

**New College of Florida Board of Trustees**  
**Approved Minutes of November 16, 2013 Meeting**  
**Sudakoff Conference Center**

**Trustees Participating:** Chairman William Johnston; Vice Chair Keith Monda; Brad Baker; Audrey Coleman; Daniel Ducassi; Bob Johnson; Elaine Keating; Mary Ruiz; John Saputo, Felice Schulaner; Suzanne Sherman; George Skestos; Steve Snyder.

**Call to Order and Acknowledgement of Notice of Meeting**

Chairman Johnston called the meeting to order at 10:02 AM. Ms. Janney stated that the notice of meeting was published on the New College website on November 8 and in the Sarasota Herald-Tribune on November 9, 2013.

**Approval of Minutes**

Chairman Johnston asked General Counsel Mark St. Louis to clarify a matter prior to the approval of the Draft Minutes of the October 21, 2013 Teleconference. Mr. St. Louis apologized to Vice Chair Monda and the other Trustees for missing the meeting due to unexpected illness. He explained that after the meeting, he was asked to review Florida Statute 284.0114 with regard to whether members of the public had been given reasonable opportunity to be heard with respect to the metric selected for BOT approval at the Teleconference. VP Martin advised him that two NCF employees, members of the public, were with the Trustees during the teleconference and neither of them made any comments during the discussion period. Having been duly noticed, the proceedings were thus in full compliance with the statute.

Trustee Schulaner moved to approve the Draft Minutes, seconded by Trustee Baker. Provost Miles stated that he had a correction on one letter in the Draft Minutes, on page 1, paragraph 4, line 4, changing “now” to “not,” so the line reads correctly, “...the metrics have not come out of the blue...” Thus amended, the Minutes of the BOT Telecon Meeting of October 21 were approved by unanimous vote.

**Chairman’s Report**

Chairman Johnston welcomed the President-elect of the New College Student Alliance, Cassandra Corrado, who begins her term on January 1, 2014, replacing Daniel Ducassi as NCSA President and Student member of the BOT. Ms. Corrado is from Coconut Creek, FL, and came to NCF sight unseen, on the recommendation on her high school teacher, whose daughter graduated from here last year. She is a literature student, with a focus on French and Arabic lit, and Gender Studies. Chairman Johnston thanked Trustee Ducassi for his year of service on the board, which will conclude the last day of December. The Chairman also welcomed Jessica Rood, the new Director of Communications and Marketing, who comes to NCF from St. Lawrence University in Canton, NY. Jessica stated she was excited to get started in her new job, learning the New College story so she can get it out into the local, regional and national markets, she has started meeting many of our media partners and next week will go to the BOG meeting in Miami to meet her SUS counterparts in communications. She has had experience working in the SUNY system, as well as in the private sector. She encouraged Trustees to contact her with ideas and suggestions for the future. Chairman Johnston also mentioned the alumni panel which Trustee Schulaner served on recently at Family Weekend and urged everyone to come on tomorrow for the 2 PM Flag Football Turkey Bowl – Ringling College vs. New College. Trustee Schulaner added that the game was a fundraiser for All Faiths Food Bank. Before concluding his report, Chairman Johnston announced that he was appointing a three-member Ad Hoc Committee on Compensation, consisting of Trustees Johnson, Monda and Schulaner to meet with the President once or twice a year to advise on compensation decisions.

**President’s Report**

President O’Shea opened by welcoming Jessica Rood and introducing David and Hana Rottmann. David is an alumnus of New College who will be doing an audit of our Career Services program *pro bono*. Dr.

O'Shea announced that he is bringing to the Board a proposal to begin offering honorary degrees each year (0-4) to those who reflect the values of the College. Most other selective liberal arts institutions do this, and the faculty supports it. Trustee Schulaner moved to approve the awarding of up to four honorary degrees each year, seconded by Trustee Coleman. There was no discussion, and the motion was approved by unanimous vote. He alluded to the planning process he led starting in late May/early June to discuss a strategic plan model for the next four years at New College. The Strategic Plan for New College 2008-2018 has been rendered outdated by economic circumstances, and his process was designed to see the College through the next four years, to determine where to invest available resources by discussing various scenarios with two paired groups of Trustees and members of the College community. The discussion groups generated lots of comments, and the planning document went through four iterations during the summer. It will come before the Board through the Strategic Planning Committee later in the meeting. In sync with the planning document and supporting it is the College's List of Administrative Goals for 2013-14. President O'Shea noted that the College will submit a proposal to apply for a special SUS grant of between \$2.5M and \$3.5M from a pot of \$15M already allocated to increase the number of degrees in areas where there are jobs within the state without qualified individuals to fill them: computer science and IT; middle school teachers; and accounting and management. Only SUS institutions are eligible to apply, so our chances are good for obtaining one of the 4-6 grants available. We will go after a grant in computer science and IT, partnering with State College of Florida, USF-S/M and Ringling College of Art and Design to hire a cohort of computer scientists and information technologists. Each institution will hire one or two, and they will be treated as a department. This will allow New College to start a Computer Science AOC (with faculty approval), and SCF to offer a certificate program. The management program at USF-S/M will handle management/computer science and IT, and students at any of the participating institutions will have the opportunity to take courses at the other schools. He thinks ours will be the most collaborative of the SUS proposals; extra points are awarded for collaboration. The grant is one-time money, and proposals are due Feb. 3; awards will be announced March 3, and all funds must be expended by two years from June, 2014. President O'Shea concluded his report with the announcement of a generous gift of \$150,000, which must be matched by the end of the calendar year to kick-start his four-year plan. The Foundation has already received a partial match from one person, and hopes are high for more; it has begun to reinvigorate the Foundation's Campaign. Trustee Ruiz commended President O'Shea for his creative and far-reaching collaborative efforts in the community.

## **Foundation Report**

VP Duvall announced that as of Nov. 4, the Foundation staff transitioned to become employees of the College. Laurie Blake, Barbara Brosius, and Dylan Hauri are no longer with the Foundation. Julie Linderleaf is the new Database Assistant, Tess Herschman has been promoted to Stewardship Coordinator, and the Foundation is searching for an Executive Assistant and a Finance Director. The attendance at the Clambake far exceeded last year's (record 390 compared to 302), as did the profit, \$45,000 net including \$11,000 designated for support of Student Research and Travel Grants. All attendees received personal thank-you notes within a week of the event, and VP Duvall is scheduling meetings and follow-up with new attendees. She reported on Foundation revenue as of the end of October: \$258,419 in cash; \$26,351 in pledges; \$1,600 gifts in-kind, plus \$816,000 in a realized planned gift, for a total of over \$1.1M in the first quarter. This does not include a documented anonymous \$400,000 unrestricted planned gift, nor another \$100,000 from the Searing Estate for endowed scholarships that came in this week. Foundation investments provided a 3.7% return for the first quarter of the year. SEI, investment managers, racked up a 10.7% return for the last fiscal year. VP Duvall reported that Trustee Ducassi attended the recent Foundation Investment Committee Meeting and presented a Resolution from the student body requesting that the Foundation divest its fossil fuel funds. The Committee asked that the students first define what they mean by "fossil fuel-related" fund and/or companies," since there is a supply side and demand side, depending on the companies involved. Secondly, the Committee agreed to request that SEI provide them with a report on options for divesting

by the time of the Committee's next meeting in Feb. 2014. VP Duvall reported that the Foundation's Audit for the Fiscal Year Ended June 30, 2013 contained no findings. Five adjustments were made to the original trial balance, six reclassification entries were posted for financial statement presentation only, and two uncorrected misstatements were discussed with management and determined to be immaterial to the financial statements. She also reported that the Target Cities trip to Chicago was successfully completed, with President O'Shea traveling with her and representatives from NCAA and Admissions to maximize local contact with donors, alumni, guidance counselors, and prospective students. Trustee Johnson asked VP Duvall to clarify the matching challenge grants the Foundation has received for both the Foundation and the College Board members in an email that they can use themselves and share with friends and clients: the \$150,000 challenge grant to fund an Internships Coordinator and an Out-of-State Admissions Coordinator, which needs to be wrapped up by Dec. 31, 2013, and the \$50,000 challenge grant to support the Educate for Change/Daughters for Life initiative to bring Middle Eastern women to NCF for four years with a deadline of March 3, 2013. Trustee Johnson asked that specific directions for giving be included. Trustee Schulaner chimed in to announce that Dr. Abuelaish will speak at Sudakoff to students at 7:30 pm on Thursday, Nov. 21, and on Friday, Nov. 22, he will be guest of honor at a cocktail party at her home. Dr. O'Shea added that New Topics New College will feature Meg Lowman and a wildlife photographer on Thursday at 5:30 pm at Sainer.

### **BOT Audit Committee Report**

Trustee Ruiz reported that the Audit Committee met earlier that morning to review the New College Development Corporation Financial Audit for the Fiscal Year Ended June 30, 2013. The audit was found to be in compliance and presented fairly and included no findings or material weaknesses. The Committee heard a report from VP Duvall on the Foundation Audit for the FY Ended June 30, 2013, and also reviewed the Foundation's Investment Strategy.

### **BOT Finance and Administration Committee Report Performance**

Vice Chair Monda asked VP Martin to report on the single action item, the 2013-14 Annual Operating and Capital Budgets and the Projected Use of College Fund Balance. VP Martin stated that the BOT approved the preliminary 2013-14 Operating and Capital Budget in June, but the final budget is always refined and presented again in November for BOT approval. The good news is that most changes since June are positive. Changes to the E&G budget approved in June include increases of \$434,783 in non-recurring performance funding; \$221,579 for base salary increases, for the first time in years; \$3,703 for retiree health insurance subsidy and an increase in general Foundation support of \$8,166. The revised budget also includes a decrease in recurring State General Revenue of \$58,606 for General Liability and Risk Insurance. The reduction in revenues related to the insurance is equal to a corresponding reduction in the General Liability and Risk insurance billed to the College. The overall increase of \$34,349 for Auxiliary Services, Student Activities and Local Fees budgets primarily involve an increase in base salary and fringe costs, plus higher costs related to instructional labs and an increase in general administrative overhead fees resulting from higher auxiliary expenditures. The Contracts, Grants and Gifts budgets reflect additional funding from the Foundation of over \$102,000 in support of a visiting professor in the Natural Sciences Division and scholarships. The increase is partially offset by a projected decrease in overall federal and state grant support. There are no changes in the Facilities (Capital Construction) budget. For the first time in several years, projected use of cash reserves does not include funding recurring E&G operating expenses. Plans are to expend approximately \$500,000 in support of non-recurring E&G needs. This is likely more than we are apt to spend, since \$200,000 of the \$500,000 is to be spent at the discretion of the certain operating units, which tend to be very conservative in spending reserves. Revenues estimated at \$165,000 flowing into the fund balance will net against projected expenditures, leaving approximately \$2 million restricted and unrestricted fund balance available to support E&G as of June 30, 2014. VP Martin recommended the 2013-14 Annual Operating and Capital Budgets and the Projected Use of College Fund Balance to the Board for approval. Trustee Ducassi

questioned the Fitness Center increase on page 1, and asked what happened to the \$40,000 deficit last year. VP Martin referred him to Footnote 2 on page 2, which stated: “The Fitness Center budget is currently being reviewed by student government and staff to determine future services and funding levels and will most likely be decreased as a result of this review.” Trustee Ducassi said he did not understand this, and found it irresponsible not to show the continuing deficit on the books. He asked about the applicability of a BOG Regulation pertaining to subsidies for the Fitness Center and athletics. General Counsel St. Louis said that the BOG had determined that the regulation did not apply to any athletics other than athletic teams competing against those of other institutions. Trustee Ducassi pointed out that the NCF Sailing Team competed with other institutional teams and was funded by the same A&S fee as the Fitness Center. Mr. St. Louis had questioned the BOG’s counsel about this and has not heard back yet. VP Martin noted that funding issues regarding the Fitness Center budget dates back to 2009 when the USF contribution of \$90,000 per year supporting the Fitness Center was discontinued. Committee Chair Monda stated that it was unlikely this issue would be resolved by the BOT, and asked to have a motion made to approve the budget. Trustee Baker moved to approve the 2013-14 Annual Operating and Capital Budgets and the Projected Use of College Fund Balance as presented, seconded by Trustee Coleman, and it carried despite a negative vote by Trustee Ducassi. VP Martin continued to report on the 2013-14 first quarter operating budget, which was balanced. E&G revenues were down \$160,000 in estimated tuition and fees due to a lower than expected enrollment. The Committee had an extended discussion about how to stabilize the situation. They also reviewed the Foundation’s budgets and investment policy strategy. VP Martin indicated that the NCF likely leads the SUS in shared services and will be recognized for this collaboration at the upcoming BOG at FIU. Chairman Johnston noted this was in line with President O’Shea’s outreach initiatives. VP Martin said the Committee was also updated on the campuswide key and lock replacement, Phase 1 during which the locks and keys for all exterior doors were changed out, and Phase 2, which we are now entering for the change out of all interior doors. The total cost will be just under \$100,000. Previously the College was operating with a 30 year-old legacy system. Chairman Johnston thanked the Physical Plant staff for their work on this project.

### **BOT Strategic Planning Committee**

Committee Chair Johnson announced that Provost Miles would introduce the first item from the meeting at 8:15 am. Provost Miles requested a correction in the BOT Action Sheet which accompanied his request to approve Proposed Regulation 4-2005, New Degree Planning and Approval, changing “Associate Provost” to “Assistant Vice President for Academic Affairs, Julie Morris” in paragraph 1, to reflect that Julie is responsible for regulatory matters that involve the BOG. Since New College intends to assign different CIP code to some existing New College Areas of Concentration, it will have to comply with the BOG Regulation 8.011, passed in March 2011, which requires adoption of institutional policies consistent with those in the BOG regulation outlining the steps for new degree program planning. The Provost, in consultation with the faculty, will also determine new degree programs to explore for implementation over the period covered by the College’s strategic plan and the university work plan. Proposals for any new degree programs must be submitted to the BOG with content and format prescribed by BOG Regulation 8.011. In the past, all NCF degrees carried the same designation, BA – Liberal Arts, and were classified under this blanket CIP code. As the state begins to institute performance-based funding and determine what disciplines/degrees qualify, the specific CIP codes assume more importance. The College wants to be sure that its STEM fields and other specific disciplines carry appropriately specific designations. This will require a change of classification. But in order to do so, New College has to be compliant with the BOG Regulation. Jan Ignash, now Interim Chancellor, wisely suggested that we adopt more CIP codes. This is a colossal task, since, as Trustee Ruiz pointed out, we will have to prepare separate budgets for each new CIP code – we cannot be grandfathered in. Provost Miles assured the BOT that the separate expenditure analysis will benefit us in the long run, but if we qualify for performance-

based funding, it will be more than beneficial and exceed the costs making such a change will incur. Down the line, separate CIP codes will help us in many ways. Before we can do this, the Board will have to approve new NCF Regulation 4-2005. Trustee Ruiz moved to approve Regulation 4-2005, New Degree Planning and Approval, seconded by Trustee Sherman, and the Regulation was approved by unanimous vote. The second portion of the Committee meeting was devoted to President O’Shea’s Four-Year Plan for New College, 2013-2017. Committee Chairman Johnson identified the members of the Strategic Planning Committee, Trustees Johnston, Schulaner, and Baker, and said the President’s plan was designed to elevate the College to a much higher position. The faculty have to have salary increases to be recruited and retained and to carry out their research. Students must have more fellowships and internships to point them to more meaningful career paths. We have to identify competitive students early and prepare them for what they want to do in life. We need to coordinate and improve our community service initiatives, and the quality of our ability to provide them. Retention rates need improvement, as do our graduation rates. Increasing diversity is a sine qua non, along with improving residential life, housing, food service and mentoring. As far as property is concerned, we must beautify the campus, improve our appearance, perhaps replace the Car Museum with a high quality student union with rent paying tenants, and open more new dorms. The College will have to engage with the community in this, but we will have to build not just renovate. Alumni will need to be better engaged to support the College, with more clubs and a philanthropic tradition that starts before graduation. Based on state revenue, New College will never achieve its goals. The Foundation is the key, and the tiger is on its back. We will need to reach out to new, younger people, seeking collaboration with other institutions and saving every dollar we can. We need to make better use of facilities in the summer, and become the go-to center for continuing education. We need to cultivate better relationships with the parents of our students, and move actively toward a culture of assessment and accountability. Trustee Johnson concluded that a great Four-Year Plan came out of the President’s planning seminars, many people were involved, and he moved to approve the Four-Year Plan for New College, 2013-2017, seconded by Trustee Ruiz. President O’Shea thanked everyone involved in the process, Trustees, faculty, students, staff, and the extended community, for their input and support. Chairman Johnson noted there was much more than four years of work to implement the Plan. The vote to adopt the plan was not unanimous; Trustee Ducassi voted against it, but it carried 12 to 1. At this point, Trustee Ducassi stated that he wanted to make some observations and comments. He said the students feel New College is become more mainstream, its identity is beginning to erode. The push for intercollegiate athletics is a sign of this change. He recommends the College improve student services instead. Trustee Ducassi concluded his remarks with a recitation of perceived transgressions: he had been denied the right to copy budgets and encountered resistance to transparency measures on numerous occasions. Chairman Johnston thanked him, and noted that the Four-Year Plan for New College addressed many of his concerns.

### **Sports Programs at New College**

Trustee Saputo reported on the progress that he and his Ad Hoc Committee on Sports (Trustees Coleman and Skestos, Fitness Center Director Colin Jordan) had made in exploring an interest in sports at New College. He and Colin Jordan, Director of the Fitness Center, had a survey sent to all students to gauge their interest. They met with students who were participating in a variety of sports, and the Committee held a publically noticed interview with The Catalyst. Colin Jordan then reported on the results of the survey, which was prepared with the assistance of the Office of Institutional Research and sent electronically to all students on Friday, Oct. 11 via SurveyMonkey. The response rate was 36%, 284 out of 792 students responded, close to the 40% that is considered a valid standard return. 59% of the

responding students indicated a positive interest in one or more sports; 5% skipped the question; and 37% indicated no interest in sports. The respondents were evenly divided by year at New College. 52% indicated no current or past participation in sports; 16% skipped the question, and 32% indicated a current or previous affiliation with a New College sports club. When tallied by year, 80% of the first-year students indicated an interest in sports, as did 61% of the second-years, 57% of the third-years, and 52% of the 4+ years. Mr. Jordan contacted the National Association of Intercollegiate Athletics (NAIA), and learned that it generally takes two years to field an intercollegiate team. The Sun Conference Commissioner of NAIA told him that that if New College sought membership, he hoped that it would be a stable member for a long time, not in one year and out the next. Trustee Saputo mentioned some sources of support had already been offered: one Trustee has offered to fund a basketball team, two golf courses are willing to offer support to a golf team, and a local company may step in to heat the College's pool at an estimated cost of \$15,000. He is talking in terms of a five-year commitment. He brought the subject up with the Governor, who asked why he was interested in sports. Trustee Saputo pointed out that the teamwork required in sports help students get jobs, would help attract a more diverse student body, and would provide healthy and wholesome activities for students. It could also help the Foundation with fundraising, by giving alums a reason to return to campus for several sporting events each year. Chairman Johnston asked if the individual sports were tied to estimated budgets, as in Colin Jordan's White Paper, which was distributed at the Sept. BOT meeting. Mr. Jordan explained those budgets were simply for club sports, not intercollegiate team sports, but those would require a slightly higher level of funding. Evan Murphy, a first-year student, spoke about the evolving culture, mini-clubs spring up around many sports to provide additional outlets for students. The volunteer basketball coach in the audience also noted enthusiasm of the students participating. The basketball club plays in a league with mostly older players; a student team member said he would rather play with those his own age. Chairman Johnson stated that in his opinion, the Committee should continue its exploration. Trustee Sherman asked how the Committee planned to assess faculty and staff support of the sports initiative, and it was clear that a different survey system was needed, perhaps use of a random sample. Trustee Ruiz tied the sports issue back to the Four-Year Plan, stating that sports would be yet another way of engaging students in a well-rounded experience, one guaranteed to reduce stress and anxiety, which might in turn lead to increased retention. Her main concern is that staff are already overworked. Trustee Snyder added that he found the whole concept good and thinks it merits further consideration. He wondered if the College was seeking student involvement in sports we could offer now, such as volleyball or swimming. Mr. Jordan replied that the organization of any sport is now undertaken by the students, not the staff. His White Paper offers a recommendation on that issue related to club sports. Trustee Baker commended Trustee Saputo's leadership on the sports issue, noting it had taken New College more than 50 years to get to this point. Trustee Sherman voiced support for clubs under the A&S student fee. Trustee Ducassi again brought up again the funding issues regarding the Fitness Center, and added that for him, one of the attractions of New College was that there were no intercollegiate sports here. Chairman Johnston concluded by stating that the Committee should continue Trustee Saputo's good work with the faculty and staff, and come up with recommendations on what sports, and what funding will be available in the future.

**Presentation by Associate Professor of Classics Carl Shaw and recent graduate Bill Kingdon**  
Professor Shaw's research presentation on Greek satyr plays was introduced by Provost Miles.

Since there was no further business, the meeting was adjourned at 12:06 pm.

Respectfully submitted,

Suzanne L. Janney  
Assistant Secretary, Board of Trustees  
Special Assistant to the President

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