

**New College of Florida Board of Trustees
Approved Minutes
Meeting of August 23, 2003**

Members Participating: John Cranor; Rev. Jerome Dupree; Bob Johnson; Dr. Meg Lowman; Dr. Stephen Miles; Kenneth Misemer; Dr. Vicki Raeburn; Alexis Simendinger; Jane Smiley; Maxeme Tuchman. **Ex Officio:** Gordon E. Michalson, Jr., President. **Not Participating:** Note: Robert N. Allen; Gen. Ray Mason; Col. Mickey Presha.

Call to Order

Chairman Johnson called the meeting to order at 10:07 A.M.

Acknowledgement of Notice of Meeting

Chairman Johnson requested and received acknowledgement that the meeting had been duly noticed.

Approval of Minutes

Mr. Cranor moved and Dr. Miles seconded a motion that the minutes of the Board of Trustees (BOT) meeting of July 30, 2003 be approved. Dr. Rayburn indicated a typographical correction was necessary. As corrected, the minutes were approved unanimously.

Introduction of New Member

Major General Raymond E. Mason, Jr. (U.S. Army, Ret.) was appointed to the NCF BOT by the Board of Governors at their meeting on August 7, 2003. Gen. Mason is presently in Ohio and unable to be present today.

Report From Board of Governors' Representative

Lt. General Rolland V. Heiser, a member of the Board of Governors (BOG), was asked by Chairman Johnson to comment on the two most recent meetings of the BOG, held on July 28 in Orlando and on August 7 in Tallahassee. Carolyn Roberts was elected Chair, and John Dasburg, CEO of Burger King, Vice Chair. General Heiser serves on the BOG Finance and Audit Committee and the Facilities Committee. He reported that the watchwords of the BOG are accountability, strategic planning, and rewarding performance with funding. The BOG is going to be a strong advocate for the state universities: at the August 7 meeting, the BOG approved a budget for the state university system which contained an 8.5 percent increase over this year and \$60 million for matching funds. At the time the BOG reiterated its support for bonding the backlog. If the backlog is not bonded, the \$60 million goes to a program to write off the backlog, but if it is bonded, the \$60 million goes for matching funds. The next meeting is set for Sept. 24 in Tallahassee, to approve the strategic plan and to address the Chancellor's fixed capital outlay budget request.

Report from New College Foundation's New President

Chairman Johnson announced that John Cranor had been selected by the New College Foundation search committee as the next president of New College Foundation. Mr. Cranor stated that he looks forward to allowing the College to continue to grow, to prosper, and to achieve the reputation it deserves for international excellence.

Report from the Chairman of the Board

Chairman Johnson noted that the college ratings released this fall are favorable to New College, the new faculty members are top notch, and the entering class has impressive credentials. The problem the College is facing is the daily workload of the senior administrative staff. He applauds the administrative staff for carrying this load.

Mr. Johnson advised the Board that the **Presidential Evaluation Committee Report** would be deferred until the next BOT meeting, and integrated with the goals and aspirations of the BOT for the coming year, including such areas as diversifying the faculty and student body, growth issues, and continuing academic success. The evaluation will be complete, covering past and future goals. Maxeme Tuchman volunteered to become a member of the Presidential Evaluation Committee, chaired by Mr. Misemer, since there are no women or students on the present Committee. Chairman Johnson requested that Mr. Misemer add Ms. Tuchman to the Committee.

Report from the President

President Michalson reported that orientation week has ended and the new school year is about to begin. The second largest class in history has enrolled, thanks to the efforts of the Admissions and Financial Aid Office. The new students and their families were helped enormously in the "move in" by the Student Affairs and Orientation Staff, directed by Dean of

Students Mark Blaweiss. Time after time, the parents voiced their appreciation for the help of veteran New College students who pitched in to help their sons and daughters. This help resulted from planning efforts by Mark's office and Maxeme Tuchman's student government representatives, and was well worth the effort in terms of customer service. He identified the new tenure-track faculty members that Chairman Johnson mentioned as those in Studio Art, Judaic Studies, and Political Science/Environmental Studies.

Dr. Michalson attended the Board of Governors meeting two weeks ago that Gen. Heiser mentioned. He was present when General Heiser placed Gen. Mason's name in nomination to this board. The BOG unanimously approved the motion to appoint Gen. Mason, and when asked his own views, Dr. Michalson said that since Gen. Heiser had been elevated to the BOG, it was about time we had another general appointed. The warm relations New College has had with Ray Mason and his support of the Foundation will serve us all well. It is very clear to Dr. Michalson that the BOG will be a strong and important advocate for higher education in the state. The BOG is under some constraints in relating to an overall Board of Education that insists on a seamless K-20 attitude, but it is no secret that the universities are playing catch-up. The public side of the debate occurs mainly in terms of enrollment caps, and whether in light of chronic under-funding and no new funding for new students in the last couple of years, the larger universities are going to impose enrollment caps to assure some minimal level of quality at the same time they are offering access. New College is not really in the debate about enrollment caps, but the presidents of the larger schools said that in light of this funding situation, they were going to impose some enrollment caps. The BOG in a diplomatic, non-confrontational way, indicated that this important issue should be dealt with on a system-wide basis, and it expressed caution about each of the eleven universities having its own enrollment policies. Despite problems of synchronization, the BOG is making a good faith effort to responsibly enter this process, which focuses on the Fall '04 entering classes since decisions affecting these classes must be made before the '04 budget is approved. The new constitutionally-mandated BOG is made up of responsible people and the final outcome of the BOG meeting was to advocate an 8.24 percent increase for higher education in the Governor's budget. Dr. Michalson stated he was gratified by the action of the Board and by our good representation there.

He added that at breakfast with Commissioner of Education Jim Horne and Chancellor Debra Austin, Mr. Horne noted that he had been the Senate Appropriations Chair the year New College was made independent and he was skeptical of how a small college with only 650 students should be an independent member of the system, but Senator John McKay, then President of the Senate, gave him his marching orders. Now two years later, Mr. Horne admitted he was wrong, for he saw New College has a clear niche for keeping some of the best and brightest in state and for bringing a lot of positive academic attention to our system. The Chancellor added that New College is modeling some of the best practices in higher education, with small classes, a lot of mentoring, and an emphasis on writing. Obviously this is very gratifying.

On September 22 to 25, the eleven members of the SACS Accreditation Site Visit Team will be here; our renewed application and compliance audit were submitted on August 15, thanks to the efforts of Suzanne Janney, Doug Langston, and many others. Board Members will receive an invitation to dinner on Monday, Sept. 22 with the SACS team and to the delivery of their final report on Thursday, Sept. 25 at 9:00 AM.

Later in the agenda, the campus footprint issues and residence hall issues will be discussed. On the dormitory issue, the College faces an important decision. Dr. Michalson predicted that the financial part will be relatively easy, but a decision on what to do with Pei will be more complex. Today presents a good opportunity to discuss the disposition of Pei when there are no decisions to be made, and he asked BOT members to keep this in mind as Dean Blaweiss lays out the options later in the agenda.

On August 29th the First Friday Celebration at New College is scheduled. Developed at the urging of Max Tuchman and others, this informal convocation will begin a new tradition of introducing new students to all the people on campus they will interact with, including the physical plant workers, the custodians, and others they see at close range. The event starts at 4 PM to make it convenient for people in those jobs to stay over and take part in a meal. The concept is to begin our year with the same positive note of community affirmation that ends it at graduation. All BOT members are warmly invited.

At the External Affairs meeting earlier, Dr. Michalson noted that the Committee reaffirmed the College's pride in our liberal arts mission and the important things we contribute to the wider society, because of what we value here. As we increase our profile further and act on some of the marketing issues we've been talking about for some time, we should never be defensive about the arts and sciences mission, although it is not a mission easily understood by outsiders. We should be aggressive about pointing out the virtues and the value to the wider society of the things we inculcate here, such as critical thinking, respect for human difference, respect for rational argument over propaganda, respect for empirical evidence over against news from nowhere. He urged the BOT to take pride in this message and have the College provide

some real leadership to the wider discussion, elevating the level of civic discourse. He reminded the Board that Jerry Springer lives in Sarasota.

Admissions Report

Dean of Admissions and Financial Aid Joel Bauman reported on the entering class of '03. He thanked the faculty for helping to explain New College to prospective students and their families; this level of faculty involvement is unusual and helps the Admissions staff distinguish New College from its competitors. Thanks also to Mark Blaweiss and Student Affairs for finding housing for a larger group of new students who needed to live on campus; to fill this need, Student Affairs created 25 triples. Dean Bauman also thanked the BOT for its decision to increase out-of-state tuition by 19.8%; the increase in tuition was accompanied by an increase in waiver authority, and resulted in a larger out-of-state class than last year. The waivers were strategically targeted to new and continuing needy students, and the response has been overwhelmingly positive. Approximately 198 new students are on campus, 157 are freshmen. Counting African-American and Hispanic students only, New College attracted the most diverse freshman class in history, thanks to the personal leadership of President Michalson, Diversity Coordinator Tashia Bradley, and the urging of BOT member Ken Misemer. As the "Entering Class Comparison" sheet indicates, the number of National Merit finalists has stabilized at eight and two of our four African-American students are National Achievement Scholars. A nine percent increase in out-of-state students was registered in a year we increased tuition, a 31 percent increase in male students, and a 400 percent increase the enrollment of Florida community college AA graduates as transfer students. (The Florida Board of Education is particularly interested in having this population complete their undergraduate education at state universities, and thanks to the efforts of Provost Callahan in altering a few transfer credit policies, New College is now attracting more of these students, who are funded at a higher level by the state than first-time-in-college students, demonstrate a higher retention rate, and graduate on time. Incidentally, the retention/graduation rate counts for much more in the *US News & World Report* rankings than SAT scores – 20 percent as opposed to 5-6 percent.) Hispanic students showed significant increases: 24 percent in applications, 111 percent in the number admitted, and 77 percent in enrolled students. This bodes well, since Hispanics are one of the fastest growing populations. Quality indicators such as GPA and SAT scores have remained constant, despite the size of the class. Interestingly enough, males and out-of state students presented the highest SAT scores. This year, 70 percent of the class is from Florida, 30 percent from out-of-state. Twenty-eight states are represented, as well as six foreign countries (Canada, Cuba, Ecuador, El Salvador, Trinidad and Tobago, Venezuela). Fifteen percent of the in-coming students are from International Baccalaureate schools, the highest percentage in Florida.

Dean Bauman noted that his staff was able to deliver this class despite a 100 percent turnover in the financial aid office. All USF financial aid functions have been taken over by NCF staff, students are "packaged" earlier on our own time line. Next year, with the purchase of early financial aid estimator software, NCF staff will be able to produce estimates of unofficial out-of-pocket financial aid costs for applicants as early as November and students and their families will know ahead of time how much financial aid they can expect. Dean Bauman asked the BOT to look at the comparison sheet of offers an applicant from Michigan had received from Kalamazoo College and New College (New College was only able to offer \$7,000 in gift aid as opposed to Kalamazoo's \$19,219). Chairman Johnson noted that increasing the capacity of the College to increase scholarship aid was a challenge for Mr. Cranor and the New College Foundation. Mr. Bauman concluded by noting that Spiderman from Universal Studios was among the highly talented in-coming new students.

Legislative Report

Hugh MacMillan reported that CEPRI (the Council for Educational Policy, Research, and Improvement), established by the 2001 Legislature to serve as an independent citizen board) was requested by the 2003 Legislature to study the feasibility of five-year contracts between the state and various public universities. The CEPRI report on a new framework for the state university system to deal with the Legislature is due on November 1, and will probably recommend that the BOG and some of the individual university BOTs (UF, FSU, USF, UCU, FIU) agree to recommend five-year funding contracts for the universities, which would require the assent of the Governor. A multi-year contract system would eliminate the annual frenzy of budget preparation/lobbying and would enable the universities to focus on more long-range planning aligned with their differing missions. Mr. MacMillan noted that New College and General Heiser had taken the lead on the BOG in dealing with the matching gifts program, promoting bonding the backlog. Chairman Johnson commended Hugh MacMillan and Pat O'Connell for their service to New College.

Academic Affairs Committee Report

Mr. Misemer asked Provost Callahan to report on the meeting held earlier that morning. She stated that the SACS accreditation process was discussed and that she described the new advising initiative whereby advising assignments are more equitably assigned to faculty members, and no longer made on the basis of in-coming students disciplinary interests. Under her guidance, the faculty is also reviewing efforts to revise the present system of faculty governance, including

possibly the divisional system and the structure and charges of faculty committees. A decision is expected this fall on a new system. Impetus for this review came from the BOT Strategic Planning Committee last April, which asked the faculty to recommend faculty governance and academic program changes that would facilitate the future growth of the College. Provost Callahan also announced that Julie Morris, long-time Co-Coordinator of the Environmental Studies Program, has joined the Provost's Office on a half-time basis.

External Affairs Committee Report

Ms. Simendinger, reporting via teleconference, stated that the External Affairs Committee met at 9:00 AM and was joined by its newest member, Mr. Warren Hudson, Headmaster of Lake Highland Preparatory School, a private school of 1800 students. Steve Schroer reported on the numerous activities and developments in his Public Affairs office, including a new institutional magazine to be released in February. The Committee discussed outreach to develop new ideas, the importance of marketing and of strategic communication targeting different groups with variations of the same message. Ms. Simendinger announced that a BOT retreat or specially focused meeting, a Committee of the Whole for External Affairs, will be held with the New College Foundation BOT in November, starting late Friday, Nov. 7 (after the conclusion of the Foundation meeting) with a working dinner and resuming at 9:00 AM on Saturday, Nov. 8. At this retreat, the NCF BOT will determine the policy of our message and how we communicate what to whom (e.g., prospective students and their families, legislators, donors). Mr. Cranor added that all the candidates interviewed for the Foundation Presidency agreed that NCF was under-marketed and had a "fragmented" image. The purpose of the retreat is to develop a comprehensive communications strategy, delineating the issues and targets. The discussion will be informed by institutional data prepared by Steve Schroer and other staff including David Bryant, Suzanne Janney, and Jim Harman.

Finance and Audit Committee Report

Dr. Raeburn reported that for once, the Committee met but had no action items for BOT approval, but would present an anti-fraud policy to the BOT at the next meeting. She noted the '04-'05 budget previously approved by the BOT was in the state pipeline, and implementation of the new Banner institution-wide computer system was proceeding on schedule. As of January 1, New College will manage its own payroll, severing reliance on USF and the Bureau of State Payrolls for this function.

Student Affairs Committee Report

Dr. Lowman reported that the Committee, meeting at 9:00 AM, heard a full report from Dean Blaweiss on the excellent week of orientation activities for incoming students. Four other major issues were also discussed: (1) residence hall renovation/construction; (2) food service contract, soon to be renegotiated; (3) student interest in evaluating housing policies pertaining to such issues as pets, co-ed living; painting rooms, etc.; and (4) the New College Student Alliance website at <http://studentweb.ncf.edu/ncsa/> which has had 2000 hits since June. She urged BOT members to visit the site.

New College Foundation Committee Report

John Cranor has been appointed Foundation President and CEO, effective Monday, September 1, 2003. The Kit Reilly Scholarship Fund, initiated with \$50,000 from the Foundation and matched by Kit's parents, has been supplemented by memorial gifts from 178 donors and now stands at \$127,502. Mr. Harman stated that the Keating Center construction is going well, with the walls and roof to be up next month, and that there will be many naming opportunities for donors within the Center.

Campus Footprint Issue

President Michalson reminded the BOT that at the July meeting, they approved principles pertaining to the negotiations with USF on the Crosley and Viking property. They also reaffirmed that the library, fitness center, and Sudakoff would be shared facilities, and that the Uplands property would appear on both campus "footprints" and be preserved for passive recreational land with no construction. The rubric for final designation of the Uplands on these terms remains to be worked out, but Dr. Michalson indicated that he had heard some concerns about the Viking property being turned over to USF, since it had been purchased for the College by New College Foundation. The rationale for releasing the Viking is based on the facts that: (1) Viking's location in the airport flight path precludes its being considered as a new residence hall location; (2) the Social Science Division rejected Sasaki's recommendation for locating their new building on the Trail, indicating the reluctance of the academic divisions to have Trail-front locations; and (3) the concern of John Martin and others that NCF will appear "overbuilt" in terms of square footage once USF moves; it will be a challenge to justify the new buildings we'll need funded by public state monies, even without the Viking. There is no wisdom in keeping the Viking, which lends itself best to the shared services which occupy it now – the police, copy center, and postal services. Current use of the Viking for residence hall and faculty office space would be grandfathered into the agreement until replacement space is available.

Dr. Michalson noted that he had heard some concern from Trustee Allen regarding sharing the library, and he had reminded him that this was a condition of the original agreement with USF. It makes sense to voters because of the cost issue. He indicated that he is in dialog with Mr. Allen on this issue, but he wanted to give the BOT another opportunity to voice any concerns. Dr. Miles asked if ceding the Viking gave the College more leverage with USF-Sarasota/Manatee and Dr. Michalson responded that NCF is in the fifth iteration of the agreement with USF-S/M. At the start, S/M wanted permanent classroom space in College Hall, and it took President Genshaft's intervention to eliminate S/M's claim to the bayfront buildings. USF may have a potential need for permanent space here, related in sensitive ways to their master plan update. USF has mediation hearings coming up with petitioners against their development of the Crosley property, based on projections of future enrollment and the adequacy of their planned facilities. NCF is not involved, though we will be present at the mediation as an interested party. NCF has no position on the Crosley relocation; this Board quite rightly took the position that it supports S/M's relocation (and the funding on behalf of that) without regard to location. Chairman Johnson added that NCF has been involved with an 18-month negotiation with USF, involving John McKay, Dr. Stryker, S/M Advisory Board Chair Jan Smith, and himself. The Legislature expects the two institutions to share some spaces, like the library, and it would be difficult if not impossible for us *not* to share these. Although the Viking was acquired by the Foundation, one has to consider the quality of the future space New College will need and the fact that we will be penalized under the state formula for having too few students in too much space. We want to use our square footage allotment for new, high quality buildings. Mr. Johnson reminded the BOT there was no need for a vote, the vote had been taken, and the BOT has a position. USF gave up its demands for long-term permanent space on the New College campus. President Michalson added that both institutions came out ahead in these negotiations and are now able to move on to fulfilling their separate, distinctive, but equally important missions.

Residence Hall Expansion and Renovation

Dean of Students Mark Blaweiss reported that over one third of all new students this year are in triples (U. of Florida has one seventh of their new students in triples.) The NCF Housing Auxiliary invested \$50,000 in new furniture so that each new student has a bed, a desk, and a dresser; they also invested in Ethernet ports, so that each student can be connected to the Internet at the same time, a feature that is very important to new students. He pointed out that the residence halls are overcrowded, even before the New College growth plan of adding 30 students per year takes hold. The Pei Complex, housing 257 student, is in need of total replacement or almost immediate major repair of all of its building systems: walls, roof, electrical, and plumbing. It is functioning now, but will not stand up for long.

The yellow handout, "Residence Hall Growth and Renovation: Priority Plan 1," provides a roadmap for action in building the new halls we need to accommodate projected growth and the capacity to house 70-80 percent of New College students on campus. There is consensus that the new residence halls will be built on the east side of campus, and that they will be designed in a more traditional style, that is two double rooms, each with private bath, connected, with apartment space for faculty and staff to live in residential college style with the students. Dean Blaweiss proposed that a development team be recruited this year (2003-04) to work with the Residential Life Task Force, composed of students, staff, faculty, and alums, to sort out issues of siting, design, architecture, financing, and construction of the new halls, which would accommodate 257 students (the same number housed in Pei). At the same time, a comprehensive study and subsequent decision would be made to either renovate Pei or demolish Pei and replace it with new facilities. Dean Blaweiss stressed that it is imperative that this decision on Pei be made prior to the construction of new residence halls, as it would influence the design of the new halls. When the new halls are finished, in 2005-06, Pei would be taken off-line and the Pei students housed in the new halls. During 2005-06, a replacement facility housing 200 students would be constructed or major renovations would be made to Pei, so that by the fall of 2006, New College would open with 597 beds, including Dort, Goldstein, the new facilities and the 200-bed replacement for Pei or renovated Pei. The 597 beds would enable NCF to have a total of 75 percent of 800 students in residence and would meet our goal of housing 70-80 percent of all students on campus. In the fall of 2006, depending on enrollment and demand, B-Dorm and Viking could be taken off-line and utilized for other purposes.

Dean Blaweiss directed the BOT's attention to the handout, "Residence Hall Growth Assumptions, Aug. 23, 2003." He asked two separate companies, the William Hough Co. in St. Petersburg and the Ambling Corp. in Valdosta, GA, who are builders/financers of residence halls and assisted living facilities, to work with a set of hypothetical assumptions to cost out NCF's needs. The assumptions under which they worked are listed on the attachment. The results indicate that the \$16 - \$18 million cost can be borne by student housing fees with a modest supplemental stream of conference fees. Additional financial support for the project would keep student housing costs within a reasonable range. This will be true even with the use of an off-books, tax-exempt, student housing project financed by the developer that would enable NCF to lease-purchase these projects over a feasible time period. Both Hough and Ambling, plus three additional companies, indicated

that it will cost 20 percent more to renovate Pei than to totally demolish and rebuild the complex. To recap, the cost of the new halls and a rebuilt Pei will cost \$16 -18 million (without the consolidation of the Dort and Goldstein debt service); half of that is designated to rebuild Pei. Dean Blaweiss concluded by stating that he was working with VP Martin to prepare a Request for Qualifications for the recruiting of the development team to facilitate the project within the next few months. He assured the group that before any action would be taken, there would be opportunity for a broad range of input from faculty, staff, students, BOT members, and alums, but urged that time not be lost as the need for improved housing is pressing. Chairman Johnson stated that final decisions would come back to the BOT for approval, but asked at this time for a motion to affirm the process and move it along. Mr. Cranor so moved, seconded by Mr. Misemer. Ms. Tuchman asked if the new or renovated residence hall would have to be named "Pei"? Dean Blaweiss responded that creativity in naming was the order of the day, and most likely it would be retained in some way. Ms. Simendinger added that having an architect's name on a building was different from having a donor's name. Chairman Johnson said that it would be taken under consideration. The motion carried unanimously.

Duke TIP Scholar Weekend Report

President Michalson explained that there is a connection between the residence hall situation and the desire of the BOT to host a residential summer program on campus. This fall NCF is happy to host the Duke TIP Scholar Weekend with a view to eventually hosting a summer program for gifted high school students. The Scholar Weekend is a trial run for us with Duke. Duke TIP does not like the fact that we cannot now provide dorms in the summer that have hallways. The College's ability to provide summer programs for gifted high school students and all the good things that would generate, depends in part, on our ability to provide dormitories that allow the appropriate residence advisor oversight of high school students away from home. We hope that eventually the Duke TIP program will enhance our ability to use the campus constructively in the summer.

Ms. Janney, who developed the Scholar Weekend Program as a President's Office initiative, reported on the plans for the Fall and Spring Scholar Weekends on Oct. 18-19, 2003 and Feb. 14-15, 2004, each consisting of four intensive 14-hour courses taught by New College faculty for a maximum of 16 students per course. After describing the courses, she concluded with a recap of the advantages that the Scholar Weekends will bring to the College: access to the names and addresses of 10,000 academically talented students who have been identified by Duke TIP for each mailing on the Scholar Weekend programs at New College; greatly increased visibility among top high school students and their parents in eight Florida counties; increased visibility among high school guidance counselors through the brochure mailing; opportunities for New College faculty to showcase their talents with younger gifted students in exchange for a weekend stipend; and opportunities for New College students to work as paid teaching assistants and paid residential life assistants during the prestigious Duke TIP Scholar Weekend and to list this experience on their resumes and graduate school applications. Last but not least, all of this should lead up to the six-week Duke TIP summer program for academically talented high school students on the campus of the state's honors college, offering even more of the previous advantages – and with the Duke TIP students living in the new and improved New College residence halls during the summer of 2006.

Reappointment of President Michalson

Chairman Johnson asked for a motion to reappoint the President for one year under the policies of the state of Florida. Dr. Raeburn so moved, seconded by Mr. Misemer and the motion carried unanimously.

BOT Terms of Appointment

Chairman Johnson requested BOT members to send copies any letters they receive from the Governor's Office or the Board of Governors' Office stating the length of their terms of appointment to the NCF BOT to Ms. Janney, Assistant Secretary of the BOT.

Since there was no further business, the meeting was adjourned at 12:12 P.M.

Respectfully submitted,

Suzanne Janney,
Assistant Secretary