

New College of Florida Board of Trustees
Approved Minutes
Meeting of June 10, 2006

Members Participating: Rev. Jerome Dupree; Gen. Rolland V. Heiser; Warren Hudson; Bob Johnson; Elaine Keating; Dr. Douglas Langston; Major Gen. Raymond E. Mason, Jr.; Kenneth Misemer; Col. Mickey Presha; Jane Smiley. **Participating via Teleconference:** Dr. Vicki Raeburn. **Not Participating:** Marissa Krumm.

Call to Order

Chairman Johnson called the meeting to order at 10:03 A.M.

Acknowledgement of Notice of Meeting

Chairman Johnson requested and received acknowledgement that the meeting had been duly noticed on June 3, 2006.

Approval of Minutes

A motion to approve the draft Minutes of the Teleconference Meeting of May 13, 2006 was made by Trustee Heiser and seconded by Trustee Mason. Trustees Raeburn and Misemer requested a correction on page 5 indicating that Foundation Chairman Raeburn, not BOT Chairman Johnson, appointed the Task Force to review the role of the Foundation vis-à-vis New College of Florida. The Minutes of the May 13, 2006 Meeting were approved unanimously with this correction.

Chairman's Report

Chairman Johnson announced that the Presidential Evaluation forms and materials would be sent out soon to all Trustees. He encouraged each Trustee to complete the forms carefully and return them to General Heiser, the Presidential Evaluation Committee Chair. Trustees Presha and Keating will serve on the Presidential Evaluation Committee with General Heiser this year. The 2006 Committee is charged with having the Presidential Evaluation Report ready for BOT consideration at the annual meeting on September 16, 2006. At that time, Chairman Johnson will have President Michalson's new contract ready as well. He thanked the President and the officers for the tremendous efforts they put forth on behalf of New College.

President's Report

President Michalson noted that the fifth year anniversary of NCF is coming up on July 1, 2006. He thanked the Board for setting a positive tone for the College which has enabled it to make great strides in five years. Starting out in unfriendly territory with a gubernatorial veto of start-up funds, New College was not expected to survive as an independent university by many, certainly not by the University of South Florida. The legislature required the College seek independent accreditation, the new Vice President for Finance and Administration started his job with one boss, who was replaced by another within ten days, and the newly-appointed University Boards of Trustees of all eleven SUS institutions met together in Coral Gables to explore their new roles in the absence of the Board of Regents, which had been abolished. From that time forward, the BOT has been stellar in support of New College. President Michalson stated that the College's base budget has increased each year, and that this year the Board of Governors and the legislature have approved 100% of the Legislative Budget Request. New College has gone from having the Governor use his veto pen on our start-up funds to personally penning his congratulations on our enviable record of producing Fulbright Scholars. Last but not least, the College was independently accredited by SACS after a lot of work by many. Looking back at five years of

institutional history, President Michalson said it is very gratifying to see how far New College of Florida has come with the help of its Board of Trustees.

Dr. Michalson noted that USF Sarasota-Manatee is moving soon, packing boxes are in the halls. Interesting discussions about the use of space USF will vacate in the Palmer Buildings are taking place and the portable trailers used by USF on the East Campus will be removed. Signage will change, especially at the Gateway, to reflect that this property is the campus of New College of Florida. The Master Plan process is coming to conclusion, with Moule and Polyzoides, Frank Folsom Smith, Ken Perlowski and others bird-dogging the construction of new tennis and basketball courts near the Pei complex, the construction of four new residence halls west of Dort and Goldstein, and a fifth new dorm south of Sudakoff, to face a new grassy green. Dr. Michalson predicted that it would be a tough year ahead for students with all the construction, and efforts will be made to help them appreciate it as an adventure. While construction fencing will disrupt familiar pathways, it will offer opportunities for creative and artistic displays. The hours of construction and its attendant noise will not necessarily coincide with the hours students themselves tend to be the most noisy, but the end result will be five splendid new residence halls.

President Michalson commended to the Trustees two articles on institutional size and efficacy by the presidents of Earlham College and Agnes Scott College to contribute to the on-going discussion of enrollment growth. He said he had sensed a generally warm reception of the 1,000 to 1,200 enrollment number by most NCF faculty members. Bottlenecks and problem areas exist, of course, in terms of the large numbers of students to be served in the “gateway” academic courses for example, and with the capacity of our physical facilities, particularly the Natural Science laboratories. Generally the faculty thinks that as long as the student/faculty ratio of ten or eleven to one is protected, the close interaction between students and faculty will be preserved. Students seem more wary of growth, since they’ve chosen tiny New College over huge places with 50,000 students like the University of Florida. The most substantive, interesting questions on enrollment growth have come from alums; these will require further thought. In light of this, Dr. Michalson said he wants to broaden the discussion and invite feedback of all kinds long before any enrollment growth proposition comes to the table.

He reported that Dr. Samuel Savin, who will become Provost in July, met Chancellor Rosenberg at the last Council of Academic Vice Presidents meeting in Tallahassee, which coincided with the his own meeting at the Leroy Collins Institute. In June, Dr. Savin will attend an AAC&U “Greater Expectations” workshop on student leadership issues in Utah with a team from New College composed of Trustee Marissa Krumm, Dean of Students Wendy Bashant, Dr. Maribeth Clark, and Julie Morris. Also, a new MGT of America study will be completed soon, comparing NCF with SUS and private sector schools in terms of salary and benefit compensation for faculty. General Counsel Pfeiffer, representing the administration, and David Mullins, representing UFF, have been working with the MGT consultants on the study. Beginning October 1, there will be a legislature-mandated salary increase of three percent for all SUS employees, including faculty. The real issue for the College boils down to: Does this three percent increase need to be supplemented with further equity adjustments for faculty to bring them up to par? Any decision must take into account the results of the MGT study, which is based on hard data. President Michalson also reported that he, Steve Pfeiffer, Jake Hartvigsen, and Jono Miller are involved with community partners in renaming and reinvigorating with the old “University District” area, which extends from USF’s new location to the Ringling School of Art and Design. RSAD’s President Thompson wants to call it the “Renaissance District,” and Trustee Smiley and others want to be sure that no new roundabouts pop up at the intersection of US 41 and University Parkway. Consensus seems a long way off and the discussions continue. Dr. Michalson announced New College will have a new address after July 1, “5800 Bay Shore Road,” and new

phone numbers as well, to be announced. Summer meetings abound. Provost Callahan will attend the COPLAC meetings at Georgia College and State University in Millersville, GA, and he will go to the Florida Association of Colleges and Universities gathering in Tampa, where the FACU presidents will meet with the Chancellor. He indicated that NCF is aggressively building strong relationships with Duke University's Talent Identification Program and June 18th will be the start of a new two-week residential summer program in Marine Biology and Neuroscience, taught by Professor Leo Demski. A week ago, the College hosted 500 high achieving 7th graders and their families from all around the state at a series of four Duke TIP Recognition Ceremonies, one of which included the grandson of the Board Chair. He added that he hoped Duke gets over the bump in the road it has encountered with the lacrosse scandal; he went to college with Duke's president and thinks very highly of him.

Trustee Misemer thanked President Michalson for reminding the BOT how far the College has come in five years. Trustee Dupree, who noted that he was one of the original Trustees, asked if the diversity of staff had increased in the five year period. Dr. Michalson noted that a significant portion of the 2007 Legislative Budget Request of \$1.8 million will support the study of race and culture. This investment is important on the recruitment side, for the College has been wisely advised that it needs to make a better showing in curricular areas to signal that it takes all dimensions of human experience very seriously in order to attract more students and faculty from traditionally underrepresented groups. He is working to bring a diversity consultant, Dr. Patricia Romney, back to the College for a return visit focused on professional and curricular issues. Dr. Michalson has found that the faculty objects to a "Center" structure for the study of race and culture as much as they like the concept of embedding the study of race and culture in the curriculum. Trustee Dupree asked to be kept abreast of progress in these matters.

New College Foundation Report

Trustee Misemer reported that a Task Force appointed by New College Foundation Chairman Raeburn met with groups which they considered to be the principal stakeholders. The Task Force made a recommendation to the New College Foundation Board that it take the necessary steps to become a Direct Support Organization of New College of Florida. Chairman Raeburn received the report from Task Force members Dick Donegan, Jean Martin, Brad Baker, and Ken Misemer about a week ago. Trustee Misemer deferred to Trustee Raeburn on the next step. Trustee Raeburn stated that the Foundation Board will have a special teleconference meeting called in order for them to adopt the recommendation of the Task Force. Trustee Misemer added that no action has been taken as yet. If the Foundation adopts the Task Force recommendation to become a DSO, then it will be up to the New College of Florida Board of Trustees to accept it and make the Foundation a DSO.

Mr. Cranor, President and CEO of the Foundation, noted that subsequent to the submission of the Task Force's report to the Foundation Board, the New College Alumnae/i Association, an organization affiliated with New College Foundation, established a separate task force to investigate the DSO issue and report back to its own board. The NCAA report was e-mailed last night. NCAA is concerned about the ramifications of a DSO designation of the Foundation, and is considering disaffiliating NCAA from the Foundation in the event the Foundation becomes a DSO. Mr. Cranor said he thought this would impede the fundraising capacity of both NCAA and the Foundation. He said that he and President Michalson will confer on Tuesday with the NCAA task force. He mentioned that another aspect of the situation was raised by Mr. Jotham Johnson from Princeton earlier in the week: that of donors requesting the return of their donations when they see a change in the entity they have supported. He feared that donors might see a change in the character of the relationship between the Foundation and the College as a reason to withdraw their support. The NCAA task force is currently researching the legality of a request to return a

donation under these circumstances. The NCAA task force is also considering the status of the other affiliated organizations of New College Foundation. It is obvious that there is no consensus from among the Foundation's affiliated organizations about the recommendation that the Foundation become a DSO.

Audit Committee Report

Trustee Raeburn, Audit Committee Chair, reported by phone that the Audit Committee met prior to the full board meeting at 8:00 A.M. and reviewed the Auditor General's Financial Audit Report for the year ended June 30, 2005. The Committee found the report to be in compliance and presented fairly as stated in the executive summary. The Committee also reviewed the Internal Audit Risk Assessment and Audit Schedule Report proposed for implementation in 2006-08, subject to approval of the BOT, and the New College 2005-06 Statements of Revenues & Expenses as of March 31, 2006, for E&G, Housing, and Construction Project accounts. The only item requiring BOT action is the Internal Audit Risk Assessment and Audit Schedule.

- **BOT Action on 2006-08 Internal Audit Risk Assessment and Audit Schedule**

Vice President for Finance and Administration John Martin explained that every two years the College's internal auditors undertake a review of operations involving internal business processes. The auditors look for any changes made in the way business is conducted, e.g., operations changes, changes in information systems, employee changes, growth changes, new products or activities, etc., to assess exposure of College in various operating areas. Using a complex methodology known only to internal auditors, they make a quantitative analysis of risk exposure to the operations involved in order to help NCF develop an internal audit plan for the next two years to monitor activities. NCF's first risk assessment was conducted by FSU auditors, and now, two years later, CPA Associates has completed a review under contract as NCF's own internal auditor. Their 2006-08 Internal Risk Audit Risk Assessment and Audit Schedule has been prepared as a roadmap for the next two years, and will be reexamined and updated by the Audit Committee again next year. VP Martin stated that it is recommended to the BOT for approval by the Audit Committee with only one change. That change is to shorten the review cycle of the "State & Local Grants" category from two years to 18 months, ensuring closer monitoring. Trustee Raeburn moved to approve the 2006-08 Internal Audit Risk Assessment and Audit Schedule with the review period for State & Local Grants changed from two years to 18 months; the motion was seconded by Trustee Misemer and approved unanimously.

External Affairs Committee Report

External Affairs Committee Chair Smiley reported that the Committee had met at 9:00 A.M. and followed an agenda established by Director of Public Affairs Jake Hartvigsen. Mr. Hartvigsen summarized the meeting, stating that the Committee reviewed the results of the first comprehensive alumnae/i survey, conducted in concert with the New College Foundation and NCAA which will guide the College's communications, particularly the recruiting and marketing efforts coming of his office, outreach by the NCAA with alums, and fundraising efforts by the Foundation and the NCAA. The Committee also reviewed the proposed content of the third edition of *New College Magazine* and considered the success of various outreach efforts in 2005-06. Trustee Hudson, a member of the Committee added that New College will appear in the new edition of *Colleges That Change Lives* by Loren Pope, former education editor of *The New York Times*. He noted that his own preparatory school uses the book extensively with parents, to encourage them to consider a wider range of colleges for their students. Pope's influential book, a very significant publication widely used by many college counselors, will be reissued in the end of July or the first of August. Mr. Hartvigsen noted that New College was already listed on their website. Trustee Smiley concluded by congratulating him on recent local coverage NCF.

Finance and Administration Committee Report

Trustee Presha reported that the Committee met at 9:00 A.M. for an in-depth meeting and echoed the Board Chair's remarks about the very heavy load of staff work carried by the College administration. He asked VP Martin to present the first item recommended for BOT action by the Committee, proposed Regulation 4.08 Setting Tuition and Fees for the 2006-2007 Academic Year.

- **BOT Action on Proposed Regulation 4.08 Setting Tuition and Fees for AY 2006-2007**

VP Martin reminded the BOT that there had been ample opportunity for public comment on this Proposed Regulation at the May 13 BOT meeting which was attended by many students, but none registered any comments on the tuition and fee increases at that time. He attributed this possibly to his own earlier appearance at a Towne Meeting with students, where he explained the rationale for the increases in detail. Additionally, the students are pleased that permit parking fees have been reduced to \$25, and will be forgiven entirely if a student purchases an NCF license tag. The ability to reduce parking fees resulted from the separation of NCF from USF. In other areas of the Regulation, increases are proposed in tuition and fees (3 percent across the board); in Activities and Service fees (5.4 percent); Health Fees (6.1 percent); housing rental rates (for 11 of the 12 accommodation types offered by NCF, an increase of 7 percent; for the Pei Triple accommodations, a 22 percent increase to better reflect the support of the Pei renovation cost and the actual added costs of housing a third student per room); meal plan rates (3.4 percent); conference fees, and disciplinary fines, etc. VP Martin asked if there were any question on the proposed Regulation at this point. Hearing none, Trustee Misemer moved to adopt the Regulation, seconded by Trustee Heiser. General Counsel Steve Pfeiffer asked that the motion include all actions under (1) through (5) in the opening paragraph of the cover sheet follows: the Board needs to adopt the proposed Regulation 4.08 Setting Tuition and Fees for the 2006-2007 Academic Year as an Emergency Regulation, since the Regulation needs to be considered and adopted by the Florida Board of Governors, a process which could conceivably take more than 60 days. NCF needs to be able to act on the Regulation at once to collect tuition and fees immediately. Thus, he stated that the Emergency Regulation is to be effective immediately and with the following two revisions under heading IV, specifically to:

- revise sub-paragraph (3)(a) to state rather than an additional \$170.22 per credit hour charge will be made for students enrolled in the same college-credit course more than twice, the charge should be \$161.70 per credit hour
- revise the Spring Term off-campus meal plan set out in Paragraph 6 to indicate a charge of \$181.82, rather than \$181.40. This also necessitates revising the total off-campus meal plan rate from \$363.21 to \$363.64;

and to adopt the proposed Regulation 4.08 as revised as a regular regulation to be effective upon approval by the Florida Board of Governors and to submit proposed Regulation 4.08 to the Florida Board of Governors for approval. Trustee Misemer amended his motion to include the points made by Mr. Pfeiffer and it was seconded by Trustee Heiser. Chairman Johnson received no public comment in response to his call for same. The motion carried unanimously.

- **BOT Action on Proposed 6.01, Revising Parking and Driving Regulation**

VP Martin explained that this Proposed Regulation will make New College responsible for its own parking rules and regulations, as outlined in the attachment, as of July 1, 2006, when USF will no longer have responsibility or authority to regulate driving and parking on the New College campus. Proposed Regulation 6.01 will not change existing policies relating to driving and parking on the New College campus. The Proposed Regulation recognizes that New College now has sole responsibility and authority to regulate driving and parking on campus, and to enforce

regulations related to same. Mr. Martin reported that some minor comments were received during the public hearing period and they have been incorporated in the Regulation. Trustee Misemer moved that Proposed Regulation 6.01 be revised to reflect New College's sole responsibility and authority in terminology relating to parking as set forth under Heading II and that the Board adopt Proposed Regulation 6.01 as revised; the motion was seconded by Trustee Dupree. Chair of the Division of Natural Sciences and Professor of Biology Sandra Gilchrist offered the following public input. She stated that she feared VP Martin did not receive much comment from the campus because the Proposed Regulation was published on May 10, with closing comments due May 24. This period was a very hectic one for NCF faculty members to focus on anything besides classes ending May 12, preparing for baccalaureate exams and writing final student evaluations – their attention was focused almost 100% on students. Dr. Gilchrist herself was unaware of the Proposed Parking Regulation being published for comment during this period and she learned that the NCF UFF officers also were unaware of it. She thanked the BOT for accepting her input today. Dr. Gilchrist's main concern is that USF Sarasota/Manatee will continue to use the library and other facilities, contributing to heavy congestion in the "library core" area, without making any financial contribution. Her understanding from VP Martin is that a reciprocal agreement will allow USF vehicles to park free of charge on the NCF campus. In the "library core" area, Dr. Gilchrist anticipates that there will be intense pressure on parking once construction starts on the new academic and administrative building. Eventually new construction will take the parking lot north of the library off-line. In addition, New College faculty members are being moved from Viking to the Palmer buildings, bringing more cars to the core area. Dr. Gilchrist foresees a fearful increase in the number of cars in the "library core" area, adjacent to the Heiser Complex. Presently there are no separate, designated parking spaces for faculty or staff. Many cars are being concentrated in the "library core" area. She said people may not be aware that some faculty and staff members now are afraid to go out to lunch for fear of losing their parking spaces. She reported conducting a survey of parking in the "library core" area, collecting data on parking tags and license plates on parked vehicles. Her survey indicated that in the morning, some NC students drive over from the residence halls and park. By noon, the increase in vehicles parked shifts to those driven by USF students and faculty. By 3:30 P.M., the parking lots outside Heiser are overwhelmingly filled with USF vehicles. Dr. Gilchrist reported extensive correspondence with VP Martin and Provost Callahan on the issue of providing some parking relief for NC faculty and staff. She understood that USF did not want to consider reserved parking for staff and faculty. Now that USF S-M is leaving, she fails to understand why NCF cannot take action to reserve parking. She indicated that the Proposed Regulation makes no reference to any reciprocal agreement and she is very unhappy with the fact that USF is making no contribution to parking or parking services. In addition, Dr. Gilchrist reported some minor issues with the addresses listed in the Proposed Regulation and the loading and unloading zones specified to permit 30 minute parking. She pointed out that the signs now on campus in such zones specify that only 15 minute parking is permitted. An additional issue concerns a need to prevent long-term storage of stationary vehicles in campus parking lots. Dr. Gilchrist pointed out that there has been one vehicle parked in the same space in the Heiser lot for three years, remaining there through hurricanes and the restriping of the parking lot. The length of time a car can remain stationary in a college parking lot, taking up a valuable space, should be limited. Dr. Gilchrist offered to make her e-mails and maps documenting all of these issues available to the Trustees or anyone else.

VP Martin commented on her remarks. He stated that the Proposed Regulation had been duly noticed. The Board is being asked to adopt essentially the same rules and regulations that NCF has had in place for several years. Faculty, staff, and students receive a copy of them every year when they register their vehicles. The only items that have been removed from the Proposed Regulation is the "presence" of USF. He noted that parking in the "library core" area should not

be a problem, since any new construction would not begin for at least a year or longer. About forty USF people are moving out of Palmer C and the second floor of Palmer D and five NCF people are moving to this area from Viking, making a significant net decrease in people. Dean of the Library Pelland has said in Administrative Council meetings that that use of the library by USF people is not significant, and certainly not during daytime hours. USF faculty and students tend to use the library before or after class, or not at all. Mr. Martin is of the opinion that Dr. Gilchrist's concerns will be ameliorated by the relocation of USF and there will be a decrease in the number of USF people coming to the campus. He is willing to look at the situation again after a one-year trial period. Dr. Gilchrist stated that Dean Pelland has said if the library classrooms are used by USF, there will be more students coming to park at the library. At all but one of the SUS institutions, faculty and staff have their own designated parking areas. Trustee Presha asked if the parking issue would be revisited. VP Martin affirmed again that it would be reviewed after one year. Trustee Misemer wondered if USF users still have to be registered with USF and will be paying a higher parking fee than either NCF faculty or staff. Mr. Martin affirmed this was correct. Chairman Johnson termed parking a growth issue, one which would not be resolved in a day or even a year. Trustee Misemer moved to revise Proposed Regulation 6.01 as set forth under Heading II and adopt the Proposed Regulation as revised; his motion was seconded by Trustee Dupree with the caveat that the Vice President for Finance and Administration will continue to monitor the situation, and the motion carried unanimously.

- **BOT Action on 2006-07 Operating Budget**

VP Martin explained that each year NCF must provide documentation to the Florida Board of Governors and Board of Education on or before June 30, confirming that a coming fiscal year's operating budget has been approved by the College's BOT. With such confirmation, the State's Chief Financial Officer can make cash available for operations effective July 1. Traditionally Mr. Martin said the Board is asked to approve a more detailed version of the Operating Budget later in the year, but the Preliminary Operating Budget gets the College year started. He noted that the Educational and General category of the 2006-07 budget, which includes tuition and fees among other items, was \$3 million higher than last year, with \$1.8 million designated for academic and administrative infrastructure by the legislature. Increases were also recorded in the Capital Budget which was fully funded at \$6.7 million, utilities at \$3.9 million, land acquisition at \$1.4 million, and planning funding for a new academic/administrative facility at \$700,000, plus another \$700,000 to remodel Parkview House and the West Side Student Center. An additional \$1.1 million was transferred to NCF by USF S-M due to their relocation. New College will now receive a full 100 percent of the Plant Operation and Maintenance funding for the campus, not 50 percent. VP Martin asked the Trustees to approve the College's 2006-07 Preliminary Operating and Capital Budgets and authorize the President to make necessary adjustments to this budget during the operating year. Trustee Heiser so moved, seconded by Trustee Dupree, and the motion was unanimously approved.

- **BOT Action on Capital Improvement Plan 2007-2012**

VP Martin presented the Capital Improvement Plan (CIP), the rolling five-year planning document that is updated annually for BOT approval. During the recently completed 2006 legislative session, the College received full funding for all four of its FY 06-07 capital priorities established by the BOT in August and September 2005 (as specified above). This year's Capital Improvement Plan submittal for FY 2007-2012 reflects current campus needs, as known at the time of submission, and includes the recommendations of the Educational Plant Survey Team as of December 2005. In the first year of the CIP, the highest priority request is \$3.1 million for deferred maintenance, utilities, infrastructure support, parking/roadways, ADA, fire code corrections, and general repair/maintenance. The second priority is \$9.6 million to construct a facility dedicated to classroom, faculty offices, and administrative support spaces. Since planning

money was authorized for this facility in 2006 legislative session, it is reasonable to predict that construction funds will be forthcoming in 2007, with a third year of funding to follow in 2008 for furnishings at \$847,000. Trustee Mason moved to adopt the Capital Improvement Plan for 2007-2012 as presented, seconded by Trustee Smiley and the motion was approved unanimously.

- **BOT Action on Legislative Budget Request 2007-2008**

VP Martin introduced the this year's Legislative Budget Request (LBR) by recalling that last year the consulting firm MGT of America reported that New College of Florida was significantly underfunded in both academic and administrative areas for an institution its size, after considerable investigation and comparison with both public sister and private peer institutions. The Florida Board of Governors was sufficiently convinced of the validity of the MGT findings that they not only fully endorsed the 2006-2007 LBR for \$1.8, but instructed New College to submit a \$1.8 million LBR for the next two years in order to rectify the underfunding in identified campus initiatives, such as academic planning and infrastructure support, the study of race and culture, and library and information literacy enhancements, as well as administrative and students services support, and plant operations and maintenance. The basic understanding is that all SUS university cost-to-continue items will be addressed as part of the overall Board of Governors/State Board of Education budget request. In addition, the BOG's budget instructions this year contained a new item which allows universities to apply new funds equal to an additional 8 percent of their total Education and General budget. For NCF, this translates to an additional \$1.3 request. The priorities NCF has specified for this request are enhancements for the Pritzker Marine Sciences Center at \$472,000 and the Institute for Progressive Land Use at \$840,000. The total Legislative Budget Request for 2007-08 is thus \$1,312,000 plus \$1.8 million or \$3,112,000, the largest budget request ever. Trustee Mason moved to approve the NCF Legislative Budget Request for 2007-2008, seconded by Trustee Presha. With respect to the Institute for Progressive Land Use, Chairman Johnson indicated that Sarasota County already has committed five acres and \$2 million toward it. The University of Florida is also including funding for the Institute in its budget request. Plans for the Institute are still evolving, but if either request is not funded, any funds at hand will be used in a slightly different way. President Michalson added that the budget request item for the Institute had been crafted in collaboration with the University of Florida, but if the Institute is not funded, New College may be able to sustain a smaller version of the venture in partnership with Sarasota County. The Legislative Budget Request for 2007-2008 was adopted as presented by a unanimous vote.

- **BOT Action on President's Recommendation for Tenure For Dr. Samuel Savin**

President Michalson declared that it was fully appropriate that he present the recommendation of the New College Faculty and Provost that Provost-designate Samuel M. Savin be appointed with continuous tenure in the New College Division of Natural Sciences. Since he is the leader of the faculty, it is fitting that he be a member of the faculty. To quote George Tenet, it is a "slam dunk" – Dr. Savin's credentials are truly outstanding. Dr. Michalson thanked Chair of the Division of Natural Sciences, Dr. Sandra Gilchrist, for shepherding his candidacy through the process at the Divisional level, before going on to the PAC, Provost's and President's Office. Against the background of his distinguished career at Case Western Reserve University as a dedicated teacher, uncommonly productive scholar, and successful Dean, Professor Savin has clearly satisfied the College's tenure requirements. Dr. Michalson gave his full and enthusiastic endorsement to the recommendation of Dr. Savin for tenure. Trustee Hudson moved to approve the President's recommendation that tenure be granted to Dr. Samuel M. Savin, incoming Provost and Vice President for Academic Affairs and Professor of Natural Sciences; the motion was seconded by Trustee Misemer and approved unanimously. Chairman Johnson added that the incoming Provost has already generously hosted an event with NCF alumnae/i in Cleveland.

Update on Campus Master Plan Progress

Mr. Jono Miller, Chairman of the Campus Master Plan Steering Committee, began his update by stating that the College was fortunate to engage the services of perhaps the best master planning firm in the country, Moule and Polyzoïdes, and of course its local partner, The Folsom Group. He started from the same point that master planner Stephanos Polyzoïdes did, wanting the New College community to rethink or see with new eyes how the campus was configured. He suggested that a great deal of open space is contained within the campus and that we have an opportunity to do new things, to create order, and with it, a sense of place and orientation. Mr. Polyzoïdes identified areas as different transects or zones. He divided the campus into a hurricane/high velocity zone, including the historic bayfront and the areas along the bay, an open space zone on the West campus, the Bay Shore Road and US 41 zone, the East campus zone and Caples campus zone.

His major idea or principle was to “finish” an area, by creating a sense of place there, before moving on to another area or building elsewhere. Because the planning and construction of five new residence halls is underway, Mr. Polyzoïdes logically focused first on the East campus. Four of the five new residence halls (V, W, X and Y dorms) are grouped together south of Hamilton Center and west of Dort and Goldstein. They will replace the existing tennis courts and basketball court, which will be rebuilt to the east of Physical Plant. The fifth new hall, Z dorm, will be located south of Sudakoff and stand a little higher than other buildings, nestled into the berm. A grassy square will replace the roadway in front of Hamilton Center. Mr. Polyzoïdes anticipated the acquisition of the Car Museum property, and the eventual construction there of a public event facility, such as a gymnasium or a large new conference center, to be more visible and accessible than Sudakoff. He recommended that the USF modular buildings on General Spaatz eventually be replaced by structures, perhaps faculty housing. He envisioned a new “signature” academic/administrative facility built north of the library as a mirror image, clustering and “massing” the center of campus along Bay Shore Road, creating a visible presence from US 41. The new academic quadrangle would have a tower by the Gateway Arch, perhaps a campanile with wind bells to evoke the Four Winds, as someone whimsically suggested. Mr. Polyzoïdes saw the Circus Hall of Fame property on the west side of Bay Shore Road as a mixed use sort of public-private retail partnership, with housing, bookstores, cafes, dry cleaners, etc. folded together to serve students and the Uplands community and perhaps generating income as well as providing services for both.

The Polyzoïdes team anticipated a logical completion of different sections of the master plan, so that, as Mr. Miller put it, if the “music” stops at any time, a workable campus will still be in place. Mr. Polyzoïdes offered strategies for moving in different directions, with the understanding that only some of those options would be adopted as occasions arose. He did not imagine that all the buildings he suggested would be built. The principles which the campus master planners embraced are:

Support the emotional, spiritual, and physical well-being of the campus community.

Increase interaction between faculty and students.

Design small scale facilities for a small college.

Increase walkability and decrease parking.

Increase the diversity of the landscape.

Comprehensively manage campus resources – historic, natural, and built.

Develop buildings and landscape for environmental performance and efficiency.

Mix housing and recreational uses.

Encourage regular communication with neighbors.

Minimize long term maintenance requirements.

Establish an implementation protocol for the plan.

Dr. Rick Coe, Chair of the Division of Social Sciences commented that the location of the new academic building is of great interest to the Social Science faculty. He asked why faculty offices need to be moved to a location so close to the noise and traffic of US 41. Trustee Mason asked Mr. Miller how the planners envisioned access to the West campus from US 41. Mr. Miller responded that the General Spaatz/College Drive intersection with US 41 would be the point of access, and that the College Drive “loop” would be completed to have a second point of egress and access to Bay Shore Road at some point.

Other Business

Trustee Mason expressed his concern about students having information about Presidents Washington and Lincoln, not necessarily celebrating their birthdays, but having an opportunity to focus on their contributions to our country. President Michalson responded that due to a legal requirement, the College has offered an educational program on the Constitution. He thought NCF could do the same with Washington and Lincoln, inviting a biographer or commentator to take part. This would address Trustee Mason’s concerns. Trustee Smiley suggested it could be part of the New College Foundation’s Hot Topics series.

Trustee Raeburn asked if the letter from the Governor to President Michalson was sent to all Trustees. Chairman Johnson responded that it was a generic letter to all SUS Presidents about compliance issues which were vetoed. He reassured her that NCF was not a target. President Michalson added that it was even harder for people in-state to figure out what is going on. He said he forward the letter from the Governor congratulating NCF on its Fulbright record to the Trustees.

Vice Chair Presha noted that in connection with the relationship between the College and the Foundation, he wants to challenge the stakeholders to focus on “INTENT TO IMPROVE EDUCATION” for New College students. If they come to the table focused only on the INTENT to take the best care of students possible, rather than on the structure of the organization that that will do so, the structure will fall into place.

Since there was no further business, the meeting was adjourned at 11:55 A.M.

Respectfully submitted,

Suzanne L. Janney
Assistant Secretary