, Migdalia

## Miami-Dade Employees

Perez, Nieves Z.  
 Perez, Ofelia I.  
 Perez, Oscar S.  
 Perez, Pierre  
 Perez, Pio S.  
 Pericich, Gloria R.  
 Perkins, Victoria  
 Perkins, Vivilora D.  
 Pernaci, Dean M.  
 Peron, Jacquelin U.  
 Perpall, Robert A.  
 Perrotti, Esther I.  
 Perrotti, Susan M.  
 Perry IV, Crosby A.  
 Perry Jr., Roy A.  
 Perry, Daryl C.  
 Perry, Diane E.  
 Perry, Forestine  
 Perry, Rudeen B.  
 Peruyero, Mara  
 Pesce, Sharon A.  
 Peters, James J.  
 Peters, Thelma P.  
 Peterson Jr., Edward J.  
 Peterson, George A.  
 Peterson, Joan B.  
 Peterson, John B.  
 Peterson, Mary Ann  
 Peterson, Rudolph Lemar  
 Peterson, Walter H. Jr.  
 Peterson, Warren S.  
 Petrozella, Olga C.  
 Petty, Gary A.  
 Petty, Loris J.  
 Pezzi, Schelly N.  
 Pfaff, Robert M.  
 Phang, Richard J.  
 Pharies, Randall W.  
 Phelan, Lawrence J.  
 Phelps, Barbara J.  
 Phillips, Marcia R.  
 Phillips Jr., Claude R.  
 Phillips, Beverley D.  
 Phillips, Brenda  
 Phillips, Linda F.  
 Phillips, Marsha J.  
 Phillips, Robert D.  
 Phillips, Robert E.  
 Phillips, Roy G.  
 Phillips, Vanessa L.  
 Phillips, William K.  
 Philoctete, Bradclair  
 Philpot, Lola  
 Phipps, Veronica J.  
 Picca, David  
 Pichardo, Sara L.  
 Piche, Dennis G.  
 Pickens, Lionel A.  
 Pickett, Annette  
 Pickett, John  
 Pickett, Maceo S.  
 Pickett, Walter H.  
 Pierce, Charles C.  
 Pierce, Debora Jeane  
 Pierce, Karen J.  
 Pierce, Lillie M.  
 Pierozak, Nancy Ann  
 Pierre, Colbert Louis  
 Pierre, Frantz M.  
 Pierre, Genita  
 Pierre, Suzette  
 Pierson, Pierre  
 Pietri, Aldwin  
 Pifer, Robert V.  
 Pilling, John L.  
 Pilon, George  
 Pinder, Emily J.  
 Pines-Krystal, Ellen M.  
 Pinkard, Elfred A.  
 Pinkney, Mary E.

Pinkston, Alfred A.  
 Pinkston, Martha  
 Pino, Mary  
 Pinto-Torres, Lynda S.  
 Pirrello, Ramona  
 Pistorino, John C.  
 Pita, Jorge  
 Pitisci, James H.  
 Pitt, Henry  
 Pittard, Susan G.  
 Pittman, Floyd E.  
 Pittman, Fredette M.  
 Pitts, Elizabeth F.  
 Pizik, Warren R.  
 Place, Leeman A.  
 Place, Susan B.  
 Planas, Georgina Maria  
 Platts, Joseph  
 Plazas, Sonia  
 Pleasant, Peggy S.  
 Plunkett, Carolyn Jean  
 Pluto, Patricia  
 Plyler, Mark F.  
 Pogue, Arthur L.  
 Poindrelle, Claudette C.  
 Poirier, Lynnette A.  
 Poirier, Robert L.  
 Poitras, Adrian W.  
 Poke, Sarah P.  
 Polanco, Raul E.  
 Poli, Dian  
 Polis, Sylvia E.  
 Polishuk, Paul  
 Polite, Robert M.  
 Polk Jr., George M.  
 Polk, Ronald G.  
 Pollak-Clark, Lilian  
 Pollard, Lonnie Fred  
 Pollock, Seymour  
 Polo, Angeles  
 Polo, Herman M.  
 Pomares, Maria A.  
 Ponce, Christina  
 Pond, Karl E.  
 Pool, Nancy S.  
 Poole, Thelma  
 Poore, Laverne  
 Pope, Anna  
 Pope, Frederick  
 Pope, Robert L.  
 Pope, Willa M.  
 Porras, Roberto E.  
 Portalatin, Sonia A.  
 Portell, Rachel E.  
 Porter, David K.  
 Porter, James J.  
 Porter, John  
 Porter, Lyndon K.  
 Porter, Patricia A.  
 Porter, Willie M.  
 Portuondo, Marie-  
 Francoise  
 Posnansky, Gary R.  
 Pospisil, Barbara L.  
 Poster, Dale L.  
 Potter Jr., Edwin E.  
 Potter, Raymond J.  
 Potts, Charles E.  
 Pou, Betty H.  
 Poulson, Howard L.  
 Poulson, Janet S.  
 Powell, Alonza  
 Powell, Barton D.  
 Powell, Deborah  
 Powell, Nathaniel R.  
 Powell, Roy J.  
 Power Jr., Philip W.  
 Power, Ricardo  
 Powers, David D.  
 Powers, John V.

Pozo, Rafael  
 Pradhan, Bonnie M.  
 Pradhan, Ghulamhaia  
 Prado, Francisco L.  
 Prado, Luis A.  
 Pregony, Louise M.  
 Prentice, John J.  
 Prentiss, Richard  
 Prescott, Elizabeth A.  
 Prescott, Thomas S.  
 Press, Bill D.  
 Press, Gail J.  
 Pressner, John M.  
 Preston Jr., James A.  
 Preston, Ernest  
 Presutti, Delphine M.  
 Prevatt, Dorothy W.  
 Price, Calvin  
 Price, Charles H.  
 Price, Gayle  
 Price, Herbert G.  
 Price, Hester E.  
 Price, James E.  
 Price, Judith S.  
 Price, Katherine  
 Price, Morene R.  
 Price, Richard W.  
 Prieto, Miguel  
 Prieto, Daisy C.  
 Prieto, Jose  
 Primus, William T.  
 Princeton, David M.  
 Prinzo, Eve L.  
 Prinzo, Richard A.  
 Prior, Leon O.  
 Proctor, Odessa  
 Prodan, Floare  
 Pruitt, Carol G.  
 Pruitt, James A.  
 Pruitt, Mark A.  
 Pryor Jr., John H.  
 Pryor, David C.  
 Pryor, Lessie G.  
 Pucci, Gerard R.  
 Puentes, Patricia A.  
 Puerto, Jose Antonio  
 Puerto, Pedro L.  
 Puerto, Pedro L.  
 Puerto, Rigoberto  
 Puerto, Servillio  
 Pugh, Tommy J.  
 Pugh, Vernica W.  
 Puig, Ofelia  
 Pulizzotto, Joseph F.  
 Pulsipher, Brenda L.  
 Pumariega, Joanne  
 Pupo, Jorge R.  
 Purcell, Sylvia A.  
 Purkey, Lucy T.  
 Purkiss, Merlene J.  
 Puyada, Matilde  
 Pyle, Jane

## Q

Quaranta, Karen A.  
 Quaranta, Rose  
 Quarles, Robert C.  
 Quarumby, Charles W.  
 Queclas, Margarita R.  
 Quesada, Luis M.  
 Quesada, Adalberto  
 Quesada, Emmie R.  
 Quesada, Rosario  
 Quevedo, Jose C.  
 Quigley, Frank N.  
 Quijano, Humberto  
 Quinn, Marie L.  
 Quinones, Peter J.

Quintana, Marta  
 Quintana, Olga L.  
 Quintana, Vivian  
 Quintana, Yamile  
 Quinton, Irene S.  
 Quirino, Gabriella G.  
 Quiroga, Mercedes A.  
 Qureshi, Bashir A.

## R

Rabade, Lourdes Maria  
 Rabi, Zenaida Barbara  
 Raby, Carmen Dolores  
 Radak, Steven  
 Radcliff, Roberta J.  
 Raddatz, Ralph  
 Radford, John  
 Raepple, Roger R.  
 Rafferty, Rose Marie  
 Rafiaie, Ali  
 Rafky, Anita J.  
 Ragans, Keith M.  
 Rahmings, Nathaniel  
 Raia, Joseph C.  
 Raichoudhary, Ram  
 Krishna  
 Raikis, Sarah J.  
 Railsback, Elizabeth J.  
 Rainey, Dorraine R.  
 Rambo, Shirley E.  
 Ramirez, Alberto  
 Ramirez, Alfred  
 Ramirez, Blanca M.  
 Ramirez, Carolyn P.  
 Ramirez, Reynol  
 Ramirez, Yraima M.  
 Ramos, Ernesto G.  
 Ramos, Hernando  
 Ramos, Jacqueline E.  
 Ramos, Vivian  
 Rampersad, Leela H.  
 Rampino, Constance A.  
 Ramsay, Patricia S.  
 Ramsey, Bertram  
 Ramsey, Diane J.  
 Ramsey, Gregory P.  
 Ramsey, Harold E.  
 Ramsey, Linda L.  
 Ranaldo, Anthony L.  
 Ranaldo, Teresa A.  
 Rand, Carl  
 Randolph, Val D.  
 Rankin, Mary R.  
 Ransby, Carolyn  
 Rapp, Isabel M.  
 Rappaport, Patricia L.  
 Rarback, Harvey M.  
 Rasbach, Richard K.  
 Rasener, Evelyn L.  
 Rasmussen, Howard M.  
 Rassi, Lourdes C.  
 Rathbun Jr., Leon H.  
 Ratican Jr., James B.  
 Ratner, Ralph H.  
 Ray, Judith A.  
 Rayford, Abraham  
 Rayford, Phillip  
 Razzeca, Rose Mari  
 Reach, Suzanne M.  
 Read, David D.  
 Read, Gabriel G.  
 Reagan, Carmela B.  
 Ream, Sally A.  
 Reardon, John P.  
 Reark, Eileen F.  
 Reasor Jr., Harry S.  
 Reaves, Howard E.  
 Reaves, Pamela P.

Redfearn, Dorothy L.  
 Redhammer, Dorothy C.  
 Redman, Erica L.  
 Redman, Myra J.  
 Reed, Annie R.  
 Reed, Claretha  
 Reed, Evelyn W.  
 Reed, Marion L.  
 Reed, Marjorie L.  
 Reed, Richard  
 Rees, Jerri A.  
 Rees, Morgan D.  
 Reese, Mary L.  
 Regan, Claire R.  
 Regan, Marie C.  
 Reich, Roslyn K.  
 Reichenbach, Robert J.  
 Reid-Morgan, Pamela  
 Reid, Ivory J.  
 Reid, James R.  
 Reid, Keith  
 Reid, Sabrina R.  
 Reid, Walter L.  
 Rein, Martin  
 Reineke, Margaret H.  
 Reiner, Marion T.  
 Reinhardt, Margaret E.  
 Reinsberg, Mark  
 Reiter, Kathryn A.  
 Remy, Mary  
 Renaldo, Alex  
 Reque, Rose S.  
 Reside, Mary Ann  
 Reskin, Laurie S.  
 Resnick, Eli J.  
 Resnick, Martin G.  
 Restrepo, Angela M.  
 Retallic, Raymond J.  
 Reuszer, John H.  
 Revell, Elaine H.  
 Revels, Roselane M.  
 Rey, Gustavo E.  
 Reyes-Otalora, Manuel J.  
 Reyes, Antonio  
 Reyes, Ivette  
 Reynolds, Bonnie  
 Reynolds, Eunice A.  
 Reynolds, Robert  
 Rheume, Jeanette  
 Rhoden, Mary D.  
 Rhodes, Helen L.  
 Riascos, Joyce V.  
 Ribero, Yara E.  
 Riccardi, Mary T.  
 Ricci, Mandella  
 Riccobene, Joseph J.  
 Rice, Janice J.  
 Rice, Karoline G.  
 Rice, Mary C.  
 Rice, Sandra L.  
 Rich, Gregory P.  
 Rich, Janet C.  
 Rich, Robert  
 Richard, David W.  
 Richard, Mark H.  
 Richards, Marvin S.  
 Richardson Jr., Roosevelt  
 Richardson, Barbara B.  
 Richardson, Fredrick D.  
 Richardson, Gloria N.  
 Richardson, Hiram L.  
 Richardson, James D.  
 Richardson, Marie J.  
 Richardson, Mary E.  
 Richardson, Vivian Elaine  
 Richman, Geraldine  
 Richmond, Leila L.  
 Richter, Suzanne L.  
 Richter, Winston B.  
 Rick, Henry

## Miami-Dade Employees

Riddick, Ronald W.  
 Riddle, April S.  
 Riddle, Lloyd W.  
 Rieck, Victor H.  
 Riedy, Lydia A.  
 Riener, David  
 Riera, Rudy  
 Rigal, Eulalia Oliva  
 Rigal, Jose E.  
 Rigling, James L.  
 Riley, Bernice  
 Riley, Jr. Edwin E.  
 Riley, Wallis H.  
 Riley, Warren M.  
 Rinehart, Elizabeth A.  
 Rinehart, Priscilla L.  
 Riobe, Eddy  
 Rios-Butts, Yolanda  
 Rios, Andres A.  
 Rios, Margaret C.  
 Rippberger, Robert K.  
 Ripper, John B.  
 Riser, Jefre T.  
 Rissi, Kristi Sue  
 Ritchey, Ozzie K.  
 Ritter, Carol K.  
 Ritter, William  
 Rivas, Daniel J.  
 Rivera-Margary, Angel R.  
 Rivera, Milagros  
 Rivera, Eduardo  
 Rivera, Edwin  
 Rivera, Georgia J.  
 Rivera, Holly M.  
 Rivera, Iraida  
 Rivera, Jane  
 Rivera, Margaret H.  
 Rivera, Maria  
 Rivera, Mario  
 Rivero, Estela A.  
 Rivero, Marta Julia  
 Rivers Jr., Franklin  
 Rivers, Elizabeth A.  
 Rivers, Ollie J.  
 Rizk, Laurice  
 Roach, Don  
 Roache, Penelope A.  
 Roan, Retha M.  
 Roane, Robin  
 Robbins, Nancy E.  
 Roberge, John P.  
 Roberson, Jerolynn A.  
 Roberts, Annie M.  
 Roberts, Beatriz C.  
 Roberts, David L.  
 Roberts, George T.  
 Roberts, Leonora R.  
 Roberts, Leroy  
 Roberts, Leslie Ann  
 Roberts, Patricia A.  
 Roberts, Robin E.  
 Roberts, Sydney S.  
 Roberts, William L.  
 Robertson, Martin K.  
 Robertson, Piedad F.  
 Robin, Gemma Marina  
 Robinson, Annie  
 Robinson, Barbara Karin  
 Robinson, Bruce A.  
 Robinson, Cathelene C.  
 Robinson, Christine  
 Anderson  
 Robinson, Clydia  
 Robinson, Daniel L.  
 Robinson, Elliott H.  
 Robinson, Gloria J.  
 Robinson, Harry L.  
 Robinson, Karen  
 Robinson, Leon G.  
 Robinson, Libbie A.

Robinson, Michael  
 Robinson, Michael W.  
 Robinson, Rosalena J.  
 Robinson, Thomas N.  
 Robinson, Victoria H.  
 Robinson, Welton  
 Robison, Julie  
 Roche, Lena M.  
 Roche, Rose Anne  
 Rochlin, Arthur W.  
 Roddenberry, Rochelle B.  
 Rode, John A.  
 Rodely, Robert  
 Rodenburg, Carol S.  
 Rodrigue, Constance H.  
 Rodriguez-Cairo, C.J.  
 Rodriguez-Fundora,  
 Marta E.  
 Rodriguez-Sardinas,  
 Orlando  
 Rodriguez, Adelaida  
 Rodriguez, Aimee C.  
 Rodriguez, Alicia L.  
 Rodriguez, Amelia L.  
 Rodriguez, Amparo  
 Nereida  
 Rodriguez, Angel O.  
 Rodriguez, Bernardo  
 Rodriguez, Brenda  
 Rodriguez, Carlos A.  
 Rodriguez, Conrado A.  
 Rodriguez, Diane M.  
 Rodriguez, Domingo  
 Rodriguez, Eugenio  
 Rodriguez, Evelyn G.  
 Rodriguez, Hilda C.  
 Rodriguez, Ismael  
 Rodriguez, Jesus  
 Rodriguez, Jose R.  
 Rodriguez, Josefina A.  
 Rodriguez, Lina C.  
 Rodriguez, Lydia E.  
 Rodriguez, Maria A.  
 Rodriguez, Maria E.  
 Rodriguez, Mariela  
 Rodriguez, Miguel A.  
 Rodriguez, Mirelles  
 Rodriguez, Mirtha J.  
 Rodriguez, Nery  
 Rodriguez, Ninon L.  
 Rodriguez, Octavio S. Jr.  
 Rodriguez, Rafael A.  
 Rodriguez, Roberto  
 Rodriguez, Roberto  
 Rodriguez, Sergio  
 Rodriguez, Shirley F.  
 Rodriguez, Vivianne L.  
 Rodriguez, Roberto  
 Roemer, Ann E.  
 Roffman, Maria C.  
 Rofrano Jr., Douglas A.  
 Roger, Fernando M.  
 Rogers III, Robert A.  
 Rogers, Charles E.  
 Rogers, Christopher W.  
 Rogers, Edmond  
 Rogers, Helen M.  
 Rogers, Samuel H.  
 Rogers, Wayne  
 Roglieri, Joanne  
 Rohrer, Kathryn Z.  
 Rojas, Elsa  
 Rojas, Julie Ann  
 Rojas, Maria C.  
 Rojas, Teresa M.  
 Rokeach, Jay S.  
 Rolfe, William F.  
 Rolfs, Valerie W.  
 Rolle, Burdine A.  
 Rolle, Earl



*The children at North Nursery School are excited by a visit from "E.T."*

Rolle, Glenn Arthur  
 Rolle, Grace  
 Rolle, Sylvia E.  
 Rollins, Jennifer L.  
 Rollins, Oneta Jane  
 Rollo, Janet C.  
 Rom, Connie J.  
 Roman, Elaine  
 Roman, Joseph  
 Roman, Milagros  
 Roman, Rosario  
 Romanach, Pedro A.  
 Romane, Effie A.  
 Romanik, Dale G.  
 Romanik, Garry A.  
 Romeo, Anna  
 Romeo, Louise  
 Romero, Barbara D.  
 Romero, Jose V.  
 Romeu, Rene  
 Ronald, William H.  
 Rooney, Virginia W.  
 Rosa, Enrique R.  
 Rosa, Eva  
 Rosado, Manuel  
 Rosario, Jose L.  
 Rose, Douglas C.  
 Rose, John G.  
 Rose, Lawrence G.  
 Rose, Margaret G.  
 Rose, Nathaniel  
 Rose, Richard  
 Rose, Timothy R.  
 Roseman, Scott  
 Rosen, Bettylou  
 Rosen, Camille  
 Rosen, Joan B.  
 Rosen, Neal S.

Rosenberg, Elinor I.  
 Rosendo, Rhoda M.  
 Rosenstone, H. Ronald  
 Rosenthal, Barbara F.  
 Rosenthal, Penny-Lyn  
 Roses, Carmen  
 Ross, Ann R.  
 Ross, Dorothy M.  
 Ross, Harvey W.  
 Ross, Sharyn L.  
 Ross, Timm F.  
 Rossman, Dianne B.  
 Roth, Audrey D.  
 Roth, Barbara J.  
 Roth, Lillian  
 Roth, Sherry L.  
 Rothhaar, Janet A.  
 Rothstein, Deloris G.  
 Rothstein, Robert  
 Roundtree, Sandra L.  
 Rouzier, Kathleen  
 Rovero, Cesar  
 Rowe, Mary A.  
 Rowe, Ralph A.  
 Rowells, Jerry P.  
 Rowland, Betty Ann  
 Rowland, Robert O.  
 Rowley, Thomas H.  
 Roy, Gladys C.  
 Roy, Jean M.  
 Royal, Arzenia N.  
 Royer Jr., Harold L.  
 Royer, Martha P.  
 Royo, Debra P.  
 Royo, Emilio  
 Royo, Norman B.  
 Rubin, Bernard G.  
 Rubin, Selma F.

Rubinson, Kathleen A.  
 Rubinson, Stanley  
 Rubio, Magali P.  
 Rubio, Nelly  
 Rucker, Suzanne S.  
 Ruder, Susan P.  
 Ruf, Jean C.  
 Ruff, Joy C.  
 Ruffin, Hazel L.  
 Ruiz, Eugene H.  
 Ruiz, Jacqueline  
 Ruiz, Jose D.  
 Ruiz, Margarita  
 Ruiz, Maria V.  
 Ruiz, Michael Gregory  
 Rummel, Virginia C.  
 Rumph, Fred  
 Rumsey, George A.  
 Runde, Marilyn L.  
 Runnebohm, Stephen A.  
 Rush, Kathleen B.  
 Rush, William A.  
 Rusk, Barbara H.  
 Ruskin, Samuel  
 Russ, John K.  
 Russ, Lemuel Gregory  
 Russell, Lynn A.  
 Russell, Richard M.  
 Russian, Andrew  
 Russian, Bernardine E.  
 Rutledge, Henry  
 Ryan, Carole Jean  
 Ryan, Edward John  
 Ryan, Patrick N.  
 Ryder, Richard D.  
 Ryskamp, Kenneth L.

## Miami-Dade Employees

### S

- Saari, Nancy O.  
 Saastamoinen, Leah J.  
 Sabatino, Patricia S.  
 Sabbagh, Frances E.  
 Sabbagh, Tina M.  
 Sacerio, Luisa  
 Sacre, Eulalia A.  
 Sadaka, Albert R.  
 Saddi, Kewal K.  
 Sadler, Benjamin L.  
 Sadtler, Faye H.  
 Sadtler, Randolph  
 Saenz, Braulio  
 Sage, Angeline M.  
 Saint Amand, Eli  
 Saint-Albin, Elsie Gisele  
 Sainz, Jose Angel  
 Sainz, Sharon  
 Sainz, Tanya  
 Saiz, Juan M.  
 Saker, Francis S.  
 Sakus, Anthony S.  
 Salas, Albert S.  
 Salas, Alfredo  
 Salinas, Jorge E.  
 Saller, Helen R.  
 Sallman, Jeffrey E.  
 Salmon, Loretta Lucilla  
 Salom, Olga M.  
 Salomon, Ann  
 Salort, Ileana M.  
 Salt, Phyllis S.  
 Salters, Carl C.  
 Saltzman, Ellen M.  
 Salum, Iliana Victoria  
 Sampson, Aaron A.  
 Sampson, Bertha L.  
 Sampson, Marcus Eugene  
 Sampson, Patricia D.  
 Sampson, Rena H.  
 Samuels, Elizabeth  
 San Millan, Maude  
 Sanabria, Mayra  
 Sanchez, Angela E.  
 Sanchez, Antonio J.  
 Sanchez, Candido K.  
 Sanchez, Caridad  
 Sanchez, Cesar L.  
 Sanchez, Eduardo A.  
 Sanchez, Esteban R.  
 Sanchez, George N.  
 Sanchez, Gisela  
 Sanchez, Joaquin E.  
 Sanchez, Marta M.  
 Sanchez, Mary H.  
 Sanchez, Michael L.  
 Sanchez, Milagro R.  
 Sanchez, Rafael  
 Sanchez, Rebecca  
 Sanchez, Sandy A.  
 Sanchez, Santiago M.  
 Sanders, Rodney Allen  
 Sanders, David A.  
 Sanders, Donald S.  
 Sanderson, Sara Lee  
 Sandifer, Betty M.  
 Sandifer, Johnny B.  
 Sandifer, K.P.  
 Sandifer, Patricia L.  
 Sandifer, Sidney R.  
 Sandoval, Howard K.  
 Sandoval, Mercedes C.  
 Sands, George W.  
 Sands, Jesse A.  
 Sands, John M.  
 Sands, Kim V.  
 Sands, Vanessa D.
- Sanford, Larry  
 Sanjurjo, Carlos M.  
 Sansone, Fredrick R.  
 Santa-Coloma, Patricia  
 Santa-Maria, Peter  
 Santa-Maria, Salma B.  
 Santamaria, Sonia  
 Santana, Elizabeth  
 Santarufio, Thomas F.  
 Santiago, Georgina Q.  
 Santiago, Rafael  
 Santis, Caridad  
 Santos, Noema E.  
 Santos, Onesima  
 Santos, Rebeca  
 Santucci, Aldean H.  
 Sapphire, Srul U.  
 Sarabia, Mario A.  
 Sarandon, Joan L.  
 Sardon, Dulce M.  
 Sardon, Jose L.  
 Sargent, Debby R.  
 Sargent, Frances R.  
 Sargent, Julie C.  
 Sargent, Paula  
 Sarhan, Raymond  
 Sarmiento, Jesus L.  
 Sarmiento, Juana G.  
 Sarron, Peter J.  
 Sarrow, Mallika  
 Sauer, Kathryn L.  
 Saul, William E.  
 Saumell, Luis Augusto  
 Saunders, Cheryl M.  
 Saunders, Mary Eileen  
 Saunders, Mary H.  
 Saunders, Reece S.  
 Savage, Linda E.  
 Savini, Lewis  
 Sawhney, Amarjeet S.  
 Sawyer-Johnson, Denise D.  
 Sawyer, George  
 Scanlon, Matthew  
 Scarell, Joseph  
 Scavella Jr., Edwin  
 Scavella, Hartman  
 Scerba, John R.  
 Schade, Deborah A.  
 Schaefer, Douglas L.  
 Schaeffer, Joan L.  
 Schafer, Wilbert S.  
 Schang, Kenneth W.  
 Schank, Joan D.  
 Schectman, Stephen L.  
 Scheible, Marion  
 Schell, Marguerite E.  
 Schendel, James K.  
 Scheyer, Patricia T.  
 Schickman, Gerald  
 Schier, Werner C.  
 Schietinger, James F.  
 Schildecker, Charles J.  
 Schildecker, Melva G.  
 Schinoff, Richard B.  
 Schinoff, Stefanie R.  
 Schlagheck, Dolores C.  
 Schlazer, Albert S.  
 Schleef, Randolph  
 Schleifer, Martha L.  
 Schmelzer, Judy Lynn  
 Schmidt, Gloria T.  
 Schmied, Pamela D.  
 Schneider, George H.  
 Schneider, Richard H.  
 Schoch, Rosemary D.  
 Schoen, Kathryn J.  
 Schoenberg, Joyce  
 Scholey, Joy C.  
 Scholnik, Susan  
 Schoonover, Ruby C.
- Schoonover, Wade V.  
 Schragger, Sophie  
 Schreck, Muriel P.  
 Schroeder, David  
 Schudy, Norma A.  
 Schultz, Sandra L.  
 Schupolsky, Sherry L.  
 Schwab, Roy A.  
 Schwartz, Albert  
 Schwartz, Margery I.  
 Schwartz, Melvin  
 Schwartz, Patricia Rose  
 Schwartz, Sheila A.  
 Schwartzner, Selma Y.  
 Schweid, Michelle M.  
 Schwitz, Jonathan F.  
 Scott-Villalobos, Jennifer  
 Scott, Calvin James  
 Scott, David J.  
 Scott, Elinor W.  
 Scott, Eugene  
 Scott, Galan H.  
 Scott, Galloway  
 Scott, Henry W.  
 Scott, Jon M.  
 Scott, Lorene  
 Scott, Marcia A.  
 Scott, Margaret  
 Scott, Marvin W.  
 Scott, Mavis R.  
 Scott, Odile B.  
 Scott, Shirley A.  
 Scott, Tamara Linear  
 Scott, Thomas  
 Scott, Tully  
 Scott, Victoria L.  
 Scott, William A.  
 Scrivens, Allen  
 Scruggs, Jeanette M.  
 Scurio, Eileen R.  
 Scurry, Henry  
 Seager, Charles R.  
 Seals, Roosevelt  
 Seay, Jacqueline  
 Seed, Johnny E.  
 Segal, Shirley F.  
 Segall, Michaela  
 Sehuanes, Gloria  
 Seidman, Leonard J.  
 Seiler, Paul L.  
 Self, John A.  
 Seliger, Sura  
 Semerena, Wade K.  
 Semet, Betty  
 Sendler, Geraldine D.  
 Sundry, Andrew M.  
 Sundry, Mary F.  
 Sepulveda, Feliciano  
 Ser, Cary D.  
 Serena, Michael S.  
 Sermon, Gretchen B.  
 Serna, Sylvia Maria  
 Serrano, Hezzel T.  
 Serrano, Josephine  
 Serrano, Minerva M.  
 Serrette, Edric O.  
 Session, Lonnie  
 Sevcik, Ronald F.  
 Sever, Linda L.  
 Severe, Jules  
 Sevillano, Maria L.  
 Seward, Phyllis S.  
 Seymour Jr., Jonathan  
 Seymour, Prince A.  
 Shackelford, Sharon L.  
 Shackelford, Tommie R.  
 Shaffer, Lee M.  
 Shaffer, Richard D.  
 Shafir, Steve  
 Shah, Syed R.
- Shahan, Gay R.  
 Shaikh, Saced A.  
 Shandloff, Lucille G.  
 Shane, Kenneth V.  
 Shank, Creigh F.  
 Shannon Jr., William A.  
 Shapiro, Gloria L.  
 Shapley, Janet B.  
 Sharon, Miriam K.  
 Sharpe, Betty J.  
 Sharpe, Leamon  
 Sharpe, Pamela J.  
 Sharpe, Robert J.  
 Sharpe, Van B.  
 Sharpton, Robert E.  
 Shaw, Dennis E.  
 Shaw, Isaac S.  
 Shaw, Lawrence M.  
 Shaw, Mark A.  
 Shaw, Mary L.  
 Shaw, William F.  
 Shea, William W.  
 Shearon, Margaret R.  
 Shebat, Farid  
 Sheffield, Theron M.  
 Shelley, James S.  
 Shenk, Linda J.  
 Shepard, Karen M.  
 Sher, Albert B.  
 Sherman, David H.  
 Sherman, Myriam  
 Sherouse, Eve T.  
 Sherster, Joyce A.  
 Shevin, Roberta J.  
 Shideler, Patricia B.  
 Shields, Addie M.  
 Shields, Joan E.  
 Shinhoster, Larry  
 Shinn, Jane R.  
 Shipp, Robert L.  
 Shirley, Howard R.  
 Shkor, Sheila  
 Shoaff, Allen R.  
 Shocket, Barbara E.  
 Shocksnyder, Henry G.  
 Shorr, Linda L.  
 Short, Gregory  
 Shorter, Gloria J.  
 Shotwell, Willie  
 Shouger, Rhoda P.  
 Showalter, Robert H.  
 Shryock, John R.  
 Shtrax, Martin S.  
 Shuford, David F.  
 Shumaker, Theron J.  
 Shuman, Harold  
 Shwedel, Zelda  
 Sibley, Jeff J.  
 Siboni, Adrienne C.  
 Sicard, Gerald L.  
 Siegel, Gail A.  
 Siegel, Iris L.  
 Sielaff, Vivian  
 Siemasz, Nicholas J.  
 Siemianawski, George  
 Sierra, Amparo  
 Sierra, Elena J.  
 Siesholtz, Minnie Y.  
 Sigler, Kathleen G.  
 Sigler, Russell K.  
 Sigler, Victoria S.  
 Signor, Basil W.  
 Signore, Judith M.  
 Sikkema, Forrest J.  
 Sikkema, Margaret V.  
 Silas, Deborah A.  
 Silensky, Mary  
 Siler, Janice O.  
 Silver, Arlene C.  
 Silver, David N.
- Silver, Emelina  
 Silver, Wayne A.  
 Silvera, Gregory A.  
 Silveria, Jane T.  
 Silverstein, Ronn D.  
 Silveus Kim M.  
 Simanca, Vincent A.  
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 Simmons, Hope D.  
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 Simmons, Johnny L.  
 Simmons, Ronald J.  
 Simmons, Stanley J.  
 Simms, Jacquelyn  
 Simon-Gonzalez, Diana  
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 Simon, Verone Rosemarie  
 Simone Jr., Anthony C.  
 Simonian, Blanca E.  
 Simonoff, Ingrid V.  
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 Simpson Jr., Carl  
 Simpson, Robert Earl  
 Sims Jr., Leroy  
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 Sims, Dudley O.  
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 Sims, Willie R.  
 Sincavage, Vera M.  
 Sinclair, Donna J.  
 Sindelir, Robert J.  
 Sinetti, Dave  
 Singer, Doris R.  
 Singer, Pamela J.  
 Singer, Robert R.  
 Singh, Amrita  
 Singletary, Cynthia Y.  
 Singletary, Joyce E.  
 Singletary, Valerie D.  
 Singletary, William C.  
 Sinquefield, Duane A.  
 Sinquefield, James L.  
 Sippio, Michael A.  
 Sipple, Margaret N.  
 Sirilo, Julius G.  
 Sither, Elizabeth S.  
 Skellings, Louise N.  
 Skidell, Martin  
 Skidmore, Suzanne B.  
 Skilling, Vincent  
 Skinner, Elisabeth  
 Skinner, Thelma P.  
 Sklavounos, Rebecca  
 Skogland, Martha W.  
 Slaney, Patricia A.  
 Slater, Florence  
 Sleasman, Kathleen S.  
 Sledge, Frank A.  
 Sledge, Lillian Paulette  
 Sloane, Gail T.  
 Sloman, Antonia G.  
 Small, Anita L.  
 Small, Deborah A.  
 Small, Essie M.  
 Smalley, Herbert L.  
 Smalls, K. Brenda  
 Smart, Esther M.  
 Smile, Cecelia M.  
 Smiley, Willie J.  
 Smith Jr., Fred E.  
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 Smith Jr., Thirlee  
 Smith, Alan E.  
 Smith, Albert K.  
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 Smith, David W.  
 Smith, Debbie  
 Smith, Deborah W.  
 Smith, Diane C.  
 Smith, Dorothy M.  
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 Smith, Elveria L.  
 Smith, Emily  
 Smith, Fletcher L.  
 Smith, Gary N.  
 Smith, Gerald F.  
 Smith, James M.  
 Smith, James R.  
 Smith, James W.  
 Smith, Jeanine  
 Smith, Joce M.  
 Smith, Josephine S.  
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 Smith, Loretha R.  
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 Smith, Masako H.  
 Smith, McGregor  
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 Smith, Patricia  
 Smith, Patricia  
 Smith, Paul J.  
 Smith, Phyllis A.  
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 Smith, Ruby R.  
 Smith, Ruth C.  
 Smith, Samuel L.  
 Smith, Sharilyn S.  
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 Smitherman, Lauri  
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 Smythe, Anna Combs  
 Sneed, Francienal  
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 Soetiker, David E.  
 Snider, Roger K.  
 Snodgrass, Patricia A.  
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 Snow, Charlie  
 Snow, Lionel R.  
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 Snyder, Janice L.  
 Soares De Moraes,  
 Vivian C.  
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 Sonnesso, Biagio  
 Sonnesso, Theodore B.

Sorace, Celeste B.  
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 Sorondo, Oneyda  
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 Sosa, Arturo M.  
 Sosa, Jorge L.  
 Sostchin, David M.  
 Sostchin, Henriettac  
 Soto, Edna Munoz  
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 Souder, Diana M.  
 Souders, Mildred A.  
 South, Lillian A.  
 Southworth, Beatrice M.  
 Sowder, Donald G.  
 Spaide, Linda D.  
 Spalding, Frank H.  
 Spann, Valerie  
 Spano, Carleen M.  
 Sparks, Linda  
 Sparks, Margery S.  
 Sparks, William E.  
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 Spence, Sandra M.  
 Spence, Wendy R.  
 Spencer, Cheryl D.  
 Spencer, Robert J.  
 Sperow, Byron P.  
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 Spikes, Leanies G.  
 Spikes, Lynda F.  
 Spino, Linda L.  
 Spiteri, Violet L.  
 Spitzer, David D.  
 Spitzer, Harvey J.  
 Spivak, Harriet  
 Spraiding, Rocky L.  
 Sprecher, Bernard N.  
 Spring, Dennis R.  
 Spring, Deusa L.  
 Springer, Brenda J.  
 Sroka, Amalie  
 Srygler, Janice E.  
 St. Albin, Yvon  
 St. George, Regina D.  
 Stabile, Santo  
 Staehle, Marjory H.  
 Stafford, Brenda J.  
 Stafford, Robert W.  
 Stage, Jeannette C.  
 Stallworth, Fabian  
 Stallworth, Jeanette J.  
 Stambaugh, Robert  
 Stamen, Lorraine K.  
 Stamps, David B.  
 Stankiewicz, William T.  
 Stark, Jeanne T.  
 Starkey, Jerry A.  
 Starkman, Ellen  
 Starnes, Shirley B.  
 Staten, Robert L.  
 Stavely, William E.  
 Stearns, Robert W.  
 Stearns, Ronald S.  
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 Steed, James L.  
 Steel Jr., Robert F.  
 Steel, Suzanne M.  
 Steele, Doris E.  
 Steenhoff, Dex  
 Steers, Chris  
 Steffens, Eugene H.  
 Steffens, Julie A.  
 Steffner, Marcelle M.  
 Stein, Doris E.  
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 Steinberg, Ronald F.  
 Steiner, James J.

Steingraber, Walter A.  
 Steinhaus, Gary M.  
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 Steinmetz, Robin G.  
 Steinsnyder, Jane M.  
 Stemmer Sr., Charles A.  
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 Stephens, Oscar L.  
 Stephens, Robert J.  
 Stephenson, Patricia M.  
 Sterling, Rose M.  
 Stern-Fennell, Susan Myra  
 Sternberg, Allen  
 Sternberg, Gwynne  
 Stetson, James W.  
 Stetson, John E.  
 Stetson, Robert A.  
 Stevens, Bruce N.  
 Stevens, Candy Lee  
 Stevens, Dulcie Elias  
 Stevens, Oneater S.  
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 Stevenson, Ruby I.  
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 Stewart, Maxine  
 Stewart, Shirley Elizabeth  
 Stickney, Benjamin D.  
 Stiles, Frank W.  
 Stiles, Jeanette L.  
 Stiles, Marshall K.  
 Stiles, Vivian L.  
 Stilson, Vaneta E.  
 Stinchcomb, James D.  
 Stinchcomb, June E.  
 Stinson, Howard J.  
 Stipetic, Scott M.  
 Stirman, Corabel M.  
 Stirrup, Brenda V.  
 Stocker, Bradford R.  
 Stocker, Carl F.  
 Stockman, James M.  
 Stokes, Roberta B.  
 Stokes, William F.  
 Stokes, William M.  
 Stolee, Marilyn K.  
 Stone, John M.  
 Stonebraker, Dorothy  
 Stormont, James C.  
 Stormont, John C.  
 Storr, Sharon B.  
 Strachan, Bernard F.  
 Strachan, Flora B.  
 Strachan, Lorraine F.  
 Strachan, Maria R.  
 Strassman, Lee  
 Strattan, Charles G.  
 Strattan, Christina G.  
 Stratton, Dorothy C.  
 Straughan, James M.  
 Straus, Arthur T.  
 Strauss III, Raymond J.  
 Streeb, John C.  
 Street, Bobby L.  
 Streeter, Dorothy J.  
 Streeter, Richard C.  
 Streit, Anita L.  
 Strickland, James M.  
 Strickland, Virginia L.  
 Stringer, Billy D.  
 Stringer, Elliot  
 Stringer, Foyer  
 Stringer, Mary C.

Strobino, Nan  
 Stroy, Freddie L.  
 Strozier, Charlene  
 Struthers, Donna G.  
 Stuart, Randall S.  
 Stubbs, Terry  
 Sturges, Patrick M.  
 Suarez, Celia C.  
 Suarez, Isabel  
 Suarez, Leila M.  
 Suarez, Leonardo  
 Suarez, Maria E.  
 Suarez, Maria V.  
 Suarez, Martha D.  
 Suarez, Martha S.  
 Suarez, Nancy  
 Suarez, Pedro A.  
 Suarez, Quenia  
 Suarez, Rolando  
 Suazo, Olivia  
 Succop, Henry W.  
 Suco, Elizabeth  
 Sulo, Hector A.  
 Sullivan, Nunzio J.  
 Sullivan, Charlene  
 Sullo, Margaret  
 Summers, Melvin D.  
 Summers, Susan C.  
 Summons, Susan P.  
 Sumpter, Emma  
 Sumrall, Barbara L.  
 Sunda, Elizabeth C.  
 Supworth, Flora D.  
 Surette, Robert G.  
 Sussman, Barbara D.  
 Sust, Jose R.  
 Sutliff, R. Elizabeth  
 Sutliff, Roger D.  
 Sutter, Leo L.  
 Sutton Jr., Johnnie  
 Sutton, Constance D.  
 Sutton, Diane M.  
 Sutton, James A.  
 Sutton, Peggy L.  
 Sutton, Thomas  
 Swagerty, James W.  
 Swan, Caryn Lynn  
 Swancy, Robert A.  
 Swanson, Eleanor L.  
 Swanson, Stephen R.  
 Sweats, Joann  
 Sweeney, Carol F.  
 Sweeney, John V.  
 Sweet, Carol Ann  
 Sweeting, Berry L.  
 Sweeting, Phillip N.  
 Sweeting, Randy  
 Sweeting, Stafford J.  
 Swensson, Anne W.  
 Swift, Pat  
 Swift, Paula A.  
 Swint, Ruby M.  
 Swirsky, Shmaryahut  
 Switala, Claudia A.  
 Sykes, James C.  
 Sylvas, Lionel B.  
 Symbleme, Wesner M.  
 Synoracki, Arlene C.  
 Sywenki, Dorothy R.  
 Szolodko, Natividad  
 Szymanski, Dorothy J.

## T

Tabak, William F.  
 Tabares, Jesus B.  
 Tabares, Teresita  
 Tablada, Lesmes  
 Tachibana, Karen K.

Tachibana, Mitsukazu  
 Taghi Zoghi, Karen L.  
 Tagle, Antonio V.  
 Takovich Jr., John M.  
 Talamo, Pasquale  
 Talavera, Ernest  
 Talavera, Leonor M.  
 Talbott, Elizabeth P.  
 Talcott, Sarah A.  
 Talley, Cindy N.  
 Tamburino, Frances A.  
 Tandon, Satya  
 Tanen-Eisenberg, Mindy  
 Tanenzaph, Stanley L.  
 Tann, Verma M.  
 Tannenbaum, Lillian  
 Tanner, Alan A.  
 Tanner, Elida A.  
 Tano, Gladys  
 Tant, William E.  
 Tarajano, Daisy B.  
 Tarpley II, Joseph G.  
 Tarpley, Kitty L.  
 Tarrau, Frank  
 Tarre, Michael S.  
 Tarver, Judith F.  
 Tate, Tonya J.  
 Tatman, Sylvia  
 Tatum, Marjorie M.  
 Tavares, Jose Luis  
 Tavel, Maria I.  
 Taylor Jr., Frank A.  
 Taylor, Barbara Jean  
 Taylor, Cara Jean  
 Taylor, Cecil J.  
 Taylor, Dorothy J.  
 Taylor, James I.  
 Taylor, Kathy  
 Taylor, Luther F.  
 Taylor, Mary J.  
 Taylor, Mary N.  
 Taylor, Patricia Ann  
 Taylor, Raymond  
 Taylor, Terry  
 Taylor, Willie B.  
 Teague, Harry  
 Teal, Joyce N.  
 Teal, Kenneth C.  
 Teasley, Edward R.  
 Teasley, Milton  
 Tebbs, Donald E.  
 Tedder, Patricia A.  
 Teets, Nancy A.  
 Teixeira, Richard M.  
 Tejada, Patricia Ileana  
 Tejera, Maria C.  
 Tellalian, Jacquelin B.  
 Telleria, John M.  
 Tener, Robert L.  
 Terry Jr., Nathaniel  
 Terry, G.W.  
 Terry, Linda M.  
 Tesh, Michael S.  
 Teassicini, Sally S.  
 Testamark, Germaine A.  
 Thacker, Cheryl R.  
 Thaw, Lawrence H.  
 Theodore, Ilene W.  
 Thierault, Albert  
 Thiele, Robert R.  
 Thomas-Gibson, Jessica I.  
 Thomas, Cecelia E.  
 Thomas, Clarence  
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 Thomas, Gloria J.  
 Thomas, Henry A.  
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 Thomas, Sheila Y.  
 Thomas, Steve M.  
 Thomas, Sybil  
 Thomas, Theodore  
 Thomas, Willie J.  
 Thompkins, Abigail E.  
 Thompkins, Charlayne  
 Thompkins, Edna E.  
 Thompkins, Willie J.  
 Thompson, Adolph  
 Thompson, Andrew D.  
 Thompson, Barbara A.  
 Thompson, Cecil D.  
 Thompson, Eugene Jr.  
 Thompson, Geraldine  
 Thompson, Glenn K.  
 Thompson, Henry  
 Thompson, James N.  
 Thompson, James S.  
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 Thompson, Kay  
 Thompson, Leonard L.  
 Thompson, Lillian A.  
 Thompson, Lillie M.  
 Thompson, Marilyn J.  
 Thompson, Mildred F.  
 Thompson, Patricia G.  
 Thompson, Redonna G.  
 Thompson, Reese O.  
 Thompson, Robert L.  
 Thompson, Ronald L.  
 Thompson, Yohanna  
 Thorn, Allen N.  
 Thornton, Alice  
 Thornton, Frank H.  
 Thornton, Josie M.  
 Thornton, Vincent  
 Thrasher, Horace  
 Threlfall, Roy G.  
 Thunberg, Richard H.  
 Thurber, Frank R.  
 Thurman, Marilee  
 Thuro, John G.  
 Thurston, David S.  
 Thurston, Dawn  
 Thurston, James F.  
 Tibben, Lazar  
 Tidwell, Deborah Ann  
 Tierney, Joseph J.  
 Tietjen, Sandra L.  
 Tilden, Flor M.  
 Tillett, William S.  
 Tillman, Deborah A.  
 Tillman, Joan H.  
 Tillman, Virginia  
 Times, Darlene Lavone  
 Timke, Luanne S.  
 Timmons, Clyde  
 Timmons, Joan B.  
 Tinker, Cynthia A.  
 Tinker, Verne T.  
 Tinny, Susan Kay  
 Tirado, Francisco S.  
 Tirado, Jose E.  
 Tisdale, Charles  
 Titus, Eleanor A.  
 Tixier, Linda S.  
 Tiziani, Donald B.  
 Toback, Dennis M.  
 Tobin, Anna F.  
 Todaro, Carol E.

Todd, Sybil V.  
 Tolbert, Johnny J.  
 Toledo, Elaine Brower  
 Tomas, Alina R.  
 Tomasello, Randal S.  
 Tombrink, Ethel M.  
 Tomlin, Billie S.  
 Tomlin, Blonnie M.  
 Tomlin, David E.  
 Tomlin, Patricia A.  
 Tomlinson, Shirley Elaine  
 Tompkins, Deborah Kay  
 Toney, Tonie A.  
 Tookes Jr., Johnnie C.  
 Toomer, Gloria J.  
 Toomer, Mary Lee  
 Toomey, Philip A.  
 Topfer, Catherine  
 Topper, Douglas R.  
 Toro, Jose A.  
 Torrefranca, Patricia Q.  
 Torres, Elina  
 Torres, Flora C.  
 Torres, Irma  
 Torres, Sergio C.  
 Toth Jr., Harold A.  
 Toussaint, Fernande M.  
 Towns, Nehemiah  
 Townsend, Alice V.  
 Townsend, Carolyn J.  
 Townsend, Peter C.  
 Townsend, Richard Wm.  
 Townsend, Walter C.  
 Tracy, Evelyn H.  
 Tracy, Madeleinem  
 Trager, Marilyn S.  
 Trammel, Walter L.  
 Trammell, Chloe R.  
 Tran, Diap Le  
 Trapp, Diane  
 Trapp, Jerome  
 Trasobares, Cesar E.  
 Travers, Wallace W.  
 Trawick, Maryerie  
 Traylor, Horace J.  
 Traylor, Yohanna F.  
 Trelles, Modesto  
 Trenary, Ofelia J.  
 Triana, Ceida P.  
 Triana, Marianela  
 Tribble, Wilhelmina L.  
 Tricaró, Robert C.  
 Trimble, Dorothy N.  
 Trindade, Aida A.  
 Triplett, Blanche T.  
 Triplett, M. Glenn  
 Trochet, Elizabeth  
 Trof, Pamela J.  
 Tross, Glenn  
 Trottier, Leo A.  
 Troup, Dorothy W.  
 Troy, Arthur  
 Trufan, Robin B.  
 Trujillo, Dagoberto  
 Trujillo, Gilda M.  
 Trujillo, Maria A.  
 Truppmann, Nicki K.  
 Tubbs, John S.  
 Tucci, Richard E.  
 Tucker, Alverta M.  
 Tucker, Angelina  
 Tucker, Anne R.  
 Tucker, Curtis D.  
 Tucker, Edward Charles  
 Tucker, Leatrice E.  
 Tucker, Rudolph C.  
 Tucker, Terry  
 Tucker, Walter B.  
 Tuckfield, Gloria S.  
 Tuckfield, Jack G.

Tufts, Catherinei  
 Tufts, Jerry G.  
 Tundidor, Xiomara  
 Turk, Robert A.  
 Turley, Charles W.  
 Turner, Arthurene  
 Turner, Carol D.  
 Turner, Henry  
 Turner, Leslie  
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 Turner, Ranzer F.  
 Turner, Rumel  
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 Turpin, Mary C.  
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 Twist, Sarah R.  
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 Twitty, Leonard L.  
 Tyagi, Umlesh  
 Tydus, Rose  
 Tye, Mary B.  
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 Tyler, Suzanne  
 Tyler, Terry W.  
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 Tyson, Richard

## U

Udy, Robert W.  
 Ulman, Louis I.  
 Ulrich, June S.  
 Ulrich, Valeri  
 Underhill, Tracy G.  
 Updegrove, Robert H.  
 Upson, Gloria J.  
 Urbandt, Lilian  
 Uriarte, Vicki  
 Urrutia, Monica R.  
 Utter, Darrell D.

## V

Vagt, Claudia J.  
 Valdes-Flores, Sergio  
 Valdes, Ernesto  
 Valdes, Gail K.  
 Valdes, Humberto B.  
 Valdes, Karen W.  
 Valdes, Miguel A.  
 Valdez, Martha M.  
 Valencia, Eloisa  
 Valentín, Violeta  
 Valicenti, Joseph A.  
 Valido, Antonio  
 Valiente, Marilyn M.  
 Valle, Nancy P.  
 Vallen, Vicki A.  
 Van Buren, William T.  
 Van Cleef, Sandra E.  
 Van Putten, Dorene  
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 Van Valkenburg,  
 Raymond V.  
 Van Winkle, Mary P.  
 Vanacore, Vincent J.  
 Vanalstyne, Linda M.  
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 Vandergrift, Norma J.  
 Vanetten, Mary K.  
 Vanpatten, Harold F.  
 Vanswearingen, Rosella  
 Vanvalkenburg, Robert A.  
 Vana, Teresita  
 Varela, Adilia

Varela, Maggie J.  
 Varela, Manuel  
 Varela, Margaret M.  
 Vargas-Vila, Jose L.  
 Vargas, Antonio  
 Varner, Howard W.  
 Varona, Luis M.  
 Varona, Mary A.  
 Vasile, Joseph  
 Vasquez, Edward J.  
 Vasquez, Minerva  
 Vaughan, Walton H.  
 Vazquez, America  
 Vazquez, Berta O.  
 Vazquez, Maria C.  
 Vazquez-Pausa, II Antonio  
 Vazquez-Pausa, Vivian  
 Veal Jr., Fred D.  
 Veazey, Dolores C.  
 Vecchione, Gene D.  
 Vega, Aurelio  
 Vega, Carlos  
 Vega, Elizabeth A.  
 Vega, Linda Spanki  
 Velez, Louise B.  
 Velez, Luz Maria  
 Velez, Silvia  
 Velilla, Angelica  
 Venega, Clara  
 Vento, Maria L.  
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 Verdooren, Connie  
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 Verschoor, Charles G.  
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 Victor, Margaret A.  
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 Vidal, Maria  
 Vidales, Fabian  
 Vidales, Melanie  
 Viera, Angel R.  
 Viera, Eduardo  
 Vignola, James J.  
 Vigo, Rosa  
 Villalonga, Pedro  
 Vilches, Ines M.  
 Villalino, Guillermo  
 Villanova, Elizabeth D.  
 Villanueva, George F.  
 Villar, Jose A.  
 Villasuso, Ibis  
 Villegas, Paul  
 Vinciguerra, Anthony  
 Vinson, Lucius H.  
 Vitale, Robert A.  
 Vivero, Juan  
 Vodicka, Susan S.  
 Vogel, Ann M.  
 Vogel, Earl W.  
 Volker Jr., Alvin S.  
 Vollinger, James K.  
 Von Bampus, Christine N.  
 Vorp, Ronald E.  
 Vreones, Carolyn M.

## W

Wacher, Ellen  
 Wacker, Winifred M.  
 Waddell, Melvynn T.  
 Wade Jr., Phillip  
 Wade, Booker T.  
 Wade, Niki L.  
 Wadsworth, Roger B.  
 Wadsworth, Thuy N.  
 Wagenheim, Allan J.  
 Wagner, Andrew K.  
 Wagner, Homer P.  
 Wagner, Karl R.  
 Wakasugi, Amy Y.  
 Wakler, Leonard I.  
 Walbek, Cheryl L.  
 Walden, Margaret M.  
 Walden, Patricia A.  
 Waldman, Cheryl A.  
 Waldo, Myrtice R.  
 Waldo, Whitson G.  
 Waldron, Anita P.  
 Waldrop, Ricky C.  
 Walesh, Sidney L.  
 Walfish, Stephen B.  
 Walker, Alice  
 Walker, Charles H.  
 Walker, Chesterfield  
 Walker, Daisy Lee  
 Walker, Denise  
 Walker, Everett Joy  
 Walker, Frances B.  
 Walker, Gloria J.  
 Walker, James L.  
 Walker, Jerry R.  
 Walker, Leila A.  
 Walker, Lydia E.  
 Walker, Mary E.  
 Walker, Nancy L.  
 Walker, Robert H.  
 Walker, Theresa  
 Walker, Thomas H.  
 Walker, Winston  
 Walkinshaw, John J.  
 Wall, Audrey H.  
 Wallace, Diane  
 Wallace, Helen T.  
 Wallace, Howard J.  
 Wallace, Jamie Lynn  
 Wallace, Samuel D.  
 Wallen, Georgia M.  
 Walroth, Ellen P.  
 Walsh III, Harold J.  
 Walter, Janice J.  
 Walter, Robert B.  
 Walters, Beverly A.  
 Walters, Linda L.  
 Walters, Rose A.  
 Walton, Michael J.  
 Walzer, Alice L.  
 Walzer, Joseph F.  
 Wantz, Robert D.  
 Ward, Gary M.  
 Ward, Marsha  
 Ward, Maxwell E.  
 Ward, Michael D.  
 Ward, Michael D.  
 Ward, Paul J.  
 Ward, Robert B.  
 Ward, Roderick S.  
 Ward, Ruth S.  
 Ward, Virginia M.  
 Wardell, Fred R.  
 Warden, Betty H.  
 Wargacki, Rosaline  
 Wargo, Lillie M.  
 Warhaft, Terri S.  
 Warner, Elizabeth

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- Warner, Jorge I.  
Warner, Rebecca A.  
Warnick, Frances P.  
Warnock, Ronald H.  
Warren, Barbara A.  
Warren, Dorothy M.  
Warren, Linda J.  
Warren, Mildred L.  
Warren, Willie J.  
Warthan, Katie H.  
Washington, Dorothy  
Washington, Ernest  
Washington, Frank L.  
Washington, General  
Washington, General Jr.  
Washington, Janet E.  
Washington, Joseph J.  
Washington, Leroy  
Washington, Linda  
Washington, Linda Gail  
Washington, Phyllis N.  
Washington, Roosevelt  
Washington, Shirley Ann  
Wasserberger, Jonathan  
Wasserman, Irwin  
Waterman, Kay A.  
Waters, Kate A.  
Watkins, Handy T.  
Watkins, Karen C.  
Watkins, Norma L.  
Watson, Alfonso  
Watson, Donald  
Watson, Linda C.  
Watson, Sharon A.  
Watson, William W.  
Watters, Robert D.  
Watts, Bessie M.  
Watts, Thomas M.  
Way, Nelson Oscar  
Weaver, Howard F.  
Weaver, William G.  
Webb, John H.  
Webb, Marilyn  
Webb, Martha C.  
Webber, Mariela  
Webber, Peter F.  
Weber, William A.  
Webster, Howard E.  
Webster, Renee M.  
Wedderburn, Rowan  
Weeks, Joel C.  
Weems, Dale A.  
Weinbren, Ronna S.  
Weinstein, Elsie  
Weinstein, Frances M.  
Weir, Paulette  
Weisberg, Ronnye L.  
Weiss, Sara C.  
Welch, George W.  
Welch, Reina K.  
Welcom, Francis M.  
Welden, Glenda L.  
Weller, Smadar  
Wellisch, Peggy L.  
Wells, Debra C.  
Wells, Jacquelin M.  
Welsh, Arthur L.  
Welt, Sigmund B.  
Wendland, Robert  
Wendrow, Alene H.  
Wenner, Carole B.  
Wenning, Deborah S.  
Wenning, Donna L.  
Wentworth, Rebecca S.  
Wentworth, Thomas P.  
Wenzel, Gustave G.  
Werner, Robert A.  
Wernert, James E.  
Wescott, Jeanne  
Wesson, Michael D.
- Wesson, Stanley F.  
West, Clara Maxine  
West, Desiree  
West, Felicia M.  
Westbrook, Hugh A.  
Wester, Fred  
Weston, Fred L.  
Westrich, Deborah L.  
Westrich, Sandra A.  
Wetherby, Ivor L.  
Wetherspoon, Jimmy  
Wetmore, Holly S.  
Whalen, Wickie B.  
Wharton, Kerry J.  
Wheatley, Lonnie  
Wheatley, Louis T.  
Wheeler, Janet G.  
Wheeler, Judy A.  
Wheeler, Richard A.  
Wherry, Vernon B.  
Wheatstone Jr., George M.  
Whieldon, Terry J.  
Whipple, Earlene  
Whitaker Jr., Orion  
Whitaker, Ellen K.  
Whitaker, Nancy  
White Jr., Idus  
White, Carolyn B.  
White, Cherry A.  
White, Dorothy A.  
White, Gregory L.  
White, Jerry D.  
White, Jimmy L.  
White, Lawrence A.  
White, Lydia  
White, Lynn E.  
White, Melanie J.  
White, Myrtle  
White, Richard O.  
White, Robert R.  
White, Shirley  
White, Teresa  
Whited, Dorothy W.  
Whited, Harriet D.  
Whitehead, Charlie M.  
Whitehead, David R.  
Whiteman, Dorothy C.  
Whiteside, Eric R.  
Whiteside, Napoleon  
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Whitley, Curtis  
Whitley, Dorothy Mae  
Whitling, Janet M.  
Whitlock, Ann H.  
Whitman, Eleanor S.  
Whitman, Fay F.  
Whitman, Sylvia  
Whittaker, Anne M.  
Whitten, Orrin S.  
Whyte, Clara E.  
Whyte, Sheila Petrino  
Wick, Jeanne  
Wickett, Kathryn H.  
Wicks, Loren D.  
Wideman, Larry Edward  
Widmer, Diane E.  
Wiggin, Margaret A.  
Wiggins, Jacqueline  
Wiggins, Julius B.  
Wiggins, Louella A.  
Wiggins, Patricia N.  
Wiggins, Richard S.  
Wilburn, Bonnie L.  
Wilcosky, Robert W.  
Wilcox, Carol A.  
Wilcox, James L.  
Wilcox, Murray  
Wilcutts, Richard W.  
Wilder, Jon M.  
Wilensky, Sandra Joy
- Wiley, Bennie L.  
Wiley, Valerie J.  
Wilhelm, Dan L.  
Wilhelm, Dennis W.  
Wilkinson, Stella L.  
Wilkinson, Thomas L.  
Wilkes, Dianne  
Wilkins, Ethelene  
Wilkins, Johann J.  
Wilks, Melrose F.  
Willcox, Wanda M.  
Willeford, Charles R.  
Willem, Frank J.  
Wiley, Lexa Gail  
Willford, George W.  
Williams Jr., Green K.  
Williams Jr., Ross  
Williams, Andrea M.  
Williams, Barbara S.  
Williams, Bernice B.  
Williams, Betty M.  
Williams, Beverly  
Williams, Carole A.  
Williams, Carole J.  
Williams, Charles  
Williams, Chrysaline  
Williams, Clifford B.  
Williams, Curtis A.  
Williams, Darrion J.  
Williams, Dawn J.  
Williams, Debbie Laverne  
Williams, Deborah J.  
Williams, Dennis R.  
Williams, Dorothy J.  
Williams, Dyatha E.  
Williams, Edwin P.  
Williams, Ena W.  
Williams, Eugene  
Williams, Frankie B.  
Williams, Gene E.  
Williams, Gilwyn E.  
Williams, Hilbert B.  
Williams, James T.  
Williams, Jerry N.  
Williams, Jessie Cowins  
Williams, John A.  
Williams, John F.  
Williams, John H.  
Williams, John H.  
Williams, John J.  
Williams, Johnny L.  
Williams, Joseph S.  
Williams, Judith R.  
Williams, Kathryn L.  
Williams, Keith W.  
Williams, Keith W.  
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Williams, Kynie T.  
Williams, Larry  
Williams, Lawrence E.  
Williams, Lee Ann  
Williams, Letitia Octavia  
Williams, Leysion J.  
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Williams, Loletia  
Williams, Mae F.  
Williams, Margaret A.  
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Williams, Nara C.  
Williams, Pamela  
Williams, Patricia G.  
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Williams, Richard E.  
Williams, Richard L.  
Williams, Risha Valise  
Williams, Robert  
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- Williams, Rudy V.  
Williams, Sadie K.  
Williams, Sally P.  
Williams, Samuel G.  
Williams, Samuel K.  
Williams, Sherilyn B.  
Williams, Sherree L.  
Williams, Tobias  
Williams, Veola  
Williams, Wanda J.  
Williams, Willie L.  
Williams, Winifred  
Williams, Zell Jr.  
Willig, Barbara  
Willink, Sonia  
Willis, Gloria W.  
Willis, Robert L.  
Willoughby, Lois J.  
Wills, Cleo L.  
Wills, Litzie M.  
Wilson Jr., Willie  
Wilson, Anna M.  
Wilson, Bethel C.  
Wilson, Betty J.  
Wilson, David A.  
Wilson, Delilah  
Wilson, Diane M.  
Wilson, Earl L.  
Wilson, Eric Neely  
Wilson, Ethel S.  
Wilson, Geraldine  
Wilson, Gregory Z.  
Wilson, Harold  
Wilson, John H.  
Wilson, John W.  
Wilson, Karl D.  
Wilson, Larry D.  
Wilson, Laura  
Wilson, Lurline B.  
Wilson, Mary E.  
Wilson, Norman G.  
Wilson, Sandra B.  
Wilson, Susan U.  
Wilson, Zane  
Wiltsek, Jill Ann  
Wine, Henry E.  
Wine, Ruth G.  
Winebrenner, Lawrence M.  
Winet, Alan  
Winikoff, Ellen A.  
Winitz, Rhona S.  
Winstead, Walter G.  
Winston, Catherine  
Winston, George O.  
Winter, Deborah K.  
Winter, Jayne V.  
Wirth, Richard R.  
Wise, Lucille  
Witherington, Dorothy A.  
Witherspoon, Steven L.  
Withrow, Elizabeth J.  
Witte, Maria E.  
Wittenberg, Bruce A.  
Wittenberg, Elizabeth A.  
Wohl, Ronald  
Wohlgemuth, Arthur I.  
Woitkun, Mary E.  
Wolf, James C.  
Wolff, Josephine B.  
Wolfish, Linda M.C.  
Wolin, Robert F.  
Wolkowitz, Ann F.  
Wollek, Bonnie  
Wollenzin, Charles C.  
Wollner, Alan A.  
Wommer, Louis  
Wong, Francisco R.  
Wood-Haran, Francis M.  
Wood, Emery  
Wood, Karen E.Y.E.
- Wood, Tina L.  
Woodall, Karen L.  
Woodard, Hester  
Woodard, Shedrick  
Woodbury, Gloria  
Wooden, Janet E.  
Wooden, Joseph S.  
Wooding, David D.  
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Woods, Richard  
Woods, Ruth F.  
Woods, Vivian  
Woodson, Freddie  
Woodson, Jimmie  
Woodson, Lucinda  
Woodward, Donna Lynn  
Woolley, Gale R.  
Wooten, Annie  
Worley, Norman E.  
Worley, William D.  
Wortis, Marjorie R.  
Wright III, Eugene F.  
Wright, Anna M.  
Wright, Carolyn B.  
Wright, Jnita D.  
Wright, Pamela Jean  
Wright, Ronald J.  
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Wright, Verdell D.  
Wuchner, Maria E.  
Wulf, Corinne D.  
Wyatte, Linda L.  
Wynn Poirier, Charlene  
Wynn, Frank  
Wyroba, Francis

## Y

- Yaffa, Harold  
Yaffe, Cheryl S.  
Yagerman, Deborah A.  
Yamin, Joseph J.  
Yanes, Joseph  
Yanniello, Patricia  
Yanoff, Stephen G.  
Yates, Cynthia C.  
Yepes, Patsy R.  
Yorke, David A.  
Young Jr., Joseph  
Young, Ann  
Young, Arietta O.  
Young, Billy E.  
Young, Carol J.  
Young, Charlie L.  
Young, Dorothy J.  
Young, Eddrest D.  
Young, Herbert S.  
Young, John F.  
Young, Julius D.  
Young, Lily L.  
Young, Nancy Wilson  
Young, Rodger A.  
Young, Ronald R.  
Young, Sandra K.  
Young, Sheila D.  
Young, Susan J.  
Young, Thelma  
Young, Thelma  
Young, Wilton  
Yount, Richard L.  
Yudice, Maria B.  
Yzenas Jr., John J.