

FLORIDA INTERNATIONAL UNIVERSITY

A Member Institution

of

The State University System of Florida



SELF-STUDY REPORT FOR ACCREDITATION

PART THREE

A Report on Plans for the Interama Campus

Submitted to

The Southern Association for Colleges and Schools

College Delegate Assembly

MAY, 1974

FLORIDA INTERNATIONAL UNIVERSITY

Self-Study Report for Accreditation

A Member Institution of Florida
of

The State University System of Florida

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PART THREE

A Report on Plans for the Incoming Classes

Submitted to

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College Delegates Assembly

MAY, 1974

I. INSTITUTIONAL CHARACTERISTICS PART THREE

In most respects, the description of institutional characteristics of the principal report applies also to this addendum. The target date for the Interama Campus is September, 1974, with an enrollment of approximately 2,100 students. Plans call for its rapid growth to approximately 4,000 students by 1980. Courses offered on the Interama Campus are expected to be available at Interama as well.

Self-Study Report for Accreditation

A Report on Plans for the Interama Campus of Florida International University

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Interama represents a second major opportunity for Florida International University to further its fundamental aims. The new campus is viewed as a means of nurturing and facilitating development of the many educational programs already begun on the Tamiami Campus (and not as either a major new direction or merely bureaucratic proliferation). University goals and objectives, as articulated in the University's long-range plan, Birth of a University... and Plans for its Development, apply with full force to the new enterprise at Interama.

This commonality of purpose is not meant to imply that the new campus will be a mirror image of Tamiami. Some aspects of the University's program are perceived as particularly suited to development on one site or the other--as a result

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I. INSTITUTIONAL CHARACTERISTICS

In most respects, the description of institutional characteristics of the principal report applies also to this addendum. The target date for enrolling students on the Interama Campus is September, 1976. While the campus will get under way with an enrollment of approximately 2,100 students, plans call for its rapid growth to a second full and general-purpose campus of the University. By 1980, Interama enrollment is expected to approximate 7,200 students, and most fields of study offered on the Tamiami Campus are expected to be available at Interama as well.

The history of a facility on the Interama site goes back to the original conception of Florida International University. The proposals and public discussion which led to the creation of this first State University in Dade County included a difference of opinion as to whether the University should be located at Interama or at the old Tamiami Airport. Largely because the County made the Tamiami Airport land available, the University's first campus was located there. However, a political understanding reveals itself in a number of public documents including those of the Interama Authority; Florida International University would have a second campus at Interama. Early in 1973, the Authority deeded 40 acres to the State's Board of Regents for use by the University, and later in the same year the Authority recorded its intent to make 100 additional acres available to Florida International, if and when needed for expansion of the campus beyond its original 40 acres.

In addition, the State Legislature appropriated \$200,000 for fiscal 1973-74 to develop a master plan for the Interama Campus.

II. INSTITUTIONAL PURPOSE

Interama represents a second major opportunity for Florida International University to further its fundamental aims. The new campus is viewed as a means of nurturing and facilitating development of the many educational programs already begun on the Tamiami Campus (and not as either a major new direction or merely bureaucratic proliferation). University goals and objectives, as articulated in the University's long-range plan, Birth of a University...and Plans for Its Development, apply with full force to the new enterprise at Interama.

This commonality of purpose is not meant to imply that the new campus will be a mirror image of Tamiami. Some aspects of the University's program are perceived as particularly suited to development on one site or the other--as a result

of unique environmental characteristics. For example, the adjacent facilities and activities of an international trade and exhibition center and an inter-American conference center make the new campus an ideal site for University conference and continuing education programs when the topics and participants are internationally oriented.

III. ORGANIZATION AND ADMINISTRATION

During the planning and at least the first several years of actual operation, responsibility and authority for development of individual programs and functions to be carried out on the Interama Campus will reside with the respective University executive officers and their unit deans and directors. A Campus Provost, with Vice Presidential rank, will be appointed as soon as possible to coordinate Interama Campus planning and subsequent campus operations.

The primary responsibility of the Provost will be to expedite and facilitate the optimum development of the campus in concert with line administrators, bringing to their attention opportunities and problems. He/she will exercise leadership in resolving discontinuities, conflicts and other impediments to campus development. After consultation with individual units, the Provost will be responsible for recommending to the Vice Presidents and the President programs and functions to be housed at Interama. With respect to specific fields of study and other academic programs, once the decision has been made to offer a program the deans will retain authority over and responsibility for its management, under the Academic Vice President. The Provost will retain responsibility for reviewing assignment of staff to the Interama Campus, making recommendations to the appropriate executive officer. He/she will perform other duties, in connection with the Interama Campus, as are assigned by the President. In addition, the Provost will assume such other responsibilities at Interama as are agreed upon between him/her and the other Vice Presidents.

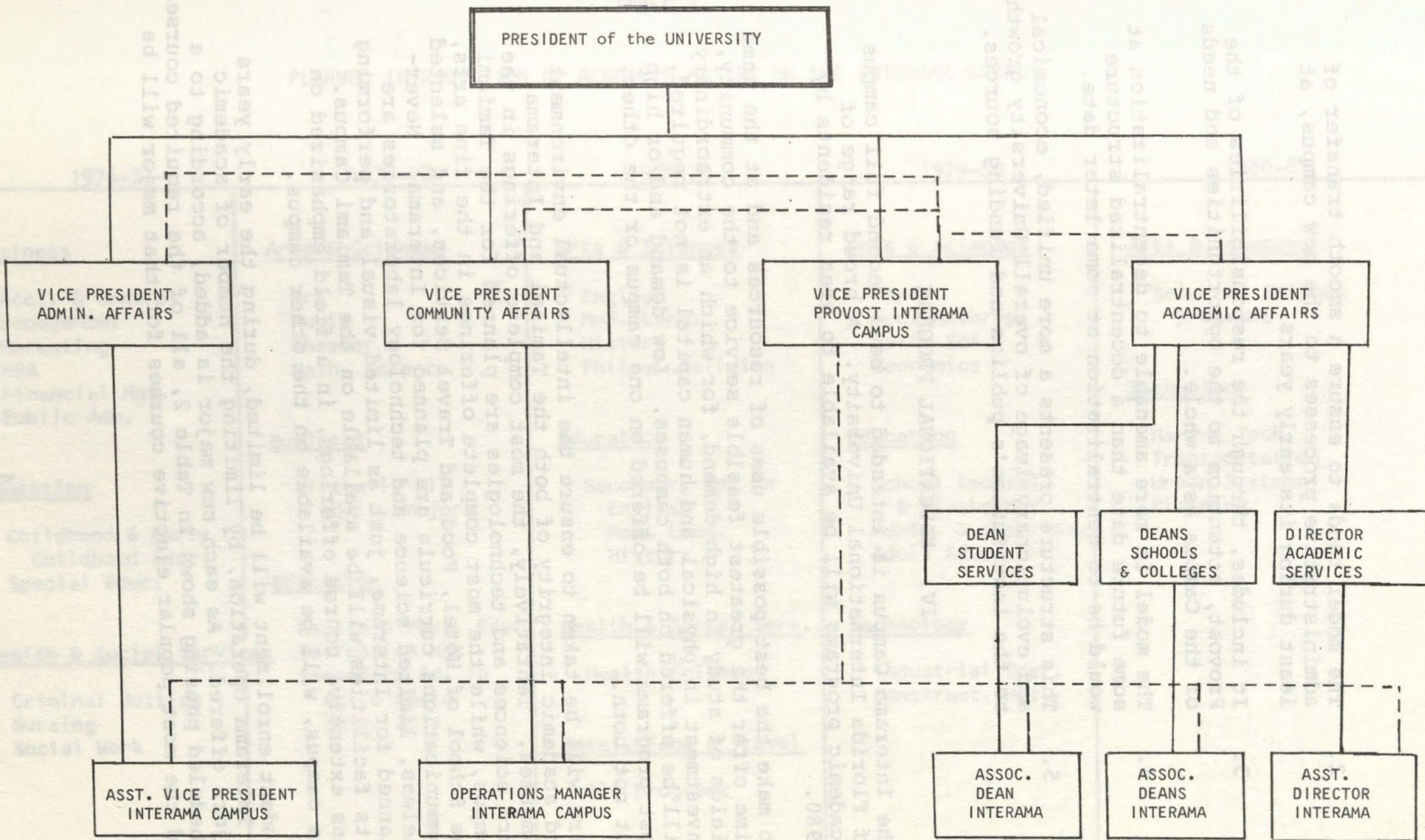
A staff appropriate to the size of the Interama Campus will handle academic administration, finance and business management, student affairs and public relations and development. A summary organization chart for the Interama Campus follows. (Table 1)

No organizational structure is without its disadvantages, but on balance, this structure is recommended for its following points of strength:

1. The University is staffed with an experienced group of executive officers, deans and directors who are committed to development of the Interama Campus; this model takes advantage of their experience and commitment.

TABLE 1

INTERAMA CAMPUS ORGANIZATIONAL STRUCTURE



3

Comm. Tech.

2. The model tends to ensure a smooth transfer of administrative processes to the new campus, at least during its early years.
3. It includes, through the responsibilities of the Provost, attention to the opportunities and needs of the Campus as a whole.
4. The model is more amenable to decentralization at some future date than a decentralized structure would be to centralization at some later date.
5. This structure presents a more unified, economical and evolutionary image of overall University growth to the institution's publics and funding sources.

IV. EDUCATIONAL PROGRAM

The Interama Campus is intended to be a second full campus of Florida International University. A broad range of academic programs will be available to area residents by 1980.

To make the best possible uses of resources and at the same time offer the greatest feasible service to the community, fields of study in high demand, for which an extraordinary investment in physical and human capital is not required, will be offered on both campuses. Low demand and/or high cost programs will be offered on one campus or the other, but not both.

Care will be taken to ensure the intellectual environment and academic integrity of both the Tamiami and Interama Campuses. Tentatively, the most complete offerings in the hard sciences and technologies are planned for the Tamiami Campus, while the most complete offerings in the fine arts, the School of Hotel, Food and Travel Services, and selected communications curricula are planned for Interama. Nevertheless, limited science and technology laboratories are planned for Interama, just as limited visual and performing arts facilities will be available on the Tamiami Campus. Less extensive course offerings, in a field emphasized on one campus, will be available on the other campus.

Student enrollment will be limited, during the early years of Interama operation, by limiting the number of academic majors offered. As each new major is added, according to a scheduled phasing shown in Table 2, all of the required courses and the most popular elective courses for that major will be

TABLE 2

PLANNED INTRODUCTION OF ACADEMIC MAJORS ON THE INTERAMA CAMPUS

1976-77	1977-78	1978-79	1979-80	1980-81
<p><u>Business</u></p> <p>Acct. & Control Management Marketing MBA Financial Mgt. Public Adm.</p>	<p><u>Arts & Sciences</u></p> <p>Art Music Theater Math. Science</p>	<p><u>Arts & Sciences</u></p> <p>English Mod. Lang. History Philos. Religion</p>	<p><u>Arts & Sciences</u></p> <p>Psych. Soc.-Anthrop. Poli. Sci. Economics</p>	<p><u>Arts & Sciences</u></p> <p>Selected Science programs</p>
<p><u>Education</u></p> <p>Childhood & Early Childhood Educ. Special Educ.</p>	<p><u>Business</u></p> <p>Virtually all addit. majors</p>	<p><u>Education</u></p> <p>Secondary Ed. in English Mod. Lang. History</p>	<p><u>Education</u></p> <p>School Counsel. & Psychology Admin. & Supervis. Adult Educ.</p>	<p><u>Technology</u></p> <p>Marine Tech. Transportation Urban Systems Planning</p>
<p><u>Health & Social Services</u></p> <p>Criminal Justice Nursing Social Work</p>	<p><u>Education</u></p> <p>Health & Phys. Educ. Recreation Mgt. Secondary Ed. in Art & Music Math. Sci.</p>	<p><u>Health & Social Serv.</u></p> <p>Health Science</p> <p><u>Hotel, Food & Travel</u></p> <p>All programs</p>	<p><u>Technology</u></p> <p>Industrial Oper. Construct. Mgt.</p>	
		<p><u>Technology</u></p> <p>Comm. Tech.</p>		

offered at Interama. This will enable a student to complete his degree by attending the Interama Campus only. A phased addition of academic programs at Interama is intended to satisfy the demand of students for each new major offered without exceeding the enrollment limits which have been established to prevent overcrowding of facilities.

V. FINANCIAL RESOURCES

The Interama Campus will be funded within the formulas applying to upper division - graduate campuses of the State University System of Florida. Over time, the campus is expected to attract additional outside sources of support for the campus and the University.

The way in which System funding formulas are applied to programs and activities at Interama is crucially important to quality education in that location. Interama plans, as developed to date, make the assumption that the campus will be funded similarly to, but not the same as, an independent public institution. This means that the campus would be entitled to some initial "critical mass" capital assets and staff. For example, under capital outlay formulas a new general-purpose campus received an allocation of 85,000 volumes for its library plus additional volumes for each academic major offered. Under operating budget formulas, such a campus is allocated approximately fifty administrative positions as a nucleus, plus additional positions according to student enrollment and other factors. Without this kind of funding, the University cannot establish Interama as a second general-purpose campus but must construe it instead as an extension or branch operation.

Discussions have already been held with Board of Regents Chancellor Robert Mautz and members of his staff on funding questions. The Chancellor and his staff have agreed in principle that the Interama Campus must be funded in a manner similar to an independent institution. They do expect some economies to result from the fact that it will constitute a second campus of an existing university, and the Florida International staff is currently working with Board of Regents staff to define appropriate staffing and funding for the first several years of Interama operations.

Table 3 displays preliminary estimates of both capital and operating fund requirements for the first five years of the new campus.

TABLE 3

ESTIMATED FUNDING REQUIREMENTS*

INTERAMA CAMPUS 1976 - '77 through 1980 - '81
(in millions of dollars)

Type Expenditure	1976 -'77	1977 -'78	1978 -'79	1979 -'80	1980 -'81	Cumul. 1976- 1981
Annual Operating Budget	\$ 7.7	9.0	10.9	13.4	16.1	\$57.1
Capital Outlay						
State Capital appropriations	13.2	9.0	10.5	10.4	4.2	47.3
Other Sources			5.7	3.0		8.7
Total	\$13.2	9.0	16.2	13.4	4.2	\$56.0

* In 1974 Dollars

VI. FACULTY

Florida International University will continue to have a single faculty. Although the Interama Campus will create the need for an increase in total University staff, persons recruited as a result of opening the second campus will not be hired specifically for service at Interama. Instead, they will be appointed as Florida International University staff members. Both campuses can be expected to draw upon the general and specialized competencies of any group of faculty or any individual faculty member. During a given term, however, the majority of faculty will devote their services to one or the other of the two campuses.

A variety of advantages accrue from a primarily resident faculty. Students and the community are best served by a faculty which is aware of local problems, interests and needs. The investment of time and energy in one campus prompts commitment to that campus, and is probably necessary to develop the distinctive character and special emphases of the campus.

The importance of insuring flexibility in faculty resources is recognized, however, The option of assigning a faculty member to a different campus in succeeding terms promises the University as a whole the greatest possible depth and breadth of faculty expertise. Commuting by faculty (to share unique skills with students enrolled on both campuses) is expected to be most common in highly specialized disciplines. It will probably be required less often of faculty who staff the more standard academic courses.

The University will continue to follow a deliberate policy of reserving some resources for the employment of visiting faculty and for the appointment of qualified adjunct faculty. Employment of visiting and adjunct faculty brings to the University a range of scholarly talents and professional experience difficult to achieve through appointment of full-time, permanent staff only.

A decision regarding faculty organization at Interama is premature, although it is very likely that all faculty members will be part of a University-wide faculty organization. The policies pertaining to tenure and academic freedom will be uniformly applied on both campuses as will faculty development programs and rules regarding teaching loads. The single-faculty concept which has been adopted for planning purposes will result in comparable service by faculty and the application of a single set of rules, policies and procedures to govern faculty life on both campuses of the University.

VII. LIBRARY

The Interama Campus library will provide the same comprehensive services to the instructional programs of the new campus that the Tamiami library provides to faculty and students on the existing University site. A full service objective does not mean, however, that a division of some special purpose collections will not be made between campuses. It is anticipated that there will be a single rare-books collection, located on one campus or the other. It is also probable that the collections which support the instructional programs housed primarily on one campus or the other will be strongest on the campus emphasizing the particular program. It is considered more economical to transport books from a limited number of specialized collections in response to individual requests than it would be to duplicate completely the holdings of both libraries.

The library staff at Interama will be organized in essentially the same manner as the Tamiami staff, although the number of positions required to serve a smaller enrollment will not be as great initially. Both Florida International University libraries will be administered by a single Director. The Library Committee, representing the University's academic programs and governance units, will act as a liaison and advisory body for both campus libraries.

VIII. STUDENT PERSONNEL

A single admissions and registration procedure will be used by both campuses of Florida International University. This means that data collected from each student enrolling at the University, whether on the Tamiami or Interama Campus, will be comparable. Once a student has registered, similar services will also be available to all.

The student personnel function at Interama will be staffed to provide the same level of service that students at Tamiami enjoy. Assistance to students will be organized within the following categories: foreign student affairs, cooperative education, veterans affairs, financial aid and career planning. Each area includes a counseling and advisory function in addition to other activities.

Student activities, including student government, and some recreational events are also considered a student personnel function. In these areas, also, the objective to be met is comparable services to both campuses, although the smaller initial student body at Interama may express different priorities.

The student personnel offices on both campuses will be administered locally by a dean or associate dean. Coordination of activities and supervisory responsibility for student personnel policy and procedures on the Tamiami Campus and the Interama Campus are to be the responsibility of a single individual.

To obtain the greatest benefit from existing state and federal loan, grant and other aid programs, a single request must be generated and final report written. Conversely, optimum service to individual students is provided by on-site assistance. A student personnel function emphasizing the requisite centralization required to author requests for funding, while still supplying decentralized local services, can conserve human resources and produce maximum effectiveness for both campuses.

IX. PHYSICAL PLANT

The availability of land and physical facilities promises to be a critical consideration limiting ultimate enrollment on the Interama Campus. The State Board of Regents, in behalf of the University, currently has title to 40 acres of filled land on the Interama site. This land is ideally located, filled, and ready for construction. The University has also been promised an adjacent 100-acre parcel when and as required for campus expansion. However, the expansion parcel is at least partly mangrove swamp and may not be suitable for development for both environmental and cost reasons.

Tentatively, the campus plan will call for approximately one million square feet of construction on the 40-acre site, to accommodate a maximum of 10,000 students. Forty acres are sufficient to develop a pleasing and educationally functional physical plant for an enrollment of 10,000 commuting students --provided on-campus parking can be limited, alternate means of transportation encouraged, and arrangements made for some off-campus parking, if necessary.

State university buildings are typically funded from gross utilities tax revenues. Therefore, in a given year, the availability of capital funds for higher education may bear little relationship to the capital needs of State public higher education. A listing of physical facilities, by year of completion, is shown in Table 4. These facilities requirements are synchronized with the phasing of academic programs as identified in Table 2. If capital funding does not permit adherence to the schedule in Table 4, then adjustments will have to be made both in the student enrollment permitted on the Interama Campus and in the phasing of fields of study to be offered there.

Table 4

Facilities for Interama at 10,000 On-Campus Headcount Students

	<u>Year</u>	<u>Enroll.</u>	<u>Gross Sq. Ft.</u>
1. Phase I - multi-purpose	1976	2,100	173,300
2. Phase II - Fine Arts	1977	3,500	133,000
3. Science and General	1978	4,700	100,000
4. Conference-Commun. Center (on conference center site)	1978	4,700	100,000
5. Library and Admin.	1979	6,000	140,000
6. Housing Complex	1979	6,000	50,000
7. Technology Laboratory	1980	7,200	50,000
8. Classroom-Office Bldg.	1983	8,900	100,000
9. Classroom-Office Bldg.	1985	10,000	90,000
10. Student Activities Bldg.	1985	10,000	50,000
			986,300

Most University conference programs will be conducted on the Interama Campus because of its location, particularly its proximity to instrumentally oriented organizations and facilities. The University is exercising leadership in the establishment of a comprehensive, fully equipped international conference-communications center either on or adjacent to the Campus. When it is completed, the conference center will directly house the Community Affairs staff of the University and selected other special units heavily involved in conference and short-course activity.

X. SPECIAL ACTIVITIES

The Center for Environmental and Urban Problems

The Center for Environmental and Urban Problems is a joint effort involving Florida International University and Florida Atlantic University. The addition of a second Florida International Campus will not alter that relationship, although it will provide a third site suitable for hosting the conference and short course activities of the Center. Other Center activities and responsibilities will continue to be carried out by the small Center staff with the advice of committees composed of Florida International University and Florida Atlantic University personnel.

The Center for International Affairs

International programs represent a University-wide commitment. The Interama Campus is not viewed as the sole or even primary means of fulfilling that commitment. Nevertheless, the Interama site does offer some special opportunities to foster international programs. The conference-communications center being planned for Interama should house many, if not most, of the Center's international conference programs. As a service to international corporations and other agencies in close proximity, the new campus should house whatever information base the Center considers appropriate to compile on international subjects.

The Interama Campus represents a logical place to accommodate international conferees, visiting faculty, and a modest number of international students, once the limited University housing being proposed is constructed. The conference-communications center and other housing on or near the Campus will provide the means to promote international programs involving students and faculty and to generate new forms of participation.

Conferences, Institutes and Short Courses

Most University conference programs will be conducted on the Interama Campus because of its location, particularly its proximity to internationally oriented organizations and facilities. The University is exercising leadership in the establishment of a comprehensive, fully equipped international conference-communications center either on or adjacent to the Campus. When it is completed, the conference center will likely house the Community Affairs staff of the University and selected other special units heavily involved in conference and short-course activity.

University Housing

Limited housing facilities, preferably in the form of suites, have been recommended by planning task forces. The consensus is that Florida International's ability to attract distinguished faculty and international visitors will be greatly enhanced if living accommodations can be provided at less than seasonal tourist rates. Short-term housing for foreign students is also considered highly desirable, particularly for students entering this country for the first time. However, the recommended housing will be constructed only if a feasibility study shows that it can be self-sustaining at rentals significantly below seasonal rates.

External or Special Degree Programs, Including Off-Campus Credit and Non-Credit Programs

The external degree program and off-campus credit and non-credit programs will be conducted at Interama in essentially the same manner that they are now administered. A single administrative officer for each of the units involved will be responsible for operations. The University's community service objective will serve as a guideline for the conduct of these units at Interama, as it does at Tamiami. The combined efforts of both campuses should provide maximum service to the population of South Florida.

Media Instruction

The media center at Interama will initially be staffed to support the instructional programs of that campus. However, the conference-communications center will require additional media support. It will also offer a unique opportunity to develop production capabilities in television, radio and other means of communication. When plans for the conference-communications center are more complete and specifications have been developed by the primary users of the facility, an additional commitment to media development will be assessed by the University and the Board of Regents.

XI. GRADUATE PROGRAM

Two of the basic tenets of planning for the Interama Campus are that:

1. Some economies of scale do exist in higher education organizations, and these permit improvement in the quality or quantity of service rendered which is more than proportionate to the increase in resources applied.

2. Careful planning is needed to ensure that the additional resources accruing from the creation of the Interama Campus do enhance the quality of University programs and do not merely diffuse institutional efforts.

Adherence to these two tenets requires that University graduate programs be organized and offered in a way which conserves and maximizes the use of scarce resources and generates the necessary student enrollments to sustain high quality programs. The two campuses must not be permitted to compete for scarce graduate students or compete for the facilities and personnel needed to mount good programs.

In a few areas, such as master's level work in business administration, it is anticipated that student demand will justify complete graduate offerings on both campuses. However, even in these areas specialized and highly-qualified graduate faculty will be expected to teach on both campuses. In most graduate curricula, particularly those calling for extensive investment in facilities and equipment, the University will commit itself on only one campus or the other, but not both. Graduate students, more than undergraduates, can be expected to commute some distance to avail themselves of educational opportunities; single campus programs tend to maximize the number of students per program. For example, graduate work in the hard sciences, if and when offered, will be available only on the Tamiami Campus, while graduate programs in Hotel, Food and Travel Services are expected to be available only on the Interama Campus. Nevertheless, each individual graduate curriculum can be expected to draw on the human and physical resources of the entire University to the extent feasible.

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