

**New College of Florida Board of Trustees
Approved Minutes
August 28, 2004 Annual Meeting**

Members Participating: Brian Cody; John Cranor; Rev. Jerome Dupree; Dr. Keith Fitzgerald; Warren Hudson; Bob Johnson; Major Gen. Raymond E. Mason; Kenneth Misemer; Col. Mickey Presha; Dr. Vicki Raeburn; Jane Smiley. **Ex Officio:** Gordon E. Michalson, Jr., President. **Not Present:** Robert N. Allen; Alexis Simendinger.

Call to Order

Chairman Johnson called the Annual Meeting to order at 10:00 A.M.

Acknowledgement of Notice of Meeting

Chairman Johnson requested and received acknowledgement that the meeting had been duly noticed on August 18, 2004. He acknowledged that a quorum of Trustees was present at today's Annual Meeting.

Approval of Minutes

Gen. Mason moved and Mr. Cranor seconded a motion that the minutes of the Board of Trustees (BOT) Special Teleconference Meeting of July 29, 2004 be approved. The motion was approved unanimously. Gen. Mason asked that the record reflect that he had repeatedly tried unsuccessfully to join the teleconference on July 29th. He reached Chairman Johnson immediately after the call and received a full briefing.

Report of the Nominating Committee

As Chair of the Nominating Committee, Ms. Smiley reported that she, Gen. Mason, and Mr. Cody are pleased to make two recommendations to the Board of Trustee with the willing consent of the nominees. First, the Committee recommended that Mr. Robert Johnson continue for one year as Chairman of the Board; she asked for a motion on the proposal. Dr. Raeburn so moved, seconded by Mr. Cranor and the motion was approved unanimously. Second, the Committee recommended that Col. Presha continue for one year as Vice Chairman, so moved by Rev. Dupree, seconded by Mr. Cranor, and approved unanimously. Chairman Johnson called for a motion to approve the report of the Nominating Committee; it was so moved by Gen. Mason, seconded by Mr. Misemer, and approved unanimously. Chairman Johnson noted that if Trustees wished to make a change in their standing BOT Committee assignments, they should let him or Asst. Secretary Janney know.

Chairman's Report

Chairman Johnson reported that he and President Michalson have been engaged with a number of on-going major issues that take time: separating New College from USF; firming up the land acquisition situation; and maintaining the quality and excellence of New College on all fronts. He reported that relations with the local community have never been better and national accolades continue to pour in. Professor David Mullins' recent letter to the Sarasota Herald-Tribune summed it by stating that New College is "unabashedly academic." It's a leader in liberal arts education, a model of excellence in the production of fine graduates and Chairman Johnson thanked President Michalson, Provost Callahan, Vice President Martin, and everyone on the New College team for their efforts. He acknowledged appreciation for Professor Fitzgerald's expert contributions to the local political arena as well as to the faculty and the Board. He concluded by thanking Mr. Cody for his diligent and commendable work as student body president and as a member of the BOT.

President's State of the College Report

President Michalson thanked Chairman Johnson for his kind words and welcomed everyone. He noted the College had had a good day yesterday, dedicating the mosaic on the Heiser Complex fully informed by Dr. Gilchrist's scientific explanation of the artistic representations. Dr. Michalson noted that everyone was gratified by New College obtaining SACS' approval of independent accreditation; it has "sealed" our independence. He stresses that the effort mounted in the accreditation process was campuswide and noted that he especially appreciated the faculty's involvement with area of concentration effectiveness plans. With an increasingly crisp profile, New College's positioning in the state is very positive: the Board of Governors has selected New College as the location for their September meeting, and this past July the Lt. Governor held a "Town Hall Meeting" on campus to introduce new health care benefits programs. Rather than review his annual State of College Report, provided earlier to the BOT, Dr. Michalson supplemented his written report with a discussion of what he views as challenges and concerns for the future of the College.

Re-engaging the Campus Master Planning process is a high priority, since New College needs to complete the 2000 update to the 1995 Master Plan with Sasaki Associates before it can initiate work on the 2005 Master Plan. State funding available for the 2005 Plan will enable NCF to hire a consulting firm that appreciates the College's special features, understands its

environmental sensitivity, and allows it to tap into very substantial campus expertise. Via the Master Plan, Dr. Michalson stated New College's physical presence will be matched with its mission in a way that will contribute to the wider sense of community. Neighboring institutions on all sides are moving ahead with their planning; New College planning should not be the result of default. In his opinion, the issues underlying NCF's relationship with USF to which the Chairman alluded are the result of on-going confusion by one or more USF-Sarasota/Manatee administrators over whether USF-S/M is "relocating" or "expanding." This past week President Michalson circulated some of his correspondence with Dr. Stryker to President Genshaft. Earlier he made a trip to Tallahassee to speak directly with the Chancellor, accompanied by Hugh MacMillan and Pat O'Connell, to ascertain her position with respect to the future of this campus. He reported that there is no question that she, the state as a whole, and the members of the Board of Governors with whom he has spoken, view this as the New College campus of the future. New College is simply working out the politics of USF-S/M moving to a new site, most likely the Crosley property. One of the two sources of litigation against that move has been settled; a suit is still pending with respect to the question of whether USF followed guidelines in the selection of the Crosley site or whether there were significant administrative oversights. Although Dr. Michalson is optimistic about an overall positive direction, he cautioned the Board that there might be some difficult days ahead. He thanked General Counsel Smolker for his aid and assistance in these matters.

Controlling enrollment growth is another concern. Factors such as the retention rate, graduation rate, and the yield of admitted students interact subtly and may need more of an administrative infrastructure to control effectively than is now in place. Dr. Michalson stated that he chairs the present enrollment management group, the Administrative Council, which consists of the seven Presidential reports and the three Division Chairs. For Fall 04, the plan was to enroll approximately the same number of students as last year. The number of new admits was increased in the spring when a high number of potential graduating students was predicted. Although NCF may be overly ambitious about the number of new Fall admits needed, their quality is excellent. Hoping for around 205, the College attracted 234. While the increased count is not much, the percentage is significant. President Michalson thanked Dean Blaweiss and the Student Affairs staff, Mike Campbell and others, who accommodated new students in on-campus housing, by turning doubles into triples.

He mentioned that the three new tenure-track faculty lines coming this year, six over the last three years, were all filled by terrific, first-rate faculty members. This has preserved the student-faculty ratio of 11:1 despite increased enrollment.

President Michalson also expressed concern about the rate of progress on compensation and professional development issues for faculty and staff. For over a decade, he has been advocating that providing a 25 percent salary increase for faculty and a corresponding corollary increase for staff would be the single best solution to a history of low salaries. The estimated cost of such a faculty increase comes to a base budget increase of \$850,000 annually. Such an increase would bring NCF faculty salaries up to those of the "aspirational" peer institutions listed in comparative data previously presented. Dr. Michalson assured the BOT that he was committed to using state funds to match comparable arts and sciences faculty salaries within the state system, and to using Foundation funds to catch up with aspirational peer institutions' salaries in the private sector. This year's modest 6-7 percent equity increase on average in faculty salaries was a starting effort and he anticipates future increases being negotiated soon between the UFF and the BOT's representatives. Parallel equity increases have been made this year in staff salaries, adjustments to assure that those who have held positions for a number of years are not penalized for years of service. The average staff increase was 4 percent. Dr. Michalson pointed out that determining equity increases is healthy – much better than budget cutting – but that trade-offs with salary increases are challenging. The College has to fund the costly and ambitious plan emerging from the faculty's academic strategic planning process. The College continues to grow and one year will have 800 students. All these factors will put more pressure on the management infrastructure and other components of campus life which have a claim on available funds.

Dr. Michalson remarked on the tremendous progress that has been made in Student Affairs since the early 1990s. At that time the level of hostility towards Student Affairs could not have been higher from everywhere at New College, beginning with the senior faculty. Then the head of Student Affairs reported to the USF-S/M Campus Dean, who had shut down Walls because of noise complaints. Dr. Michalson had never before imagined a natural divide between Student Affairs and academic life. His previous teaching experience was at Oberlin and Davidson, small residential liberal arts colleges where fully integrated Student Affairs units were led by professionals coming out of the faculty ranks who continued to teach. In his view, the whole point of attending a small residential liberal arts college is to integrate the in-class and out-of-class experience. So he has proposed and discussed with parties the evolution of a more natural relationship between academics and student life and looks forward to the engagement of the entire campus on the issue. He emphasized that this change is not a reflection on anyone; Dean Blaweiss has made great strides in programming, outreach to parent groups, and other means of relating student life to the life of the College.

Making progress on campus diversity initiatives was another challenge mentioned by the President. He noted that the Trustees received in July a copy of the effectiveness report on the President's Ad Hoc Committee on Diversity. The committee has now morphed itself into a permanent committee that he will continue to chair in order to signal interest from the President's Office. The report by Tashia Bradley and Suzanne Janney details efforts on campus to diversify the student body, faculty, and staff, to enrich the curriculum with different religious, cultural, racial, and ethnic perspectives, and to improve campus atmosphere, so that everyone here feels a sense of ownership of New College and no one feels they are on the margins. As one faculty colleague put it to him recently, "We need to celebrate diversity, not tolerate it." He noted that Chancellor Austin had quoted from the report, agreeing that cultural changes such as this tend to be slow.

He concluded by commenting on NCF's leadership role in liberal arts and sciences education. In his past "State of the College" reports, President Michalson indicated that with independence and autonomy, New College must think of itself as no longer under the thumb of another institution or marginalized, but as a leader in higher education. During his fund-raising travels across the country with Mr. Cranor, meeting with alums, he has heard repeatedly that the alumnae/i do not want New College to become more like other colleges; they have a chronic suspicion of imitation as well as authority. Graduates take pride in the fact that New College made them lifetime learners and questioners of what others take for granted. Dr. Michalson stated that these are tremendously valuable features of our educational benefits and of our mission, and he hoped that the "edginess" of New College is maintained as the College develops its Master Plan, increases its student body, and expands its curriculum. He thanked Mr. Cranor and the Alumnae/i Association for arranging the events with local alumnae/i.

Mr. Hudson requested that the BOT receive some future data on faculty salaries and turn-over rates, normed against peer institutions. He noted that high turn-over might indicate dissatisfied people. He also requested data benchmarking the non-teaching staff salaries against positions in the Sarasota market place. President Michalson assured him that the data on staff salaries is readily available, thanks to research on the recent equity increases for staff. The turn-over rate is tricky, because people tend to stay here out of loyalty, despite the salary. Dr. Michalson stated that the problem plays out not in terms of faculty leaving, but in first-rate candidates for faculty positions not accepting offers because of salary issues.

Mr. Hudson asked why the percentage of out-of-state students had declined. Dr. Michalson noted that in 1992, the ratio between in-state and out-of-state students was 50/50, providing geographical as well as other kinds of diversity. The past three years of state-mandated double digit tuition increases for out-of-state students have brought the cost of NCF tuition, room, and board for out-of-state students up to about \$24,000. Most of the academically talented students from Florida at New College are supported by Bright Futures Scholarships; these scholarships are an incentive for them to remain in state and attend New College, rather than going to a more expensive out-of-state alternative. Initially he said he was not concerned about the slippage, in fact it was good to tell legislators that NCF has a majority of Florida students, but the Governor and others encourage the enrollment of out-of-state students who give New College its national profile. Dr. Michalson acknowledged that Trustee Allen disagrees with him and has asked if NCF has a mandate to educate out-of-state students. Ultimately, the BOT is in charge of such policy, and President Michalson stated that he votes for a healthy mix of students from all over. Mr. Misemer asked how long a student from out-of-state was considered "out-of-state" after entering New College; Dr. Michalson responded it was as long as the student remained a deduction on his out-of-state parents' tax return. Chairman Johnson stressed the need for increased scholarship funds to attract out-of-state students.

With respect to USF, Chairman Johnson reminded the Board that it had adopted a policy of helping USF-S/M obtain funding for relocation from the Legislature. NCF helped USF get the \$14.5 million for relocation. He and President Michalson signed a footprint agreement with USF, denoting the areas of each institution's campus, with three shared facilities. Now USF-S/M is talking about expansion, not relocation. This is not in keeping with the prior agreement and New College is not about to renegotiate. He informed the Board that USF planned and announced a rock concert for 3,500 people on the campus in October without consulting NCF.

Board of Governors' Report

Gen. Heiser reported on the last Board of Governors' (BOG) meeting in July, at the University of North Florida, focused on the strategic planning process and preparing budget recommendations for next year. The Strategic Planning Committee approved a "Y-Axis" for SUS strategic planning, which will assist in measuring strategic planning among all eleven universities. The four points used to measure quality are: (1) access to and production of degrees; (2) meeting statewide professional and workforce needs; (3) building world-class academic programs and research capacity; (4) meeting community needs and fulfilling unique institutional missions. The current budget request for Major Gifts Matching Funds contains \$32 million to meet the current \$27 million in projects to be funded and to provide a surplus. In the approved budget, \$87 million are allocated for academic enhancements and \$5 million for centers of excellence. Facilities utilization was also a topic of discussion. Gen. Heiser reiterated that the September BOG meeting focused on funding will be at NCF.

New College Foundation Report

Mr. Cranor reported that in early August the Foundation completed review of a dozen money management firms and selected Northern Trust's Global Advisors of Chicago to manage the endowment. A payout of five percent per year on the corpus of the endowment is standard; for the past two years, the Foundation has been earning at about half that level, due to market deterioration. Central to the Foundation's ability to support the programs at New College is its ability to contribute to those programs at the five percent level – roughly about \$1.5 million per year. Global Advisors believe they can deliver consistent returns of about eight percent annually, which would cover the five percent payout to the College, inflation, and provide the potential for an administrative fee back to the Foundation to cover its work related to managing the endowment. In addition raising additional scholarship funds, the Foundation initiated a non-campaign campaign (called "New College, New Initiatives") to assure that all elements of the academic strategic plan are funded: five of the six interdisciplinary curricular initiatives are ready for implementation, involving enhancements such as perhaps a dozen new faculty, building plans, etc., in support of Environmental Studies, Creative and Performing Arts, International and Area Studies, Life Sciences, and Quantitative Analysis. Mr. Cranor reviewed each of these with the Provost and the Division Chairs to identify the components for funding. He is assembling an Advisory Council for each initiative, composed of "external" members who offer expertise, capacity to support the initiative, or connections to those who have funding capacity. Approximately \$75 million of funding needs over the next 6-8 years have been identified, some of which are best addressed by state funds, such as the new Social Sciences building, and some by private funds, including the \$20 million new residence hall/Pei renovation/replacement projects. He anticipated kicking off the residence hall initiative early in 2005, with fully bonded private funding. Construction should begin in summer '05, with occupancy in summer '06. The Foundation has secured \$400,000 to fund the first of 12 new chairs, with a proposal pending for \$1.5 million to complete the first chair's package. He added that the Foundation is not responsible for funding all 12 chairs, since the state provides some funding to support enrollment growth. Mr. Cranor reported that annual giving has increased 28 percent over last year, thanks to new Director of Annual Giving Michael Milton's initiatives. In the last year, Mr. Cranor visited 450 alums in their hometowns and 125 alums at reunions – 15 percent of the total alumnae/i body. He has enjoyed traveling with the President to these gatherings.

Mr. Hudson asked if the state's strategic plan and the College's were aligned. Dr. Michalson assured him they were. Provost Callahan added that while the state's plan focused mainly on job creation (in terms of education, nursing, computer science, etc., all areas that New College does not cover), the initiatives related to quality and centers of excellence tie in with New College does best – graduating students who go on to become professionals in the state's work force, serving the needs of the state. Mr. Hudson asked if New College could help fill the need for new teachers in Florida, by enabling students to fulfill state teaching certification as part of their undergraduate program. Dr. Michalson stated USF-S/M is in the second year of implementing a Master of Arts in Teaching program and that he and others envision a five-year BA/MAT program at New College at some point. Chairman Johnson pointed out that the BOG has a matrix of responsibility for the entire SUS and understands that New College conforms to the BOG/state model in its own way.

Legislative Report

Hugh MacMillan reported that he and Pat O'Connell continue to make progress in Tallahassee for New College. He noted that both the Senate President-elect, Tom Lee, and the incoming Speaker of the House, Allan Bense, have visited New College in the last year. The legislative leadership is positive toward New College. The July luncheon hosted by the Foundation for Tom Lee was extremely successful with both Senator Carlton and Senator Bennett attending; it gave Senator Lee a "visual education," in how "unabashedly academic" (as Prof. David Mullins put it in his excellent letter to the editor of the *Sarasota Herald-Tribune*) New College is. Mr. MacMillan concluded that the Board of Governors is emerging as a leadership group, engaging substantive issues, and he was very optimistic for the future.

Admissions Report

Dean Kathy Killion reported that the number of admissions inquiries and completed applications are up, and the yield stands at a high of 54 percent. The quality indicators are also up: average GPA is 3.95 and average SAT score is 1313. A larger number of freshman and transfer student have been enrolled than last year (192 FTICs compared with 157 last year); 82 percent came from public high schools, and 99 percent completed rigorous honors and AP programs. Fourteen percent of this year's entering class are from underrepresented groups: 3 Black and 30 Hispanic students. Although the high percentage of Florida residents in the class had been discussed, she pointed out that the period in the early 1990s when New College consistently enrolled a large percentage of students from out-of-state was the period when New College was listed as a "best buy" in *Money Guide*, a magazine that sat on shelves nationwide for six months. Its effect cannot be underestimated. Being listed and ranked in college guides is not the same as being touted as a "best buy" in the widely-distributed and extremely low-cost *Money Guide*. Dean Killion noted that her office is engaged in a financial aid consultation with Noel-Levitz; financial aid is used to as strategically as possible to attract out-of-state students.

Dr. Fitzgerald acknowledged that *Money Guide* was very important but stated that *US News & World Report* is also a key publication. He asked when New College would be included in the *US News* ranking and whether it would be listed as a national or regional institution. Dean Killion thought the listing might be included in about two years, though it should not be assumed that New College will automatically rise to the top in the rankings. Dr. Fitzgerald indicated that factors such as endowment size and percentage of annual giving may not be particularly favorable. Dr. Rayburn asked Ms. Killion to confirm that out-of-state inquiries fall away as they move through the admissions funnel. Ms. Killion did so, adding the New College profile is not as strong out-of-state as it is in-state. Dr. Raeburn stated that she thought New College was going to become a regional school if this problem is not tackled with a full-court press and a strong marketing initiative directed at out-of-state students. Dean Killion pointed out that the real challenge is making personal contact with out-of-state students to explain the program. Her staff cannot travel out of state without significant budget enhancement. Dr. Raeburn stated that the issue comes up every year and that if NCF wants an increased number of out-of-state students, some new, different, and creative steps will have to be taken soon.

Finance and Audit Committee

Dr. Raeburn asked Vice President Martin to report on the two action items from the earlier Committee Meeting.

- **Proposed 2004-06 Internal Audit Work Plan.** Mr. Martin reported that under contract to New College, Florida State University conducted a risk assessment and prepared a two-year audit work plan for approval by the Trustees and implementation by the College's internal auditors. The focus for this fiscal year will be on payroll operation, purchasing and payables, and cashiering. He stated that CPA Associates, Inc. of Bradenton will be hired to help carry out the audit work plan; this firm has experience in working with public entities and is used by Manatee Community College. He asked that the BOT approve the proposed 2004-06 internal audit work plan for implementation. Col. Presha so moved, seconded by Rev. Dupree, and the motion was approved unanimously.
- **Proposed Amendment to the Capital Improvement Plan for 2005-2010.** Mr. Martin explained that this item follows up on the CIP approved by the BOT in July. At that time, it was thought that PECO funds could be used for Hamilton Center improvements, but this is not the case. However, funding can be "advanced" from College operating reserves to begin repair of the Hamilton Center roof now and be repaid next year, assuming CITF funds are appropriated. Also, since July, significant discussions have taken place with the Car Museum, and the Circus Hall of Fame property owners. A window of opportunity exists to make these two highest priority acquisitions a reality and continue pursuit of 58th St. properties, but additional funding is needed. It is thus recommended that the 2005-06 Capital Improvement Plan be amended to move \$1,000,000 of land acquisition funding currently requested in FY 2008-09 to FY 2005-06. Dr. Raeburn stated that the Committee had discussed the amendment in detail and was fully behind it. Col. Presha so moved, seconded by Mr. Cranor, and the amendment to the CIP was approved unanimously.

Mr. Martin provided a quick briefing on financial highlights as of June 30, 2004. The College ended the year with a pre-audited surplus of approximately \$1.3 million. At least \$720,000 of this surplus will be held in reserve in order to meet the legislative mandate to maintain a reserve equal to at least 5 percent of the E&G operating budget (which was approximately \$14.4 million for FY 03-04). The balance of this surplus is available in FY 04-05 to fund capital equipment and other non-recurring needs identified by College operating units. The surplus was generated by factors such as salary savings, revenues exceeding budget, by a \$400,000 reduction in services purchased from USF Tampa, and by the Housing Auxiliary finishing the year with a \$40,000 surplus. Mr. Martin also noted that the Governor and the Legislature have funded New College for major capital improvements and three architectural/engineering and three construction management firms will be starting on these capital projects soon, with what he hoped would be minimal disruption to campus life.

Presidential Evaluation and Standards Ad Hoc Committee

Chairman Johnson noted state an annual evaluation of the president is required by law. Committee Chair Misemer reported that the Committee met subject to legal notice, solicited comments from Board members, faculty, students, and reviewed the June '04 written evaluation from the faculty. They used the same format and criteria as last year, in order to be consistent, and had some additional goals to measure presidential performance against which had been established by the strategic plan. Some specific goals related to accreditation (very successful), increasing diversity (great progress faculty and student-wise), and increasing Tallahassee visibility (very successful). All the Committee's comments were very positive. Students were particularly impressed that President Michalson continues to teach. The Committee also commented on the fine job that the President's staff continues to do. Mr. Misemer stated that in a single word, the performance of President Michalson was deemed outstanding. Mr. Misemer moved that the Board adopt the Presidential Evaluation Report; it was seconded by Gen. Mason and adopted unanimously.

Rule Development Workshop

- **Amendments to Proposed Rule 6C11-4.003, Establishing Tuition, Fee Schedule and Percentage Costs for FY 04-05.** General Counsel Smolker explained that the amendments modify tuition, fee, housing, and meal plan rates for the 2004-05 fiscal year, plus various vehicular parking fines. The BOT approved these changes in an Emergency Rule in June and now come before the Board in a formal process. He requested that the Board approve the proposed amendments and authorize publication of notice of proposed rulemaking. Col. Presha so moved, seconded by Mr. Cranor, and the motion carried unanimously.
- **Continuance of Proposed Rule 6C11-8.017, Faculty Evaluation.** Mr. Smolker stated that Faculty Evaluation Rule overlaps with what the UFF bargaining unit is negotiating now with the BOT's representatives. The objective is to have consensus on the agreement; once that occurs, the rule will be adopted in that form. He thus requested a continuance on this rule. Col. Presha so moved, seconded by Rev. Dupree and the motion carried unanimously.

Tenure Recommendation for Dr. Margaret D. Lowman

- Provost and Vice President for Academic Affairs Callahan announced that last spring Dr. Margaret Lowman, a former Trustee of the College, was considered for tenure according to the procedures outlined in the New College *Faculty Handbook* and the BOT policies and procedures. The recommendations at each of the six stages of the process were uniformly positive, and President Michalson has further recommended that the BOT approve the appointment of Meg Lowman as Professor of Biology and Environmental Initiatives with continuous tenure. Dr. Raeburn so moved, seconded by Ms. Smiley, and the motion was approved unanimously.

Chairman Johnson stated his pride in having Dr. Lowman at New College. Dr. Lowman thanked Dr. Gilchrist, Provost Callahan, President Michalson, and Chairman Johnson for leading New College, which has so much to offer regionally and nationally. She looked forward to working on the other side of the table now on behalf of the College. Dr. Michalson added a quick word of thanks to the Foundation for funding Dr. Lowman's position.

New College of Florida Statement of Priorities for 2004-05

- President Michalson presented his priorities to the BOT for consideration for adoption in accordance with the Bylaws. He noted that some of the priorities are long-term. He drew attention to the idea of making the Pritzker marine biology facility a candidate for statewide "Center" status, given collaborative opportunities with Mote Marine Laboratory, USF-St. Pete's Marine Sciences program, and others. He said he did not think it was too much of a reach to think of having a small, high quality Master's program in Marine Science; if the faculty support it, it would come to the BOT to decide. His intent is to open the discussion of the feasibility of a Master's program.

Chairman Johnson stated that these Priorities would be used as the basis for evaluation of the president next year. Mr. Hudson asked for clarification of the priority involving enhancement of academic and curricular support to permit the faculty to focus on the quality of teaching. Dr. Michalson explained that this related to an on-going faculty discussion on how to streamline committee service and free faculty to focus on teaching and research. He explained that NCF sees a lag in promotion from Associate to full Professor. Some of it results from the burdens placed on people who achieve tenure, the onerous committee assignments, the quasi-administrative tasks imposed on them by virtue of their demonstrated competence, or the need for additional professional development support.

Dr. Raeburn stated that she had counted 17 priorities, too many for clear focus. Dr. Michalson responded that some of the priorities are carried-over, others don't require new initiatives. Items 2 and 3 are simply the legislative budget requests. The others all deserve a place: some have to do with quality and culture and others have to do with the evolution of the institution. If he had to do triage, he said he would start with the Campus Master Plan, since so much hangs on that. In effect, some of these priorities are easier than others. Dr. Raeburn said she would be more comfortable if the list were shorter. Chairman Johnson suggested the Board act on the Priorities now with the possibility of President Michalson amending them at the next meeting. Mr. Cranor, as a close observer of the President and his staff, said he considered the list an institutional one, not necessarily a personal list for the President. Dr. Raeburn reiterated her concern with the issue of focus. Gen. Mason moved approval of the Statement of Priorities, subject to review, seconded by Mr. Cranor. The motion carried with dissenting votes cast by Dr. Raeburn and Mr. Misemer.

Since there was no further business, the meeting was adjourned at 12:00 noon.

Respectfully submitted,

Suzanne Janney, Assistant Secretary