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CONCEPTUAL PLAN FOR THE DEVELOPMENT
OF THE BAY VISTA CAMPUS

Prepared by
The Bay Vista Academic Advisory Committee

Adopted unanimously
March 26, 1984

Introduction

Subsequent to the formation of the Bay Vista Academic Advisory Committee, the Provost of Florida International University met with the Committee to clarify its role. According to the minutes of the January 16, 1984, meeting of the Committee, "In summary, Dr. Altman noted that he wants this Committee to look at the full range of academic issues that face Bay Vista, including the regular processes that need to be realigned or strengthened. He looks forward to a Bay Vista reality."

Toward that end, the Committee reviewed extensive historical and current data, engaged in lengthy, sometimes spirited discussions, and concluded that the time has come -- indeed is past due -- to stop tinkering with the recurring problems (faculty and staff alienation, inadequate resources, lack of a mission for the campus, subordination to Tamiami on such critical issues as tenure, promotion and hiring, and so on) of the Bay Vista Campus.

We agreed, therefore, that the only way to achieve a Bay Vista reality was to take a more comprehensive approach, an approach which considers the realities of the Bay Vista Campus and which, building on those realities, sets forth a strategy aimed at making the Bay Vista Campus an autonomous unit of Florida International University with a clear-cut, specific mission in support of the University's overall goals.

As a first step, the Committee defined the key elements of autonomy for Bay Vista:

- Strong on-site academic leadership
- Fiscal autonomy for the academic units
- Control over the tenure and promotion process
- Participatory academic governance independent of the Tamiami-based Faculty Senate

The basic elements for planned autonomy are closely linked with a vision for the planned development of the Bay Vista Campus.

Proposed Conceptual Development Plan

The Bay Vista Academic Advisory Committee recommends that the Bay Vista Campus become an autonomous entity of Florida International University. Rather than replicate the Tamiami Campus, the focus will be on:

- A strong College of Liberal Studies offering its own four-year programs while working closely with the five-year professional/graduate programs in the College and Schools.
- High-quality, primarily full-time professional, undergraduate and graduate programs with a focus on the five-year (3 + 2) Masters degree programs in the urban professions.
- A series of research institutes involving all interested Bay Vista faculty.
- Continuing education, especially through the proposed Center for Professional Development.

- ° A library with specific research level resources to support the above programs

Currently there is a presence -- limited, if not inadequate -- on BVC of the College of Arts and Sciences. In addition, there are programs in public administration, criminal justice, health care administration, education, nursing, social work, international business and communication offered by the School of Public Affairs, the School of Nursing, the College of Business Administration and the School of Education. Some programs are in more advanced stages of development than others: e.g., Public Administration is about to offer the Ph.D., while Communication is only beginning to plan for graduate programs. The point is that there are a number of urban-oriented professional programs and a limited liberal arts presence.

Building on that reality, we propose that the current liberal arts presence expand into a College of Liberal Studies, organized along divisional lines, e.g., arts, humanities, mathematical sciences, social sciences. The College would offer its own four-year programs in appropriate areas. But it would also work closely with the professional/graduate programs in two ways: first, by collaborating with those programs in the offering of five-year Masters degree programs (3 + 2), and next, in playing a service role for undergraduate professional programs (for example, in social work or communication). Given that relationship, many College of Liberal Studies faculty would be expected to hold dual appointments -- in the College and in one or more of the professional/graduate

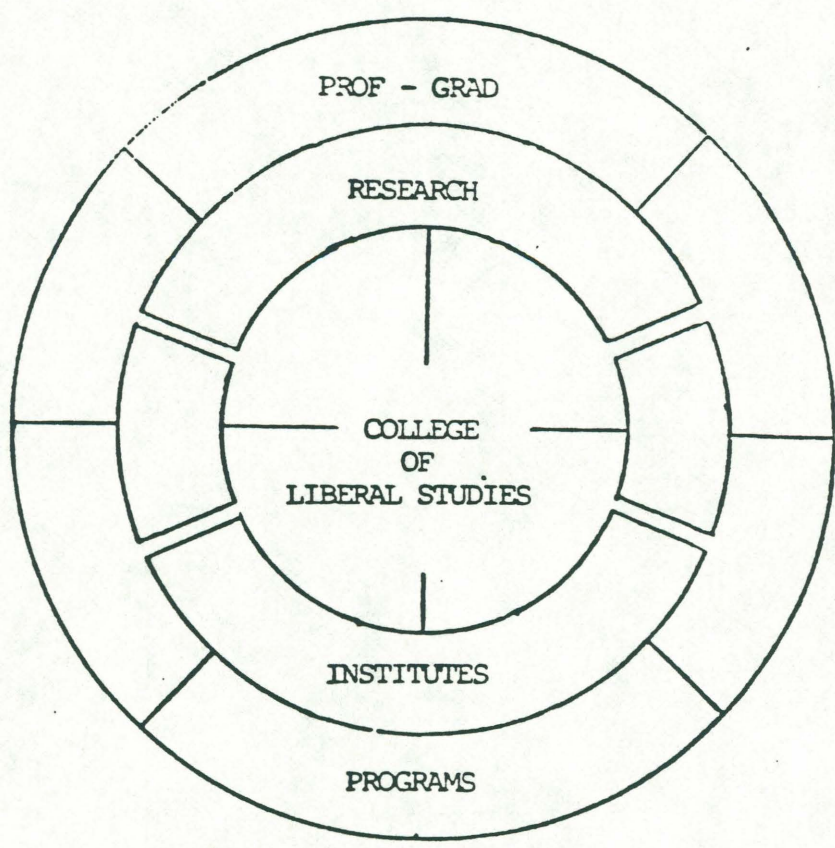
departments or schools -- and, therefore, to teach at both the undergraduate and graduate levels.

Surrounding the core provided by the College of Liberal Studies would be a series of professional, undergraduate and graduate programs. This may include the present professional/graduate programs at BVC. Whether they would remain in their present organizational configuration or location remains to be determined. It is expected, however, that some would assume the status of independent schools almost immediately, while others would remain divisions or departments until they reach the "critical mass" necessary to become free-standing schools. While the present professional/graduate programs at BVC would constitute the initial elements, others may be added over time.

The heart of all these urban-oriented, professional/graduate programs would be five-year Masters degree programs comprised almost exclusively of full-time students. Indeed, this would be the distinguishing feature of the Bay Vista Campus -- the education and training of carefully selected, highly qualified young men and women who seek to embark on a career in one of the urban professions through a carefully integrated education in the liberal arts and a professional/graduate field. In other words, the primary mission of BVC would be that of a center of excellence in the training and education for the urban professions.

To become such a center of excellence requires an additional, absolutely essential ingredient -- the opportunity for faculty to engage in research relevant to the programs offered on BVC. Toward

this end it is proposed that a number of carefully selected research centers be established on BVC. These research centers would provide the "glue" between the core of BVC — the College of Liberal Studies — and the various present and future professional/graduate programs. Such research centers would include the present Institute for Public Management and Community Services, the Institute for Public Policy Opinion Research, the Southeast Florida Center on Aging, the Joint Center for Urban and Environmental Problems, as well as institutes in such areas as economic development, arts and humanities and so on. (See figure below.)



Complementing all of the above, and to assure continuing service to business, industry and government, would be the Division of Continuing Education. Given the focus on the urban professions proposed here, its presence on BVC is vital. Toward that end, the BVC Academic Advisory Committee deems it critical that the proposed Center for Professional Development become operational at the earliest possible opportunity, because such a facility will be indispensable, not only to BVC in its role as a center of excellence for the urban professions, but to the University as a whole.

The Bay Vista Library is the central link to all these programs and research institutes. It will require adequate support to build timely research collections for the urban professions and the College of Liberal Studies. By concentrating on these areas, the Bay Vista Library will become more responsive to the needs of the community and be able to utilize its resources more effectively.

Administrative Arrangements

As already noted, the Bay Vista Academic Advisory Committee agrees that if BVC is to become a strong entity contributing effectively toward meeting the goals established for and by the University, it must be an autonomous unit of Florida International University.

To realize these goals, we propose that BVC be headed by a Bay Vista Campus academic leader who reports to the University's Provost. A separate budget must be established and administered

at the Bay Vista Campus. Similarly, all personnel decisions, especially faculty hiring, tenure and promotion decisions, must flow from BVC academic programs through the BVC academic leader to the University Provost.

The BVC academic leader will be complemented by the two existing associates, one for student services, the other for administrative affairs.

Given the orientation proposed here for BVC, the Bay Vista Campus academic leader should serve as vice president for academic affairs and research with full authority for academic affairs on this campus. All BVC based programs would be expected to maintain a close, coordinateve (dotted line) relationship with programs at the Tamiami Campus and elsewhere. It seems essential that if the integrated approach outlined here is to work, the administrative hierarchy at BVC be kept as flat as possible. Therefore, the heads of all the academic and research units will report directly to the BVC academic leader. Given the heavy emphasis on research institutes at BVC, we propose establishing a combined office of development and sponsored research under the BVC academic leader, with the heads of all research institutes reporting to this office.

Steps Toward Implementation

We recommend that:

1. This proposed conceptual plan be presented to the Provost and the President and be deemed acceptable in principle.

2. Members of the Bay Vista Academic Advisory Committee take the conceptual plan back to their home units for comment and suggestions. Those comments will then be incorporated into a more detailed version of this conceptual plan.
3. A detailed version be circulated among Bay Vista Campus faculty, administrators, and staff prior to a BVC-wide meeting. At that meeting, a formal presentation will be made.
4. A final proposed development plan for BVC be drawn up by the Academic Advisory Committee, incorporating suggestions made at the campus-wide meeting. It will be submitted for ratification by the University.

The Bay Vista Academic Advisory Committee hopes that the necessary administrative arrangements can be completed as soon as possible so that the Bay Vista academic leader can be in place by the start of the fall semester 1984.

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