

New College of Florida Board of Trustees
Approved Minutes
Meeting of February 3, 2007

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

Call to Order

Chairman Johnson called the 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 January 25, 2007.

Approval of Minutes

Chairman Johnson asked for approval of the Minutes of the BOT meeting of November 4, 2006. Trustee Hudson so moved, seconded by Trustee Dupree, and the Minutes were approved unanimously.

Chairman's Report

Chairman Johnson recognized Mr. Wm. James Harman for his eleven years of dedicated service as Executive Vice President of the New College Foundation, Inc and presented him with a plaque. Trustee Heiser, who as President of New College Foundation had hired Mr. Harman, added personal testimony to the occasion. Mr. Harman stated he was fortunate to have worked with such good people at such an excellent institution over the last decade.

Chairman Johnson welcomed to the Board the newest Trustee, Anthony Circharo, Co-President of the New College Student Alliance (NCSA). Trustee Circharo introduced his Co-President, Isaac Duerr, and the members of his cabinet: Carly Grimm, Executive Vice President; Melissa Jacobowitz, Vice President for Academic Affairs; Kerem Ozkan, Vice President for Student Affairs; David Banks, Vice President for Public Affairs; Alex English, Foundation and Alumni Representative; and Boelang Moleah, Archivist. Chairman Johnson also welcomed Bill Rosenberg, President of the New College Alumnae/i Association.

President's Report

President Michalson added his welcome to Trustee Circharo and his NCSA cabinet, remarking that they keep the College going. While the BOT meets five times per year, a lot goes on between meetings. He alluded to a Progress Report provided to Trustees on New Campus Housing and the Hamilton Center Project. Provost Savin is working closely with the faculty's Educational Policy Committee (EPC) on an Academic Master Plan as a companion piece to the Campus Master Plan which the Board approved in November. The goal is to develop a curriculum for the 21st century while remaining true to the liberal arts and sciences. Eight faculty searches are underway. Four are for new positions: two in Chinese Language and Literature, one in Developmental Economics, and one in Cultural Anthropology, with an African focus. Two will replace retiring faculty, Eugene Lewis in Political Science and John Moore in Classics; and two will replace younger faculty who have been recruited by other institutions: Ben Lee, in Literature, who left for the U. of Tennessee, and Malkiat Johal, Physical Chemistry, who decamped to Pomona College. Dr. Michalson pointed out that three candidates are interviewed on campus for each of these positions, and the workload connected with the searches becomes a heavy burden for a small school. He announced that agreement had been reached with the United Faculty of Florida on contract revisions and that the BOT would act on this later. The administration's team, headed by General Counsel Pfeiffer, aimed to have the salary for entry-level faculty above \$50,000 and reached agreement on the entry amount of \$51,500. The MGT study suggests that while this compares well with our COPLAC peer institutions and catches us up somewhat with our SUS sisters, NCF has a long way to go in matching the entry-level salaries of private institutions. President Michalson reported that he has held productive and collegial meetings with Dr. Arthur Guilford, Interim CEO of USF S/M, who has been at USF-Tampa for 30 years and serves as

Associate Dean of Arts and Sciences. Since two top candidates withdrew from the search for a permanent CEO at USF S/M, Dr. Guilford may become a more permanent replacement. President Michalson mentioned that the BOG met in January in Boca Raton. Trustee Hudson represented New College at a pre-meeting to receive the Pappas Report, which was charged with exploring how Florida's system of higher education could absorb the rising tide of undergraduates. In fairly stinging terms, the report described the system as under-funded and over-politicized, as the eleven institutions pursue their aspirations with local legislators, placing too much interest in high-prestige graduate programs, and not attending to undergraduates. New College was mentioned kindly as having the right primary focus on undergraduates. One of the Pappas consultants after the meeting noted that in doing so, New College manages to attract world-class faculty, just as Amherst and Williams do. As far as the legislative budget request, NCF is in the same position it was last year, with its request carrying BOG approval, but not a listing in the Governor's budget. Dr. Michalson advised the Trustees that NCF is up for reaffirmation of accreditation in 2009, five years after initial accreditation as a "new" institution was granted. Since the last BOT meeting, he attended two SACS meetings and learned that new requirements call for institutions to prepare a Quality Enhancement Plan (QEP), defining a particular area for enhancement in order to impact student learning with measurable outcomes. SACS encourages colleges to select mission-consistent areas for enhancement and to use the process for institutional advantage, since the QEP carries budget implications and must be funded and implemented. Our SACS review team will be on campus October 7-9, 2008, after the QEP has been completed. NCF's SACS Compliance Certification document is due for submission earlier, on March 15, 2008. Other notable events: the College recently hosted a LeRoy Collins Institute meeting, and seven out of ten Fulbright applicants this year were recommended for grants: three to Germany; two to South Korea; and one each to Peru and Thailand. Final selection will be announced later in the spring. He commended the students, the faculty, and the campus Fulbright team for this outstanding success: Dr. Glenn Cuomo, Fulbright Program Advisor; Suzanne Janney, longtime Fulbright counselor; and Jeanne Ware, Director of Research Programs and Grants. Dr. Michalson concluded by announcing that the first of an annual President's Day lecture will be presented on Monday, February 12th celebrating the birthdays of both Washington and Lincoln and exploring the meaning of citizenship; the inaugural speaker will be Peter R. Henriques, Emeritus Professor of History from George Mason U. and a noted expert on the first president.

Legislative Update

Mr. Hugh MacMillan reported that his fellow lobbyist in Tallahassee, Ms. Pat O'Connell, had been at New College earlier in the week. He elaborated on Dr. Michalson's comments regarding the unsolicited praise New College is getting for its undergraduate focus in light of the Pappas Report and relayed that the comments about the "shining example of quality undergraduate education provided by such institutions as Amherst, Williams, and New College of Florida" were fortuitously reported in the Palm Beach Post during the BOG meetings at Florida Atlantic in Boca Raton. Mr. MacMillan made the point that Governor Crist has effected a radical change in political climate: a new openness in deliberations pervades the capital. Throughout the special legislative session on insurance, everyone had a fair chance to contribute. Although it was a tough subject and a tough session, at the end there were only two or three negative votes on the outcome. He added that recent actions have made it clear that this governor does not see the need to control appointments to the BOG or to exercise central control. In this regard, he mentioned that Trustee Hudson recently pointed out to the Chancellor that the state constitution spells out the relationships between the colleges and universities and the BOG. Mr. MacMillan said he and Ms. O'Connell have their jobs cut out for them, assuring that the NCF legislative budget request has the governor's support. The Pappas Report, with its emphasis on undergraduate education, should help set the stage for garnering positive support.

Trustee Hudson followed up to clarify his remark to the Chancellor by providing the context: in a previous proposal from the BOG, it was suggested that the BOG be involved in the selection and approval of university presidents, as was the former Board of Regents. He reminded the group, which included the Chancellor, that the constitutional amendment creating the BOG spells out the chain of command: university presidents are appointed by the university boards of trustees (five of whom are appointed by the BOG), and if the BOG has a problem with a university president, the BOG should hold the BOT responsible. University presidents do not report to two boards. UBOTs have the power to appoint and

conversely the power to remove; the state constitution provides a chain of command and it is not the same as in the days of the centralized Board of Regents.

New College Foundation Report

Mr. John Cranor reported that the Foundation's Board met yesterday and engaged in an internal session of "Building Better Boards," an initiative sponsored by the Gulf Coast Community Foundation of Venice. Consultant Nancy Shoemaker guided them through the process, as she had at the last two Board meetings. The Foundation is focusing on fundraising as its primary activity. Mr. Cranor reported that the current fundraising activities as follows. The Foundation is seeking \$500,000 to enable the College to complete purchase of the Car Museum property at \$4.1 million. Private funds are also being sought to pay for the renovations to Pei and Hamilton Center, which will not be covered by the bond which is financing five new dormitories. Two new dorms have been named in honor of the recent generous Pritzker and Searing gifts, leaving three dorms available for naming opportunities, as well as Pei and portions of Ham. He said he hoped that funds for Pei and Ham Center would be forthcoming before the end of the fiscal year, so that contracts and construction can continue without interruption. The \$500,000 Selby Foundation grant for the International Studies and Diplomacy building is expected to be matched by a private gift of equal amount within 30-60 days, and together these will generate a 100 per cent match of state funds from the Courtelis Fund. Mr. Cranor stated that with state funding in hand for the new classroom/office facility, having funds for a second new building like International Studies would make the Campus Master Plan's concept of creating a real sense of place a reality. He added that fundraising for the Peggy Bates Endowed Chair, honoring longtime Professor Emerita of Political Science, is going forward in conjunction with the new International Studies building. The NC Alumnae/i Association has a keen interest in the naming opportunity offered by the pavers in Palm Court. Bricks worth a total of \$250,000 will be sold to alums who wish to have their names or statements there. The percentage of alumni giving is now at 21.5 percent this year; last year it was at 19 percent at this time. The target is 35 percent, just two points below Harvard.

Academic Affairs Committee Report

Trustee Misemer reported that the Committee met at 9:00 A.M. that morning and discussed reaffirmation and the academic master plan. He asked Provost Savin to summarize the meeting. Dr. Savin noted that President Michalson had covered reaffirmation earlier, and emphasized that NCF must have its overall strategic plan tied to its budget and planning process. Basic good practice, sound financial planning, and SACS all require such integration. When completed, the Academic Master Plan will parallel the physical Campus Master Plan approved by the BOT at its last meeting. The Education Policy Committee (EPC) began the process Academic Master Planning in the fall, asking faculty what they want NCF to be like in several years and starting a review of the Founding Principles. They also asked what first year students should be expected to accomplish or experience, and the same for graduates. Once these questions are answered, curricular goals will be set and a sound curricular and organizational structure will emerge. The EPC met informally with faculty and student groups and is now using a more formal and focused process to define the goals within a reasonable length of time. Dr. Savin said that the Academic Affairs Committee recommended that a charge from the BOT to engage in the process of Academic Master Planning would help the process along, as would engaging a consultant to assist. Trustee Misemer offered the charge as a motion, which was seconded by Trustee Heiser. Trustee Raeburn asked about the timeframe for completion of the plan and Dr. Savin said it should be completed by December 31, 2007. Trustee Mason asked if a plan were in place now, and Dr. Savin answered that only pieces of it were in place. Trustee Circharo asked if students would be involved in the plan and the Provost responded absolutely, remarking on the tremendous student participation in the campus master planning. Trustee Misemer amended his motion to add to the charge from the BOT to the Academic Affairs Committee to formulate an Academic Master Plan by December 31, 2007 and to report on it at the BOT meeting in February 2008. Trustee Heiser acknowledged his approval and the motion was approved unanimously.

Finance and Administration Committee Report

Trustee Presha stated that the Committee met at 9:00 A.M. and considered three items which were recommended for full Board approval and will come up later in the meeting. Vice President Martin was asked to comment on the budget and financial state of the College. He noted that a Statement of Revenues and Expenditures for the 2nd Quarter of FY 2006-07 had been distributed to the BOT, along with a report on the Status of Construction Projects. Mr. Martin reported the College is on budget and predicting a small

surplus in the E&G, auxiliary and housing budgets. Land Acquisition monies, once appropriated, remain on the books indefinitely, though reports must be made periodically. Capital construction revenue must be encumbered within 31 months or an extension requested; under the supervision of Facilities Planning Director Ken Perlowski, this process is under control. Mr. Martin added that the Governor's recommendations on the budget were released yesterday; his recommendations on the budget did not include the three items in the New College request which had been endorsed by the BOG. Mr. Martin concluded by stating that the College now looks to Hugh and Pat, the Trustees, and friends of College to let the legislature know how important funding our budget request is to NCF's future.

BOT Approval of Academic Calendar for AY 2007-2008

Provost Savin asked the BOT to approve the NCF Academic Calendar for 2007-2008 in order to comply with Rule 6A-10.019 which requires each UBOT to adopt an annual calendar prior to the beginning of the fiscal year. The calendar is required to be consistent with common entry periods (the first three weekdays after August 22, and the first three weekdays after January 4) unless an exception is granted. Following BOT action on the calendar, NCF will seek annual exemption from the Chancellor's Office to approve NCF's 4-1-4 calendar, which begins the spring semester in February to accommodate the January Independent Study Period. Dr. Savin highlighted several minor but significant changes in the new calendar which will improve the orientation and start-of-classes schedule, as well as allow additional days for advising and evaluation at spring semester's end, with a week designated for baccalaureate exams during which classes will not meet. Trustee Misemer moved to approve the AY 2007-2008 calendar, seconded by Trustee Presha, and the calendar was approved unanimously.

BOT Approval of Educational Plant Survey for Period Ending June 30, 2008

Vice President Martin explained that this survey should have been done four years ago in 2003 but at that time all the physical assets of the campus were assigned to the USF inventory. By June 2006, details of ownership of the land and the buildings had been worked out with USF. By the end of 2007 NCF will have another Educational Plant Survey ready. The Survey is designed to inform and guide five-year physical development and institutional planning via calculations of space in terms of enrollment projections, number of faculty and staff, curriculum, size, and even library space. Current space formulae never anticipated institutions as unique as NCF in terms of size and curriculum. Now that the Pappas Report has put new emphasis on the increasing undergraduate population, the BOG will look at revising elements of the space formula to take present day factors into account and New College has been invited to be part of this process. VP Martin added that by approving this Education Plant Survey and the Recommendations, the New College capital renovation and improvement plans will be expedited. Chairman Johnson moved to adopt the Educational Plant Survey for the Five Year Period Ending June 30, 2008 as presented and direct College staff to submit the Survey and Recommendations to the FBOG; the motion was seconded by Trustee Misemer, and approved unanimously.

BOT Adoption of a Resolution Establishing a Debt Management Policy

Vice President Martin asked the Board to approve the proposed Resolution adopting the BOG Debt Management Guidelines as the NCF Debt Management Policy. In lieu of each BOT developing their own policy, the BOG recommended that UBOTs approve a resolution adopting the BOG Debt Management Guidelines as their official policy. All of the universities and Board Chairs were involved in the development of the BOG policy; Chairman Johnson has had discussion of this issue at BOG meetings. Trustee Raeburn moved to adopt a Resolution thus establishing a debt management as stated; it was seconded by Trustee Presha and adopted unanimously.

BOT Adoption of Regulations Replacing former Rules and Policies of New College relating to the Board of Trustees, Executive Affairs, Administrative Affairs and Student Affairs

General Counsel Pfeiffer asked the Trustees for a motion to approve this set of technical regulations; they have been publically advertised on the NCF website for the requisite period in accordance with the BOG's regulation development process and have elicited no comments or responses. Mr. Pfeiffer explained that he would have two more set of rules to bring before the Board at the next meeting (Admissions and Financial Aid, and Human Resources) before the process of codifying the existing rules is complete. After the codification is complete, more substantive work on the rule and policies can begin. Trustee Mason moved to adopt the Regulation Replacing former Rules and Policies of New College relating to the Board of

Trustees, Executive Affairs, Administrative Affairs and Student Affairs; it was seconded by Trustee Dupree and adopted unanimously.

BOT Ratification of 2007 Revisions to the Collective Bargaining Agreement between New College of Florida and the United Faculty of Florida for 2006-2007

General Counsel Steve Pfeiffer thanked the negotiating teams on both sides of the table for their diligent efforts in concluding the collective bargaining. The NCF administration team led by Mr. Pfeiffer included Assistant Provost Julie Morris, and Human Resources Director Mark Levenson. The UFF team, led by Professor Aron Edidin, included Associate Professor David Rohrbacher, Associate Professor David Mullins, Dr. Anne Fisher, and the president of the NCF UFF, Associate Professor Sarah Hernandez. Vice President Martin congratulated Mr. Pfeiffer on one of the most provocative pay enhancements ever negotiated within the SUS. Mr. Pfeiffer noted that it was only a first step, but an important one, in NCF's equity salary enhancement plan, which includes: base entry salary; salary enhancement, moving toward equalizing salaries among disciplines and higher salaries for those in the lower ranks. No one received less than 5 percent salary enhancement. Although there was one negative vote against the Revisions to the Collective Bargaining Agreement, it was ratified by the NCF UFF. Trustee Raeburn made a motion to ratify the 2007 Revision to the Collective Bargaining Agreement between New College of Florida and the United Faculty of Florida for 2006-2007; Trustee Misemer seconded the motion, provided the spelling of "Ratification" is corrected on the title page of the document. Opening discussion, Trustee Hudson asked about the MGT recommendation that the administration bring NCF faculty salaries up to the 75 percentile of SUS salary levels. He wondered if there were actions the Trustees as a Board could take to help achieve this goal. President Michalson responded that NCF cannot lock itself into specific target goals ahead of time because of all the moving parts to the salary issue. The universities are fortunate that this year again their employees are eligible for a 2.75 percent infusion of state-administered funds to be added to base salaries. If our legislative budget request is approved, we will have funds to cover more items and the flexibility to address salary issues for faculty and staff and to provide other enhancements. Dr. Michalson noted that legislators want to hear from BOT members, and the BOT should mobilize its horsepower in Tallahassee. Trustee Hudson said he could go anytime. He thought initially that paying salaries up to the 75 percentile of SUS salaries would put us at the top of the pay scale, then realized that NCF is not competing with the SUS, but with private peer institutions that can pay much more for the same faculty. Dr. Michalson said he has had mixed reactions to the MGT report data. Back in 1992, he noticed how much lower New College faculty were paid in comparison to USF's graduate program faculty. He learned that this was due to the fact that there is more funding available for graduate and upper level programs, a serious issue which has continued to impact us. Given the distinctiveness of the New College mission and the new focus on delivering quality undergraduate education within the system, Dr. Michalson stated that it warrants pushing ahead. Trustee Hudson commented that he thought the daycare provision in the contract Revisions were good and he is supportive, but cautioned that such programs raise many liability issues and the current initiative is too small to generate a profit. Dr. Michalson said he appreciated Trustee Hudson's support of the effort to improve family life as well as his concern with liability. Mr. Pfeiffer noted that Professor Edidin, who has led the NCF-UFF team since its beginnings, has announced that he is leaving the team next year. His great contributions to the negotiating team will be missed. The Board's vote on the motion to ratify the 2007 Revisions to the Collective Bargaining Agreement between New College of Florida and the United Faculty of Florida for 2006-2007 was unanimous in favor of ratification (with a correction of the spelling of "Ratification" on the title page).

Approval of President's Recommendations for Tenure

Chairman Johnson stated that the four tenure candidates had been approved by votes in their Divisions and subsequently approved by the Provost, who presented the BOT with the President's recommendations for tenure. Provost Savin stated that the occasion was one on which to recognize the achievements of the faculty members and to commit New College to being the academic home to these professors for the next 20-30 years.

Assistant Professor of Biology Amy Clore, the first candidate considered, was attending a conference and could not be present. Trustee Raeburn moved that Dr. Clore be granted tenure, seconded by Trustee Misemer, and the motion was approved unanimously.

Assistant Professor of Philosophy April Flakne was the second candidate considered. Trustee Presha moved that Dr. Flakne be granted tenure, seconded by Trustee Misemer, and the motion was approved unanimously.

Assistant Professor of Spanish Language and Literature Sonia Labrador-Rodriguez was the third candidate considered. Trustee Presha moved that Dr. Labrador-Rodriguez be granted tenure, seconded by Trustee Misemer, and the motion was approved unanimously.

Assistant Professor of British and American Literature Nova Myhill was the fourth candidate considered. Trustee Raeburn moved that Dr. Myhill be granted tenure, seconded by Trustee Dupree, and the motion was approved unanimously.

Since there was no further business, the meeting was adjourned at 11:35 A.M.

Respectfully submitted,

Suzanne L. Janney
Assistant Secretary