

New College of Florida Board of Trustees
Approved Minutes
Meeting of February 20, 2010

Members Participating: Matthew Broerman; Rev. Jerome Dupree; William R. Johnston; Vice Chair Elaine Keating; Dr. Patrick McDonald; Kenneth Misemer; J. Robert Peterson; Mary Ruiz; John Saputo; Felice Schulaner; Jane Smiley. **Not Participating:** Chairman Mickey Presha; Vicki Raeburn.

Call to Order

In the absence of Chairman Presha, who was away in Texas, Acting Chair Keating called the meeting to order at 10:09 A.M. and confirmed that the Notice of Meeting had been published on February 9, 2010.

Introduction and Welcome of New Members

Acting Chair Keating introduced and welcomed three new members of the Board: Matthew Broerman, New College Student Alliance Co-President, whose term began on January 1, 2010; and two new members who were appointed by the Florida Board of Governors for five year terms ending in 2015: William R. Johnston, and Felice Schulaner. President Michalson added that Matt's hometown was Clearwater, Florida, and that he attended the highly selective and innovative Deep Springs College (CA) before transferring to NCF. Dr. Michalson also shared that he had been introduced to Trustee Johnston by Mark Whittaker, an alum who has been long active in development circles, who met Mr. Johnston while he was a member of the board of his wife's college, Hollins University and chair of that of his own alma mater, Washington and Lee. Trustee Johnston was president of the New York Stock Exchange a position that capped a distinguished financial career on Wall Street. Trustee Schulaner came to New College as a student from New Jersey and, as a dedicated alumna and Foundation Vice Chair, has provided generous support in building up the Foundation's resources since her retirement from Coach, Inc. in New York.

Approval of Minutes of November 7, 2009 BOT Meeting

Trustee Smiley moved to approve the Draft Minutes of the November 7, 2009 BOT Meeting as presented, seconded by Trustee Dupree; the motion carried by unanimous vote.

President's Report

President Michalson began with the tight budget situation and said everyone was hearing very negative things about the state budget shortfall, but it was important to know where New College and the SUS stand. The Board of Governors has embraced the College's efforts to recoup the \$1.3 million in its legislative budget request and for the first time, the \$1.3 million for NC is in the Governor's budget as well. This move reflects support for Chancellor Brogan's New Florida Plan to increase higher education funding in the state in order to grow the knowledge-based economy and overcome the state's dependence on tourism, agriculture and construction. Dr. Michalson was very unhappy about the slow rate of progress in increasing faculty and staff compensation at NCF; the 2% - 2.2% increase that is part of the collective bargaining agreements coming before the BOT today will simply keep the momentum going. He said he wished the College could do more, since it is behind, particularly on the faculty salary benchmarks. Governor Crist attended the January BOG meeting, to endorse the Chancellor's New Florida enhancements. Under the Governor's proposal, the K-20 sector would get \$100 million added to its budget. Although it seems odd, promoting this increase might be a way of buffering the SUS from further cuts. Dr. Michalson mentioned changes on the BOG: Ava Parker, a friend of the College, became the new BOG Chair, after Sheila McDevitt cycled off. The Governor appointed Dick Beard, from USF's BOT to the BOG, along with Miami attorney Dean Colson, a former BOT Chair at U. of Miami. Colson is a graduate of Princeton, where he captained the tennis team, and U. of Miami Law School. He served previously as Crist's advisor on education, and was immediately voted Vice Chair of the BOG, a positive sign. In this uncertain environment, President Michalson suggested that New College should be doing the following:

(1) **Staying distinctive**, protecting the value we place on personal agency in terms of a supportive but not paternalistic environment, allowing students to chart their own course and complete it with a senior thesis or project. He announced that the 2010 Commencement Speaker will be Bill Dudley, NC 1974 graduate, who is currently Chairman of the New York Federal Reserve. Dudley describes his New College experience as one that taught him how to design and complete a really big project. In the future, the College may want to target certain distinctive fields and promote them as reasons for students come to New College.

(2) **Working on the interface between academics and student life.** The strength of small liberal arts colleges is that learning goes not only in classes, but around the clock in the residence halls. Now NCF is housing 75-

80 % of students on campus. From 1975 to 1995, student affairs at New College reported to the USF Dean; there was no real student life office - the Dean's office handled housing, dining, and discipline. To foster a true sense of interconnectedness, NCF has to continue building a tighter relationship between academics and student life.

(3) **Adapting the College's administrative structure to new circumstances.** In the frenzied separation from USF, New College was pressured to create its own infrastructure, divide the budget evenly down the middle, and seek independent accreditation. In Dr. Michalson's opinion, the College did not do due diligence with respect to the administrative structure. Now that we have created a new position taking advantage of Kathy Killion's administrative and managerial skills, making her Dean of Enrollment Services and Information Technologies, the College can focus its services on supporting student progress from applicant pool to successful graduate. Admission and Financial Aid ties in directly with Information Technologies, and Kathy's new position is the obvious place to lodge IT, since Education Technology Services is in the portfolio of the new Dean of Cook Library, Brian Doherty. Kathy and Brian are working in partnership. More focused streamlining needs to take place along these lines.

(4) **Fast-tracking fundraising and alumnae/i giving.** Andy Walker is adopting new fundraising strategies to build the endowment and coordinate the three distinct private support groups under the organizational umbrella of the Foundation, rationalizing their traditional events without creating tensions. Dr. Michalson recommended building a closer rapport between the College BOT and the Foundation's board. In conclusion, he noted that the College has an advantage in dealing with challenges: New College has never done business as usual, so it should do well in the current unsettled environment.

New College Foundation Report

Foundation President Andrew Walker stated that the Foundation was not immune to the recession last year. But the operating budget has recovered from being \$125,000 in deficit at this time last year to showing a \$70-80,000 surplus this year. Since the beginning of this fiscal year, \$3.5 million has been raised in outright gifts and future planned gifts. Many of these have been in the form of scholarships. Pat McDonald and other faculty members have been particularly helpful and this support is greatly appreciated. On the eve of the College's 50th Anniversary year, the Foundation is now planning the next multi-million dollar, multi-year fundraising campaign. Many of the people in this room have been involved in the planning, among them John Martin, Pat McDonald, Mary Ruiz, and Felice Schulaner. The campaign planning in the first six-month phase is less about the dollar goal, than about capturing a long-term vision for New College, as described by President Michalson. The planners want to provide prospective donors with a sense of the transformative power of a New College education, as an inspiration to generate larger, transformative gifts. Mr. Walker said that he expects to have a framework for the campaign's length and targeted goals by the time the College BOT meets again in May. The current financial priorities for the New College Foundation include:

- Raising \$250,000 in funding for the new Public Archaeology Lab, to replace the College reserves now being used to supplement the federal earmark funding used to construct and furnish the lab. He mentioned that several foundations are being approached for additional funding.
- Raising at least \$1.5 million to complete the International Studies Center's construction funding.
- Increased attention to fundraising for multi-disciplinary programs such as Environmental Studies, Gender Studies, and other interdisciplinary programs
- Numerous existing major naming opportunities will likely be folded into the upcoming campaign: e.g., the new Academic Center; Academic Plaza; a few existing chairs; the Peggy Bates International Studies Chair and the campus landscape fund.

Audit Committee Report

Although Trustee Raeburn had chaired the Audit Committee by teleconference earlier that morning, she was not connected at the time of the Committee Report, so Vice President Martin reported on the Committee's meeting. The Committee reviewed an internal audit covering general ledger functions in the Business Office, benefits/deductions/payroll disbursements performed by Human Resources, and tuition differential functions managed by the Registrar's Office. There was one finding that the Business Office should implement a written procedure covering the journal entry process. The College agreed and this is being accomplished. The Committee also reviewed the annual Financial Audit for FY 2008-09, which was a clean audit with no adverse findings. All members of the BOT have received a copy of the Financial Audit as well as a summary of the audit prepared by Will Lawhon, the College's Controller.

External Affairs Committee Report

Trustee Smiley reported that the Committee met earlier in the morning and focused on the 50th Anniversary Planning Committee chaired by Jake Hartvigsen, Director of Public Affairs, and Suzanne Janney. Sitting in for Mr. Hartvigsen, Ms. Linda Joffe, Associate Director, Public Affairs reported on the meeting, which reviewed the major events the 50th

Anniversary Committee is planning through April 2011 and the ongoing the New Topics New College, New Music New College, and a new collaboration with the American Jewish Committee for a film screening. She mentioned that New College is now on You Tube, at <http://www.youtube.com/user/NewCollegeofFL> and is gearing up for more new media. New College has hired a team of two retired media relations experts on a six-month trial basis to generate national media coverage, which will support Admissions and the College's branding initiatives. New College Magazine will be out this spring, with a theme demonstrating the applicability of liberal arts education to the real world. The 50th Anniversary Planning Committee is working on developing and placing about 30 exhibits around campus, creating a 50th Anniversary Timeline Commemorative publication celebrating the successes of the College, partnering with WEDU to create 30-minute video of the history of the College, setting up an Anniversary website and bringing alums to campus for a Signature Anniversary Reunion Weekend on February 10-12, 2011 with a fundraising Tribute Dinner at the Ritz Carlton on Friday, numerous fun and stimulating musical and performance events and panels on campus on Saturday, capped by a bayfront Anniversary concert by the Sarasota Orchestra on Saturday night, concluding with a fireworks display.

Finance and Administration Committee Report

In the absence of Chairman Presha, Trustee McDonald chaired the Finance and Administration Committee meeting held earlier in the morning. He noted that the major order of business was consideration of the collective bargaining agreements between New College and the Police Benevolent Association (PBA), Association of Federal, State, and County Municipal Employees (AFSCME), and the United Faculty of Florida (UFF). A new draft regulation setting standards for records retention was discussed, as was the authorization to begin work on the new academic center. The collective bargaining proposals for salary increases ranging from 2.0% to 2.2% led to a rather spirited discussion regarding affordability in light of uncertainty about future appropriations and pending financial shortfalls at the end of FY 2010-11. Trustee McDonald asked Vice President Martin to present the items recommended for BOT action.

- **Regulation 1-1010 regarding the retention and destruction of record documents** was recommended for Board adoption by the F&A Committee. VP Martin stated that the new proposed regulation was developed in order to provide NCF staff with guidelines for the retention and destruction of documents. The guidelines were derived from State of Florida, "General Records Schedule GS5 for Universities and Community Colleges," June 2002 (GS5); and "General Records Schedule GS1-SL for State and Local Government Agencies," November 1, 2006 (GS1-SL). The proposed Regulation was modified by the General Counsel after comments were received during the public notice period. Trustee Ruiz moved to adopt Regulation 1-1010 as proposed, Trustee Dupree seconded, and the motion carried unanimously.
- **Ratification of the recommended 2009-10 amendments to the Collective Bargaining Agreement (CBA) between New College of Florida and the Police Benevolent Association (PBA).** The current CBA covering the period 2007-2010 provides for annual renegotiation of Wages, Benefits, and Seniority plus up to three additional articles chosen by each party. For 2009-10, PBA and College bargaining teams selected the Grievance Procedure (Article 5) in addition to Wages, Benefits and Seniority. Following a series of duly noticed negotiating sessions between College management and PBA bargaining unit representatives, VP Martin reported that no changes were made to articles governing Benefits and Seniority and tentative agreement has been reached on revised terms and conditions for the Grievance Procedure (Article 5) and Wages (Article 22). The proposed amendment provides each eligible bargaining unit employee with a 2% increase to base salary, totaling \$9,000 in recurring funding, retroactive to July 1, 2009, plus a non-recurring one-time lump sum bonus payment of \$500, totaling \$5,000 in non recurring funds, which would not be added to the salary base.

VP Martin added that the same base salary increase and payment of a non-recurring \$500 bonus would apply to the members of AFSCME and to out-of-unit staff members. The Agreement with the UFF members is for a 2.2% salary increase with the \$500 non-recurring bonus. VP Martin emphasized that the College budget has sufficient uncommitted FY 2009-2010 current year and reserve funds to cover these increased costs for recurring salary increases and bonuses for the members of all three collective bargaining units and the out-of-unit staff. The recurring cost each year will be \$271,000, added to the salary base; the \$500 bonus totals \$113,000 and will be funded from General Revenue from the state and tuition dollars. The auxiliary units such as Housing are self-supporting, and a few dollars will be drawn from contracts/grants and the endowed professorships. All of the collective bargaining units are keenly aware of the uncertain economic conditions facing the College in FY 2010-11 and beyond and understand that if the legislature does not come through with sufficient funds, the units will return to the bargaining table early in FY 2010-11 to address, over the long term, projected recurring funding shortfalls, including the \$1.2 million in Federal Stimulus funds that cease in June 2011.

With respect to the PBA agreement only, noteworthy negotiated changes in the Grievance Procedures include a reduction in the allowable time between the various steps articulated in the Article aimed at expediting the grievance process. Other changes clarify each party's responsibilities in the grievance process, including being governed by certain procedures of the Federal Mediation and Conciliation Service. Trustee McDonald moved to adopt the 2009-2010 changes to the PBA agreement, seconded by Trustee Broerman. Trustee Misemer asked if the PBA had ratified the changes prior to the BOT meeting and VP Martin confirmed that they had done so. The motion was adopted by unanimous vote.

- **Ratification of the recommended 2009-10 amendments to the CBA between New College of Florida and New College United Faculty of Florida (NCUFF).** Trustee McDonald moved to ratify the CBA between NCF and NCUFF, seconded by Trustee Ruiz, and it carried by unanimous vote. VP Martin stated that the College's wage/tax costs associated with this tentative agreement totaled \$137,000 what the document was prepared, but the total is actually \$131,000 in recurring funds and approximately \$43,000 in one-time, non-recurring funds. Trustee McDonald added that the faculty expressed endorsement of the amendments by voting in favor of them 60-0. In addition to Article 23 Salaries and Article 24 Benefits, Article 8 Appointment was reopened and amended to add a new type of appointment, "Recurring Non-Tenure Earning Instructor Appointments". The New College Faculty added this appointment to the Faculty Handbook during AY 2008-09, and the amendment makes the CBA consistent with the Handbook, allowing NCF to appoint full-time instructors with annual renewals for up to six years.
- **Ratification of the Successor 2009-23 Collective Bargaining Agreement Between NCF and the Florida Public Employees Council 79, American Federation of State, County, and Municipal Employees, AFL-CIO Local 591 (AFSCME).** Trustee Dupree moved approval of the Successor 2009-12 agreement between NCF and AFSCME as presented. Trustee Broerman seconded and the motion carried by unanimous vote. Trustee Ruiz asked VP Martin if BOT approval was needed to make increases in the base salaries of out-of-unit employees; he said it wasn't necessary, but noted that it would cost \$102,000 in recurring base salary dollars and \$39,000 in one-time, non-recurring funds for the out-of-unit increases.
- **Authorization to Proceed with Academic Center Construction.** VP Martin asked for a motion to authorize notice to proceed with construction manager services for the new academic center provided by Ajax Building Corporation as described in the Guaranteed Maximum Price (GMP) Estimate Report dated February 1, 2010 - the GMP contract totals \$8,582,1330 - and to authorize the President or designee, to approve additional services or change order up to \$650,000 for a total of \$9,232,133. Trustee Dupree so moved, seconded by Trustee McDonald, and the motion was adopted by unanimous vote. Funds appropriated by the Legislature for use in planning, construction, furnishing and equipping the building total \$11,282,974.
- **Approval of the Academic Calendar for AY 2010-2011.** Trustee Dupree moved to approve the New College of Florida Academic Calendar for AY 2010-2011 as presented, seconded by Trustee Broerman, and it was approved by unanimous vote.
- **New College Annual Report for 2009.** Provost Callahan asked for a motion to approve the Annual Report for 2009 which was requested by the Board of Governors. She explained that the SUS had long sought to establish a system of accountability for the state universities based on productivity and benchmarks. Eventually a template was agreed upon which accommodated different missions but mandated reporting in key indicators. The workplan for the 2010 report is due in May 2010, but the content of the 2009 Report was specified by the BOG. She noted that the "Dashboard Indicators" were on pages 1-4 and drew the Board's attention to the increase in internships and volunteer activities as reflected by the College's data. Trustee Misemer moved to approve the New College Annual Report for 2009, seconded by Trustee Peterson, and the motion was approved by unanimous vote.

Tenure Recommendations. Provost and VP for Academic Affairs Callahan stated that this is an important moment for New College and the Administration. Granting tenure is not automatic and does not mark time in service, it denotes time dedicated to effective service, teaching, and scholarship which is recognized and appreciated by colleagues. Assistant Professor candidates are granted tenure by action of the BOT, and at the same time are promoted to Associate Professor rank by administrative action. Provost Callahan announced that in addition to the two candidates the BOT will consider for tenure, four Associate Professors have been promoted to full Professor rank: Rick Coe, Economics; Elzie McCord, Biology; Alberto Portugal, Spanish Language and Literature; and Miriam Wallace, English.

- **Recommendation for Tenure for Carrie Beneš, Assistant Professor of History.**

Provost Callahan explained that Professor Beneš, a specialist in late medieval and renaissance cultural history, has taken about 20 of her students to attending a Medieval Fair in Tampa today. Carrie received her A.B. degree *magna cum laude* from Harvard and her Ph.D. from UCLA. She spent last year at the American Academy in Rome, Italy, as winner of the Mellon Foundation's Rome Prize. Since her arrival at the College in fall 2004, she has been an enthusiastic, engaged, and highly productive member of the campus community, an outstanding classroom teacher, a committed advisor and mentor, and an exemplary role model for students. She has sponsored, organized and participated in a range of community events and activities. She is well on her way to becoming a leading scholar in her field. New College is fortunate to have her as a member of the faculty and should benefit from her contributions for years to come. Trustee Peterson moved to approve the President's recommendation that tenure be granted to Professor Carrie Beneš, seconded by Trustee Misemer, and the motion carried unanimously.

- **Recommendation for Tenure for Wendy Sutherland, Assistant Professor of German Language and Literature.** Provost Callahan introduced Professor Sutherland, who specializes in 18th and 19th century German literature. She earned her B. A. degree at Smith College, M.A. at Middlebury College and Ph.D. at the University of Pennsylvania in Germanic Languages and Literatures. She taught at Grinnell and Mount Holyoke College before coming to New College in fall 2004. She is strongly committed to teaching, scholarship and community service, and has been facilitating student study abroad since she has been at New College, as well as taking students with her to Berlin regularly in the summer. Trustee Misemer moved to approve the President's recommendation that tenure be granted to Professor Wendy Sutherland, seconded by Trustee Saputo, and the motion carried unanimously. Professor Sutherland expressed her gratitude to the Board, her colleagues and the Chair of the Humanities Division and the Provost's and President's Office for supporting a strong German program at the College.

Update on Environmental Studies Program

Associate Professor of Political Science Frank Alcock reported on the Environmental Studies Program. It has been in operation for about 40 years, since 1972, and has done much good work with minimal resources. Julie Morris and Jono Miller have been affiliated with ESP since the 1980s and have helped sustain activity over time. The NCF ESP has a broad focus, drawing on resources from the three divisions. Three indicators of success for any program are: (1) student satisfaction and achievement; (2) faculty attitudes and internal dynamics, sense of pride and engagement; and (3) impact on external community and recognition by same. Dr. Alcock noted the amazing number of assets available to ESP: Professors Gilchrist's and Lowman's community work in science education; David Brain's stature within the New Urbanism movement, the various adjuncts who have taught GIS; students putting together a sea rise map at Mote Marine Lab. Although successes are numerous, there much unrealized potential and a long way to go before ESP reaches the stature of a flagship program. He is trying to bring more structure and rigor to the extremely flexible program requirements, developing more clearly defined tracks, like Environmental Literature and Cultural Studies, and Environmental Science and Policy. He is experimenting with the portfolio model and the senior thesis. Faculty culture is slow to change and the program will realize its potential only when faculty members take ownership of the program itself. Within the external community, the whole seems less than the sum of its parts. Individuals are recognized, but their work is not unified under a College "brand." It may be possible to bring different pieces together in a more coherent way, perhaps tie it in with the 50th Anniversary as a "Center," creating a flagship ESP program in the next few years. Trustee Ruiz asked what was needed to make ESP a flagship program and Professor Alcock responded that more dedicated faculty members are needed, in particular: (a) an International Studies position that spans the area between his interests and those of Professor Barbara Hicks; (b) an environmental resources economist to provide training in economic literacy; (c) the availability of on-going GIS instruction; (d) an environmental center; and (e) student travel and research funds. General Counsel David Smolker, NC '77, offered to help secure donor funding for such an initiative. President Michalson concluded by noting that environmentally sound practices are used in the construction of campus buildings, ecological literacy is at the heart of what has been presented, it cuts across sustainable practice and is central to the work of the College. It seems as if one connected the dots, they might come up with the components of a flagship program that would attract students to NCF.

Since there was no further business, the meeting was adjourned at 11:47 AM.

Respectfully submitted,

Suzanne L. Janney
Assistant Secretary

Seal