STATE OF THE COLLEGE REPORT  
Donal O’Shea, President  
September 8, 2018

The past year has been an extraordinary one for New College of Florida. In July 2017 we received more than $10 million from the state legislature, $7.6 million of which was recurring. We were the only SUS institution to be spared the Governor’s veto on any project. This past July we received an additional $4.2 million in recurring funds. Most of the recurring funding is supporting our growth plan, which presents transformational opportunities for the college. We are investing in three areas.

- **Academic Excellence**

To strengthen the breadth and depth of our academic program, we successfully hired 15 new faculty members in five focus areas: Natural and Artificial Intelligence, STEM, Sustainability, Global/International Issues, and the Arts. The new hires in STEM and globalization fields will increase our degree production in programs of strategic emphasis and meet increasing demands from students and local employers. The hires in arts and the humanities speak to our unique mission and fit perfectly within our region, as the arts contribute more than $340 million each year in direct economic activity to Sarasota and Manatee counties.

To enhance faculty effectiveness, we have developed a new faculty mentoring program and have increased our investment in faculty development programming. Through a focus on evidence-based pedagogy, effective assessment of student learning, and quantitative reasoning across the curriculum, we are ensuring all New College students graduate with skills employers demand.

To attract and retain a diverse pool of high-ability Florida students who will thrive at New College, we have made significant investments in Enrollment Management. The hiring of bilingual and transfer student recruiters, along with a new online advertising campaign, chat bot service, parent communication plan, and recruiting events (Upward Bound day in April, Honors and STEM day for State College of Florida students, and Autopista Americas in Puerto Rico) will allow us to identify and attract students who will benefit most from a New College education. We have also worked to optimize admissions processes, offer additional financial aid options to students graduating in the top 10% of their high school classes, and create institutional work study positions.

We will continue to increase the number of high-impact practices offered to students, including internships, civic engagement, community engagement, collaborative projects, and study abroad.
To ensure students graduate within four years, we are clarifying pathways and removing barriers to academic success for both Florida first-time-in-college students and transfer students. We have developed a two-year course schedule, posted videos profiling successful thesis students, and continued the pilot of cross-registration within the Cross College Alliance (New College, USF-Sarasota Manatee, FSU-Ringling, Eckerd, Ringling College of Art & Design, and State College of Florida).

**Student Development**

Through increased staffing in Student Affairs, we are now providing more co-curricular activities, including leadership skills training (through a program called “Agents of Change”), intramurals (swimming, basketball, tennis, soccer, flag football, racquetball, and sailing), performance activities (dance and theater), residential life programming, and service learning opportunities. These activities will increase student self-confidence, build social connections, and promote well-being.

To track student engagement in these activities and assess the impact of these activities on student development, we have developed a co-curricular transcript system that will be implemented in Fall 2018.

To address increased demand for disability services, counseling, and wellness, we have hired a Health Educator, as well as a Coordinator and Case Manager for Student Disabilities Services. We have also invested in an Interactive screening program and therapist assistant online to expand counseling services.

**Institutional Infrastructure**

To ensure resources needed to support the growth plan we have hired an Assistant Director of Human Resources, a Procurement Specialist, and an Associate Vice President of Finance and Administration. Likewise, investments have been made to hire staff in emergency management, compliance and audit, and events coordination.

Campus security and student safety are essential and we have invested in an additional law enforcement officer and a communications officer.

To enhance our academic program and increase our STEM degree production, we have renovated labs and replaced aging scientific equipment.

We have addressed high-priority deferred maintenance projects, including roof replacement and water intrusion mitigation; HVAC renovations, boiler replacement, and computer lab remodeling.

We have worked to update long-standing shared services agreements with USF Sarasota-Manatee regarding Counseling & Wellness Services and Library Services.
As a result of these investments, we hit all the benchmarks for the first year of our growth plan, which was my second institutional goal last year. At this meeting you will see the Strategic Plan, the development of which was my third institutional goal, and we introduced an Enterprise Risk Management System which was the fourth institutional goal. The investments that we made as part of the growth plan allowed us to address a number of BOG performance measures, which comprised our first institutional goal (namely to improve student success, including four-year graduation rate, first-year retention rate, career skills and graduate school placements immediately post new College). Unhappily a dip the year before last in the first-to-second-year retention rate cost us the performance based metrics funding this year, even though we received the maximum number of points on five other metrics. As you will see in the new Strategic Plan, we are committed to reaching an enrollment of 1200 students by 2023-24 and having an 80% four-year graduation rate by 2027-28. Both require a major increase in retention.

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Looking ahead, our overarching goal for 2018-19 is, of course, to fully implement the first year of our new strategic plan. Within that framework, let me highlight four institutional goals.

**The first goal is to increase student recruitment and retention.** In particular, we must hit the benchmarks articulated in the strategic plan.

**The second goal is to plan, design, and secure funding for the new multi-use facility** and building plan called for in the strategic plan. Our growth plan had included a capital request for planning funds for this multi-use facility. However, the legislature did not approve the funds we requested in 2016-17 or 2017-18. The new facility is urgently needed to provide space for our future academic needs (classrooms, labs, and auditorium, and faculty offices), student development and support services (health and wellness, student life, and advising), and administrative functions (campus safety, records and registration, financial affairs, and employee support services) that are essential to the success of our growth initiative. Without this facility we are not going to be able to grow beyond 900 students, let alone to 1200. In order to stay on schedule, we will move forward with the planning, temporarily redirecting funds originally planned for hiring. This redirection has BOG support.

**Our third goal is to enhance our students’ success post-graduation.** New College students do exceedingly well over time, but even if we include students employed in states not counted by the BOG metrics (e.g., California, Colorado, Massachusetts, and New York) only 60% of our graduates found employment or are enrolled in further study within a year following graduation. We understand the need for graduates to take time off or who are under-employed by their own choice, but we know that this is not always the case and want to better prepare students to achieve the post-graduation experience they seek. With a focus on career readiness (through internships, direct interactions with students, and career workshops),
fellowships, graduate school preparation, and Governor Scott’s *Ready, Set, Work Challenge*, we anticipate the Center for Opportunity and Engagement (CEO) will further increase the number of New College graduates who find immediate employment or enrollment in their chosen disciplines.

**The fourth goal is to complete the Compliance Certification for reaffirmation.** The site visit to approve our ten year reaffirmation of accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) is scheduled for April, 2020. Prior to this, we will must prepare all the documentation and make sure that we comply fully with the 85 principles set by our accreditor. We will also have to develop the details of a strong Quality Enhancement Plan which will be operational by February 2020.

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I would be remiss if I neglected to mention some of the wonderful highlights of this past year which are not included on the following [New College of Florida Recognition & Awards sheet for 2017-18](#).

The work of Professors Frank Alcock, Tony Andrews and David Brain was the focus of a Sarasota Herald-Tribune article on Oct. 7, 2017 describing how colleges and universities are incorporating climate change into their courses. The story and photos were then picked up by the Associated Press, and appeared in the pages and websites of more than 60 newspapers and magazines, including the Los Angeles Times, Houston Chronicle, Miami Herald, San Francisco Chronicle, Charlotte Observer, Kansas City Star and U.S. News & World Report.

We celebrated the new wing of the Heiser Natural Sciences Complex with a ribbon-cutting and reception on Oct. 12. Natural Sciences Chair Katherine Walstrom spoke to a crowd of more than 100 supporters and students. Felice Schulaner, chair of the Board of Trustees, said trustees were proud of their role in bringing the project to life: “In the current environment, a building dedicated to facts and research and science and learning is even more relevant than when we began.” Thanks go to Alan Burr, director of facilities and construction, John Milton, coordinator of construction projects, and biology/chemistry third-year student Yvenord Mergilles for speaking at the ceremony.

*Experience New College* brought 350 prospective students, parents and guests to campus on November 18, the largest turnout ever for this event. The weather was beautiful, and ACE Plaza was decorated with pennants flying and lunch tables set out. Congratulations to Joy Hamm, dean of admissions and financial aid, her team, and everyone who helped put on this impressive event. The faculty members who held mini-classes for the prospective students were Frank Alcock, Maribeth Clark, Michael Goyette, Aron Edidin, Sarah Hernandez, Matthew Lepinski, Heidi Harley, Katherine Walstrom, Sherry Yu, and Chinese language TA Sabrina Finn.
That same weekend, our students’ soccer and flag football teams played a round-robin against teams from Ringling College and USF S-M in a revival of the Turkey Bowl. Congratulations to our students – both teams went undefeated for the weekend, and we reclaimed the Turkey Bowl trophy from Ringling!

New College hosted an extraordinary Liberal Arts and Data Science (LADS) Workshop, organized by Assistant Professor of Computer Science David Gillman, on January 12-13, 2018. It featured lectures and panel discussions with cutting-edge statistics, computer science, and data science professors and practitioners in industry from across the country. What was striking was the way in which participants actively engaged the question of how addressing the data science revolution might or should modify introductory (and advanced) mathematics, statistics, and computer science courses.

The Black History Month Organizing Committee put on an impressive 22 events, centered on the theme of Black Joy, celebrating the achievements and successes of black people globally despite facing forms of oppression. The associated symposium, entitled “Climate Change, Environmental Justice and Activism” took place on February 10, and was spectacular – no other word will do. The first panel dealt with the efforts to rebuild in Puerto Rico after Hurricane Maria and featured Director of Research Programs Dr. Lee Ann Rodriguez, Associate Professor of Spanish Dr. Sonia Labrador-Rodriguez, Anthony Rogers-Wright, and Greg Cruz. The second panel dealt with environmental violence, gender, and healing, and featured Ansley Joye, Dr. Julia Harper, Ansley Pope, and Sherry Price. The first keynote address by Dr. Richard Joseph, a political science professor at Northwestern, was on climate change in Africa, and contained an ironic exegesis of the Commander-in-Chief’s dismissive characterization of the continent’s countries. Ansley Joye, hip-hop activist, scholar, and artist, rapped the second keynote address on sexual assault, gender-based violence, and healing. Congratulations to all who led the effort, particularly Assistant Professors Queen Mecca Zabriskie (Sociology) and Brendan Goff (History) and students Paul Loriston, Daje Austrie, Mary Robertson, Miles Iton, Cheikhou Kane, Briana Nieves, Giulia Heyward, Ariel Powell, Iyanu Cornel, Elizabeth Ramsamooj, Crishuana Williams, Kailah Santos, Sade Holmes, Ella Denham-Conroy and Lorraine Cruz.

February also saw the launch of the “Breathe Easy” New College campaign. We have designated certain areas on campus for tobacco use by students, employees and visitors. All other areas on campus are tobacco-free. This is a big step on the way for NCF to become completely tobacco-free by Fall 2020. My deepest thanks to task force members Health Educator Thelma Cote, student Sophia Doescher and Hilary Woodcum, liaison from the Florida Department of Health (and an NCF graduate).

The tremendously successful Frankenfest programs in Spring 2018 offered 12 events centered for all Cross College Alliance students and faculty on a specific cultural work, Mary Shelley’s short novel, Frankenstein; or the New Prometheus, that showcases how humanistic and other liberal arts and science disciplines engage each other, sponsored by the Mellon grant.
Chris Kottke, assistant professor of mathematics, received a three-year $140,000+ National Science Foundation grant to support his research on Analysis of HyperKahler Moduli Spaces. He will investigate the structure of a class of spaces (modeled not just on real numbers, not just on complex numbers, but on quaternions) that parametrize solutions to field equations of interest to physicists. This is an area of very active research, with some beguiling (and maddening) conjectures that seem to lie just out of reach. In addition to directly supporting his own research, the grant will allow him to involve students in his work and to bring other experts in the field to New College. It is extraordinarily difficult (but as Chris’s success shows, not impossible) for investigators at liberal arts colleges to receive single investigator research grants from the National Science Foundation.

Miles Iton’s short documentary film, Sincerely, the Black Kids was screened on campus at the Sainer Pavilion on May 12. The movie, initially an extension of Miles' senior thesis, chronicles the jarring experiences of black student government leaders at colleges across the country, including New College, Clemson, Cornell and American University. Paul Loriston and Miles, the first black student government co-presidents of the New College Student Association, represented New College in the movie. Both Paul and Miles graduated in May.

They were among the 168 graduating seniors who received their BA degrees on May 18, 2018. Honorary degree recipient and very inspiring keynote speaker was alumna Dr. Margee Ensign, now President of Dickinson College and previously President of American University in Nigeria. Graduation of the second cohort of Master’s degree students in Data Science also took place. These M.S. graduates had a 100% job placement record with median salaries of $75,000. The third cohort of Master’s degree students will start in August, 2018. The graduates from our Data Science (DS) program have been making their way into a variety of firms and start-ups, and those companies want more of those graduates. One start-up has donated money to enhance the DS program, and is actually considering moving to this area to get better access to our graduates. This is a significant recognition of the quality of the program, and we expect that other firms with whom the DS program has partnered will follow suit in supporting the program. Professor Pat McDonald will continue to direct the graduate program for another year while the search for a permanent director is reopened.

We are excited to welcome incoming students to New College this fall. While most are from Florida, approximately 20% are from 26 other states (an increase from 19 last year), plus the District of Columbia and Puerto Rico and five foreign countries. The average SAT score for these students is 1313 (up from 1280 last year). Approximately 38% are from the top 10% of their class, and 59% are from the top 20% of their class (both a bit higher than last year). We eagerly anticipate working with these high-achieving students to provide them and future students with an education that will prepare them for lives of great achievement.
Recognition and Awards 2017-18


Rated as one of _The Princeton Review’s_ “Top 50 Colleges That Pay You Back” (January 2018), noting the “impressive outcomes” from New College’s strong advising system and alumni network, as evidenced by the 64 Fulbright Scholarships that have been awarded to NCF students since 2005.

New College is one of the country’s top 50 colleges for offering students the outside-the-classroom experiences and connections that lead to great jobs or post-graduate study, according to the newly released 2017 edition of _The Princeton Review’s_ “Colleges that Create Futures: 50 Schools That Launch Careers by Going Beyond the Classroom.” The 50 schools were selected from more than 3,000 nationwide, and New College was one of two Florida schools to be selected.

In July 2017, _Fiske Guide to Colleges_ named New College a “Best Buy,” one of only 20 public colleges in the U.S. to receive this designation, selected for academic quality and affordable cost. The University of Florida is the only other state school on the list.

New College is in the second year of a five-year, $750,000 grant from the Andrew K. Mellon Foundation for managing its “Connecting the Arts and Humanities on Florida’s Creative Coast” initiative. It has enhanced the College’s contributions to public discourse on humanities and arts and helped build sustainable connections with local colleges comprising the regional Cross College Alliance (FSU/Ringling, Ringling College of Art & Design, State College of Florida, University of South Florida-Sarasota/Manatee, and NCF), founded by President O’Shea.

In 2018, three New College graduating seniors received Fulbright awards for teaching and research. Megan Bailey (Miramar, FL, _international studies/Chinese_) received a _Fulbright English Teaching Assistantship_ to Taiwan. Liliana Solomon (South Orange, NJ, _English literature_) received a _Fulbright English Teaching Assistantship_ to Croatia. Miles Iton (Homestead, FL, _Philosophy_) received a _Fulbright Research Fellowship_ to Taiwan.

Third-year student Lorelei Domke and graduating senior Naimul Chowdhury won highly competitive U.S. Dept. of State Critical Language Scholarships. Both are attending intensive Chinese language programs this summer, funded by the scholarships. Lorelei, whose major is Chinese Language and Culture, is at the program in Taiwan, while Naimul, a Mathematics/Applied Mathematics major, attends a program in Xi’an, China.

Kathleen Conopean, 3rd year double major in Classics and Spanish Culture, from Miami, FL was awarded a _Gilman Scholarship_, sponsored by the U.S. Department of State’s Bureau of Educational and Cultural Affairs for Spring 2018 study in Leon, Spain. Lorelai Dumke also received a both _Gilman Scholarship_ and the _first Freeman Asia award_ to a New College student for study in Beijing, China for Spring, 2018.

Katrina Carlin, a third-year student majoring in Chemistry, was awarded a Summer Undergraduate Research Fellowship by the National Institute of Standards and Technology for research at the Engineering Laboratory in Gaithersburg, Maryland. This award is granted to outstanding undergrads who intend to pursue careers in science and engineering. One New College student has his research funded at a _National Laboratory for summer 2018_: Riley Lewis, a third year in Chemistry will do nanoscience research at Sandia National Lab in Albuquerque, NM.

At least sixteen New College students received _National Science Foundation REU (Research Experiences for Undergraduates) Grants_ for summer 2018. The students, their majors (if determined), and REU institutions are: Liliana Benitiz, _Environmental Studies/ Spanish_, Plant Disease Ecology at Flory Lab, U. of Florida, Gainesville,

At least eight New College students had their summer internships funded at other universities. They include: Jack Belk, Political Science, in the Political Behavior Lab, researching data under assistant professor Jack Reilly at New College of Florida; Roxie Kennedy, Gender Studies, NASPA Undergraduate Fellowship at Kansas State U.’s Housing & Dining unit, focused on diversity issues; Alexander Koutelias, International Studies/History, internship at Florida State U./Ringling Museum of Art; Elena Mayer, Biology, internship at Flory Lab, U. of Florida; Race Stryker, Environmental Studies, internship at Myers Ecology Laboratory, Washington U., St. Louis, MO; Daphne Toglia, Neurobiology, Bascom Palmer Eye Research Institute, Neurobiology Division, at Miller School of Medicine, U. of Miami, FL; Malcolm Wells, Natural Sciences, internship through U. of Washington, for Future Park Leadership program at the National Park Service; Elizabeth White, Biology/Chemistry, at Flory Lab, U. of Florida.

At least ten College students are doing funded summer work related to their academic interests at companies and organizations. They include: Parankush Bhardwaj, Computer Science, working with Express Scripts in St. Louis, MO, as an iOS Developer of an iPhone application to assist in managing prescriptions; Garrett Bosch, Economics, project management at Fidelity Information Services, Jacksonville; Cassie Manz, History, editorial associate with Sarasota Magazine for journalistic writing/research; Haylee Millar, Computer Science, tech internship for data analysis at Revcontent, Sarasota; Young Keun Oliveira, Mathematics/Economics, internship at a data/advertising firm, “Adgo” in Sarasota; Rachel Rochlin, History, Philip Levine for Governor campaign, working to organize volunteers, host events, and spread info in Florida; Magdalene Taylor, Media & Cultural Studies, editorial intern at MEL Magazine, Los Angeles, CA; Kathleen Thurson, Religion, internship with Friends Committee on National Legislation Advocacy Corps; Jacob Wentz, Int'l Studies/Economics, wealth management internship, Morgan Stanley, Orlando. Numerous other students held non-funded research/internship positions.

Associate Professor of Biology Jayne Gardiner secured funding form the Mote Scientific Foundation to participate in Phase 3 of “Wiring the Bay”- Developing an Acoustic Sensing Network for Sarasota Bay and Surrounding Waters. Dr. Gardiner and New College students will perform summer 2018 acoustic telemetry to detect animal movements in and out of the Bay’s passes, along the coast and offshore.

Former Provost and Professor of Music Stephen Miles and Producer of New Music New College Ron Silver secured funding from the Arts and Cultural Alliance of Sarasota County through the Tourist Development Cultural/Arts Program to support NMNC’s 2018-2019 season.

For the 15th consecutive year, Professor of Biology Sandra Gilchrist again led a very impressive PUSH/SUCCEWSS summer program for disadvantaged middle and high school students from Sarasota and Manatee counties with external financial support from The Sarasota Bay Estuary Program and Pablix Supermarket Charities. Students in this 12- day June residential program completed activities studying the environment and health issues.

The 2018 Giving Challenge, presented by the Community Foundation of Sarasota County was very successful for the New College Foundation. Within the 24-hour period of the Challenge in May, the Foundation collected at least $147,000 to benefit New College students and faculty. The Foundation ranked seventh for dollars raised and eighth for the number of gifts made among the more than 630 non-profit organizations participating in this year’s Giving Challenge. This year the Patterson Foundation matched gifts up to $100, and the Johnston Family Foundation (created by New College Trustee Bill Johnston and his wife Betsy) also matched those gifts.
NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: September 8, 2018

SUBJECT: Statement of Institutional Priorities for 2018 - 2019

PROPOSED BOARD ACTION

Adopt statement of Institutional Priorities for the upcoming year, as proposed by President Donal O’Shea.

BACKGROUND

According to NCF Regulation 2-1004(31), the Board of Trustees shall evaluate the performance of the President in achieving the annual goals of the institution.

Here for your consideration is President O’Shea’s Proposed Statement of Institutional Priorities for 2018 – 2019 (see other side).

Facilitators/Presenters: President O’Shea
Other Supporting Documentation Available: Regulation 2-1004(31)
Institutional Priorities for 2018 – 2019
Proposed by Donal O’Shea, President

September 8, 2018

- Increase recruitment and retention to benchmarks in strategic plan

- Plan, design, and secure base funding for new multi-use facility

- Enhance students’ success post-graduation

- Complete Compliance Certification for SACSCOC reaffirmation site visit