

Mary Ruiz, Chair Report
New College of Florida
Board of Trustees
June 15, 2022

It was my honor to represent the Board of Trustees at the New College May 2022 commencement on our historic bayfront. The accomplishments of this graduating class are even more remarkable under the uncertain and trying conditions of a global pandemic. War, inflation, food insecurity and the continued effect of the pandemic further unsettles the world in which our newest alumni will continue their education and life work.

Our graduates have many advantages in navigating uncertain terrain. Each one of them leaves New College with a well-tested work ethic due to the rigor of their education. They have what academic institutions and employers want. They are quick learners of complex matters with a thirst to find solutions. Many have already published original research and started businesses. All have demonstrated they can conceive and complete a thesis project requiring more than a year of effort. In advancing their education, these alumni have achieved high acceptance in competitive graduate and scholarship programs.

New College has a unique mission of offering an elite education with the affordability of a public institution. Sixty percent of our graduates leave with zero college debt. Our renewed focus on welcoming bright transfer students is paying off. As of this writing, New College has experienced an 89% increase in transfer students enrolled for fall of 2022. Our overall new enrollment is up year over year by 36% for the upcoming academic year. Retention of current students impacted by the pandemic remains a challenge for New College and every academic institution.

The classic liberal arts education stands the test of time as the educational approach of choice for our ivy league and military colleges. In the world of work, liberal arts graduates move well ahead of their peers when they reach midcareer. Payscale.com, a global leader in compensation software, recently ranked the midcareer salaries (ten years +) of New College graduates as the second highest in the Florida State University System.

New College values both education and work as part of a lifetime of learning and opportunity. Our innovative approach to career education in the liberal arts is gathering national attention. *The Chronicle of Higher Education* recently highlighted New College in a volume of six case studies entitled “New Pathways from College to Career: Preparing Students for a Rapidly Changing Workforce.” Once again, New College is demonstrating that the liberal arts are not only relevant but essential to our times.

To read more, click the link below.

file:///C:/Users/Owner/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/XKG9QV8B/NewPathwaysFromCollegetoCareer_Chronicle.pdf

Points of Pride

- While we're focused (and rightfully so) on immediate outcomes, it's important to look at the long-term success of NCF graduates. According to the most recent data on payscale.com, NCF graduates earn a median mid-career salary of \$106,300. This ranks NCF #2 among SUS schools and within the top 300 public and private universities in the nation.

School	Mid-Career Salary (as of 2021)
UF	\$117,300
NCF	\$106,300
FSU	\$105,400
FAMU	\$97,100
FGCU	\$86,700
UWF	\$86,100
FIU	\$70,900
UCF	\$66,600
USF	\$66,200
UNF	\$65,500
FAU	\$64,800

Median salary for those with 10+ years experience

Priorities (recent and emerging)

- Working with Dwayne Peterson (Director of the CEO) and Maddie Tympanick (Assoc. Dir. of Employer Relations & Work-based Learning) to develop our 2023-24 Universities of Distinction Legislative Budget Request
- Working with Burçin Bozkaya (Director of Data Science), Enrollment Management, and Academic Affairs to launch our new graduate certificates in Data Science.
- Planning our Student Success Plan to improve our PBF score. If this plan is accepted by the BOG in September, we will earn 25% of our PBF state investment (roughly \$900k). If we achieve what we articulate in that plan, we will receive another 25% (\$900k) with BOG approval of a monitoring report in March 2023.
- Early indicators point to a significantly higher PBF score for 2023-24. Here's the data we have so far:

Metric	Current	Goal	Projected performance	PBF impact
4. 4-year graduation rate	55.3%	57%	57.3% (58.9% with 3 expected August grads)	+1 point
6. Programs of strategic emphasis	46.2%	50%	51%	+2 points
8. Top 10% first-year students	21.4%	25%	(>30% of deposits are from top 10%)	+10 points
9a. 3-year transfer grad rate	36.4^	62%	62.5%	+0-10 pts
9b. 6-year Pell grad rate	65.2%	55%	57.4%	-2 points

If deposits from the top 10% first-year students don't melt away — and if we can convince the BOG to measure our transfer graduation rate annually instead of using a rolling three-year average — we should be looking at a score increase of +20 points.

FYI: You can see the PBF performance of the other SUS schools by clicking tabs at the top of this [this website](#)

Division Updates and Points of Pride

The 2021-2022 academic year involved a number of challenges and wonderful opportunities. Through it all, our New College students exhibited great resilience. While our division navigated a number of staff vacancies throughout the academic year, our staff ensured that student services and programs were minimally affected.

With the support of the Office of the Provost and the Foundation, Student Affairs was able to address departmental capacity affecting the number and quality of programs and services that we could provide to students. In addition to a number of collaborative initiatives, their funding further enhanced student engagement and intervention services in a number of key areas.

After receiving feedback in the early fall from our New College Student Government, students, and their families, we are thrilled to announce that Dr. Anne Fisher, dean of students, was able to bring Health Services back to the New College campus. With the support of Chris Kinsley, CFO and David Fugett, General Counsel, the new health services agreement was finalized in May. While we are grateful for the support and counsel of our partners at the University of South Florida, we believe it is in the best interests of the student community to have accessible health care, many times during the most vulnerable times in their lives.

Lastly, while we cherish the contributions and many great milestones of our students, I would be remiss to not acknowledge the level of service and support division of Student Affairs staff provided throughout the year. Whether supporting intervention efforts, crises or the shortages in staffing, their focus remained steadfast --serving our New College students and meeting their individual and collective needs. When you consider that, at one point, division vacancies exceeded a third of the staff, they must be applauded for their willingness to go above and beyond to help our students live, learn, and grow to their full potential this past academic year.

Below please find a snapshot of programs and services provided by Student Affairs units since we last convened.

Counseling and Wellness

April Events Hosted by Campus Recreation

April 22nd: Earth Day Watershed biathlon (Swim & Run)
April 30th: Camp Caples

Events Hosted by Other Groups with Support from Campus Recreation:

April 9th: Perspective Students Day
April 12th: NCPD Self Defense Class
April 15th: Res Life Dive in Pool Movie
April 16th: Barancik Scholars Waterfront Activities
April 22nd: Earth Day Festival at Waterfront

April 23rd: Cross College Kickball Tournament
April 29th: Powerlifting Mock Meet at Tennis Courts
April 29th: CGA Pool Wall Party
April 30th: Latinx Club, Asado By the Pool
May 4th: Res Life, May the Fourth Be With You Movie in the Pool
May 9th: Civitas End of the Year Celebration at the Waterfront

Health Education

April Events

Facilitated **National College Health Assessment Survey** completed by 124 students (who received a "Your Voice Matters" Steel Water Bottle as a thanks for completing the survey) Multiple info tabling events to encourage students to complete survey as well as to provide various Health Ed Topics.

Weekly **Thriving Thursday Tables in HAM**, - favorite table of the month "**Safer Sex or Safer Sox**" provided information on correct condoms & STI's with colorful socks as prizes for answering questions correctly.

For Sexual Assault Awareness Month, we collaborated with Taylor Parker, Title IX Coordinator, students and off campus partner SPARCC (Sexual Assault Victim Provider Agency in Sarasota) for several events:

- On April 20th held collaborative effort with students and Taylor Parker: **Self Care Event**, provided supplies for all of the selfcare stations: make your own salt scrubs, bags for students to decorate with stickers etc. which they then filled with healthy snacks, and other items as well as lavender lemonade as refreshment attended by 60 students. provided questions and facilitated discussion re selfcare.
- Coordinated with community partner Selah Freedom to provide presentation on **Human Trafficking for Feminist Friday** event
- On April 28th we held a "**Cone-sent**" program with student volunteers, representatives from SPARCC & NCF's Victim Advocate, Concetta Hollinger gave away ice cream "with consent" to over 170 students.

Coordinated Sexual Health Collaborative Programs

- CAN Community Health info tables (provided free HIV take home tests for students & other info)
- Department of Health In Motion Bus - free STI testing provided to 12 students

May Events

Petting Zoo on Z Green on 1st day of finals week. Attended by over 200 students plus a few NCF staff/faculty members. Students enjoyed spending time with Neeves the mini-donkey, Tomy the tortoise, Wilbur the pig and several baby goats, chickens & bunnies.

Held "Party Smart Training" in both April & May for students hosting & assisting with Walls & Graduation COUP. Information provided regarding harm reduction, signs of alcohol poisoning/drug overdose and bystander intervention.

Student Success and Advocacy

Student Success Center April 2022

- 257 Total Coaching appointments
- 85 Unique students coached
- 50% of students who visited the SSC this month made multiple appointments.
- 60% schedule utilization rate for month of April (percent of available appointment slots booked)
- 29% of students this month were referred by faculty
- 32% Indicated mental health was impacting their academics

Students by year that visited:

- 1st year - 49.5%
- 2ns Year - 13.4%
- 3rd Year - 16.5%
- 4th Year - 20.6%
- Transfer Students - 16%

Student Success Center May 2022

- 89 Total Coaching appointments
- 58 Unique students coached
- 50% of students who visited the SSC this month made multiple appointments.
- 50% schedule utilization rate for month of April (percent of available appointment slots booked)
- 25% of students this month were referred by faculty
- 21% Indicated mental health was impacting their academics

Students by year that visited:

- 1st year - 54.1%
- 2ns Year - 17.3%
- 3rd Year - 14.3%
- 4th Year - 14.3%
- Transfer Students - 14%

Equal Opportunity Programs (Title IX and ADA Coordinator)

Finalized first draft of anti-bullying and harassment policy with the anti-bullying and harassment committee

Student Activities and Campus Engagement

Diversity and Inclusion Events

April 4 - Writing as Activism (7 attendees)

April 5 - Social Media & Branding (10 attendees between RCAD & NCF and community partners)

April 6 - Curation in the Community (13 total number of attendees between RCAD & NCF and community partners)

May 3 -Tastes of the World (132 attendees)

Student Activities Events

April 14 - Child Adoption Dialogue- (7 attendees)

April 30 - Camp Caples- 61 attendees

April 22 - Asia Fest- 50 attendees

April 23 - New Prom- 169 attendees

May 7 - Newstock- 208 attendees

May 11 - Late Night Breakfast- 207 attendees

Submitted by

S. Marjorie Thomas, Vice President

NCF Board of Trustees Academic Affairs Report

Prepared June 14, 2022 for June 22, 2022 BOT meeting by Provost Suzanne Sherman

Current Focus

- Public posting of a searchable database 45 days prior to Fall 2022 classes in order to comply with state requirements (with Institutional Research, Information Technology, and Communications and marketing). The database will consist of textbook and instructional materials for all courses, and syllabi for core courses in our liberal arts curriculum, Chart Your Course.
- Summer advising and course selection for entering FTIC and transfer students
- Continuing implementation of our new *Courseleaf* Catalog Management System in partnership with the Registrar and Information Technology. The new Courseleaf Catalog is expected to be available for Spring 2023

Points of Pride

- Preproposals for new CIP codes for Psychology, Economics, and Computer Science AOCs were approved by BOG staff.
- Our Barancik Foundation proposal to support community college essay writing workshops, the New Day Transfer Student Success program, and our new program of Summer Faculty Advisors for incoming FTIC students, was funded at \$103,000
- Four new Applied Data Science graduate certificates will soon be advertised on our website. In addition, for the first time, students will be able to enroll part-time to pursue the M.S. degree in Applied Data Science.
- Professors Maribeth Clark, April Flakne, Wendy Sutherland, and Katie Walstrom were promoted to full Professor.
- Among our 2022 graduating class, nearly 25% will further their education. Five graduates are headed to the University of Florida; others will attend Florida State, Carnegie Mellon, Cornell, Harvard, Indiana University, Texas Tech, Georgia Tech, Virginia Tech, Vermont Law, University of Alberta, University of Chicago, etc. The class includes a Fulbright scholar, a Boren scholar, a TAPIF recipient, a Critical Language Scholarship recipient, and a Gilman Scholar.
- Associate Professor Jayne Gardiner has taken on a temporary rotator position at the National Science Foundation, a prestigious opportunity for Dr. Gardiner, and also a benefit for NCF. It both raises the profile of NCF in the scientific community, and improves NCF's potential for NSF grant opportunities. In Jayne Gardiner's absence as Director of the Pritzker Marine Biology Research Center, we have signed a MOU with Southface Institute, Inc. to bring in Dr. Amber Whittle as Interim Director for one year. With headquarters in Atlanta, and a satellite in Sarasota strongly focused on community, Southface is a sustainable building nonprofit that strengthens equity and the environment by transforming residential and commercial structures at every stage of the building life cycle.

On the Horizon

- PBF Student Success Plan
- Data- and priority-driven decisions about faculty hiring to eventually replace faculty who have left NCF
- Summer communications to continuing students
- Working with UF Engineering to improve our 2+3 pathway for students to earn a BA degree at New College and a BS in Engineering degree at UF.

Division of Finance and Administration

High Priority Focus Items

Report for the June 22, 2022 Board of Trustees Meeting

Happy New Year! (Fiscal new year is July 1) Summer is typically one of the busiest times of the year for the Division of Finance and Administration, and this year is busier than ever. Finance and Accounting is closing the books on 21-22, working with the Auditor General on the annual financial audit, working with other units to on implementing process improvements to enhance the student systems experience, and getting the START Center ready for Fall. Procurement is working on generating the numerous purchase orders needed for year end start.

All units are providing additional support to the various summer activities of the College, including Welcome Wednesday's, summer camps, and on campus students.

Facilities and IT are working on those projects that can only be accomplished over the summer while classes are out.

Budget is a large focus, with the start of the new 22-23 year, and development of 23-24 LBRs.

Lastly, we are working on the transition of HR from a Division of Finance and Administration unit reporting to Interim AVP Kristie Harris, to the new HR leader Ericka Worthy, who reports directly to the President.

Report to the Board of Trustees
Office of Communications and Marketing
June 22, 2022

FOCUS AREAS

New College Public Relations:

Strategic Public Relations planning and activations to broaden the awareness of New College and to strengthen Enrollment in Sarasota/Manatee counties, Tampa area and other key Florida markets.

Success example: New College of Florida top affordability Princeton Review ranking for 2022 message was posted nationally in Google News, the Orlando Sentinel, Tampa Bay Times, and Miami.com, to name a few.

“Recognized for its Affordability, New College of Florida Ranks Among the Best in the Country from The Princeton Review.”

More in development for a holistic New College approach.

Ncf.edu growth and content improvements:

Monthly review of key statistics and content for improvement or enhancements.

POINTS OF PRIDE / ACCOMPLISHMENTS

New ncf.edu:

The new website launched at the beginning of March. Since the launch, it has had 184k visitors, with 80% new visitors (half from search traffic). Compared to the same period last year, people are viewing 168% more pages on the site, the average session duration is up to almost 3 minutes from 2, and the bounce rate (session where a user visits a single page and has 0 engagement and leaves immediately) is down 92%. Homepage video has had 195k total impressions, new Commencement banner video [is now up](#).

New College News on Web, top stories, January-May, 2022:

- January: 558 readers (6.5k [ncf.edu/news](#) visitors total)
[ncf.edu/news/news/new-college-thesis-student-antonia-ginsberg-klemmt-earns-national-recognition-for-gismopower-invention/](#)
- February: 419 (7k)
[ncf.edu/news/news/activism-in-mind-alum-carlos-larrauri-is-an-avid-advocate-for-mental-health/](#)
- March: 890 (19.2k)
[ncf.edu/news/recent-new-college-of-florida-graduate-adam-rego-johnson-wins-national-best-paper-by-an-undergraduate-student-award-for-his-2021-thesis/](#)
- April: 2,428 (20.5k) [ncf.edu/news/body-parts-allison-vest-everything-we-know/](#)

- May: 650 (13.6k)
ncf.edu/news/maxeme-tuchman-00-award-winning-entrepreneur-and-new-college-of-florida-alumna-shares-her-10-pieces-of-advice-with-graduates-at-commencement-2022/

Social Media:

January-May, 2022, Growth by Platform


Audience Metrics	Totals	% Change
Total Audience	26,142	↗ 3.1%
Total Net Audience Growth	810	↗ 24.4%
Twitter Net Follower Growth	67	↗ 39.6%
Facebook Net Page Likes	145	↗ 107.1%
Instagram Net Follower Growth	249	↗ 1.2%
LinkedIn Net Follower Growth	244	↘ 1.6%
YouTube Net Subscriber Growth	105	↗ 169.2%

Context: Average social media growth rate is 1.5 to 2.5 percent per month. New College social averages 6.1% growth/month on average over this time period.

Examples of messages that drove the growth

New College of Florida
Fri 5/20/2022 8:30 pm EDT

Knowledge is not power: problem solving is the real power. Maxeme Tuchman shared lessons she learned from building Miami-...



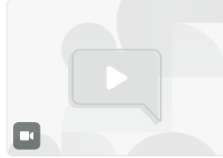
Engagement Rate (per Impression) 107.5%

Impressions 624

Engagements 671

New College of Florida
Fri 5/27/2022 12:01 pm EDT

Missing those perfect sunsets over the bay? We got you! Reshared from @ncfstudentactivities aka the SA[u]CE...



Engagement Rate (per Impression) 55.7%

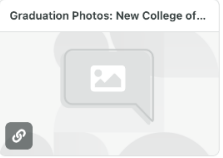
Impressions 201

Engagements 112

New College of Florida
Sat 5/21/2022 4:02 pm EDT

Commencement 2022 photo gallery from Sarasota Herald-Tribune is up! <https://www.heraldtribune.com/picture-...>

Graduation Photos: New College of...



Engagement Rate (per Impression) 26.4%

Impressions 4,292

Engagements 1,134

N  **newcollegeoffl**
Wed 2/23/2022 6:01 pm EST

Today was the inauguration of President Patricia Okker, congratulations President Okker! Thank you to everyone in our...




Impressions 2,056
***  

N  **newcollegeoffl**
Mon 2/21/2022 6:50 pm EST

Our warm Florida climate ☀️ can't stop us from enjoying a Winter Wonderland ❄️



Impressions 1,860
***  

 **newcollegeoffl**
Tue 4/5/2022 1:29 pm EDT

Our vibrant community of fearless learners is small but mighty here on Sarasota bay, the natural environment for forging deep...



Impressions 1,798
***  

**Interim Dean of Diversity, Equity and Inclusion
Board of Trustees Report
Dr. Queen Meccasia Zabriskie
June 2022**

The purpose of this report is to share information on some of the activities that I have engaged in throughout the 2021-2022 academic year. During the year, I have been using the framework of Inclusive Excellence to guide and structure my various activities. Inclusive Excellence is an area of strategic investment that the college identified in its most recent Accountability Plan that was approved by the Board of Governors.

What is Inclusive Excellence?

The framework of Inclusive Excellence was introduced by the American Association of Colleges and University (AAC&U) in 2005. Inclusive Excellence approaches diversity, equity, accessibility, and inclusion as strategic priorities and central to an institution's success. Russell states that "Inclusive Excellence is about supporting, valuing, and empowering everyone in an organization, no matter how big or small, to reach their full potential. It's about strategically developing, implementing, and evaluating cultural structures and processes that assist an individual's success." (2019: 355). Russell identifies five (5) areas of strategic emphasis within the framework of inclusive excellence: Access, Success, and Advancement; Training, Education and Development; Organizational Climate and Intergroup Relations; Community Engagement; and Organizational Infrastructure and Resourcing. This report outlines my activities in these five areas of strategic emphasis.

Access, Success, and Advancement

This area of strategic emphasis focuses on achieving a diverse student, staff, and faculty population, addressing outcome disparities within the college, and ensuring the retention and advancement of diverse faculty, staff, and students. Various activities this area included:

- Collecting and Analyzing data from various assessments
 - Equity Report - Specifically focused on Race/Ethnicity and Gender Equity as it relates to various student and faculty outcomes.
 - Campus Pride Index – Worked with a committee of faculty, staff, and students who spoke with various units around campus in order to assess the campus using national benchmarks for developing campus policies and practices that are inclusive of the LGBTQIA+ community.
 - Employee Satisfaction Survey – Worked with a committee of faculty, staff, and students to analyze qualitative results of the survey and facilitate campus wide discussions about the results. Began revising the Positive Campus Protocol and developed Employee Resource Groups as a result of these survey results.
- Serving on the committee that developed VIP weekend with Admissions staff led by Destiny Peterson.
- Piloting a more robust inclusion of DEAI practices in the Faculty hiring process w/ Trustee Stewart, Kristie Harris, and Rosanne Cohn, which resulted in the development of a three-part training, a rubric for assessing faculty candidates, and guidelines for assessing diversity literacy and activities in faculty applicants.

Training and Education

This area of emphasis focuses on providing professional development and training opportunities for faculty, staff, and students. Various activities in this area included:

- Reworking the affinity group session “Bring your Whole Self” during the 2022 orientation, which outline DEI Resources on campus for incoming students.
- Working with faculty and staff from academic affairs and student affairs to offer training on building trust and communication for student paraprofessionals.
- Developing a three session training series for faculty on the History Search committee and gave feedback on search committee training developed by Rosanne Cohn in the Human Resources office.
- Sponsoring students and faculty who wanted to attend the Black Students Lead and Latinx Leads conferences.
- Offering a leadership training for students on the NCSA Diversity Committee.
- Facilitating a training on diversity, equity, accessibility, and inclusion for the New College Challenge Academic Advisory Group.

Organizational Climate and Intergroup Relations

This area focuses on developing a culture on campus that is supportive of everyone regardless of their background and ability. Activities in this area included:

- Reworking the Committee on Campus Climate and Culture (4Cs) so that it functioned as a space of coordination of different DEAI activities across campus and collaboration between faculty, staff, and students all working in this area.
- Completing the first revision of the Positive Campus Protocol with a 4Cs working group so that we can have a more effective anti-bullying policy.
- Working with a subcommittee to make sure the college is in compliance with the Civil Discourse Initiative requirements from the Board of Governors, which involved developing the Initiative on Respectful Dialogue (Intergroup Dialogue training)
- Working with Staff Council, the Initiative on Diversity and Equity in Academics, Human Resources, and the New College Student Association to develop Employee Resource Groups.
- Offering direct support to student clubs and of student-led initiatives: Black Student Union, People of Color Union, and Muslim Student Association, and the development of an Africana Studies Living and Learning Community
- Organizing the Black History Month celebration, which was supported by a grant from the Florida Humanities Council and the Andrew Mellon Foundation.
- Responding to a number of DEI related conflicts within institution.
- Developing faith-Based support on campus, including the religious holiday calendar, working with students and staff to organize regular iftars during the month of Ramadan, and communicating a request from faculty and students to offer Kosher meals during Passover to Student Affairs (which the college offered this year).
- Worked with Lara Sladick to revise the Institutional Name Change form to eliminate language that was identified as offensive to our transgender community members.

Community Engagement

This area involves working with various entities in the community to develop programming that reflects the value that the college places on people with diverse backgrounds and experiences as well as exchanging resources that can be mutually beneficial. Activities in this area included:

- Working to develop a project with Solmart Media to advertise about the college to the Latinx community.
- Developing a number of collaborations with community groups in support of the Black History Month programming on campus.
- Meeting monthly with SUS Diversity Officers and Equity Officers.
- Attending the Cross College Alliance Diversity Collective meetings and supporting the development of their networking event.
- Participating in various public speaking and performance opportunities including the SMARTgirl Summit by SRQ Magazine, the Boys and Girls Club awards ceremony, presenting on Kwanzaa at the Junior League of Sarasota's Inclusive Holiday program, and dancing at Kwanzaa ceremonies organized by the African American Cultural Resource Center and Unity Church of Sarasota.
- Serving as a Board Member for the North Sarasota Library and the Boxser Diversity Initiative.
- Serving as the NCF Representative for the Association for the Study of African American Life and History.
- Serving as a member of the Equity Committee in the Sarasota County School District.
- Worked on the committee that organized the Visions of the Black Experience Film Festival November 2021 and the awards ceremony in January 2022.
- Served as a judge for the 2022 Embracing our Difference Art Exhibit.

Organizational Infrastructure and Resourcing

This area of emphasis focuses on developing the proper allocation of resources necessary to support DEAI initiatives at the institution and in different units. It also assesses the extent to which DEAI is fully supported and integrated into the organization's infrastructure as well as within different units. Activities in this area involved:

- Meeting with different members of the President's cabinet to discuss various DEAI issues and collaborate on initiatives as well as regularly attending the President's Cabinet meetings.
- Meeting with members of the Staff Council and the NCSA to collaborate and coordinate activities as well as regularly attending AAC, Staff Council, and Faculty Senate meetings.
- Consulting with the JEDIA Task Force within the New College Foundation and participated in presentation to the Foundation board.
- Working with faculty on campus to develop the Africana Studies Project. We completed a Fulbright Scholar-in-Residence application and are completing paper work for development of the Area of Concentration.
- Applying for and receiving a Florida Humanities Council grant to support Black History Month programming during the 2021-2022 academic year.

Moving Forward:

Future activities for the Dean of Diversity, Equity, and Inclusion include:

- Completing the 2022 Equity Report.
- Completing the 2022 Civil Discourse Initiative Report.
- Completing the analysis of the qualitative results of the Employee Satisfaction Survey.
- Writing up results from the Campus Pride Index and facilitating campus wide conversations of the results.
- Revising the Positive Campus Protocol based on feedback received from various individuals. around campus and developing process for rolling out policy to the campus.
- Working with New College Foundation to develop a JEDIA Retreat for its members.
- Developing two new student orientation sessions: an Affinity group session and an Initiative on Respectful Discourse session.
- Developing employee orientation session for the Initiative on Respectful Discourse.
- Developing a DEAI strategic plan.
- Planning for various DEAI events during the 2022-2023 academic year.
- Developing the Solmart Media project.
- Developing resources for faculty, staff, and students on House Bill 7.
- Work with H.R. to develop more inclusive gender categorization on our Simple Hire forms.

Works Cited:

Russell, Jared. 2019. "Achieving Inclusive Excellence in Kinesiology: Insights, Strategies, and Perspectives: National Association for Kinesiology in Higher Education 28th Delphine Hanna Commemorative Lecture 2019." *Quest*, 71:4, 349-360.

Bill Woodson -- Outreach and Community Engagement
Office of Outreach and Inclusive Excellence (OOIE)
Update for June 22, 2022 Board of Trustees meeting

Recent Accomplishments

- Supported Pat Okker's efforts to build personal community connections, facilitating visits to three more local high schools (total of eight high schools since January), interviews on the local ABC-TV affiliate; participation in the Manatee Chamber of Commerce Higher Education Panel, and the Florida Trends VIP Luncheon for Sarasota Executives; and a meeting with SRQ Airport CEO Rick Piccolo
- Supported 14 Mellon II – funded community engaged projects and programs in FY22
- Developed a robust schedule of summer and fall academic enrichment programs in partnership with community-based organizations serving high school and middle school students, including Girls Inc.; Unidos Now; Take Stock in Children-Sarasota County; Greatness Beyond Measure; and Healthy Teens Coalition
- Supported Prof. Sandra Gilchrist's two week, grant-funded PUSH/SUCCESS summer science camp for middle and high school students
- Access Leadership/Barancik Scholars program:
 - The Class of 2022 included five graduating Barancik Scholars; our end of year celebration luncheon was well received by the Scholars and Barancik Foundation CEO Teri Hansen
 - Completed 19 new Barancik Scholar interviews, with 14 awards for fall 2022
 - In fall 2022 the program grows to 29 Barancik Scholars, with retention improving to 88.2%
 - In fall of 2022, Access Leadership will extend program support to include new Bishop Parker Scholarship students
- Successfully completed two departmental searches, backfilling OOIE Program Coordinator and Director of Community Outreach positions

Upcoming Activities

- End-of-year grant reporting for Mellon II and Barancik
- Initiate discussions for a new Barancik grant
- Build new processes to support increased numbers of sub-grant awards and academic enrichment programs, while enhancing partner satisfaction and ease of collaboration
- Continue training partnership with Sarasota Police Department
- Coordinate DEI professional development workshop for the Economic Development Corporation of Sarasota County
- Plan President Okker's fall high school tours, her visit to the Port of Manatee, etc.

**Report to the Board of Trustees
New College Foundation
June 22, 2022**

Submitted by MaryAnne Young, Executive Director, New College Foundation. 6.14.22

Goals and Priorities for FY22 (July 1-June 30):

- Raise \$10 million inclusive of all new gifts and pledges *As of 5.31.22 \$9 million*
- Raise \$500,000 for the New College Fund and secure an alumni participation rate of 12% *As of 5.31.22 - \$360,000 and 7.5% participation rate*
- Introduce President Okker to major donors, alumni and community
- Clambake scholarships - \$300K goal *Raised \$530,000*
- Increase planned giving program awareness; enhance Four Winds Legacy Society

By Program:

- **Major Gifts:** We held several donor/prospect receptions in April. President Okker traveled to the West Coast (LA and San Francisco) for donor visits and alumni receptions. We have several regional visits planned with President Okker in July: Washington DC, Chicago and Atlanta. We are also continuing donor visits over the summer.
- **Planned Giving:** We continue to expand our planned giving program. We are marketing IRA distributions and annuities. The annuity rates will increase in July, making annuities even more attractive in this current economic climate.
- **Alumni Relations/Annual Fund:** We are closing in on the final week of annual fund fundraising. We launched a “300 donors in 30 days” campaign for the month of June. We have an all out effort with volunteer and staff calling, emails, social media and messaging from President Okker as the centerpiece of the campaign.

Recent success:

New grant from the Bishop Parker Foundation - \$159K for scholarships for students from Manatee County.

Additional grant from the Barancik Foundation for \$103,000 for scholarships for underserved student populations from Sarasota/Manatee counties.

Office of the General Counsel New College of Florida

For the June 22, 2022, Board of Trustees Meeting

Some of my activities this past month include:

- I continue to work with the SUS General Counsels and the BOG General Counsel on a collective response to the HB 7 Amendment to Fla. Stat. 1000.05(4) Discrimination against students and employees in the Florida K-20 public education system prohibited; equality of access required. This includes working with the Board of Governors and other SUS General Counsel offices on the enforcement provision contained in the SB 2524 amendment to Fla. Stat. 1001.92 State University System Performance-Based Incentive.
- Invited to speak to the Sarasota County Bar Association Summer Event on June 16, re: Faces of Accomplishment mentoring program with Booker High School.
- Stetson Law School has sent me the resumes of five Stetson Law School students interested in serving as an extern in my office this fall.
- Met with Sarasota Public Defender Larry Eger in his downtown Sarasota office re: intern opportunities for New College students at the Sarasota Office of the Public Defender.
- Continue to oversee college compliance with mandates from the legislature and Board of Governors on HB 7 and civil discourse.
- I have been asked to write an article for the August addition of the Sarasota County Bar Association News Letter – The Docket.
- The Booker High Law Academy student I have been mentoring for the last 3+ years (Nate Williams) recently graduated and provided an essay to the Sarasota County Bar Association on being a mentee. Although he is going to attend FAU this fall, his essay does mention New College in several places. Attached to this report is a story on Nate with a QR Code provided by the Sarasota County Bar Association that will send the reader to Nate's essay and a video that includes two other Booker High Law Academy graduates who are now successful students at New College.

Respectfully submitted,

David A. Fugett, *General Counsel*

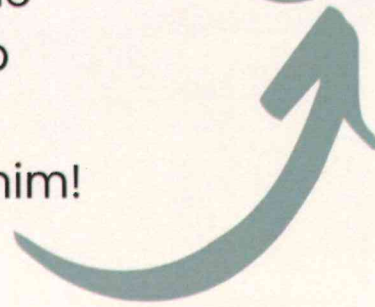
Meet Nate Williams

Booker High School
Law Academy
Class of 2022

"As I reflect upon the last 4 years in this program, I can't think of one thing that I would have changed or done differently...I know that this program will continue to help many students like me to lead successful lives and hopefully make them want to be a mentor to someone in their future, because I know it has done that for me. I can't wait to see what the future holds for me!"



Scan this QR Code
for Nate's story
and how the
mentorship
program
impacted him!



2021-22 Fiscal Year Internal Audit, Risk Management, and Compliance Activity Plan

Project Description	Company Contact	Auditor	Hours To Complete	Location	Audit Budget Impact	Planned Audit Period	Objective/Status	Risk Management Impact
Internal Audits								
Support State Auditor and BOG Audits	CFO	Audit Exec	40	Finance	\$0	August	Support seamless completion of State Auditor financial and operational audits	Ensure good standing with State Auditor's office with timely and complete request responses and reliable identified deficiency remediation.
Student Housing	Vice President of Student Affairs	Audit Exec	80	Housing Facilities	\$0	January	Create high level report on state of student housing including availability of safe rooms to accommodate enrollment growth, student satisfaction rating, maintenance level and planning, and general management of operations.	Confirm students are living in a safe and inviting environment conducive to academic success.
IT General Control and Cyber Security Audit, including Security Penetration Test	CFO	Audit Exec	120	Campus wide IT Resources	\$15,000	April	Confirm the design and effectiveness of IT general controls and security measures, including SOC2 reports from 3rd parties. Conduct independent expert security penetration test to confirm access integrity and phishing vulnerability.	Reduce risk of cyber breach and data ransom including interruption in access to, corruption of, or loss of university data processing systems and/or critical information. Avoid reputation damage.
Follow-up on Direct Support Organization Audit Reports from Crowe	CFO	Audit Exec	80	Campus wide	\$0	Various	Evaluate the extent to which findings reported by the Crowe auditor's have been remediated.	Mitigate the risks reported by the Crowe auditor before they adversely affect the university.
Study Effectiveness of Student Feedback to Support Strategic Objectives	Provost	Audit Exec	80	Campus wide	\$0	January	Evaluate the extent to which student feedback is utilized to assure class offerings and faculty are supporting the achievement of strategic objectives.	Mitigate the risk that student preferences and opportunities for faculty performance improvement are not recognized in strategic planning.
Foundation Investment Policy Audit	Foundation President	Audit Exec	80	Foundation	\$0	February	Evaluate level of investment policy success in achieving strategic business objectives and provide recommendations for maximizing return within risk appetite.	Support the Foundation's achievement of its strategic objectives.
Pcard Card Charges and Vendor Use Audit	CFO	Audit Exec	120	Accounts Payable	\$0	August	Review executive and other material Pcard user expense report statements for inappropriate expenditures. Confirm controls are operating effectively. Identify any trends in vendor preferences in the past three fiscal years.	The ongoing review will pre-empt significant issues and/or public image consequences and reduce the risk of fraud and whistleblower investigation.
Compliance Activities								
Performance Funding Metrics	CFO	Mauldin & Jenkins Audit Exec	80	Remote	\$17,000	November	Audit to confirm the reliable, complete, accurate and timely reporting of data submissions to the Board of Governors in support of the Performance Funding Metrics model.	Assure compliance with Board of Governor's Regulation 5.001, Performance-based Funding, requirement for an annual audit.
Work with Compliance Partners on Annual Compliance Reports and Implementation of new laws and regulations.	President's Cabinet	Audit Exec	120	Various	\$0	July - August	Work with thirteen university Compliance Partners to prepare annual audit reports, resolve obstacles, and promote compliance. Support General Counsel and leadership team with implementation of new compliance laws and Board of Governor regulations.	Reduce risk of undetected compliance issues.
Complete Admissions Department Process Controls Mapping	VP Enrollment	Audit Exec	80	Admissions Department	\$0	July- August	Support development of integrated process controls that assure student applications are evaluated timely, without bias, and in support of the achievement of Performance Funding metrics.	Avoid repeat allegations of misconduct and a second external investigation.
Develop and implement new regulations as BOG, State, and Federal regulations change.	General Counsel	Audit Exec	40	Remote	\$0	Ongoing	Develop university regulations to mirror new or changed Board of Governor (BOG), state, or Federal regulations and statutes.	Avoid regulatory agency compliance or legal issues.
Annual Consumer Information and other Key Website Reviews	President's Cabinet	Audit Exec	24	Remote	\$0	April	Confirm all compliance information links are functioning, information is current, information is accessible to hearing impaired, and all required sites are listed.	Avoid regulatory agency compliance or legal issues.

2021-22 Fiscal Year Internal Audit, Risk Management, and Compliance Activity Plan

Project Description	Company Contact	Auditor	Hours To Complete	Location	Audit Budget Impact	Planned Audit Period	Objective/Status	Risk Management Impact
Perform Five-Year Independent Peer Review of Florida Polytechnic University	n/a	Audit Exec	40	Remote	\$0	July	Support Florida State University System peer complete their regulatory required five-year quality assurance review.	Absent a quality assurance review, Internal Audit and Compliance functions may operate ineffectively subjecting the university to inordinate risk.
Risk Management								
Evaluate Insurance Coverages	CFO	Audit Exec	16	Health & Safety Dept	\$0	December	Support the evaluation of exposures and utilization of insurance coverage as a means of transferring risk	Losses from operational exposures can be mitigated through the cost effective transfer of risks to insurance pools/coverages.
Maintain COSO Based Enterprise Risk Assessment and Planning (ERM) Model	President's Cabinet	Audit Exec	120	Various	\$0	Ongoing	Ongoing risk management meetings with executive management, monitoring changes in key business processes, and tracking economic trends helps facilitates management's achievement of strategic objectives and minimize the impact of adverse market changes/occurrences. ERM Program implementation continues with creation of a Governance, Risk and Control (GRC) evaluation using the COSO 2017 Integrated Framework.	An enterprise risk management program is required by the Board of Governors for all universities. Program assures significant exposures are cost effectively mitigated and changes in risk are monitored and appropriately responded to.
Business Continuity and Emergency Response	President's Cabinet	Audit Exec	80	Various	\$0	Ongoing	Ongoing effort to support management's enhancement of the business continuity and emergency response plan.	Help the university minimize the impact of adverse events that could adversely affect achievement of strategic objectives including student welfare and reputation.
Succession Planning Evaluation	President's Cabinet	Audit Exec	40	All Areas	\$0	November	Minimize the impact of turnover on the achievement of the university's strategic business objectives.	Avoid the loss of institutional knowledge and assure operational continuity to the extent possible.
Management Assists								
Follow-up and Resolution of Recognized Deficiencies	President's Cabinet	Audit Exec	80	All Areas	\$0	Ongoing	Support management's response and remediation of reported deficiencies from internal and external authorities.	Mitigate risks identified by audit activities. Assure timely remediation to avoid repeat findings and promote strong relationships with audit authorities.
Evaluate Fraud Risk Control Ratings	CFO	Audit Exec	80	Business and Accounting Areas	\$0	September	Support management's efforts to design and implement effective internal controls to deter fraud, waste and abuse. Continue with Procurement and Budget controls.	Avoid fraud, waste and abuse losses.
Enrollment Strategic Success	CFO	Audit Exec	120	Enrollment Department	\$0	October	Evaluate level of success in achieving strategic objectives and provide insights and recommendations for increasing enrollment.	Support the university's achievement of it's enrollment objectives and Performance Funding metrics.
Time Available to Support Management Assist Requests.	President's Cabinet	Audit Exec	120	All Areas	\$0	Ongoing	Support management's efforts to improve the efficiency of operational processes such as time accounting and work orders, comply with external regulation changes, and resolve audit findings.	Support management's continuous improvement of compliance with external regulations and remediation of external audit findings.
Support Annual Financial Statement Audit	CFO	Audit Exec	20	Accounting	\$0	Ongoing	Support management's development of internal controls over financial reporting to help avoid material errors.	Mitigate risk of financial report error and perception of university's integrity.
Misconduct Investigations								
Conduct Misconduct & Compliance Investigations	Various	Audit Exec	200	Various	\$0	As Needed	Conduct investigations of alleged misconduct.	Mitigate risk of SUS Board of Governor's or State Legislature's concern with university leadership stewardship of funding and integrity. Avoid public controversy.
Administration								
Develop Audit Committee Agenda Presentations and Minutes	Audit Chairman	Audit Exec	64	n/a	\$0	Quarterly	Presentation of Audit, Risk Management, and Compliance efforts to the Audit Committee.	Assures the Audit Committee is well informed of all significant exposures to the achievement of the university's strategic business objectives and compliance with regulatory requirements.

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Prepare Annual Internal Audit and Compliance Activities Report	Audit Chairman	Audit Exec	24	n/a	\$0	July	Inform the Audit Committee of the Internal Audit and Compliance Department's achievements.	Assure the Internal Audit and Compliance function is effectively operating.
Audit, Risk & Compliance Training	CEO	Audit Exec	80	Various	\$3,000	Ongoing	Audit Executive obtain continuing education units to stay aware of current industry issues and maintain certifications. Includes internal Skillssoft training.	Develop more effective audit, compliance, and risk management programs.
Update Annual Internal Audit, Risk Management and Compliance Plan	Audit Chairman	Audit Exec	24	n/a	\$0	June	Utilize Enterprise Risk Assessment to focus Internal Audit and Compliance resources on highest risks to the achievement of the university's objectives.	Assure optimal coverage of the university's significant exposures.
Optional Work								
Project Team Participation	President's Cabinet	Audit Exec	40	Various	\$0	Ongoing	Support President's Cabinet committee.	Enhance outcomes of senior leadership strategic initiatives and hiring efforts.
Support Business Continuity Plan Development	Executive Managers	Audit Exec	40	Various	\$0	Ongoing	Work with management to develop a meaningful plan to minimize the adverse affects of a disaster. Being ill prepared for a disaster can cost lives, affect customer relations, decrease revenues, and/or increase the cost of operations. We believe the investment is essential to the long-term welfare of the employees and achievement of corporate objectives.	Avoid resource losses associated with loss of data, accessibility, operations, financial reporting, etc., due to nature or malicious disaster(s).
Total Hours			2,012		35,000			

Breakdown of Allocation of Hours

Total Internal Audit Hours	600	28%
Total Compliance Hours	384	18%
Total Risk Management Hours	256	12%
Total Investigations Hours	200	9%
Total Management Assist Hours	420	20%
Total Administrative Hours	192	9%
Total Optional Work Hours	80	4%
Total Hours	2,132	

Internal Audit	Potential Hours	Planned Hours	Hour Shortfall	Expense
Audit Executive	1,756	2,012	(256)	\$ 160,000

Available Audit Hours Calculation

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PTO	196
Administrative*	128
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Enterprise Risk Management Analysis

Risk Evaluation Form Title	Business Objective	Inherent Risk Description	Inherent Risk Rating	Control Rating	Risk Ranking Aug 2021	Risk Ranking June 2022	Management's Plan to Further Mitigate Risk	Risk Category
Facilities	Provide and maintain facilities in accordance with university needs, to quality specifications, in a cost effective/competitive and regulatory compliant manner.	Significant age of buildings and budget limitations may result in facilities being disrupted or unable to fulfil university housing and administrative building needs in a timely and quality manner. Delays could cause inability to meet student body and administration demand causing a substantial loss of potential revenue, reputation and personnel dissatisfaction.	9	7	15	16	<ol style="list-style-type: none"> 1.New College strategic plan calls for an increase in student housing fees to help address deferred student dormitory maintenance over the next 12 months. 2.Employee and student relations are being addressed by management. 3.Facility improvements and housing will remain at issue until the 70 Pei beds can be restored. 	Customer Relations & Brand Recognition
Human Resources	To design and manage compensation/benefit plans and employee satisfaction strategies that cost effectively attract, retain, and heighten the abilities of highly proficient employees who consistently achieve New College's strategic goals and objectives.	Personnel leave, are ineffective, or untrustworthy exposing New College to under performance, business process interruptions, loss of institutional knowledge, misconduct and increased recruitment and training costs thus hindering the achievement of key university's objectives.	8	7	14	15	<ol style="list-style-type: none"> 1.Implement company-wide base pay review. (Initially planned for calendar year 2021.) 2.Communication plan with all supervisors regarding expectation of open communication in each department and completion of annual performance evaluations in a timely manner. 3.Implement anonymous supervisor feedback process. Summer 2022 4.Develop an antibullying regulation. Summer 2022 5.Provide the Board with an annual Staff Views Report. Summer 2022 6.Conduct 2023 Employee Satisfaction Survey. 	Business Continuity
Strategic Growth Initiatives	Demonstrate management's ability to achieve the university's goals of 1,200 students by 2024-25, 80% four-year graduation rate, and be recognized among the best twenty liberal arts universities in the nation.	Growth initiatives for existing or future enrolment fail to achieve projected results and support university graduation and achievement targets.	8	5	14	13	<ol style="list-style-type: none"> 1. Market in international markets including Asia and South America to attract foreign students. 2. Improved applicant communication to facilitate higher conversion rates. 3. Add recruiter to manage student interest programs. 4. Continuously evolve curriculum to higher demand fields. 5. Manage social media posts to improve university's image. 6. Publicize research and other faculty successes. 	Asset Productivity and Brand Reputation
Cyber Security & Reliability	Demonstrate management's ability to secure protected data, respond to all cyber security breach threats/incidents, and assure reliability and accessibility of all data processing systems and repositories.	Non-public College, personal student and/or employee information is obtained and misused by unauthorized persons resulting in remediation costs, legal expense, regulatory agency sanctions and/or brand reputation damage. Data processing systems cannot be accessed or data lacks integrity.	8	5	13	13	<ol style="list-style-type: none"> 1. Breach response team, which includes the CFO, Chief Audit Executive, Director of Application Support & Development, Director of Information Technology, and Director of Technology Support will evaluate known causes for cyber related losses and enhance policies and process controls to further reduce exposures. 2. Penetration test will be performed during the 21/22 fiscal year. 3. External mail may be flagged to help College personnel recognize phishing attacks. 4. IT is in the process of implementing ISO 27001 Information Security Management to lessen cyber exposures. 	Asset Security, Regulatory Compliance and Brand Reputation
Business Contunity	In the event of an emergency, imminent threat, or disaster, be prepared to identify the risk, quickly respond to minimize harm, and expeditiously restore normal university operations. Develop and Maintain an Emergency Operations Plan that assures the university is continuously able to safely and efficiently educate, conduct research, operate campus services, house students, communicate, and recruit.	Campus community is harmed and/or university operations are disrupted in a manner which adversely impacts the university's ability to maintain a safe environment, delivery its services, preserve public trust, and/or achieve its strategic objectives. <ol style="list-style-type: none"> 1.Critical business systems become inoperable (i.e. communications, payment processing, financial reporting, information or internet access). 2.Facilities become uninhabitable, unavailable, or destroyed. 3.Students cannot safely attend classes or reside in dorms. 4.Faculty or staff cannot perform essential job functions. 5.Campus support services such as the cafeteria or maintenance cannot provide services. 6.The campus cannot be accessed. 	6	7		13	<p>Risk Management Plan - Campus will evaluate and improve continuity preparations as follows:</p> <ol style="list-style-type: none"> 1. Develop Executive Security Program, 2. Assemble disaster recovery teams and emergency response wardens for all buildings/locations, 3. Conduct severe incident response drills and table top exercise with all campus personnel and a tiered involvement with students to improve awareness and response, 4. Update/renew POs with critical disaster response supply vendors, 5. Develop standing communiques to inform public of emergency status. 	Business Continuity (also see Cyber Security, Facilities, & Environmental Safety)
Campus Safety & Security	To operate the College campus in a safe and secure manner such that personnel, students and visitors feel safe, the College's reputation is supported, costs related to bodily and property harm are minimized, liability insurance rates are the lowest possible, and litigation is minimized.	Stakeholders, personnel, students, or government agency(s) could come to believe the open access campus is unsafe resulting in decreased enrolment, retention, and the viability of the campus mission; police could be viewed as threatening creating tension with student body and/or faculty, and insurance claims and uncovered losses strain the campus budget.	8	5	12	13	<ol style="list-style-type: none"> 1. Professionally evaluate camera system to ensure ability to identify perpetrators. 2. Campus administration is considering a scrub barrier and signage along Hwy 41 to restrict open access to student dorms and social areas. 3.Search for a new Chief of Police and Captain are underway. 	Business Continuity, Compliance
Environment Safety & Emergency Management	Assure the protection of campus buildings, students, and personnel; the ability to safely educate and operate campus activities; and compliance with OSHA & EPA standards, as well as local, state, and federal environmental laws and codes.	Key university assets, students, and personnel are placed at risk of damage or injury from hurricanes and other severe storms, rising seas, drinking water contamination, harmful algal bloom, hazardous substances, pandemics, and/or airplane crash.	7	5	12	12	<ol style="list-style-type: none"> 1.The university plans to upgrade generator capacity at the Heiser Natural Science and ACE buildings. 2.Plan to control burn the regenerative forest area. 3.Housing has closed 30 rooms due to water damage and mold issues pending renovation funding. 4.Management is presently updating the Emergency Management Plan. 	Business Continuity, Compliance

Enterprise Risk Management Analysis

Risk Evaluation Form Title	Business Objective	Inherent Risk Description	Inherent Risk Rating	Control Rating	Risk Ranking Aug 2021	Risk Ranking June 2022	Management's Plan to Further Mitigate Risk	Risk Category
Faculty Development	To identify, attract, and deliver a diverse collection of faculty and academic programs with the ability to engage students, core competencies, credentials and scholarly profile or potential to market the university as a high-quality institution with a vibrant academic program that can meet high performing student educational and developmental needs, support the cost of operations, and increase our impact as a SUS contributor.	<ul style="list-style-type: none"> • Failure to create an integrated academic and student residential experience that supports holistic student growth. • New marketable degrees, programs and research are not offered or under consideration to attract faculty and students. • Advanced technologies cannot be optimized and brought to bear to enhance education in a timely, quality, and/or cost-effective manner resulting in quality erosion, decreased enrollment and/or increased expenses. • The competitiveness of curriculum offered and new student application follow through are not thoroughly vetted resulting in decreased enrollment, low class size, and increase in cost of education per student. • Research breakthroughs and Intellectual property are not consistently identified and/or protected. 	7	5	12	12	<ol style="list-style-type: none"> 1. Investments in faculty mentoring and research grant submissions support. 2. Competitive benefits and salary package. 3. Robust faculty review process that includes student feedback on teaching, external reviews of scholarship, and identification of improvement opportunities. 4. Research and creative scholarship activities are expected of all tenure-track and tenured faculty. 	Reputation Research
Code of Conduct & Regulatory Compliance	Create and communicate a tone of ethics, integrity, and awareness from the top of the organization that sponsors a high level of ethical conduct and regulatory compliance.	Non-compliance with the Code of Ethics and Conduct or Federal and State regulatory agency requirements may result in law suits, material errors, fines, sanctions, loss of license(s), loss of revenue, low employee morale, and/or adverse publicity.	7	4	11	11	<ol style="list-style-type: none"> 1. The CFO will obtain an Annual Disclosure Form from all personnel with invoice payment authority, to obtain acknowledgement of their understanding and compliance with the Code of Conduct and other university regulations. 2. Update the university regulations related to ethics and compliance annually. 	Financial Reporting & Compliance
Adverse Legal Action	To operate in a legal and ethical manner, build the university's reputation, and minimize the cost of, or loss from, litigation.	A stakeholder(s), customer(s), competitor(s), or government agency takes exception to the company's actions or inaction and files a legal action to force a change and/or remedy. As company prospers, infringement and spurious lawsuits inherently increase.	6	4	10	10	<ol style="list-style-type: none"> 1. Management will continue to enhance employee training to support knowledge of, and compliance with, applicable laws and regulations. 2. Plan on hiring Paralegal employee in 2021 to support general counsel. 3. Implemented website accessibility practices and physical access policies to minimize risks from lawsuits on ADA compliance. 	Compliance
Financial Reporting	Ensure financial results, required footnotes and other disclosure information are reported and presented in a complete, accurate, timely, consistent, fair manner as required by the Government Accounting Standards Board and applicable regulatory guidelines.	Financial statements are presented in a manner that subjects the university to claims of misstatement, violation of accounting standards, fraud, inappropriate oversight, or malfeasance resulting in lawsuits, fines, penalties, higher insurance costs, additional costs, and/or damage to the university's reputation.	6	4	10	10	<ol style="list-style-type: none"> 1. Support continuing education and certifications for accounting team. (ongoing) 2. Implement Enterprise Risk Management program. (Fall 2021) 	Financial Reporting & Compliance
Economic & Political Events	Accurately adjust strategic plans, forecasts, and budgets for economic and/or political events in order to minimize the impact of uncontrollable shifts in State funding, enrollment, research, fundraising, operational costs, and other economic dependent variables.	Uncontrollable economic and/or political/world events, such as a change in State and Federal spending, consumer spending, interest rates, financial market liquidity, grant and loan availability, government policy, and/or tax regulations adversely impact U.S. and/or State economic stability thus budget funding, financial aid, donations, grant funding, student financial support, and/or other enrollment and funding variables.	6	4	9	10	<ol style="list-style-type: none"> 1. Efforts are being made to diversify non-state funding sources including leverage of real property and alumni/Foundation relationships. 2. Focus on additional operational efficiencies to offset potential funding pressures. 	Asset Productivity

Ranking is from highest present Residual risk of an adverse event to the lowest. The Residual risk ranking is the sum of the Inherent risk that the adverse event will occur plus the rating of the adequacy of controls in place to mitigate the Inherent risk. The higher the Inherent risk rating the more likely it could occur on a scale of 1 to 10. The best ranking would be a 2 and the worst a 20. Unchanged risk rankings are in green. Increases in risk rankings are highlighted in red while decreases are highlighted in yellow. Risks in light blue shading have been added since

Responsible Manager(s)
AVP Facilities, CFO
AVP of Human Resources & all Executives
President, Provost, VP of Enrolment Management, and Board of Trustees
Director of Application Support and Development, CFO, Director of Technology Support
CFO
President, CFO, & Chief of Police
President, CFO, & EH&S Director

Responsible Manager(s)
Provost, President, Deans
Board of Trustees, President, CFO, Chief Compliance Officer, Compliance Partners
President, CFO, HR Director & General Counsel
CFO, CAE, Audit and Compliance Committee
President, CFO

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the last report.

New College of Florida Risk Evaluation Form	Division / Operation / Group / etc: AVP Facilities, CFO Date: May 12, 2022
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Business Objective: Provide and maintain facilities in accordance with university needs, to quality specifications, in a cost effective/competitive and regulatory compliant manner.

Risk Category: Customer Relations – Facility Quality and Availability.
Brand Reputation – Public Image of University

Risk Description/Contributing Factors: Significant age of buildings and budget limitations may result in facilities being disrupted or unable to fulfil university housing and administrative building needs in a timely and quality manner. Delays could cause inability to meet student body and administration demand causing a substantial loss of potential revenue, reputation and personnel dissatisfaction.

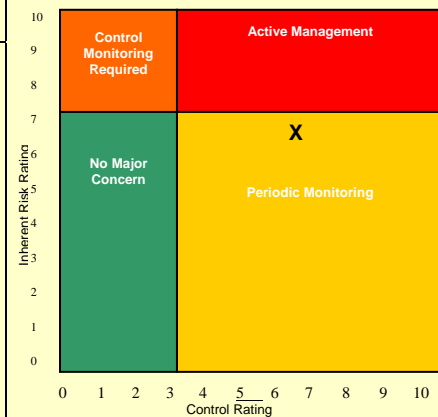
Inherent Risk Rating Table

Likelihood Rating -	5	Consequence Rating	4	Inherent Risk Rating	9
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If the combined rating is 7 or greater continue on to the control evaluation section.

Existing Controls

- Facilities are managed by a highly experienced team who is constantly working to increase capacity ahead of the curve.
- Buildings are continuously repaired and periodically renovated to quality requirements.
- All construction projects are bid in accordance with Florida state regulations and actively managed by the Director.
- Contractor's backgrounds are screened and required to have an active license and bond as needed.
- Redundant power supply is in place for most priority buildings except residence halls.
- Facilities personnel are trained to proactively identify air quality issues and other building concerns.
- Facility employees receive Occupational Health and Safety training and egress from buildings are kept clear and well lit.
- Americans with Disabilities Act compliance issues are addressed as they arise. Some older buildings are grandfathered.
- Buildings are insured at replacement cost.
- Fire alarms and suppression equipment are located in most buildings and inspected annually. Some older buildings are grandfathered.
- Grounds personnel operating motor vehicles and equipment are licensed, trained and supervised.
- Preventive maintenance is performed on all buildings.
- Campus grounds and building exteriors are maintained to the extent funding is available.
- Facilities personnel undergo extensive background checks.
- Environmental Health and Safety Director monitors use and storage of toxic chemicals in accordance with policy.



Control Rating Table

Effectiveness Rating	4	Application Rating	3	Control Rating -	7
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Summary of Risk Management Plan

- New College strategic plan calls for an increase in student housing fees to help address deferred student dormitory maintenance over the next 12 months.
- Student relations with housing are being addressed by management.
- Facility improvements and housing will remain at issue until the 70 Pei beds can be restored.

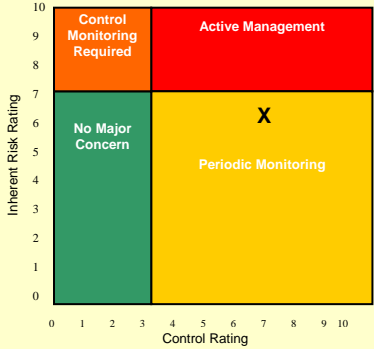
Employee Responsible: AVP Facilities	Reviewed by: CFO	Completion Timetable: Spring 2023
Signature:	Signature:	Next Review Required: Spring 2023

Risk Evaluation Form – Human Resources

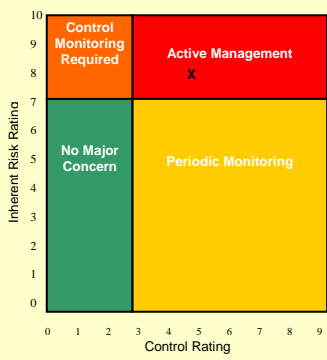
New College of Florida Risk Evaluation Form		Division / Operation / Group / etc: AVP of Human Resources & all Executives		Date: April 28, 2022	
Business Objective: To design and manage compensation/benefit plans and employee satisfaction strategies that cost effectively attract, retain, and heighten the abilities of highly proficient employees who consistently achieve New College’s strategic goals and objectives.					
Risk Category: Business Continuity					
Risk Description/Contributing Factors: Personnel leave, are ineffective, or untrustworthy exposing New College to under performance, business process interruptions, loss of institutional knowledge, misconduct and increased recruitment and training costs thus hindering the achievement of key university’s objectives.					
Inherent Risk Rating Table					
Likelihood Rating	4	Consequence Rating	4	Inherent Risk Rating	8
<p>If the combined rating is 7 or greater continue on to the control evaluation section.</p> <p>Existing Controls</p> <ol style="list-style-type: none"> Use the approved historic salary schedule for base pay as a guide to ensure consistent wages. Promote core value of open communication throughout work environment. Annual performance evaluations encourage employee development. HR endeavours to conduct interviews of all exiting employees leaving on a voluntary basis. Benefits are very competitive including retirement contributions, medical insurance, sick leave, annual leave, etc. Implement leadership and professional development learning programs via Skillsoft. Develop a remote and flexible work regulation. Conducted 2022 Employee Satisfaction Survey. 					
Control Rating Table					
Effectiveness Rating	4	Application Rating	3	Control Rating	7
Summary of Risk Management Plan					
<ol style="list-style-type: none"> Implement company-wide base pay review. (Initially planned for calendar year 2021.) Communication plan with all supervisors regarding expectation of open communication in each department and completion of annual performance evaluations in a timely manner. Implement anonymous supervisor feedback process. Summer 2022 Develop an antibullying regulation. Summer 2022 Provide the Board with an annual Staff Views Report. Summer 2022 Conduct 2023 Employee Satisfaction Survey. 					
Employee Responsible: AVP HR & all Executives		Reviewed by: President		Completion Timetable: Summer 2022	
Signature:		Signature:		Next Review Required: Fall 2022	

Risk Evaluation Form – Strategic Growth Initiatives

New College of Florida		Division / Operation / Group / etc: President, Provost, VP of	
Risk Evaluation Form		Enrolment Management, and Board of Trustees	
Date: June 7, 2022			
Business Objective: Demonstrate management’s ability to achieve the university’s objectives of 800 students by 2026-27 , 80% four-year graduation rate, and be recognized among the best twenty liberal arts universities in the nation.			
Risk Category: Asset Productivity and Brand Reputation			
Risk Description/Contributing Factors: Growth initiatives for existing or future enrolment fail to achieve projected results and support university graduation and achievement targets.			
Inherent Risk Rating Table			
Likelihood Rating -	3	Consequence Rating	5
		Inherent Risk Rating	8
If the combined rating is 7 or greater continue on to the control evaluation section.			
Existing Controls			
<ol style="list-style-type: none"> Data is analysed on student application conversions, competitive tuition rates and market growth within programs. Due diligence is performed to confirm projections are realistic and integrated into strategic initiatives. Executive team and BOT evaluate, recommend, and monitor the success of growth initiatives. Continuously monitor and respond to enrollment changes within programs and focus faculty on higher interest degrees. All new degrees require Board of Trustee approval. Student counselors monitor and notify management of students behind on four-year graduation plan. Consider department impact of growth initiatives in terms of budget and bandwidth requirements. Added remote recruiters in potential high yield Florida counties. Increased campus visitations by over 100% year-over-year. Establish Guaranteed Admissions Programs/Articulation Agreements with Community and two-year colleges. Achieved Phi Theta Kappa Honor Roll, 2nd year in a row. Financial aid scholarships and offer letters are distributed as early as possible. 			
Control Rating Table			
Effectiveness Rating	3	Application Rating	2
		Control Rating	5
Summary of Risk Management Plan			
<ol style="list-style-type: none"> Improved applicant communication with frequent online advising and informational events to facilitate higher applications and conversion rates. Continuously evolve curriculum to higher demand fields. The Provost is monitoring course enrollments and field enrolments in order to shift resources into fields with higher productivity. The interests of our Fall 2022 incoming students are being evaluated and we will reduce funding to areas with low student interest. Manage social media posts to improve university’s image. Publicize research and other faculty successes. Continue to add Guaranteed Admissions Programs with Community and two-year colleges. New website transfer pages designed specific to the population. Launched a digital boost campaign to increase brand awareness. Created a Nova for a Day program where prospective students sitting in on classes. Initiated ZeeMee platform, online community for students interested in New College. Developed a Demographic Synopsis to better understand applicant flow by ethnicity and race. 			
Employee Responsible: Provost & VP of Enrollment	Reviewed by: President		Completion Timetable: Spring 2023
Signature:	Signature:		Next Review Required: Spring 2023

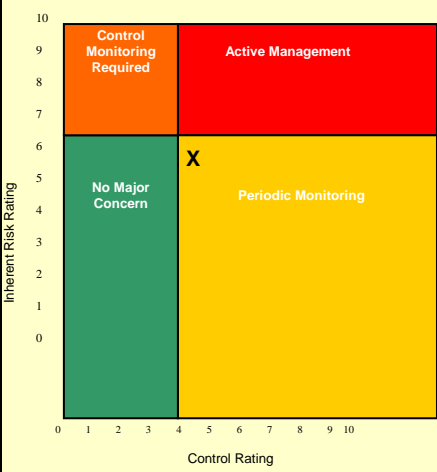
New College of Florida Risk Evaluation Form		Division / Operation / Group / etc: CFO, All Executives Date: May 16, 2022			
Business Objectives: In the event of an emergency, imminent threat, or disaster, be prepared to identify the risk, quickly respond to minimize harm, and expeditiously restore normal university operations. Develop and Maintain an Emergency Operations Plan that assures the university is continuously able to safely and efficiently educate, conduct research, operate campus services, house students, communicate, and recruit.					
Risk Category: Business Continuity (also see Cyber Security, Facilities, & Environmental Safety)					
Risk Description/Contributing Factors: Campus community is harmed and/or university operations are disrupted in a manner which adversely impacts the university's ability to maintain a safe environment, delivery its services, preserve public trust, and/or achieve its strategic objectives. <ol style="list-style-type: none"> Critical business systems become inoperable (i.e. communications, payment processing, financial reporting, information or internet access). Facilities become uninhabitable, unavailable, or destroyed. Students cannot safely attend classes or reside in dorms. Faculty or staff cannot perform essential job functions. Campus support services such as the cafeteria or maintenance cannot provide services. The campus cannot be accessed. 					
Inherent Risk Rating Table					
Likelihood Rating -	2	Consequence Rating	4	Inherent Risk Rating	6
If the combined rating is 7 or greater continue to the control evaluation section.					
Existing Controls <ol style="list-style-type: none"> Campus Police conduct severe incident response drills. Campus' Director of Environmental, Health and Safety continuously inspects and advises on safety issues. Personnel are cross trained to perform multiple functions and succession plans are in place for essential personnel. Residence halls conduct fire and emergency drills. The Heiser Natural Science and ACE buildings can withstand category 4 hurricane with emergency generators. Maintain critical supply open blanket purchase orders so orders are already entered during peak disaster seasons. All financial and student system data is backed-up daily off-site and accessible remotely via internet. Redundant network hardware is in place. Alternate cell, radio and satellite voice services are in place. Online learning system is in place for remote education in the event that in class learning is not possible. Emergency communication system is in place and tested to reach all personnel and students via phone, email, and text. Communication plan is in place to inform public on status. 					
Control Rating Table					
Effectiveness Rating	3	Application Rating	4	Control Rating -	7
Risk Management Plan - Campus will evaluate and improve continuity preparations as follows: <ol style="list-style-type: none"> Develop Executive Security Program, Assemble disaster recovery teams and emergency response wardens for all buildings/locations, Conduct severe incident response drills and table top exercise with all campus personnel and a tiered involvement with students to improve awareness and response, Update/renew POs with critical disaster response supply vendors, Develop standing communiques to inform public of emergency status. 					
Employee Responsible: CFO	Reviewed by: CEO			Completion Timetable: Spring 2023	
Signature:	Signature:			Next Review Required: Spring 2023	

Risk Evaluation Form – Campus Safety & Security

New College of Florida Risk Evaluation Form	Division / Operation / Group / etc.: President, CFO, & Chief of Police Date: May 16, 2022				
Business Objective: To operate the College campus in a safe and secure manner such that personnel, students and visitors feel safe, the College’s reputation is supported, costs related to bodily and property harm are minimized, liability insurance rates are the lowest possible, and litigation is minimized.					
Risk Category: Compliance, Business Continuity					
Risk Description/Contributing Factors: Stakeholders, personnel, students, or government agency(s) could come to believe the open access campus is unsafe resulting in decreased enrolment, retention, and the viability of the campus mission; police could be viewed as threatening creating tension with student body and/or faculty, and insurance claims and uncovered losses strain the campus budget.					
Inherent Risk Rating Table					
Likelihood Rating	3	Consequence Rating	5	Inherent Risk Rating	8
If the combined rating is 7 or greater continue to the control evaluation section.					
Existing Controls <ol style="list-style-type: none"> 1. Police department personnel are carefully screened, including psychological assessment, and trained to handle emergencies. 2. Police department personnel use load bearing vest to reduce injury. 3. Police department is equipped with state-of-the-art equipment and vehicles to minimize officer or civilian risk of harm. 4. Police department has strong relationships with local county, airport and other law enforcement agencies. 5. Police department periodically surveys student body, meets with student President and confers with campus offices, student government, and committees. 6. Police department confers with other university and local law enforcement on best practices. 7. Campus activity is continuously recorded via over 200 hundred cameras which can be later reviewed and monitored by roaming officers. 8. Facilities department post speed limit and other safety signage. 9. Campus community notifies police department of campus threats with 3-minute NCF campus response time. 10. Heart defibrillators are strategically placed in campus buildings and all police cars. 11. Emergency preparedness plans were tested in 2021-2022 year. 					 <p>The chart is a 10x10 grid with 'Inherent Risk Rating' on the y-axis (0-10) and 'Control Rating' on the x-axis (0-9). The grid is divided into four quadrants: <ul style="list-style-type: none"> Top-Left (Control Rating 0-3, Inherent Risk Rating 7-10): Control Monitoring Required (Red) Top-Right (Control Rating 4-9, Inherent Risk Rating 7-10): Active Management (Red) Bottom-Left (Control Rating 0-3, Inherent Risk Rating 0-6): No Major Concern (Green) Bottom-Right (Control Rating 4-9, Inherent Risk Rating 0-6): Periodic Monitoring (Yellow) An 'X' is marked in the 'Active Management' quadrant at approximately (Control Rating: 4.5, Inherent Risk Rating: 8.5). </p>
Control Rating Table					
Effectiveness Rating	2	Application Rating	3	Control Rating -	5
Summary of Risk Management Plan <ol style="list-style-type: none"> 1. Professionally evaluate camera system to ensure ability to identify perpetrators. 2. Campus administration is considering a scrub barrier and signage along Hwy 41 to restrict open access to student dorms and social areas. 3. Search for a new Chief of Police and Captain are underway. 					
Employees Responsible: President, CFO, Police Department	Reviewed by: CFO			Completion Timetable: Fall 2022	
Signature:	Signature:			Next Review Required: Spring 2023	

Risk Evaluation Form – Campus Safety & Security

Risk Evaluation Form – Economic/Political Events

New College of Florida Risk Evaluation Form		Division / Operation / Group / etc: President and CFO Date: May 16, 2022	
Business Objective: Accurately adjust strategic plans, forecasts, and budgets for economic and/or political events in order to minimize the impact of uncontrollable shifts in State funding, enrolment, research, fundraising, operational costs, and other economic dependent variables.			
Risk Category: Asset Productivity			
Risk Description/Contributing Factors: Uncontrollable economic and/or political/world events, such as a change in State and Federal spending, consumer spending, interest rates, financial market liquidity, grant and loan availability, government policy, and/or tax regulations adversely impact U.S. and/or State economic stability thus budget funding, financial aid, donations, grant funding, student financial support, and/or other enrolment and funding variables.			
Inherent Risk Rating Table			
Likelihood Rating	2	Consequence Rating	4
		Inherent Risk Rating	6
If the combined rating is 7 or greater continue on to the control evaluation section.			
Existing Controls			 <p>The chart is a 10x10 grid with 'Inherent Risk Rating' on the y-axis (0-10) and 'Control Rating' on the x-axis (0-10). The grid is divided into four quadrants: top-left (orange) is 'Control Monitoring Required', top-right (red) is 'Active Management', bottom-left (green) is 'No Major Concern', and bottom-right (yellow) is 'Periodic Monitoring'. An 'X' is marked at the intersection of Inherent Risk Rating 6 and Control Rating 4.</p>
<ol style="list-style-type: none"> 1. Maintain balanced focus on student fee and financial aid competitiveness. 2. Student applications and retention are monitored as an indicator of economic shifts. 3. Operating costs are kept as variable as possible and forecasted quarterly to adjust for fluctuations in funding. 4. Strong liquidity and cash flow allow internal financing of expansion. 5. Foundation Investment policy in place to minimize potential investment losses due to concentrations or high-risk investments. 6. Maintain robust Financial Aid programs to help fund tuition expense. 7. Update revenue and expense forecasts quarterly to allow for timely shift in budget strategies. 8. Continuously present university accomplishments and success to State officials. 9. Activity reinforce student and alumni loyalty. 10. Active lobbying for facilities renovation. 			
Control Rating Table			
Effectiveness Rating	2	Application Rating	2
		Control Rating	4
Summary of Risk Management Plan			
<ol style="list-style-type: none"> 1. Efforts are being made to diversify non-state funding sources including leverage of real property and alumni/Foundation relationships. 2. Focus on additional operational efficiencies to offset potential funding pressures. 3. Leadership team is working to achieve higher Performance Funding Metric scores. 			
Employee Responsible: CFO	Reviewed by: President		Completion Timetable: Spring 2023
Signature:	Signature:		Next Review Required: Spring 2023



New College
THE HONORS COLLEGE of Florida

Annual Report of Internal Audit and Compliance Activities

2021-2022

Distribution list:

Dr. Patricia Okker, President
NCF Board of Trustees
Board of Governors

Prepared by:

Alexander G. Tzoumas, CIA, CFE, CISA, CRMA, CDPSE
Chief Audit Executive and Chief Compliance Officer

Introduction –

The Office of Internal Audit and Compliance (Office) experienced a change in leadership during the 2020-2021 fiscal year. Alexander G. Tzoumas assumed responsibilities as the new Chief Audit Executive and Chief Compliance Officer. Up until Mr. Tzoumas started, internal audits were essentially outsourced to Mauldin & Jenkins LLC, who had historically completed the Performance-based Funding and Metrics audit, as well as all other department audits. Mr. Tzoumas has brought the internal audit work in-house and commenced a program of assessing process controls across the highest risk areas of the university and its direct service organizations. Mr. Tzoumas accomplished the identification of high-risk areas through the implementation of a Committee of Sponsoring Organization (COSO) Enterprise Risk Management Program and a Certified Fraud Examiners Association published Fraud Risk Assessment. Mr. Tzoumas has also commenced the review of compliance with university regulations, Federal laws and state statutes while supporting the introduction of new regulations to assure compliance and conformity with the Florida State University System Board of Governors regulations and Federal Laws.

The following Annual Report of Internal Audit and Compliance Activities is intended to fulfill the Board of Governors (BOG) regulation 4.002 State University System Chief Audit Executives requirement that an annual report summarizing the activities of the Office for the preceding fiscal year be provided to the university President, Board of Trustees, as well as the State University System Board of Governors.

FY 2021-2022 Internal Audit Activities

Risk Management

- I. To support the achievement of the university's strategic plan and develop a risk-based audit program, the Office implemented a COSO based Enterprise Risk Management (ERM) program which identifies and quantitatively rates material risks to the achievement of the university's key strategic objectives and presents management's planned mitigation strategies. Changes to risk rankings are continuously monitored and provided to the Audit and Compliance Committee at each meeting. The ERM framework was implemented with zero cost to the university for external consultant support. The program included risk assessments of the following key strategic objectives:
 1. Avoiding Adverse Legal Action
 2. Cyber Security Effectiveness
 3. Adequacy of Insurance Coverages
 4. Human Resources
 5. Code of Conduct and Regulatory Compliance
 6. Environmental Safety and Emergency Management
 7. Faculty Development
 8. Campus Facilities – Housing
 9. Revenue

10. Business Continuity
11. Economic and Political Risk
12. Strategic Growth Initiatives
13. Campus Security
14. Financial Reporting

- II. In an effort to confirm an effective risk mitigation program was in place to assure the health and safety of students and employees, the Office worked with management to develop an Air Quality Plan for university facilities.
- III. The Office worked with the President, CFO, and AVP of Facilities to develop and implement a strategy to mitigate the risk physical harm to senior executives. The security measures include the installation of panic alarms, cameras, and limited access to facilities after business hours. The CAE was appointed the head of the Cook Hall Security Committee.

Compliance

- IV. In order to maintain a strong relationship with the Office of the Inspector General and Director of Compliance for the Board of Governor's (BOG) Auditor General and build a university culture of regulatory compliance, the Office:
 1. Developed and obtained BOG approval of an updated New College of Florida Compliance and Ethics Program Plan.
 2. Updated and reapproved the Audit Committee Charter which was over a year past the due date for reapproval in violation of Board of Governors regulations.
 3. Updated and reapproved the Internal Audit and Compliance Charter which was over a year past the due date for reapproval in violation of Board of Governors regulations.
 4. Worked with the Office of Reserve and Grants to implement the new House Bill 7017 requirements for monitoring Research Foreign Influence.
 5. Worked with Student Affairs and Legal Counsel to implement House Bill 233 on Postsecondary Education – Diverse Viewpoint in compliance with BOG Student Conduct regulations.
- V. To support compliance with BOG regulation 4.002, State University System Chief Audit Executive, in April 2021 the Office evaluated the university's fraud risk by implementing an enterprise wide Fraud Risk Assessment using the Association of Certified Fraud Examiners framework. The assessment was used to identify areas where additional internal controls and fraud prevention efforts were required. The Fraud Risk Assessment was again performed in February 2022, some ten months later, and all but two of the 16 processes showed improvement with the average score increasing from 77% to 86%. The Office will continue to work with management to implement effective internal controls and fraud prevention efforts to further decrease the risk of fraud.

- VI. To help improve awareness of the new standards of expected employee behavior in accordance with U.S. Department of Education Title IX requirements, the relationship between Campus Police and students, as well as student retention, the Office conducted an *Understanding Perception* training workshop for all Police Officers.
- VII. The Office participated on a ten-week committee to develop on a new university *Anti-Bullying and Hostility* regulation in response to employee survey feedback and to set a higher standard of employee nurturing and respect in the university's culture. The emphasis is on creating a workplace environment where everyone thrives and looks forward to performing their roles.
- VIII. The CAE completed the Title IX Hearing Officer and Decision-Maker training and will act as the head the Title IX Hearing Committee.
- IX. The Office worked with General Counsel on the development of a New College of Florida Director Support Organizations regulation to comply with the Board of Governor's regulations no. 9.011, University Direct Support Organizations and Health Services Support Organizations, and Florida statute no. 1004.28, Direct-support organizations; use of property; board of directors; activities; audit; facilities.
- X. Modified the university's Fraudulent or Other Dishonest Acts regulation, no. 3-1016, regarding procedures for the investigation of allegations against a Board Trustee, the President or Chief Audit Executive in accordance with BOG Fraud Prevention and Detection regulation requirements.

Internal Audit & Control Activities

- XI. The Office performed a detailed internal control evaluation of the New College of Florida (NCF) Foundation Accounts Payable and Payment Receipts processes. The Office also devoted more than 100 hours to support the BOG appointed Crowe accounting firm's audits of both the Development Corporation and NCF Foundation. These audits were not on the Annual Internal Audit Plan and required the production of hundreds of support documents, the explanation of process controls, responses to Crowe inquiries and preliminary findings, and development of control gap remediation strategies with management.
- XII. Office retained Mauldin & Jenkins to perform the annual Performance-based Funding Program audit as of September 30, 2020 per BOG requirements. The audit approach was modified to rotate coverage of each of the metrics every three years at a substantial cost savings. While prior year audits had not identified submission errors, the current audit identified an error in the coding of upper-class and lower-class students. The reporting error was immediately corrected.

The Office also worked with management to help forecast the level of 2022-2023 performance for each of the ten metrics. Management is working to develop and implement a strategy to improve performance and achieve the minimum funding level required to earn \$4.9 million in funding.

XIII. In order to reduce the risk of fraud, as identified in the enterprise wide Fraud Risk Assessment, the Office worked with management to create the following financial process narratives and integrated internal control evaluations:

1. Payroll
2. Accounts Payable
3. Payment Receipts
4. IT Security and Risk Management

XIV. The Office assisted the State of Florida Auditor General with the completion of the annual Financial Statement audit.

XV. The Office also assisted university management with the development of a remediation plan for the National Student Loan Data System inaccuracies finding reported in the Auditor General's Statewide Student Financial Assistance audit.

XVI. The Office supported management's efforts to implement the recommendations for improvement with the Office of the Registrar presented in the AACRAO Consulting report. One area of particular concern was the serious FERPA compliance issues.

XVII. The Office completed the Florida State required DAVID audits which enables the university to continue to have access to vehicle owner identification and information used to prevent parking abuse and assure student safety.

Investigations

XVIII. The Office completed two investigations of allegations of discrimination and inequity. In one instance the supervisor received coaching and was able to improve their behavior to an acceptable level per both the personnel involved and Human Resource management. In another instance, the subject was helped to understand they were just not a good fit with the university's culture of cooperation and respect. The employee accepted a severance package and resigned.

XIX. The Office completed an investigation of allegations of admissions bias. The Reader of applications was found to have allowed personal bias to influence their decision to deny 11 applicants that would otherwise have been accepted. The Reader effected the denial by circumventing the Admissions Committee review. The internal controls over application routing have been enhanced to assure a single individual cannot unilaterally determine the

disposition of an application. Management is considering the appropriate disciplinary action for the at-will employee with the support of Human Resources.

- XX. The Office worked with the Police Chief, CFO, AVP of Budget and Finance, and General Counsel on an investigation procedure which would address student concerns over internal Police Department investigation objectivity and independence while preserving compliance with applicable regulations.

Administration

- XXI. In order to maintain a strong understanding of current auditing and compliance issues, trends, and best practices, the Chief Audit Executive (CAE) completed sixty-four hours of continuing education. After completing the required level of continuing education, the CAE renewed the Certified Internal Auditor, Certified Fraud Examiner, Certified Data Privacy Solutions Engineer, Certified Information Systems Auditor and Certificate in Risk Management Assurance designations for another year.
- XXII. In order to assure the compliant and effective operation of the Audit and Compliance Committee of the Board of Trustees, the Office managed the creation of meeting minutes, public postings, and agendas; as well as fulfilling committee member requests and inquiries.
- XXIII. Participated in a ten-week faculty sponsored program titled Building Trust, Setting the Environment: A Dialogue Series focused on improving participant ability to create an environment of trust and understand diverse viewpoints.

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**Status of Open Audit and Compliance Matters
As of June 3, 2022**

Report Area	Report Date	Finding	Status	Plans
Office of Registrar Consulting Report	November 10, 2021	<ul style="list-style-type: none"> • Staffing levels, roles, deployment of responsibilities, and succession planning • Gaps in skillset and resources • Documentation of policies and procedures • Improving customer service • Use of technology • Serious FERPA compliance issues 	<p>New positions created but unfilled Registrar just resigned. Gaps remain pending new hires Many in place some developing New Start Center in place Pending Sent FERPA reminder to users.</p>	<p>Fill open position Expand procedures Add system security</p>
Payroll Process Controls	February 22, 2022	<ul style="list-style-type: none"> • Manager review of bi-weekly payroll reports • Reconciliation of Deferred Payroll Account • Payroll upload file protection 	<p>Manager now reviews reports Pending Open</p>	<p>Determine who should perform reconciliation</p>
Accounts Payable Process Controls	February 9, 2022	<ul style="list-style-type: none"> • Fraud insurance coverage • Timely submission of travel expenses • System review for incompatible access • Upload file protection 	<p>Pending Travel policy being updated. Review completed. Access to file evaluated. Pass</p>	<p>Obtaining coverage quotes Updating travel policy</p>
Payment Receipts Process Controls	February 2, 2022	<ul style="list-style-type: none"> • Daily cash receipts reconciliation review 	<p>Reconciliation reviews now in place.</p>	
NCF Foundation control enhancements from Crowe	February 22, 2022	<ul style="list-style-type: none"> • Timely account reconciliations • Independent review of donor account changes • Dual control over general ledger activity • Expanded discussion of budget variances 	<p>Completed Implemented new control. Management implementing. Finance Committee Chair will provide expanded comments.</p>	<p>Management implementing dual control Finance Committee Chair will provide expanded comments.</p>

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: June 22, 2022

SUBJECT: Informational Report (No Board Action Required)

BACKGROUND

Revisions made to NCF Regulation 5-1002 on April 20, 2021 include an annual reporting requirement to the Board of Trustees for those students admitted under the “alternative admissions option”. The “alternative admissions option” is an option for admission of an applicant who does not fully meet minimum admissions requirements but who has special attributes, special talents, or unique circumstances that may contribute to a representative and diverse student body. Up to 15% of the College’s first-time-in-college students may be admitted in this way (as “profile admits”) each year. In accordance with 5-1002(5b) the Office of the Provost will coordinate additional advising resources to support students who are “profile admits” and report on their progress (retention and graduation rates) annually, compared to the entire student body.

Supporting Documentation Included:

- BOT Profile Admit Report
- Profile Admit Data

Facilitators/Presenters: Suzanne Sherman, Provost and Vice President for Academic Affairs
Emily Heffernan, Dean of Studies

Progress Report on FTIC Profile Admit Students

(prepared by Dean of Studies Emily Heffernan, Office of the Provost)

An FTIC profile admit is a student who is admitted to New College without having fully met minimum admissions requirements. According to Regulation 5-1002 on Undergraduate Admissions, the Office of Admissions may admit an applicant who does not fully meet minimum admission requirements but who has special attributes, special talents or unique circumstances that may contribute to a representative and diverse student body, when the applicant can reasonably be expected to do satisfactory work at NCF. In April 2021, additional language was added to Regulation 5-1002

(5) Substitution, Modification or Waiver of Admissions Requirements (a) “up to 15% of the College's first-time-in-college students may be admitted in this way each year.”

Analysis of data from Admissions and Institutional Research show that we are in compliance with this requirement:

- From Fall 2017-Fall 2021, only 2-8% of FTIC students were profile admitted (Table 1).
- Table 2 shows that of the profile admitted applicants only 18-21% enrolled at New College in the last two years.

Section 5b of the same regulation states that the “Office of the Provost will coordinate additional advising resources to support students who did not fully meet minimum admission requirements, and report on their progress annually to the Board of Trustees. The report will detail the retention and graduation rates for these students as compared to the entire student body.”

Data in Table 3 from Admissions and Institutional Research show the following:

- Given the small number of profile admit students in each entering year, yearly variations in retention and four-year graduation rates are much greater among this population than among the larger populations of non-profile admit students.
- Summing data from the last 11 years, the FTIC profile admit students have a lower first-year retention rate (68%) compared to non-profile admit students (82%).
- Summing data for FTIC students entering from Fall 2010 through Fall 2017, the four-year graduation rate is lower for profile admit students (47%) than for non-profile admit students (55%).

Student Support Strategies

1. Notification

At the start of each semester, the Office of Enrollment Management notifies the Provost's Office (Dean of Studies) of the profile admitted students. This list includes student names and admissions exceptions.

2. Intervention

The Dean of Studies reviews the list and contacts the faculty advisors with specific recommendations to support student success. These recommendations include working with the students to ensure that students are:

- Enrolled in a Set Sail first-year seminar.

- Connected with supportive resources specific to their profile exception including but not limited to the Writing Resource Center, Quantitative Resource Center, and Student Success Center.
- Enrolled in a language course (if missing the world language requirement), or a plan to complete the language requirement is discussed with student and advisor.
- Enrolled in a math course (if missing the math requirement). Recently, several supportive math courses have been added to the curriculum including “To Infinity and Beyond” and “Set Sail: Mathematical Thinking: Puzzles, Problems and Exploration.”

3. Continued Campus Connection and Tracking

- The Office of Enrollment Management continues to track profile admits and communicates with students who have missing requirements.
- The Dean of Studies continues to work with students each semester and provides additional supportive measures including Academic Success tutorials, group support sessions offered by the CWC, and specific academic courses.
- Development of the Academic Support Referral system (ASR) connects all students (regardless of admission status) with student success coaches and specific academic supports (including, coaching, tutoring, and additional faculty support).

Our goal for profile admits is that they are retained, supported, and eligible to graduate at the same rate as non-profile admits. Recent improvements in student support programs and targeted course development, as well as new FTIC programming will help these students achieve this goal.

New College of Florida Profile Admit Data

Table 1. Percent Profile Admit Students in Entering FTIC Cohort, Fall 2017-2021

	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
FTIC Entering Cohort	199	192	147	156*	160
FTIC Profile Admit Students	4	11	11	12	11
% FTIC Profile Admit Students	2%	6%	7%	8%	7%

Table 2. Percent of FTIC Profile Admitted Applicants Enrolled at New College of Florida, Fall 2013 - 2021

Term	Total FTIC Profile Admitted Applicants	Total FTIC Profile Admitted and Enrolled Students	% FTIC Profile Admitted Applicants Enrolled at NCF
Fall 2013	33	5	15%
Fall 2014	28	7	25%
Fall 2015	16	3	19%
Fall 2016	37	3	8%
Fall 2017	16	4	25%
Fall 2018	18	11	61%
Fall 2019	66	11	17%
Fall 2020	67	12	18%
Fall 2021	52	11	21%

Table 3. FTIC Profile Admitted Students First-Year Retention and Four-Year Graduation Rates

Entering Term	FTIC Profile Admit Students					FTIC Non-Profile Admit Students				
	Entering Cohort	Retained in First Year	First-Year Retention Rate	Graduated in Four Years	Four-Year Graduation Rate	Entering Cohort	Retained in First Year	First-Year Retention Rate	Graduated in Four Years	Four-Year Graduation Rate
Fall 2010	1	0	0%	0	0%	182	158	87%	98	54%
Fall 2011	4	3	75%	1	25%	233	193	83%	134	58%
Fall 2012	7	6	86%	4	57%	216	175	81%	113	52%
Fall 2013	5	5	100%	2	40%	217	173	80%	117	54%
Fall 2014	7	6	86%	4	57%	228	185	81%	127	56%
Fall 2015	3	3	100%	2	67%	258	217	84%	149	58%
Fall 2016	3	1	33%	0	0%	227	180	79%	124	55%
Fall 2017	4	3	75%	3	75%	195	148	76%	107	55%
Fall 2018	11	7	64%		N/A	181	158	87%		N/A
Fall 2019	11	4	36%		N/A	136	114	84%		N/A
Fall 2020	12	8	67%		N/A	144	115	80%		N/A
Grand Total	68	46	68%	16	47%	2,217	1,816	82%	969	55%