

New College

THE HONORS COLLEGE of Florida

President

Leadership Profile

January 2021



WittKieffer

Executive Summary

New College of Florida, a top ranked public, four-year undergraduate college and the state of **Florida's legislatively designated honors college for the liberal arts and sciences**, seeks a new president. The position replaces Dr. Donal O'Shea, who will retire effective June 30, 2021.

New College offers a personal and collaborative learning environment, where faculty and students engage in in-depth exploration of ideas and subject matter, and where students have the freedom to chart their own academic course and prepare for their future career. Since 2001, the college has earned top five rankings from Forbes, the Princeton Review, *U.S. News & World Report*, Fiske Guide to Colleges, *The Wall Street Journal* and others as one of the nation's premier public liberal arts colleges. New College is also a national leader in Fulbright Scholarship recipients, having produced more than 50 undergraduate Fulbright winners in the past decade.

As the State of Florida's legislatively-designated "honors college for the liberal arts," New College is the only public college or university in the state whose sole mission is to provide an undergraduate education of the highest caliber to high potential students from around the country. Located on a beautiful 110-acre campus on sunny Sarasota Bay, New College provides an ideal learning environment for intellectually curious, motivated students who thrive on active learning and are drawn to an intellectually rigorous curriculum. More about the college may be found at www.ncf.edu.

In 2018, the Board of Trustees adopted a ten-year strategic plan, [*Cultivating Curiosity. Unleashing Potential.*](#), which outlines the college's plan to grow enrollment from 727 students in 2019-20 to 1,200 students in 2024-25 and increase four-year graduation rates from 56% to 80%.

Buoyed by a three-year, \$9 million investment from the state, New College has expanded its full-time faculty to 98, rolled out new academic programs and increased student services. In 2020, the Board of Governors, which oversees the State University System of Florida, recognized New College's excellence on its 10 performance-based metrics and awarded \$4 million to the institution.

With its history of innovation and commitment to academic excellence, New College seeks a president who believes in transforming lives through outstanding public liberal arts education who will join them in their aspiration to be recognized among the top 20 liberal arts colleges in the nation. The president must be an inspiring, visionary champion of the liberal arts with the ability to harness the collective energy, talent, resources and passion of the college's constituents to achieve its goal.

More information on how to apply can be found in the "Procedure for Candidacy" at the end of this document.

At a Glance



Founded in 1960, New College of Florida has educated intellectually curious students for lives of great achievement since its first class enrolled in 1964. As one of 12 universities in the [State University System of Florida](#) and the State of Florida's designated honors college, New College provides an exceptional undergraduate education that transforms students' intellectual curiosity into extraordinary personal accomplishment. Located in Sarasota on the beautiful west coast of Florida, New College offers over **40 areas of concentration for undergraduates and a master's degree program in data science**. The university has earned many [accolades and distinctions](#), among them, a place in Loren Pope's book, "Colleges That Change Lives," and consistently high national rankings by the leading arbiters of higher education.

Fast Facts

- Degrees awarded: Bachelor of Arts, Master of Science in Data Science
- Enrollment: 676 undergraduates and 29 graduate students (fall 2020)
- Student-faculty ratio: 7:1
- Average class size: 12
- Percent of full-time faculty with doctorate or terminal degree in field: 98 percent
- Number of U.S. states, and D.C. and Puerto Rico represented: 34
- Number of foreign countries represented: 14
- In-state/out of state ratio: 80 percent / 20 percent
- Average high school GPA of incoming freshmen: 3.87
- Average SAT scores of incoming first-time freshmen: 1257
- Number of full-time faculty: 98
- Tuition costs: Florida resident \$6,916; nonresident \$29,944
- Room and Board: \$9,662
- Accreditation: Commission on Colleges of the Southern Association of Colleges and Schools to award the Bachelor of Arts Degree and Master of Science in Data Science
- Institutional Budget: \$50.3 million (Education and General budget \$38.2 million, which includes revenues from the State of Florida, plus tuition and fees)

For more detail, see the college's [Fact Books](#), which contain information and statistics on institutional enrollment, student characteristics, admissions policies, academic offerings, faculty and class size, fiscal resources, personnel and library resources.

Role of the President

New College of Florida is the 11th (of 12) member of the State University System of Florida, which **is headed by a chancellor and the appointed Florida Board of Governors, the System's super governing board.**

New College of Florida is governed by its own [Board of Trustees](#) to which the Board of Governors has delegated authority over the college. The Florida Legislature and the Florida Board of Governors have set the responsibilities of the Board of Trustees, as provided in Florida Statutes, Sections 1001.71-1001.74, and in the Resolution of the Florida Board of Governors adopted January 7, 2003.

State University System

U.S. News & World Report has ranked Florida the top state for higher education for three years in a row. The State University System of Florida serves more than 300,000 students and is the second largest System in the country. The Board of Governors has adopted a strategic plan for its aims of teaching, research and public service. Increased funding has been awarded by the Florida Legislature for the work of the State University System on its goals of excellence, productivity and strategic priorities for a knowledge economy. <https://www.flbog.edu/board/strategic-plan/> While New College of Florida is the smallest institution in the State University System it has an equal seat at the table and benefits perhaps more than larger institutions from the shared resources of the System. The President of New College is therefore a statewide educational leader, active in influencing the Board of Governors and Florida Legislature and implementing state educational policy.

The president is the chief executive and academic officer of New College and corporate secretary to the Board of Trustees. The president is responsible for the operation and administration of the college. The President is responsible to the Board and is charged with carrying out the policies and plans of the Board in achieving the stated goals and objectives of the college.

By Florida statute, the president shall:

- Recommend adoption of rules to the board of trustees.
- Prepare a budget request and an operating budget for approval by the board of trustees.
- Establish and implement personnel policies and procedures.
- Govern admissions.
- Approve, execute, and administer contracts for licenses; the acquisition or provision of goods and services; leases of real and personal property; and planning and construction.
- Act as custodian of all college property.
- Establish the academic calendar of the college.
- Recommend undergraduate programs to the board of trustees.
- Award degrees.
- Recommend to the board of trustees a schedule of tuition and fees.
- Organize the college to achieve its goals efficiently and effectively.

- Review college operations periodically to determine how effectively and efficiently the college is administered and meeting the goals of its strategic plan.
- Enter into agreements for student exchange programs.
- Provide budgetary review processes for student government organizations.
- Ensure compliance with federal and state laws, rules, regulations, and other requirements.
- **Maintain all data about the college's operation and report on performance accountability goals.**
- Adjust property records and dispose of state-owned tangible personal property.
- Have vested with the president or the president's designee the powers, duties, and authority that is vested with the college.

Reporting to the president are the following members of the senior leadership team ([organizational chart here](#)):

- Provost and Vice President for Academic Affairs
- Vice President for Enrollment Management
- Vice President for Student Affairs
- Vice President for Finance and Administration
- Vice President for Advancement and Executive Director of the New College Foundation
- Dean and Chief Diversity Officer
- Director, Office of Communications and Marketing
- General Counsel
- Chief of Staff
- Chief Compliance Officer

The university's operating budget for fiscal 2020-21 is \$50,285,708 and is derived from the following sources:

Education and General-State Appropriations	\$	35,145,785
Education and General-Tuition and Fees		3,069,926
Auxiliary Services, Student Activities, and Local Fees		6,783,298
Contracts, Grants and Gifts - NC Foundation		3,397,823
Contracts, Grants and Gifts - Other		1,888,876
Total Revenues	\$	50,285,708

Academic building construction has historically been funded by the State of Florida's Public Education Capital Outlay Trust. Residence halls have been financed using housing revenues. Florida resident tuition and fees for the 2020-21 academic year are among the lowest in the entire United States, at \$6,916, which supports the school's objective to provide access to talented students. Total cost of attendance for Florida Residents is estimated at \$21,048; non-resident cost of attendance is \$44,076. More information may be found at <https://www.ncf.edu/admissions/tuition-and-fees/>

New College Foundation

One of the essential roles of the President is to secure increased resources toward the fulfillment of the New College of Florida mission. The New College Board of Trustees pursuant to State University System Regulation 9.001 has established the New College Foundation a Direct Support Organization. The Board of Trustees and the Chair of the Board of Trustees approve appointments to the Foundation Board. The Foundation is led by the Vice President for Advancement who reports to the President and who fulfills the role of Executive Director of the New College Foundation. The President serves as Ex Officio on the Foundation Board and is essential in the cultivation and stewardship of major donors and gifts.

The New College Foundation raises private funding that enables New College to provide an outstanding liberal arts and sciences education to high-achieving undergraduates from Florida and elsewhere. Through outright gifts, pledges and deferred giving, the New College Foundation raises critical funds for scholarships, faculty positions, academic programs, new buildings, student and faculty research and travel, and endowments, with more than \$120 million in public and private funds raised since 1980. The Foundation is self-supporting and self-funded as mandated by the Florida legislature.

The Foundation has implemented best fundraising practices over the past four years which has

moved results from \$2 million annually in 2014 to **its' projected FY 21 goal of \$7 million**. It has now instituted a robust major gifts program and an annual fund program. It has recently launched a planned giving program designed to secure significant commitments for the future of New College. It has rebuilt an active foundation board



comprised of 26 members, a combination of both alumni and community members; and it has recently added two major gifts officers (January 2021) to increase the gift revenue to the College.

The Foundation is responsible for the oversight and management of the endowment, which is at \$40 million. Most of the endowment is designated for student scholarships, faculty support, academic programs and research/travel for both students and faculty. Increasing the endowment is an important strategy in pursuing excellence in the New College academic program.

Opportunities and Expectations for Leadership

Since graduating its first class in 1967, New College has achieved noteworthy success in providing an exceptional public liberal arts education at a fraction of the cost of comparable institutions. That the College has been ranked among the top five public liberal arts colleges nationally, is evidenced by accolades and markers of academic distinction including an eighty percent matriculation rate for its graduates into further studies. New College graduates receive doctoral degrees, such as PhDs, MDs, and JDs, at the highest rate of any public university in the U.S. Over 12% of New College graduates earn PhDs in mathematics and sciences, a staggering rate exceeded by only eight universities, all private. So high is this percentage, that New College produces a significant **proportion of Florida's scientists despite its relatively smaller size, compared to the average public university in Florida.** This overproduction is mirrored in other areas as well. Over the last two decades, with less than one third of one percent of students in the State University System, New College has produced one fourth of Florida's Fulbright winners.

In 2016, the Board of Governors and the state of Florida invested in New College, pledging to support a multi-year plan to increase enrollment to 1200 and the faculty proportionately to ensure the maintenance of a 10:1 student to faculty ratio. With the first fifteen months of the growth plan **behind them and the 60th anniversary of the College's founding** in 2020, the college launched a strategic plan – "[Cultivating Curiosity. Unleashing Potential](#)" in 2018 to map not only enrollment growth but also achievement of other key performance metrics that will put the college on par with the top twenty national liberal arts colleges, public or private. The plan outlines in some detail the steps to be taken over the next ten years to achieve sustainable enrollment, increase retention and graduation rates, and reshape the college to meet current and future student needs. Although framed in terms of rankings, the ultimate rationale is not to win a rankings war, but to provide students with a superlative and transformative education, while the college supplies Florida and the nation with more of the talented leaders society needs to solve its pressing problems.

After the successful nine-year tenure of its current president, Dr. Donal O'Shea, who will be retiring in 2021, the College seeks a new president to lead them for the next phase in this remarkable college's history.

PURSUE VISION WITH ENERGY AND PURPOSE

New College has proven that a vibrant, rigorous course curriculum, combined with an individualized course of study is not only effective but also an important and attractive alternative for high-performing students. The president will be expected to lead the institution in reinforcing what makes New College distinctive while staking new ground as a leader in higher education's response to the intense economic, public health, and social issues facing our world. The college has already put in motion key imperatives as laid out in its strategic plan. It will be important to resist the call to replicate other liberal arts colleges and, instead, to build on the college's history as a unique model of liberal arts education that is open-ended, minimally prescriptive, customized, and evolutionary.

EXECUTE A PLAN FOR GROWTH

Like all colleges in the current competitive higher education marketplace, New College must determine how to best align its character and the experience it offers with what it will take to draw a diverse body of talented students who will thrive and benefit from New College's approach. Competition for these students is fierce and will demand strategic thinking that leverages the **college's strengths not just in the state of Florida but nationally. Under new leadership for enrollment management** appointed in 2020, the college is seeing some promising results.

Like its peers, New College is subject to scrutiny from the public about the value of liberal arts education. Facing this challenging environment, in 2018 New College engaged an Art & Science Group to help develop an empirically informed institutional strategy that will meet these challenges. The [A&S report](#) recommended a number of actions that would strengthen curricula,



student services, and pathways to careers that will ultimately improve retention and graduation rates which currently fall below the college's aspirational peer group. The faculty, many of them newly hired in anticipation of enrollment growth, have been working to develop new programs and innovations that will ensure New College remains on the leading edge of liberal education.

Growing the student body to 1200 is a priority for several reasons, not the least of which a critical mass of

students will enrich the educational experience by ensuring sufficient diversity and energy in and out of the classroom. The Florida University System has expressed its support for and confidence in the college's ability to grow its enrollment by funding faculty hiring in advance. To support an increase in faculty, a revised staffing plan is also needed, as is a campus master plan that maps necessary improvements, infrastructure, renovation, maintenance, and new construction, with particular attention to ensuring physical access on a campus populated by many historic buildings.

BUILD AN INCLUSIVE AND SUPPORTIVE CULTURE FOR ALL

A small campus offers multiple opportunities to invest in and increase a sense of community where all voices and backgrounds are welcomed and valued as contributors to mission. With the appointment of a dedicated Chief Diversity Officer in 2019, the campus has further strengthened its thoughtful work and commitment to the values of diversity, equity, inclusion and access through increased support for minoritized groups including neurodiverse students and LGBTQ community members. The college would benefit from a president who will quickly dive into establishing personal connections with the college's constituents and establish and model norms that reinforce

and expand on these efforts. The college would welcome a president who will hold every member of the community accountable for continued improvement to a positive campus climate for all and especially people of color. The college needs more platforms for open, campus wide discussions aimed at building community, respect and trust among all constituents and for celebrating and appreciating all that a diverse environment has to offer.



IMPROVE ORGANIZATIONAL EFFECTIVENESS

New College will benefit from a president skilled at maximizing performance by leveraging and engaging its rich mosaic of human, intellectual, financial and physical resources. It begins with genuine engagement with shared governance in strategic discussions and collaborative decision-making around priorities that will keep the college moving forward. The president is expected to invest in and enhance strategic engagement of the board, recruitment and retention of a high-performing team of senior leaders, best practices in operations, and a contemporary talent management culture that respects and taps the full range of talent throughout the organization. The Board expects the president to oversee and report regularly on the successful implementation of the strategic plan and execution of the A&S report recommendations but, more importantly, to shift the culture throughout the organization towards higher performance through recognition and rewards for behavior consistent with the college's values of excellence, diversity, equity, inclusion and access. As a member of the State University System of Florida, New College is responsible for meeting performance metrics that determine its funding formula. Each year, the College submits an [Accountability Plan](#) to the Florida System setting out key initiatives "to drive improvement in Academic Quality, Operational Efficiency, and Return on Investment". The next president must embrace a culture and environment where the ideal and aspirational must be balanced with the practical requirement to fulfill the accountability plan.

GROW THE RESOURCE BASE

While New College is in a financially strong position in terms of state funding to support growth, current state appropriations have been reduced by some 10% due to the deterioration of state economic conditions caused by the global pandemic. Further, housing occupancy and associated housing revenues, have likewise fallen because of COVID-19 concerns. The college anticipates that housing occupancy will rebound beginning in Fall 2021; nonetheless, this represents a point of concern at what has historically been a fully residential campus. At the same time, the campus infrastructure needs investment and the college's endowment is below its peers. The State of Florida has not funded either capital improvement or capital renewal in several years; the new **president must have the ability to secure both public and private dollars to address the college's** significant building challenges. For example, many of the historic properties could benefit from greater accessibility, and Caples Mansion, the oldest facility at almost 100 years old, is currently shuttered due to environmental health and safety issues. Although tuition is relatively low, to attract and retain the strongest students, the college needs increased private philanthropy, corporate partnerships, and other non-state sources of revenue to support scholarships, residence life, and program enhancements. While alumni engagement is growing, their participation rate is below other peer residential undergraduate institutions. In contrast, many of the college's most generous donors are members of the Sarasota community. The president must serve as the college's lead fund raiser, working with Foundation board members and others to infuse energy and vision into the case for support and identifying potential partnerships that would bring new supporters and revenue sources to the institution, and ramp up alumni engagement for the benefit of the college.

RAISE VISIBILITY

While New College has a stellar reputation as an academic institution among rankings entities (other liberal arts college faculty and leaders, media, funding agencies), its low profile persists among potential students in Sarasota, the region, the state of Florida, and nationally. The next president will work collaboratively across the institution, across the state and more broadly to strengthen, recast and broadcast New College's distinctive identity as a model for sustainable, relevant liberal arts education to capture interest in today's competitive landscape. Specifically, the new president must determine how to parlay the unique attributes of the college to appeal to new **recruits. For example, New College is not only Florida's best public liberal arts college**, best designated honors college, and best four-year residential university campus, it has little competition in these categories, being the only standalone example of each. It also compares favorably with other prestigious public liberal arts institutions across the country.

New College occupies a unique position within a large, complex public university system with distinct advantages for both the system and the college. The next president must continue to embrace and advocate for both New College's mission and independence as well as ways it and the other universities can benefit from each other's strengths and potential partnerships. It will also be the president's responsibility to cultivate and maintain strategic relationships with public officials, system staff, local community members, and other important partners to advocate for and raise the profile of the college.



Professional Qualifications and Personal Qualities

Candidates for the position should demonstrate evidence of significant, successful leadership experience **in a complex organizational setting; an understanding of and ability to advocate for the college's mission;** a commitment to the value and promise of outstanding, innovative liberal arts education; a deep abiding interest in student success, academic excellence, diversity, equity and inclusion; proven ability to lead the college's fund-raising efforts; and the interpersonal skills to develop productive relationships with all members of the college community and other key stakeholder groups (donors, legislators, etc.) A Ph.D., an advanced degree, and/or equivalent executive experience that would command the respect and complete confidence of the college community is required.

In addition, candidates should demonstrate:

- Agency – ability to lead and manage change through effective use of data, deployment of resources, implementation, and accountability for results as well as possessing the flexibility needed to change course as circumstances indicate
- Creativity – leadership that inspires imaginative and bold ideas for infusing liberal arts education with vitality and contemporary relevancy
- Intellectual curiosity
- Confidence in and enthusiastic commitment to liberal arts education – no apologies necessary. The future of our society depends on liberally educated citizens prepared to solve today's and tomorrow's problems
- Inclusive, team-oriented leadership practice – the commitment to diversity, equity, inclusion and access is manifested in every thought, word and deed and infused throughout the organization in every dimension
- **Enthusiastic embrace of the role of New College within the State University System's tripartite mission** of education; research and public service and remaining the number one state for higher education
- Commitment to shared governance – the emotional intelligence and capacity to engage with and channel New College's shared governance model in advancing the college's mission
- Organizational engineering ability – an understanding of where and how to build organizational bridges, scaffolding, infrastructure, and conduits for improved communication
- Energy – enthusiastic embrace of a hands-on community requiring visible, inspiring presence
- Entrepreneurial ability – a random access mindset that can see possibilities and connections among disparate pieces to make the organization stronger than the sum of its parts
- Communication ability – a natural tendency to anticipate the why, how, where, when and who questions before they are asked, and ways to convene stakeholders before conversations even start, coupled with extraordinary listening skills and compelling, persuasive speaking ability
- External outlook – a view of the role, purpose and importance of top quality, public liberal arts education and what stakeholders need to be engaged in advocating for same

- Advocacy – well developed political and negotiation skills; ability to champion student success and the role of a public honors college both internally and externally
- Fund raising capability – the ability to establish a vision, make the case, and execute an ambitious fund-raising strategy, coupled with the zest and enthusiasm for cultivating, soliciting, and landing impactful gifts
- Operational proficiency – sufficient management, financial, personnel and operations experience in complex organizations to ensure operational excellence
- The self-knowledge, humility, empathy, wisdom and integrity to never take anyone for granted, to accept mistakes and criticism as necessary for success, and to know when to put on the brakes, push on the accelerator, take the blame and celebrate the success of others



About New College of Florida

Overview

Founded in 1960, New College of Florida is a top-ranked **public liberal arts college and the state's Honors College of Florida**. New College prepares intellectually curious students for lives of great achievement by integrating stellar academics with career preparation in a customized education on a beautiful, residential campus in Sarasota. Students benefit from small, interactive classes, close working relationships with faculty, and a curriculum grounded in arts, sciences, and humanities. Experiential learning through internships, independent research, study abroad, and community **service is central to students' education. New College is consistently rated a "Best Value" school by *U.S. News & World Report*, *Forbes*, *Kiplinger's*, and *The Princeton Review*.**

New College offers 45 undergraduate majors in liberal arts and sciences, a master's degree program in data science, and certificates in technology, finance, and marketing. It has recently partnered with the University of Florida to begin offering dual degrees in liberal arts and engineering. Faculty write narrative evaluations – rather than assigning grades – to measure **students' academic progress**, and every student is required to complete a senior capstone project to graduate. As a result of its innovative and outstanding curriculum, New College graduates earn Ph.D.'s at a higher rate than alumni from any other public university in the nation. New College students are frequent recipients of Gilman, Udall, and Goldwater Scholarships, and New College produces a higher per capita rate of Fulbright Award winners than any public university in the nation; and 19 of the Top 25 law schools have accepted New College graduates in the past six years.

The beautiful 110-acre bayfront campus on the Gulf of Mexico features dormitories designed by I.M. Pei and historical mansions once owned by the Ringling family, alongside state-of-art research facilities, a high-tech academic center, and a modern fine arts complex. The college is in Sarasota, Florida, which *U.S. News & World Report* **ranks among the Top 20 "Best Places to Live" and the highest-ranked Florida city**. The local area is home to beautiful beaches, a vibrant arts and culture scene, and award-winning restaurants.

Mission

New College of Florida prepares intellectually curious students for lives of great achievement.

Educational Philosophy

New College offers a liberal arts education of the highest quality in the context of a small, **residential public honors college with a distinctive academic program which develops the student's** intellectual and personal potential as fully as possible; encourages the discovery of new knowledge and values while providing opportunities to acquire established knowledge and values; and fosters **the individual's effective relationship with society.**

New College implements its educational philosophy by providing:

- **Honors Education for All**
Small, interactive classes, close relationship between students and faculty, and a premium placed on rigorous and independent thinking.
- **Applied Liberal Arts**
An education that blends liberal arts learning with career experience in a unique **environment that inspires students' intellectual curiosity** and professional aspirations.



- **Integrated Post-Graduation Planning**
Post-college planning embedded into academic advising to enrich and extend students' educational experience and help them plan for their future careers.
- **Experiential Learning**
Hands-on learning opportunities through research, internships, community engagement, and international experiences.
- **Customized Curriculum**
A personalized educational experience designed to push students to take intellectual risks and pursue new areas of interest.

College Consortia

To expand learning opportunities for students, New College is a member of:

- **Cross-College Alliance**
Network of five local higher education institutions providing course cross-registration and social and recreational opportunities for students.

- **Ecoleague**
A consortium of six colleges across the country with a strong focus on environmental science programs.

History

The history of New College goes back to the late 1950s when, at the behest of the local Chamber of Commerce, citizens banded together to create **a local college to complement the growing city's art museum, symphony orchestra, and theaters.** The private new college was designed by a group of educators who believed in the power of the mind and wanted to free both students and faculty from the limits of lock-step curriculum and a focus on credit hours and a GPA. These founders were **half a century ahead of their time in promoting "active, hands-on-learning" to achieve "competence" and "real mastery."** In 1975, New College joined the State University System as part of the University of South Florida, with which it shared a campus. In 2001, the college achieved independence as the 11th member of the State University System and was designated by the **Florida Legislature as the "honors college for the liberal arts."**

Rankings

- For its 2021 edition, *U.S. News & World Report* ranks New College No. 6 among Public Liberal Arts Colleges and lists it among the Most Innovative Schools (No. 14), Best Schools for Undergraduate Teaching (No. 57), Top Performer on Social Mobility (No. 81), and Best Value Schools (No. 89).
- *In Washington Monthly's* 2020 Liberal Arts College rankings, New College ranks No. 2 among the nation's public liberal arts colleges and No. 32 among all liberal arts colleges.
- *The Princeton Review* rates New College among its 2020 "Best Value Colleges" and one of its "50 Colleges That Create Futures".
- *Fiske Guide to Colleges* named New College to its 2021 Top 10 list of "Best Buy" public colleges in the nation based on its academic quality and affordable cost.
- New College has been named a College of Distinction for 2020-21 with special recognition for Career Development and Equity & Inclusion.
- New College has been named the 2021 "**Best Hidden Gem**" in Florida by *College Raptor*, which rates schools with less than 7,000 students on retention rates, graduation rates, student-to-faculty ratio, endowment per student, selectivity, and other metrics.
- *Best Value Schools* ranks New College No. 2 among its "50 Best Value Small Colleges" and No. 6 among its "30 Most Beautiful Coastal Campuses".

New College of Florida is a member of the Southern Association of Colleges and Schools Commission on Colleges, the regional body for the accreditation of degree-granting higher education institutions in the Southern states. New College is a proud member of the council of Public Liberal Arts College (COPLAC) and the Consortium for Innovative Environments in Learning (CIEL).

Academics

A Personalized Education

New College provides a personalized education that inspires students' intellectual curiosity and professional aspirations. Students develop a contract with their faculty adviser that outlines their



personal and academic goals each semester. More than a course schedule, the innovative contract system provides a comprehensive overview of the many ways students can pursue their academic and career interests through courses, tutorials, research projects, internships, community engagement, and international opportunities.

Faculty go beyond traditional letter grades, providing students with detailed narrative evaluations each semester. Each student receives a personalized assessment of their progress toward performance goals, skill development, and mastery of new knowledge. Unlike grades, these written

evaluations capture the nuances of the student's learning experience, enabling them to better understand their strengths and improve upon their weaknesses.

January is Independent Study Period at New College, a time when no classes are held so that students can focus on a specific aspect of their field of study or explore something new (whether that is a lab experiment, a scholarly paper or a creative endeavor). Students can also use the time to study abroad, complete an internship, or pursue another off-campus opportunity.

The senior thesis or capstone project is the culmination **of students' education at New College.** Most senior projects are long, written research papers that students present before a faculty committee. Other projects may include a body of artwork, a theatrical performance, a musical composition, or a field experience.

To graduate, undergraduates complete:

- 7 academic contracts (1 per semester)
- 3 independent study projects (ISPs)
- 1 senior thesis project and baccalaureate exam

The academic year at New College consists of two 14-week semesters and a four-week January Interterm devoted to independent study. Faculty choose between semester-long and seven-week courses based on which format is best suited to the subject matter.

Undergraduate Curriculum

New College's undergraduate academic program is largely organized into these three divisions:

- Humanities (Art, Art History, Chinese Language and Culture, Classics, Creative Writing, English, French Language and Literature, German Studies/German Language and Literature, Greek, Humanities, Latin, Literature, Music, Philosophy, Religion, Russian Language and Literature, Spanish Language and Literature)

- Natural Sciences (Applied Mathematics, Biochemistry, Biology, Chemistry, Computer Science, Data Science, Marine Biology, Mathematics, Natural Sciences, Physics, Statistics)
- Social Sciences (Anthropology, Economics, History, Political Science, Psychology, Quantitative Social Science, Social Sciences, Sociology)

Interdisciplinary programs include areas of study in:

- Biopsychology
- Environmental Studies
- Gender Studies
- Health, Culture, and Societies
- International and Area Studies
 - Caribbean and Latin American Studies
 - East Asian Studies
 - European Studies
- Liberal Arts
- Medieval and Renaissance Studies
- Neuroscience
- Public Policy
- Rhetoric and Writing
- Theater, Dance, and Performance Studies
- Urban Studies

In addition, it is possible for students to create, with faculty support, their own “special area of concentration.”

In 2021, a new dual degree program will launch that allows students to earn a bachelor of arts in liberal arts from New College and a bachelor of science in engineering from the University of Florida in five years.

As part of its ongoing effort to incorporate professional skills into students’ learning experience, New College offers certificates in:

- Bloomberg Market Concepts
- Chartered Financial Analyst
- Geographic Information Systems
- Innovative Digital Media

GRADUATE PROGRAMS

- Data Science

Note: Several new master’s degrees are in the planning phase and will be essential to improving the College’s performance outcome results.



FACULTY

New College employs 98 full-time faculty members, including 22 new professors hired in the past **three years as part of the College's strategic growth plan**. Among these full-time faculty, 98% hold a doctorate or terminal degree in their field. Recognized by *U.S. News & World Report* as one of the **"Best Schools for Undergraduate Teaching,"** New College faculty are heavily invested in providing students with a top-notch education. Small classes (averaging 12 students) allow for close interactions between faculty and students, and the narrative evaluation that professors use to **assess students' performance provides much greater feedback than letter grades**.

New College faculty are also outstanding scholars and researchers with access to state-of-the-art facilities. New College is the only liberal arts college in the nation with a nanomaterials research lab and a marine science research center located on its main campus. Current faculty research has received federal funding from the NSF, NIH, and EPA, as well as state and local sources.

CAREER ENGAGEMENT

The Center for Career Engagement and Opportunity (CEO) at New College of Florida reports to the Provost and is integral to the academic program. The CEO empowers every unique Novo Collegian to achieve post-**graduation success and connect to a world of possibilities**. New College's outstanding academic program equips students with the ability to learn and think critically in a

fast-paced dynamic world preparing graduates well for any challenging career including those of **the future**. **Through the steps of New College's four-year career plan**, the Novo Career Advantage, CEO professional and student staff collaborate with faculty to provide personalized career coaching to students throughout their academic experience ensuring they develop, apply, and communicate skills gained from their liberal arts education, make intentional and strategic career decisions, connect to opportunity, and are successful in pursuing any professional goal.

The CEO's approach is not like that of traditional college career services, but rather distinctively focuses on career education integration with academics, low student-to-professional career coach ratios, innovative internship and experiential learning opportunities, prestigious fellowships and scholarships advising, funding support for undergraduate research, pre-professional advising, and access to professional mentorship and networks. New College has been named a [College of Distinction](#) for 2020-21 with special recognition for Career Development and Equity & Inclusion.

Campus Covid 19 Response

In March of 2020, New College progressed from 100% face-to-face learning to 100% on line learning. The New College Foundation created an emergency fund for students travelling home and for those who had to remain on campus such as international students. Most staff worked remotely. While our traditional graduation was sidelined, faculty and staff made every accommodation for students to graduate resulting in the largest graduation class in the college's history. New College refunded housing balances and used lapsed funds in other areas to keep the housing budget whole. The College welcomed students back to campus in August of 2020 with a larger incoming class than August of 2019. New College began utilizing about a 50/50 mix of face-to-face and online learning. COVID 19 protocols were embraced by the campus community



including weekly random 10% testing, indoor/outdoor masking, contact tracing, isolation dorms and increased facility disinfecting routines. To bring scholarly insights on the pandemic together, **New College faculty coordinated a fully remote course for the fall entitled “Understanding COVID-19: An Interdisciplinary Approach to the Pandemic.”** The three-month-long experience involved 20 New College faculty members teaching 28 lectures. Budget challenges of increased expenses were met with a positive bottom line. The Spring 2021 semester brings additional challenges with the surge in community infections and more hope with the availability of vaccines.

Diversity, Equity, Inclusion and Access

New College believes a diverse, equitable, and inclusive learning community is essential because its existence as a public institution is only justified if the value it creates is accessible to all. The College also believes that outreach and community engagement must be leveraged as a multiplier of the value it creates for Florida and the world. The Office of Outreach and Inclusive Excellence at New College of Florida reports to the President. The Office is charged with supporting diversity and inclusion on campus and with community outreach. New College aims to be reflective of the diversity of the community and state. The Board of Trustees has charged the Office to embark on a collaborative process for the development of a comprehensive strategic plan for diversity, equity, inclusion and access to be approved by the President and adopted by the Board of Trustees. **The strategic plan will address the college’s aims for increasing admission of diverse students, hiring diverse faculty and staff and retaining diverse students, faculty and staff.** The Board of Trustees is also committed to recruiting and retaining diverse Trustees. The strategic plan also will address systemic issues such as communication, preparedness, transparency, accountability and sustainability that support and promote inclusion. Processes for listening, feedback, learning and training as well as further initiatives for recruitment, talent development, advancement and retention of diverse staff and faculty will be included in the strategic plan. Also, to be included in the plan is supplier diversity and accessibility of facilities and technology. The next president of New College is the steward of this transformational change for diversity, equity, inclusion and access. Careful groundwork is already underway as detailed the College’s website: [Diversity & Inclusion | New College of Florida \(ncf.edu\)](https://www.ncf.edu/diversity-inclusion)



Student Life

Over 80 percent of the undergraduate population live on campus. More than 60 student groups and organizations, with interests ranging across hobbies, sports, community advocacy, and future professions, provide co-curricular opportunities for students. While the College only participates in one intercollegiate athletic program (sailing), students have organized competitive teams for powerlifting, rowing, swimming, tennis, and volleyball. (MOOT COURT?) Students interested in music and theatre participate in choral groups, a dance collective, New Music New College, and performance at New College; and the campus comes together to celebrate Black History Month every February and LatinX Heritage Month in October.

New College students are recognized for their civic engagement, winning two national awards for high campus voter turnout in 2018. The New College chapter of the Society of Physics Students has been named an outstanding chapter by the national organization for the past two years. In 2019, students collaborated with their counterparts in the Cross-College Alliance to create the first-ever Social Entrepreneurship Conference at New College.

The rigors of the New College of Florida educational experience call for an exceptionally supportive environment for student life. The Student Success Center addresses student stressors such as project management, prioritization, presentation skills, test taking and other subjects. Success coaching is peer-to-peer coaching, students meet with a coach to talk about areas that could use improvement. Coaches offer strategies and tools to help with student growth and success. Coaching is conversational, individualized and judgment-free, and it offers students additional accountability in a supportive environment. New College excels in engaging students in mental health counseling services using the innovative, online therapeutic aid TAO Connect as an adjunct to individual and group therapy. The campus has undertaken a reform process for redefining policing on campus so safety is maintained with a more positive impact on student life. Despite these successes, there is a need for innovative leadership solutions to create a more fulfilling student life with a designated student center, curated small spaces and opportunities for meaningful connection. Limitations on the use of state funds for student activities require new funding options.

The Campus

New College's 110-acre campus situated on the Sarasota bayfront blends historic buildings with modern facilities, equipped with the tools and resources to help students realize their academic goals, whether that is working in the lab analyzing microplastic pollution or installing an art exhibit in a studio space. The college's beautiful campus has also been recognized by Tree Campus USA for its ecological commitment to sustaining healthy community forests.

New College is in the emerging University district, an area of higher education, culture and arts that includes New College of Florida, University of South Florida Sarasota-Manatee, the Florida State University Ringling Center for the Cultural Arts and the Ringling School of Art and Design, along with area businesses and property owners.

The main Bayfront Campus lies along the Gulf of Mexico on the former estate of circus magnate Charles Ringling. The college is entered through the iconic Ringling arch and extends down canopied Dort Promenade all the way to [College](#) and [Cook Halls](#), connected by a colonnade opening



onto a vast lawn and Sarasota Bay, a favorite gathering spots for yoga and sunsets. Across the Tamiami Trail (U.S. 41) and linked by an overhead pedestrian bridge is the Pei Campus, **hub of student and residential life and home to five “green” residence halls and the Hamilton Center**, a student union with its own [Black Box Theater](#).

The Caples campus, home to the Sainer Fine Arts Complex and Environmental Studies program, is located on Bay Shore Road just south of the Ringling Museum. The New College sailing program is located on the bay, behind the Caples Mansion. The Caples campus is also home to the student academic gardens and New College Food Forest/Carbon Farm.

Academic and Administrative Buildings

Jane Bancroft Cook Library

Centrally located on the New College campus, the Jane Bancroft Cook Library houses more than 275,000 books and other materials to support student learning as well as access to more than 10 million holdings from all of the public university libraries in Florida. It offers study rooms, virtual reality and media labs, a digital thesis collection, and houses:

- Writing Resource Center
- Quantitative Resource Center
- Educational Technology Services

Academic Center

The Academic Center houses 11 classrooms and a social science lab featuring high-tech teaching and presentation tools. It also has a spacious student lounge and outdoor seating area on each of the three levels that overlook the plaza. The Gold LEED-certified facility exemplifies the campus' commitment to sustainability.

Heiser Natural Sciences Complex

The 56,000-square-foot Heiser Natural Sciences Complex includes teaching and research labs for chemistry, biochemistry, biology, bioinformatics, computer science, data science, mathematics,



statistics, and physics (as well as a research greenhouse).

Also, New College is the first and only undergraduate liberal arts college in the nation to offer a state-of-the-art Optical Spectroscopy and Nanomaterials Lab.

Pritzker Marine Biology Research Center

This facility boasts seven research labs and more than 100 aquaria, anchored by a 15,000-gallon research and display tank. Each tank in the Living Ecosystems and Teaching

Research Aquarium features a different captive ecosystem. Through a natural filtration system designed by students, the center draws and recycles water from Sarasota Bay. New College is the only liberal arts college in the nation with a marine biology research center located on its main campus.

Public Archaeology Lab

The New College Public Archaeology Lab features more than 1,600 square feet of workspace for processing and interpreting artifacts, an office for archaeological site reports and geographic information systems, and storage space for excavated finds. The lab facilitates studies of archaeology and historic preservation for Sarasota and Manatee counties through ethical, community-based research and public engagement.

Sainer Fine Arts Complex

Built around a central courtyard, this quadrangle of buildings is the heart of music, sculpture and fine arts on campus. The 257-seat auditorium is used for music, theatre and dance performances by students and visiting artists. The art and sculpture buildings include a printmaking studio/arts lab with Mac computers and peripherals, plus woodworking and welding shops.

College Hall

Overlooking Sarasota Bay, this early 20th century marble mansion once owned by circus magnate Charles Ringling now houses faculty offices, an admissions reception center, and a music room.

Cook Hall

This 1920s-era mansion built for Hester Ringling and named for college benefactor and trustee A. Werk Cook is home to the college's president, provost, vice president for finance and

administration, general counsel, institutional research and assessment, and the office of outreach and inclusive excellence.

Palmer Complex Buildings

These five buildings erected in the late 1960s now house the Business Office, Financial Aid, Registrar, Human Resources, and faculty offices.

Robertson Hall

This historic building houses the Admissions Office.

Sudakoff Conference Center

The Sudakoff Conference Center offers a 400-seat auditorium that can be subdivided into meeting rooms for groups of 50 to 400.

Community Engagement

New College is invested in the Sarasota-Bradenton region through multiple community engagement programs including:

Access Leadership Program

Funded by a Charles & Margery Barancik Foundation grant, New College has established The Access Leadership Program and Barancik Foundation Scholarships to attract local high school students from low-income backgrounds who have demonstrated outstanding leadership and service to their communities.

Guaranteed Admissions Program

New College offers guaranteed admission to students enrolled at six local high schools who meet grade point average (GPA), test score and course requirements. Qualifying schools in Sarasota and Manatee counties include: Booker, Lakewood Ranch, North Port, Riverview, Sarasota, and Southeast.

Public Archaeology Lab

The New College Public Archaeology Lab, founded by Professor Uzi Baram in 2010, facilitates studies of archaeology and historic preservation for Sarasota and Manatee counties through ethical, community-based research, and public engagement. Researchers recently discovered the remains of Angola, an early 19th century escaped slave community in Bradenton.

PUSH/SUCCESS

The PUSH/SUCCESS summer program, led by Professor Sandra Gilchrist, brings middle and high **school students from underserved communities to New College's Pritzker Marine Science Research Center** to perform research, record observations, and learn about the Sarasota Bay ecosystem.

Sarasota-Manatee Arts and Humanities Internship Program

Funded by a grant from the Mellon Foundation, New College students are placed in paid internships with small businesses and nonprofits in the local area. Students gain professional experience in arts and humanities fields while the organizations enhance their capabilities to deliver essential services to the community.

Alumni

The Alumni Association, under the aegis of the New College Foundation, is dedicated to supporting and engaging the approximately 8,000 alumni around the world. From the charter class of 1967 through today, New College alumni have achieved notable success including:

- William Thurston (1967), Recipient of the Fields Medal, the highest honor in the mathematics field
- William Dudley (1974), President of the New York Federal Reserve Bank from 2009 to 2018
- Lincoln Diaz-Balart (1976), U.S. Congressional Representative from 1993 to 2011
- Nancy McEldowney (1981), National Security Adviser to Vice President Kamala Harris
- Jose Diaz-Balart (1982), Telemundo and NBC News TV anchor
- Robert Bilott (1983), Lawyer whose decade-long case against Dow was portrayed in the 2019 movie *Dark Waters*
- Jennifer Granick (1990), ACLU surveillance and cybersecurity counsel
- Melissa Marquez (2015), Shark researcher named to *Forbes'* **"30 Under 30 in Science 2021" list**
- Countless faculty and academic leaders including two college presidents

As the alumni body is still relatively small and young, the New College Foundation is in the process of increasing engagement of the alumni and growing the alumni participation rate, which is currently at 11% (FY20). The goal is to achieve a participation rate of at least 30% over the next 5-8 years. As the charter class is approaching its middle seventies, the time is maturing to pursue legacy gifts.



Sarasota

Sarasota is famous for its beautiful Gulf beaches, arts and cultural institutions, and year-round



warm weather. **It's** also conveniently located an hour south of Tampa. The Sarasota-Bradenton region, a rapidly growing area attracting new residents and businesses every year, is home to the second largest planned community in the country. Three high schools in Sarasota County rank

among the state's Top 100 public schools. National companies including PGT Innovations, Roper Technologies, Sun Hydraulics, and Tervis are headquartered here.

Located on Florida's Cultural Coast, Sarasota is home to the John and Mable Ringling Museum of Art and the Asolo Repertory Theatre (both sit adjacent to our campus), as well as the Sarasota Opera House, Sarasota Ballet, Sarasota Orchestra, Sarasota Contemporary Dance, Van Wezel Performing Arts Hall, The Players Centre for Performing Arts, the Westcoast Black Theatre Troupe, Sarasota Art Museum, and Florida Studio Theatre. The Crowley Museum & Nature Center, Marie Selby Botanical Gardens, Mote Marine Laboratory and Aquarium, and the Bishop Museum of Science and Nature convey the ecological and zoological diversity of our region.

The Baltimore Orioles hold spring training in Sarasota while the Pittsburgh Pirates play their preseason games in Bradenton. The Atlanta Braves train in Venice, in the southern part of the county. Nathan Benderson Park is an outdoor recreational venue that hosts international rowing competitions, road races, and other sporting events. Sarasota is home to countless golf courses, tennis courts, and beautiful beaches:

- No. 1 Beach in the United States – Tripadvisor
- No. 14 Best Public Schools in Florida – Niche.com
- No. 18 Best Place to Live in U.S. – U.S. News & World Report
- No. 24 Public High School in U.S. – U.S. News & World Report

Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting New College of Florida in this search. For fullest consideration, candidate materials should be **received by February 28, 2021**. Application materials should be submitted using WittKieffer's [candidate portal](#).

It is important for candidates to note that under Florida's Sunshine Laws, all application materials are available for public review upon request. Nominations and inquiries can be directed to:

Lucy A. Leske, Dennis M. Barden, Veena Abraham, J.D.
NCFPresident@wittkieffer.com

NCF is committed to the principles of equal educational and employment opportunities for, and nondiscrimination towards applicants and employees with respect to race, color, religion, age, disability, sex, marital status, national origin, sexual orientation, gender identity, gender expression, and veteran status, as provided by law, and in accordance with NCF's respect for personal dignity. It is NCF's goal to create and maintain a work and study environment that is positive and free of unlawful discrimination. Further, NCF encourages the recognition of the diversity of its population and seeks to promote delivery systems, curricula activities, and programs that reflect this diversity in all facets of life at NCF.

