New College of Florida Board of Trustees Approved Minutes Annual Meeting of September 12, 2009

Members Participating: Rev. Jerome Dupree; Gen. Rolland V. Heiser; Gen. Raymond E. Mason, Jr.; Thomas "TM" Mawn; Dr. Patrick McDonald; Kenneth Misemer; Chairman Mickey Presha; Mary Ruiz; John Saputo; Jane Smiley. **Participating by Teleconference:** Elaine Keating; J. Robert Peterson; Vicki Raeburn.

Call to Order

Chairman Presha called the meeting to order at 10:05 AM and established that the Notice of Meeting was published on September 1, 2009. He noted that Trustees Keating, Peterson, and Raeburn were connected by teleconference to the meeting.

Approval of Minutes of June 13, 2009 BOT Meeting and July 30, 2009 BOT Special Teleconference Meeting Trustee Heiser moved to approve the Draft Minutes of the June 13, 2009 BOT Meeting and the Draft Minutes of the July 30, 2009 BOT Special Teleconference Meeting as presented, seconded by Trustee Smiley; the motion carried by unanimous vote.

Chairman's Report

Chairman Presha began by noting that the composition of the Board will change soon. Four terms will conclude within four months: those of Trustees Heiser, Mason, Ruiz (completing the end of Warren Hudson's five-year term) and Smiley. Since appointments are made by the Governor's Office and the Florida Board of Governors, the process is out of our hands. Chairman Presha reported that he had attended the first Faculty Meeting of the year on August 19th and was reminded that Trustees' first priority is to support the mission of the faculty, which is to teach the students. He commended the New College faculty for their dedication and stressed the importance of their role. On the legislative side, he noted that he was cautiously optimistic about the College's legislative priorities in the coming year, after a talk recently with Representative Ron Reagan, who is serving as House Speaker pro tempore and Vice Chair of the Full Appropriations Council on Education and Economic Development; he urged the College to get the request for 2010 funding in early. He also mentioned an upcoming fund-raiser in Bradenton for Representative David Rivera, the Speaker-elect and Chairman of Joint Appropriations Council.

President's Report

President Michalson began by noting that his Annual State of the College Report had been circulated to the BOT members in advance of the meeting, and that he did not want to belabor the issues and details conveyed in that report. New College has approximately 810 students now, a little over the target number. He complimented Dean Killion and her Admissions and Financial Aid staff for their hard work in this difficult economy, mentioning that they had encountered multiple instances in which returning students reported both parents losing their jobs and requested increased financial aid packages. He noted Chairman Presha's astute remarks about the value of working with our state legislators, and assured the BOT that the profile of New College is increasingly positive in Tallahassee. The efforts of his office to sustain communications with our legislators has paid off - most state legislators have one or more constituents whose son or daughter has graduated from New College or have received a national fellowship or scholarship - and they all remember welcoming our student grantees to the floor of the Senate or House. Yesterday the College received word from the capital that the State of Florida budget will be \$2.5 billion short for 2010-11, and the deficit will swell to \$5.5 billion the following year, when the two years of federal stimulus funding dry up. New College will receive \$1.2 million of that stimulus funding in each of the next two years. Aside from the budget news, a new Chancellor is taking office: Frank Brogan. The previous chancellor, Mark Rosenberg, had the misfortune to hold office at the peak of the tension between the Board of Governors and the Legislature. John Delaney, President of U. of North Florida, did a fine job as Interim Chancellor, and, although he and others tried to convince him to stay on permanently, Delaney had other priorities. Frank Brogan stepped off the Chancellor's Search Committee in order to be considered a candidate for the permanent position. Brogan has been an elected official, served as president of Florida Atlantic for six years, and been a good friend of to New College; his past experiences prepare him in quite a unique way for his new role. President Michalson will be meeting with him next week in Tallahassee. Moving on to the 50th Anniversary of New College coming up next year, AY 2010-2011, Dr. Michalson said that at the recent faculty meeting he invited the faulty to enjoy the moment, to celebrate

New College reaching its first half century in such a distinctive fashion, with the continuous thread that has sustained New College throughout numerous changes in status and governance still strong: the faculty, the high quality of the faculty, and their commitment to the teaching mission of the College. He commented that he did not want the faculty to miss the real significance of the anniversary in the various events or in the to-do over the opening of the new signature academic building, which will coincide with the anniversary and present a bold New College statement to motorists on U.S. 41. Both New Music New College, embarking on its 11th year, and the Public Archaeology program more recently established by Professor Baram about which we will have a presentation later, play to the College's strengths and use its intellectual capital, as does the New Topics New College series developed by New College Foundation. Such distinguished programs pattern and regularize the way the College interprets itself and reaches out to the community, presenting itself as a high-powered, small liberal arts college. Moving on to internal matters, President Michalson referred to the need for some structural reorganization, due to the increasingly bureaucratic way the Provost's Office has come to relate to the faculty. He alluded to the some of the issues that made the job challenging for Provost Savin, the bureaucratic hassles which pile up in the Provost's Office and detract from a sense of shared mission and higher purpose about the nature of academic work. He mentioned the increasing authority of the position of Chair of the Faculty, held by Trustee McDonald, and the need to figure out how to package the authority of academic leadership better. Dr. Michalson said he was grateful to Provost Callahan for having come back to the cement mixer of the Provost's Office and also for the efforts that Provost Savin made to convert his own experience to the New College situation. Looking ahead, the President stated that he expects to see the divisional structure become a relic of the past, as the College addresses and reorganizes the structure and responsibilities of Academic Affairs. Dr. Michalson revealed that he is in dialogue with Chairman Presha regarding the timing of a transition in the President's Office. He will keep the Chairman apprised of his plans to stay for at least some time, for, as a tenured faculty member, he has a major stake in the outcome of any reorganization. President Michalson reminded the Trustees that every president has a shelf-life. New College has had nine years of presidential continuity; he has held that post since 2001 and the stability of New College presidential leadership was critically important in Tallahassee during this period of recent independence. Before then, he served five years as Dean and Warden; he has been at New College for 18 years. Dr. Michalson said that he was well aware that a fresh vision is needed every so often for the sake of institutional health. Speaking personally, President Michalson said he has a son who is 12 and he has not taken an extended leave since he was born. Although a while back he realized that he didn't have the heart to look into taking any other position post-presidency, he did find that he looked forward to a year of research and spending more time with the family. As an indication of how quickly the years go by, he mentioned that search firms are approaching him now, not to suggest that he apply for other presidencies, but to offer him positions with their firms. Dr. Michalson concluded by repeating that he is in open communication with Chairman Presha and will help orchestrate a good search process for the next president when the timing and conditions are appropriate.

Briefing on H1N1 Flu Epidemic

Dr. Anne Fisher, Program Director of the Counseling and Wellness Center, provided a briefing for the BOT on her staff's preparations for the H1N1 or "Swine Flu" epidemic. Data from the Center for Disease Control (CDC) predicts that 25 and 50 percent of the campus population may become ill with the flu this fall. Dr. Fisher's planning includes weekly phone conferences with health directors at campuses others across the state, most of whom have far larger staffs to serve a greater number of students. In contrast, in New College Counseling and Wellness Center medical staff consists of an MD under contract and a nurse practitioner on site 15 hours per week; most of the Center's work focuses on the mental health of students. The Center employs the Director, a licensed psychologist, one full-time counselor, and 4-5 part time post-doctoral students in counseling residencies. The workload is heavy: approximately 100 students were seen at the Center for individual counseling during the first three weeks of the first semester. Dr. Fisher indicated that she wants to expand the nurse-practitioner's hours, but that will probably require an increase in the student health fee.) Regardless, New College is complying with the major recommendations of the CDC. The Counseling and Wellness Center (C&WC) is disseminating a variety of promotional material designed to educate students on how to prevent the flu. Examples were included in Dr. Fisher's powerpoint presentation. Special posters and graphics are linked to the C&WC's pages on the New College website. Do-ityourself health screening materials and podcasts are available there also. The C&WC purchased clinical grade handsanitizers and placed them in strategic locations around campus, including the Sudakoff Lobby. Dr. Fisher reported that New College is on the list to receive a share of the H1N1 vaccine from Sarasota County Health Department when it becomes available, although the K-12 population will be served first. RAs trained with the C&WC staff on H1N1 prevention and management during the orientation period and the C&WC provides anyone ill with a mask. Since the College has no isolation capabilities, sick students will be encouraged to return home or self-isolate in

their rooms. The Food Service is ready to deliver care bags to students who are so confined. Sarasota County has had many cases of H1N1. New College has had two cases, and, thankfully, those have not spread. Chairman Presha volunteered that his organization, Manatee County Rural Health Services, might be able to help New College should the need arise and Dr. Fisher thanked him for his offer. After a brief technical interruption on the conference phone, Mr. Misemer asked for verification that all three Trustees (Keating, Peterson, and Raeburn) were still connected to the teleconference; it was provided and the meeting continued.

Audit Committee Report

Audit Chair Vicki Raeburn reported that the Audit Committee had met earlier in the morning and reviewed the internal audit findings and management responses contained in the report issued in July. The three corrective actions were appropriate. The Committee approved the Internal Audit schedule for FY 2009-2010, with one revision moving the next audit of Information Technology functions to an earlier date in 2010. The Committee has no action items for the full Board at this time.

External Affairs Committee Report

External Affairs Chair Smiley called on Mr. Hartvigsen, Director of Public Affairs, to report on the meeting of the Committee earlier that morning. Mr. Hartvigsen stated that the College's planning for its 50th Anniversary Celebration is a top priority, which President Michalson underscored by making it one of his four Institutional Priorities for 2009-10. The Committee discussed various aspects of the planning, beginning with the creation of a Four Winds sculpture by nationally-recognized artist Bruce White. A small maquette of the sculpture was on display. The original piece would rise to 18 feet in graceful stainless steel loops and likely would be placed in the courtyard of the new academic building. Mr. Hartvigsen reported hat the Foundation is seeking a \$150,000 donation for the courtyard which would include the full-sized sculpture. He reported that the Anniversary activities timetable will begin with Commencement 2010 and continue through Commencement 2011; most events will take place in AY 2010-11. Founders' Day will be celebrated in October 2010 as a major public event. Dedication of the renovated Palm Court will be scheduled in Fall 2010; New College Alumnae/i Association raised \$250,000 for outof-state scholarships through purchase of engraved pavers to be incorporated in the renovation. The new academic building's dedication will be part of the Anniversary festivities, as will as many other events, even those normally scheduled will be rolled into the celebration. The weekend of February 10-12, 2011 is to be the culmination of the festivities; reunion classes of New College alums are planning to return for this spring weekend, rather than during a fall weekend or at commencement. A special Awards Dinner will begin the weekend on Thursday; Friday and Saturday will be filled with opportunities to go through exhibits of the College's history mounted throughout campus locations, and to enjoy performances, panels, walking tours, musical interludes, and other fair-like activities. A major social event will be scheduled for Friday evening and Saturday night will conclude with various dining opportunities and a fireworks display on the bayfront. Students, faculty, and staff are involved in planning all of these events. A design incorporating the new Four Winds sculpture will be used as the 50th Anniversary logo and a 50th Anniversary website will be up soon. Before concluding his report, Mr. Hartvigsen reminded the meeting that Professor Uzi Baram's local archaeology lecture series, "Traces of Our Past" sponsored by the Time Sifters Archaeology Society, the Florida Humanities Council and the New College Public Archaeology Lab, begins next Wednesday with speakers from around the state; New Music New College will open its 11th year two weeks from tonight, and New Topics New College this year will feature nearly all alumni speakers in its five programs; the first speaker will be Inge Fryklund, a law advisor who has just returned from investigating election fraud in Afghanistan, on October 20. On October 23, he added, alum David Allen, author of Getting Things Done, a New York Times' bestselling book, will speak at the Foundation's opening Corporate Council luncheon, co-sponsored by the Chamber of Commerce and BIZ 941 magazine. Trustee Mawn asked Mr. Hartvigsen if knew that Glen Beck rated New College #2 on the list of most-hated colleges. Mr. Hartvigsen responded that the listing is from 2007, it is not new. Trustee Raeburn asked if the new 50th Anniversary logo was an interim or a permanent change in the logo. Mr. Hartvigsen stated that the Anniversary logo was created solely as a branding logo for the 50th Anniversary but that the Planning Committee had discussed that it might afford the College an opportunity to revisit its current logo following the 2010-2011 anniversary celebrations. He said the present logo, which incorporates the Four Winds seal and the words "New College of Florida, The Honors College," was adopted at the time of independence (2001) and is difficult to reproduce because of size and scale issues. Trustee Raeburn stressed that alums have a strong emotional attachment to the Four Winds seal; Trustee Misemer concurred. Mr. Hartvigsen pointed out that there were two alums on the Committee that voted to unanimously adopt the new 50th Anniversary logo. Trustees Raeburn and Ruiz emphasized that any change in logos or rebranding is highly technical and should be preceded by extensive planning and research strategies to avoid volatile negative reactions; Trustee Smiley agreed. Mr.

Hartvigsen responded that such research had been done earlier in connection with the representative "In" words used to describe New College; he suggested that they might be confusing the seal, which is the round Four Winds representation with the Latin inscription, with the present logo, which carries *both* the seal *and* the words "New College of Florida, the Honors College." He emphasized that no one is suggesting replacing the New College seal.

Finance and Administration Committee Report

Chairman Presha stated that the Finance and Administration Committee met earlier this morning. He noted that although it is difficult to shape the battlefield in the midst of war, Vice President Martin and his staff members have done a yeoman's job of keeping New College in good shape financially. The College ended the year with \$240,000 in savings and staved off tapping the rainy day fund. VP Martin commended academic and administrative support units for being extremely frugal with expenditures. As a result, the College's cash reserves are projected to total approximately \$4.1 million, much higher than the \$2.3 million projection developed before end of year fiscal data was fully calculated. The Revenue Analysis report prepared in May 2009 and updated this week and provided to the BOT explains how the College addressed the \$1.75 million reduction in budget. Both the Faculty Ad Hoc Budget Committee and the College Budget Committee proposed reductions. The higher balances created by carry-forward funds and other savings allowed the College to backfill some cutbacks with non-recurring dollars. Nine positions were eliminated, but seven of these were vacant and the employees in remaining two positions will be leaving soon, so no layoffs have occurred at New College. For FY 07-08, the College initially funded two faculty lines but held back on recruiting and filling the positions. They were not filled in FY 08-09 either, and ended up being eliminated as part of needed FY 08-09 budget reductions. Thus far the College has not had to institute lay offs or furloughs and it is hoped such can be avoided in the future. VP Martin noted that New College might receive some new funding in the 2010 legislative session, in a manner similar to that in which \$500,000 was allocated to us during the 2009 session. That allocation was extremely helpful in softening the potential \$2.5 million cut to \$2 million. If no new funding is forthcoming, the College should have sufficient cash reserves to tide us over, allowing time to identify and implement additional expenditure reductions and revenue opportunities. All things considered, the state budget cutbacks could have been a lot worse for the College. President Michalson reminded the Trustees that the remaining \$1.3 million due to New College (the third installment of \$1.8 million that we requested and was approved by the Board of Governors) is already recommended in the Board of Governors budget for the 2010 legislative session, a very good sign indeed. Trustee McDonald, who chaired the Faculty Ad Hoc Budget Committee and served on the campus budget committee as well, commended VP Martin for the remarkably high level of transparency he maintained with both committees, which went a long way to dispelling the significant anxiety among faculty and staff.

Presidential Evaluation Committee Report

Chairman Presha began by thanking Trustee Heiser for all the work he had done in past years on the Presidential Evaluation process as Committee Chairman. Since this year's Chairman, Trustee Keating, was teleconferencing into the meeting from California and Trustee Peterson, another Committee member was calling in too, Committee member Misemer presented the report, which had been distributed previously. Trustee Misemer noted that the 2009 evaluation process had been very thorough and involved the active participation of all 13 Trustees. He was struck by the quality and thoughtfulness of the individual Trustee responses. No one simply checked off the boxes. Two Committee meetings were held, the first to approve the evaluation process and Trustee questionnaire, and the second to approve the draft 2009 Presidential Evaluation report. Trustee Misemer stated that President Michalson's overall performance during the past year was rated as "Truly Outstanding" by a majority of the Trustees. Chairman Presha moved to adopt the Presidential Evaluation Report 2009 as presented and transmit it to the Chancellor and the Board of Governors. The motion was seconded by Trustee Raeburn and was approved by unanimous vote. Chairman Presha congratulated the President for continuing to operate in a band of excellence.

New College Statement of Institutional Priorities for 2009-2010

President Michalson's Statement of Priorities for AY 2009-2010 included the following:

- Implement plans for New College's upcoming fiftieth anniversary in ways that: celebrate and strengthen the College's student-centered mission; raise the College's profile; and stimulate private giving.
- Propose transforming the College's three Divisions into a different structure as a means of: enhancing a sense of shared purpose; improving our procedures for determining new faculty

lines; and promoting the prospects for interdisciplinary teaching and study.

- Sustain the emphasis on campus pluralism in ways that encourage a truly diverse New College while simultaneously promoting a strong sense of global awareness, including support for foreign travel and study for students and faculty.
- Cultivate major private gifts that will generate naming rights for our three major capital projects: the new Academic Center; the new central plaza connecting the Center and the Cook Library; and the planned International Studies Center.

President Michalson said there were a lot of issues embedded in the four priorities, but the 50th Anniversary was an obvious starting place, celebrating the College's development and growth, and using the occasion to build up private fundraising to enable it to move to the next level as it steps into its second fifty years. Raising the College's profile and stimulating private fundraising are connected in his mind, particularly in the arts, science, and mathematics. Thus, the first and last priorities are linked and both are of continuing importance. He noted the heavy emphasis that the College will be placing on private fundraising in the year ahead, despite the dismal economy. Andrew Walker, the new Foundation president, has tackled his task impressively, at a time when fundraising is not fun and even major donors have constrained capacities. Andy has made cuts in the Foundation staff. He has analyzed the direction of staff work and directed efforts away from the solicitation of gifts at levels of \$1500 or less - which had consumed 80% of all staff time previously - to concentrate on major donors. This approach is more compatible with the changing face of the College and its presentation of serious intellectual capital to community friends and supporters everywhere. Such a mission-driven approach, exemplified by the College's programs mentioned earlier in anthropology, music, and current topics, has much more substance than offering a black tie event every so often. Turning to the second priority, Dr. Michalson stated that the capacity to change the divisional structure has been increased by the dynamic of serious tension over the division of resources as exemplified in the allocation of faculty lines and its negative impact on curricular development. He knows that the College will be adding new faculty lines in the years ahead, and in his opinion, the best way to decide on which new faculty lines are needed is not through the three divisions. He is thus in favor of a designing a different structure for the academic units. With regard to the third priority, he said that at the last Board meeting the Trustees considering the annual Equity Report heard about serious challenges which confronted the College in achieving and maintaining a more diverse student population. In his mind, this striving for a more diverse student body connects campus pluralism to increasing global awareness in a variety of useful ways, including opportunities for faculty and students to go abroad. In a sense, it explains our Fulbright success. Globalism is an antidote to the provincialism of a small campus and it has powerful transformative power, as well as a guaranteed ripple effect. Promoting diversity and pluralism is his preferred context for viewing the planned International Studies Center and the contribution it will make to the curriculum and campus life in general. Trustee Misemer moved to approve the President's Statement of Priorities for 2009-10, seconded by Trustee Ruiz, and the motion carried unanimously.

New College Foundation Report

Mr. Walker expressed thanks to the Board for their support in this economy. He and his staff are working to increase and cultivate their pool of prospective major donors, based on a recent wealth assessment of the 5,900 alumnae/i and 4700 non-alumnae/i in the Foundation's data base, which identified ~860 alums and non-alums who appear capable of making gifts of \$100,000+. The Foundation has set a goal of raising at least \$500,000 in new gifts and pledges for the College in FY10. Last year the Foundation contributed \$1.84 million in program support to the College, but only \$200,000 was in new gifts. The Foundation has also expanded its community outreach and marketing, with expanded speaker series featuring distinguished alumnae/i and others and monthly campus tours for the public and luxury home buyers. The Foundation has also launched a New College Corporate Council to build strong relationships with the leading area companies, which will serve as a source of funds; new volunteer leadership; and intern, research and first-job opportunities for New College students. During the summer, staff visited alums and other prospective donors in California, New York, Illinois, Massachusetts, and across Florida to cultivate interest in the College. A number of promising new people have come to the Foundation's attention. In recent months, \$300,000 has been received in donations of \$5,000 or more, and planned gifts of \$200,000 and \$500,000 are being completed to provide scholarships for international students and students in Computer Science and Mathematics. Mr. Walker completed his report by expressing his appreciation for the support of the College's faculty, students, alums and staff, and to local foundations.

Public Archaeology Laboratory Presentation

President Michalson introduced Associate Professor of Anthropology Uzi Baram, calling him a superlative teacher and mentor who created his own victimhood by making Anthropology one of the most popular disciplines on campus in the 12 years that he has been here. A Middle East specialist, Dr. Baram transferred his interests to the Florida setting. Dr. Michalson stated that he was delighted that, thanks to Congressman Vern Buchanan's efforts, a Public Archaeology Laboratory (PAL) will be constructed in the center of campus, south of the Anthropology Lab. In 2004 Provost Callahan proposed a project for federal funding titled "Preserving Regional Heritage." The U.S. Department of Education's Fund for the Improvement of Post Secondary Education was receptive, and by December 2008, the Archaeology Lab concept was designed. In February 2009, the Board amended the Campus Master Plan to add the new Public Archaeology Lab in the Four Winds Café area. Professor Baram ticked off the nearby sites he and his students had excavated: the Venice Train Depot (2001); Rosemary Cemetery, survey and designation on National Register of Historic Places (2002); Little Salt Spring Terrestrial Excavations (2002 and 2006); Sarasota County History Center Archaeology Month Exhibits (2002 and 2006); Angola, in Manatee County on Tampa Bay, the location of the 19th community of escaped slaves; and most recently, Galilee Cemetery, which they are trying to have placed on the Historic Registry while organizing an archaeology class to each neighborhood children about the past. Field work engages students in experiential learning and also can engages the community in which it is carried out. However, Dr. Baram's students had no space to analyze and interpret the artifacts they found. He envisioned a lab that would advance the ethics of how we know about the past, one in which students would work with their finds, exploring archaeological methods and theory. The students and faculty would organize exhibits and programs to share their knowledge and expertise on the local past with community members. Overlapping with the disciplines of history, environmental studies, sociology and others, the mission of the lab will be to teach and promote civic engagement and heritage. One third of the 150 sq. ft. structure will be a place to clean and document the artifacts, another third will be dedicated to artifact storage, and the remaining space will be used for exhibits and programs. The lab will have a nifty outdoor classroom to expand the space and a projection wall. Partnerships with such organizations as the Florida Public Archaeology Network, Reflections of Manatee, Time Sifters and the Florida Anthropological Society, State College of Florida, G.D. Rogers Garden Elementary School, and colleagues from elsewhere will make the new PAL a gathering place for regional expertise. In closing, Dr. Baram mentioned that his colleague from the University of Florida, Dr. Ken Sassaman, will present the first Traces of Our Past talk, "Coping with Rising Water in Florida for 12,000 Years" on September 16. Trustee Dupree asked how the artifacts would be secured at the facility, and Professor Baram assured him that the architects have recommended strong doors for optimum protection.

Other Business

Trustee Saputo reminded the Board members that fundraising is an important part of politics. He invited the Trustees as a New College of Florida delegation to attend a fundraising event for Governor Crist at the Gulf Coast Eagle facility in Lakewood Ranch on September 29th at 5:30 PM. He said that Trustee Mawn and other students would be his own special guests, and he hoped to see everyone there.

Since there was no further business, the meeting was adjourned at 11:46 AM.

Respectfully submitted,

Suzanne L. Janney, Assistant Secretary

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