



New College of Florida Board of Trustees
Thursday, June 13, 2024 from 2:00 p.m. – 4:00 p.m. EST
Sudakoff Conference Center
5845 General Dougher PI
Sarasota, FL 34243

Virtual viewing link: <https://www.youtube.com/@NewCollegeofFL>

Meeting Agenda

1. Pledge of Alliance
2. Call to Order
 - Roll Call, Establish Quorum, Confirm Public Notice of Meeting
3. Call for Public Comment
4. Consent Agenda

ACTION ITEMS

- Approve Minutes for the April 11, 2024 BOT Meeting
- **Audit and Compliance Committee**
 - Approve Compliance, Fraud Prevention and Ethics Program Plan Update
 - Approve FY 2024-25 Internal Audit and Compliance Work Plan
- **Academic, Student and External Affairs Committee**
 - Approval of Tenure Track Candidates – Dr. Bernhard Klingenberg; Dr. David Mikics
 - Approval of Framework for New College of Florida's Core Curriculum
- **Finance & Administration Committee**
 - Approval of 2024-25 Preliminary Operating Budget
 - Approval of Food Services Purchase Order
 - Approve Student Temporary Housing Purchase Orders – Hotel Purchase Agreement
 - Approve Student Temporary Housing Purchase Orders – Modular Purchase Agreement
 - Approval of New College of Florida Educational Plant Survey Validation
 - Approval of 2025-26 Legislative Budget Request (LBR) for Fixed Capital Outlay
 - Approval of 2025-26 Legislative Budget Request
 - Approval of New College Foundation FY 2024-25 Budget
 - Approval of New College Development Corporation, Inc. Annual FY 2024-25 Budget

INFORMATIONAL ITEMS

- **Audit & Compliance Committee**
 - Approve Post-tenure Review Audit Report

BOARD MOTION: APPROVAL OF CONSENT AGENDA ACTION ITEMS AND INFORMATIONAL ITEMS

5. **President's Report** – Richard Corcoran, *President*
6. **New College of Florida Business/Strategic Plan** – Richard Corcoran, *President*
 - Approve New College of Florida Business/Strategic Plan
7. **New Business**
8. **Adjournment**

**New College of Florida Board of Trustees
Sudakoff Conference Center
Draft Minutes for April 11, 2024**

Pledge of Allegiance

Call to Order

The meeting was called to order at 2:02 p.m. and a quorum was established.

Trustees Present: Debra A. Jenks (Chair), Ron Christaldi (Vice Chair), Ryan Anderson, Mark Bauerlein, Lance Karp, Grace Keenan, Charles Kesler, Sarah Mackie, Don Patterson, Christopher Rufo, Amy Reid, and Matthew Spalding.

Not present: Joe Jacquot

Acknowledgment of Notice of Meeting

Chief of Staff Christie Fitz-Patrick confirmed the meeting had been duly noticed.

Call for Public Comment

Public comment process ensued. The following members of the public provided comments: Kathleen Coty, Sara Engels, Alexandra Denner, Colin Boyle, Lilianne Raud, Jens Albiez, Elizabeth Albiez, Andy Trinh, Carol Lerner, Karen Stack, Peter Schelhorn, Caroline Heuermann, Betsy Braden, Frank Alcock, Rodrigo Diaz

Consent Agenda

The consent agenda was presented and a request was made by Chair Jenks that it be approved.

ACTION ITEMS

- Approve New College Foundation, Inc. 990 and Financial Audit
- Approve New College Development Corp 990 and Financial Audit
- Approve Revised Academic Calendars for 2024-25 and 2025-26
- **Academic, Student and External Affairs Committee**
 - Approval of recommendation to grant tenure for Dr. Rebecca Black, Dr. Lin Jiang, Dr. Nassima Neggaz, Dr. Tania Roy, Dr. Athena Rycyck, Dr. Gerardo Toro-Farmer

Trustee Keenan requested that the following items be removed from the consent agenda.

- Approve Minutes for the February 22, 2024 BOT Meeting
- Approval of recommendation for denial of tenure for Dr. Hugo Viera-Vargas

A motion to approve the remaining items on the consent agenda was made by Trustee Karp, seconded by Trustee Spalding, and was approved by voice vote unanimously.

Minutes for the February 22, 2024 BOT Meeting

A motion to approve the Minutes for the February 22, 2024 BOT Meeting was made by Trustee Spalding, and Seconded by Trustee Karp.

Trustee Keenan made a motion to request that the language of the Regulation Amendment – 6-1001 Student Governance amendment be included in the February 22, 2024 minutes, was seconded by Trustee Christaldi, and was approved by voice vote unanimously.

Amendment language:

Any changes to the Student Government Association Constitution and bylaws shall be subject to the approval of the Vice President for Student Affairs prior to implementation.

The Vice President of Student Affairs shall then have ten (10) business days to review the changes. No action within ten (10) business days shall constitute approval of the change.

Approval of recommendation for denial of tenure for Dr. Hugo Viera-Vargas

Trustee Keenan raised a discussion regarding the recommendation for denial of tenure. A discussion ensued.

A motion to approve the recommendation for denial of tenure for Dr. Hugo Viera-Vargas was made by Trustee Spalding, seconded by Trustee Bauerlein, and approved by roll call vote with Debra A. Jenks (Chair), Ron Christaldi (Vice Chair), Ryan Anderson, Mark Bauerlein, Lance Karp, Charles Kesler, Sarah Mackie, Don Patterson, Christopher Rufo, and Matthew Spalding voting yes and Grace Keenan and Amy Reid voting no.

President's Report

President Richard Corcoran shared his remarks.

Presidential Evaluation Standing Committee

Chair Jenks requested that Vice Chair Christalid present President Corcoran's Annual Evaluation and Award of Incentive Compensation. In accordance with BOG Regulation 1.001, as Chair of the Board of Trustees, I requested input from Brian Lamb, Chairman of the Board of Governors, regarding President Corcoran's performance and responsiveness to the Board of Governor's strategic goals and priorities and his compliance with systemwide regulations. Chair Lamb did not raise any negative issues. Instead, he said President Corcoran has exceeded expectations for himself and the University and that the Board of Governors is very pleased with his performance.

A motion to approve President Corcoran's Annual Evaluation and Award of Incentive Compensation was made by Trustee Christaldi, seconded by Trustee Karp, and approved by voice vote with Trustee Reid abstaining.

Classification of Instructional Programs (CIP) Code Changes

Chair Jenks requested Brad Thiessen, Vice Provost to present the Classification of Instructional Programs (CIP) Code Changes

A motion to approve the Classification of Instructional Programs (CIP) Code Changes was made by Trustee Reid, seconded by Trustee Spalding and approved unanimously by voice vote.

2024 Accountability Plan

Chair Jenks requested Brad Thiessen, Vice Provost to present the 2024 Accountability Plan

A motion to approve the 2024 Accountability Plan was made by Trustee Karp, seconded by Trustee Christaldi and approved unanimously by voice vote.

New Business

No new business ensued.

Adjournment

There being no other business, the meeting was adjourned at 4:23 p.m.

Respectfully submitted

Christie Fitz-Patrick
Chief of Staff/BOT Liaison



New College of Florida Compliance & Ethics Program Plan

I. Background and Regulatory Requirements

New College's Mission: "New College of Florida prepares intellectually curious students for lives of great achievement. It offers a liberal arts education of the highest quality in the context of a small, residential public honors college with a distinctive academic program which develops the student's intellectual and personal potential as fully as possible; encourages the discovery of new knowledge and values while providing opportunities to acquire established knowledge and values; and fosters the individual's effective relationship with society." New College of Florida (New College) is committed to fulfilling its mission with the highest ethical standards and in compliance with all applicable international, federal, state, and local laws and regulations.

Florida Board of Governors regulation, Chapter 4.003, requires the Board of Trustees for each of the Florida State University System (SUS) universities shall implement a university-wide Compliance and Ethics Program (Program) as a point for coordination of, and responsibility for, activities that promote ethical conduct and maximize compliance with applicable laws, regulations, rules, policies, and procedures. The Board of Governors regulation further provides that the Program shall be:

- Reasonably designed to optimize its effectiveness in preventing or detecting regulatory noncompliance, unethical behavior, and/or criminal conduct, as appropriate to the institution's mission, size, activities, and unique risk profile.
- Developed consistent with Florida Codes of Ethics for Public Officers and Employees as well as other applicable codes of ethics, and the United States Sentencing Commission General Guidelines, 18 U.S.C.A. §8B2.1, Effective Compliance and Ethics Program.
- Reviewed at least every three (3) years for consistency with applicable Board of Governors and University Regulations, professional standards, and best practices.

A comprehensive Compliance and Ethics Compliance Program (Program) fosters an organizational culture that promotes effective risk management with reliable internal controls, ethical conduct, a communitywide commitment to compliance with the laws and regulations, and strong disciplinary action for misconduct. The Program is organized by the seven prescribed "essential elements" provided by the Federal Sentencing Guidelines. The Program also

Compliance and Ethics Program Plan

incorporates mandatory Florida State University System (SUS) elements as prescribed by Chapter 4 of the Board of Governors regulations, section 4.003 State University System Compliance and Ethics Program and Article IX, Section 7, Florida Constitution - State University System. The key elements of the Plan include:

Element 1 – Standards of Conduct

Element 2 – Oversight and Accountability

Element 3 – Prevention through Screening, Communication, Training and Awareness

Element 4 – Detection through Risk Assessment, Internal Audit, Compliance Monitoring and Complaints

Element 5 – Investigation and Reporting

Element 6 – Enforcement and Discipline

Element 7 – Response and Prevention

The Program is intended to be a living document capable of keeping pace with the implementation of an effective enterprise risk management program in support of New College's mission, goals, and strategic objectives, and the continually evolving regulatory landscape. As required by the Board of Governors Regulation 4.003, the Plan and any subsequent changes will be approved by New College's Board of Trustees and a copy of all approved Program changes shall be provided to the Board of Governors through the Office of Inspector General and Director of Compliance.

Element 1 – Standards of Conduct

As part of an effective Program, New College develops standards of conduct to prevent, detect, investigate, and remediate non-compliance with International, Federal, State, and Local government laws and requirements or criminal activity. These standards are established in writing, published via website and e-mail, and trained on upon new hire. Personnel with compliance and finance roles are asked to acknowledge their compliance with the standards annually. These written standards are presented in the form of internal and external regulations, standards, charters, codes, policies, and procedures. The objective of the standards is to assure an understanding of reliable internal controls, prudent risk management, ethical conduct, and regulatory compliance requirements. New College's Office of General Counsel maintains a New College Regulations Manual to help establish a tone of ethical conduct, risk management, compliance and general guidance to New College personnel. The regulations are published in an online database maintained by the Office of General Counsel, please see: <https://www.ncf.edu/about/departments-and-offices/office-of-the-general-counsel/regulations/>.

The following are examples of regulations which are key to the New College's Program:

NCF Regulation 3-1016 Fraudulent or Other Dishonest Acts

This regulation specifies all New College employees are expected to observe the provisions of the Code of Ethics for Public Officers and Employees, Part III of Chapter 112, Florida Statutes. Generally, employees abide by laws and regulations; however, incidents of fraudulent or other

Compliance and Ethics Program Plan

dishonest acts may occur. Administrators at all levels of management should set the appropriate tone by displaying the proper attitude toward complying with laws, rules, and regulations, and are responsible for establishing and maintaining proper internal controls which will provide for the security and accountability of the resources entrusted to them. In addition, administrators should be cognizant of the risks and exposures inherent in their area of responsibility, and be aware of the symptoms of fraudulent and other dishonest acts, should they occur. The regulation also provides protection from retaliation for Whistle-blowers who, in good faith, report wrongful activity and meet the criteria of a Whistle-blower, as defined by Florida Statutes.

NCF Regulation 1-1006 Authority to Sign Contracts

The regulation defines the limits of authority to sign contracts on behalf of the university to senior executives with legal counsel review.

NCF Regulation 3-1010 Procurement Services

The regulation intends to support the acquisition of quality goods and services within reasonable or required time frames, while promoting fair and open competition in the public procurement process. The regulation will reduce the appearance and opportunity for favoritism, ensure that contracts are awarded equitably and economically, and establish effective management oversight in the acquisition of commodities and contractual services in order to preserve the integrity of public purchasing and contracting.

NCF Regulation 3-1016 Fraudulent or other Dishonest Acts

The New College of Florida (NCF) Board of Trustees (Board) are committed to creating an organizational culture where risk management is actively practiced to effectively prevent and detect significant fraud, waste or abuse within the university. To that end, the Board is establishing this regulation and a zero-tolerance policy concerning fraudulent activity. This regulation is applicable to all members of the university community including Board members, university and auxiliary employees, entities contracting with or doing business with the university, vendors, volunteers, and students. All NCF employees and Board members are expected to observe the provisions of the Code of Ethics for Public Officers and Employees, Part III of Chapter 112, Florida Statutes.

NCF Regulation 3-2003 Signature Authorization

The Controller or his/her designee is responsible for the control of all expenditures and uses Signature Authorization Forms as a means to exercise this control.

NCF Regulation 3-2004 Control of NCF Revenues

This regulation provides guidelines for the control and collection of funds which are required by Florida Statutes or regulations to be deposited in any of NCF's accounts.

NCF Regulation 3-4002 Conflict of Interest

This regulation applies to all NCF employees who are bound to observe, in all official acts, the highest standards of ethics consistent with the code of ethics of the State of Florida, Chapter 112, Part III, Florida Statutes, and the advisory opinions rendered with respect thereto.

NCF Regulation 3-4006 Outside Activity

This regulation applies to all NCF employees who are not permitted to engage in any outside activity, which interferes with the full and competent performance of their duties in the public interest.

NCF Regulation 3-4007 Misconduct

New College employees who intentionally act to impair, interfere with, or obstruct the mission, purposes, order, operations, processes, and functions of New College shall be subject to appropriate disciplinary action by New College authorities as set forth in the applicable rules and laws governing such actions.

NCF Regulation 3-4014 Disciplinary Action

This regulation outlines disciplinary action for employees who commit various offences and/or job deficiencies.

NCF Regulation 3-4018 & 3-4027 Discrimination / Harassment

These regulations outline the university's commitment to promoting an environment free from discrimination and harassment based on race, color, religion, age, disability, sex, sexual orientation, gender expression, gender identity, national origin, marital status, veteran status or any other protected characteristic under the law.

REPORTING COMPLAINTS TO NEW COLLEGE

This website is located at: <https://www.ncf.edu/about/departments-and-offices/office-of-the-general-counsel/report-a-problem/>. The website provides guidance and links to file a Whistleblower Hotline, Ethics, U.S. Department of Education and other complaints.

Element 2 – Oversight and Accountability

In order for the Program to be effective, New College's governing authorities must be knowledgeable and supportive of its content and operation. New College's Board of Trustees, leadership team, designated Compliance Officers, and other high-level personnel must be responsible for exercising reasonable oversight and proficiency in the implementation and continuous improvement of an effective Program. Parties delegated responsibilities must be provided adequate resources to carry-out their compliance duties.

NCF BOARD Audit and Compliance Committee

In accordance with Board of Governors Regulation 4.003 State University System Compliance and Ethics Programs, the NCF Board of Trustees (Board) shall be knowledgeable about the Program and accept responsibility for providing oversight of the Program. The Board may delegate Program responsibilities to the Audit and Compliance Committee (ACC) as detailed in its charter.

Chief Compliance Officer

In accordance with Board of Governors Regulation 4.003 State University System Compliance and Ethics Programs, the Chief Compliance Officer, which is also the Chief Audit Executive for

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the New College of Florida per Regulation 4.003 section (4), is assigned the overall responsibility for the Program and is delegated the day-to-day operational responsibilities by the New College's Audit and Compliance Committee of the Board of Trustees. The Chief Audit Executive and Chief Compliance Officer reports functionally to the Audit and Compliance Committee of the Board of Trustees and administratively to the President. The full responsibilities of the Chief Audit Executive and Chief Compliance Officer are detailed in the Office of Internal Audit and Compliance (OIAC) Charter locate at: <https://www.ncf.edu/about/departments-and-offices/office-of-internal-audit-and-compliance/>.

To ensure the Program is effective, the independent and objective Chief Audit executive and Chief Compliance Officer is assigned responsibility for the following:

- Gaining sufficient knowledge, skills, and experience to carry out the Program, including obtaining compliance information from regulatory authorities.
- Utilizing sufficient resources and timely access to any records, data, personnel, or other records to carry out the Program, including third-party internal and external resources to supplement their efforts.
- Developing and continually reassessing compliance risks while monitoring the actual levels of New College compliance.
- Promoting the enforcement of the Program in consultation with the President and Board through appropriate incentives, training, and disciplinary measures to encourage a culture of compliance and ethical conduct.
- Conducting inquiries, interviews, investigations, and/or reviews as deemed appropriate in coordination with General Counsel, Human Resources, the Board of Governor's Office of Inspector General and Director of Compliance, law enforcement officials, or other resources as deemed applicable.
- Freely communicating and reporting to the Board of Trustees, Audit and Compliance Committee, and President at least three (3) times a year regarding the effectiveness of the Program.
- Assuring the Program is reviewed and approved by the NCF Board of Trustees at least every three (3) years, with a copy provided to the Board of Governors, per the Board of Governors Regulation 4.003 State University System Compliance and Ethics Programs.
- Every five years, provide the President and Board with an external review of the Program's design and effectiveness, with recommendations for improvement, per the Board of Governors Regulation 4.003 State University System Compliance and Ethics Programs.

NCF President and Senior Leadership

The Chief Audit Executive and Chief Compliance Officer will coordinate with the President and Senior Leadership team to create and maintain an effective Program. The President will assure

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the Audit and Chief Compliance Officer has timely, free, and open access to information, data, documentation, personnel and other New College resources required to carry out the Program. The president will remove any restrictions or barriers imposed which could impede the Chief Audit Executive and Chief Compliance Officer's achievement of an effective Program or the conduct of any Compliance investigations, inquiries, or reviews. The President and Senior Leadership team is responsible for fostering a culture of ethical conduct and compliance at New College and for performing their roles in compliance with all applicable international, federal, state and local laws and regulations, as well as, the regulations, policies and procedures of the New College. In addition, the President and Senior Leadership team are responsible for ensuring that any compliance areas under their area of supervision have adequate resources and are appropriately positioned to be effective.

Compliance Partners

The key to the Program's success is fostering a culture of ethics, compliance, and accountability that weaves compliance into everyday business processes at the New College. To achieve this goal, the Accountability Matrix (Appendix A) attempts to identify some of the compliance and ethics requirements, the individuals responsible for those areas, and the Senior Leadership Team member directly accountable for compliance and ethical conduct. These individuals, referred to as Compliance Partners, play an important role in ensuring that the Program is effectively implemented, and risks are identified and mitigated to a level appropriate for the New College. The Compliance Partners, as well as all Board of Trustee members, faculty, staff, vendors, and students, are required to report any incidents of suspected or actual noncompliance or unethical conduct, external requests related to compliance and ethics activities, or any imposed restriction or barrier to the effectiveness of their function or the Program to the Chief Audit Executive and Chief Compliance Officer. The Compliance Partners annually report on the effectiveness of compliance and ethics initiatives within their area of responsibility to the Chief Audit Executive and Chief Compliance Officer.

Everyone is Responsible for Reporting Non-compliance

The responsibility for exemplary compliance with laws, regulations, policies, and procedures rests with every member of the New College community including Board of Trustee members faculty, staff, vendors, and students. Through this commitment, each of us is preserving the distinguished reputation of the New College now and for future faculty, staff, and students.

Element 3 – Prevention through Screening, Communication, Training and Awareness

Screening

In accordance with NCF Regulation, 3-4003 Employee Security Checks and Screening, the Human Resources Department maintains a *Background Investigation Policy and Procedure*. (See: <https://drive.google.com/file/d/0B56qO0ZJ8XRjejRNVFhpa3R2Z2M/view>). The purpose of this regulation is to specify the protocols and responsibilities in conducting security checks on Administrative and Professional (A&P), University Support Personnel System (USPS), Executive Service (ES), Faculty, and Other Personnel Services (OPS) job candidate(s) to whom an offer of

Compliance and Ethics Program Plan

employment has been extended but employment has not yet begun. Security checks on volunteers and student workers are also required in certain situations such as working with minors. Security background checks involving current employees are also addressed.

If the security background check reveals any felony, first degree misdemeanor convictions or adverse driving history (where applicable), the following factors will be considered to determine whether the convictions are grounds for denying employment or acceptance as a volunteer:

- The nature and gravity of the offense.
- The time period that has lapsed since the conviction.
- The nature of the position being considered.
- Other statutory requirements.

Communication

The Program is communicated to the New College community in several ways. On an annual basis, the Program is e-mailed to all employees. The Program can also be found on the Office of Internal Audit and Compliance (OIAC) website at: (<https://www.ncf.edu/departments/internal-audit-compliance-office/>). Compliance Partners are also responsible for communicating the Program to all those responsible for the developing, implementing, and coordinating of compliance training and education.

Training and Awareness

Identifying need-based education and creating training opportunities are pivotal to the success of the Program. Our goal is the development and implementation of an integrated, coordinated program of employee and student training and development regarding compliance and ethics issues and topics. The majority of the training is carried out by the respective New College department Compliance Partners; however, the OIAC will also provide compliance, ethics, and fraud awareness training in the form of email communications and small group presentations.

At the new employee orientation, The Human Resources Department provides all new hires with compliance training and a copy of New College's Employee Handbook. The training and the Employee Handbook include an overview of the Employee Code of Conduct and New College's commitment to the highest degree of ethical standards and conduct. The new employee orientation also includes information relative to compliance with sexual harassment (Title IX Compliance), public records and the Sunshine law, official university travel, use of the Procurement Card, time and attendance requirements (Fair Labor Standards Act Compliance), leave policies (FMLA compliance), and discrimination/equal opportunity (Federal EEO compliance).

New employees are required to view a video on cyber security awareness that covers FERPA compliance, the Clery Act, Gramm-Leach-Bliley Act (GLBA compliance), protecting personally identifiable information (PII) and other compliance matters related to information systems and data maintained by New College. The same training is required annually as a refresher for all employees. New employees are also required to complete an on-line sexual harassment training program and the New College Title IX coordinator provides additional training opportunities throughout the year on sexual harassment. Ongoing compliance training is provided via online SkillSoft Training Academy programs.

New College Board of Trustees members receive training regarding their responsibility and accountability for ethical conduct and compliance with applicable international, Federal, State and local government laws, regulations, rules, policies and procedures as part of the orientation process and as requested by the Board of Trustees chair. The orientation includes the dissemination of information relative to the Florida Sunshine law, conflicts of interest, and the Board of Trustees ethics policy which incorporates the Code of Ethics for Public Officers and Employees set forth in Part III of Chapter 112, Florida Statutes.

Element 4 – Detection through Risk Assessment, Internal Audit, Compliance Monitoring and Complaints

Risk assessments, continuous monitoring, and open lines of communication within the campus community are essential to early detection and identification of non-compliance, fraud, waste and abuse. Timely identification of concerns can reduce the materiality of their impact and point to areas or topics requiring additional risk mitigation efforts. To those ends, the OIAC actively maintains an enterprise risk management program and develops an annual risk-based internal audit schedule. These risk assessments are utilized in the development of the Internal Audit Plan and compliance monitoring efforts. Please see the OIAC Charter and website for further details at (<https://www.ncf.edu/about/departments-and-offices/office-of-internal-audit-and-compliance/>).

Annually each of the Compliance Partners for the respective New College departments provide an Annual Compliance Partner Report. The report follows a detailed template and includes a section for each of the seven key elements of the Program, goals and challenges for the coming year, and a success story.

In addition to ongoing internal audit, active compliance management, and investigations, New College encourages employees and students to share concerns and issues with their supervisor, counselor, or New College services and administrators. However, there are certain situations when employees and students are not comfortable openly sharing a concern. In those cases, employees and students are encouraged to raise the issue through the process detailed on the New College **Report a Problem** web site, please see (<https://www.ncf.edu/report-a-problem/>). The web page outlines several different methods to report complaints about New College, including a Whistleblower's link where a brochure can be found on the Florida Whistleblower law and how to report an allegation of misconduct. The web page also provides a process to report concerns anonymously. Anonymous complaints are monitored by the General Counsel and the Chief Audit Executive and Chief Compliance Officer.

Element 5 – Investigation and Reporting

The OIAC may receive complaints and allegations directly from internal and external referrals or through the Complaint Form located on the Report a Problem website referenced above. The Complaint Form can be found under the Whistleblower's Hotline or New College Complaints

links. The complainant can either mail in the Complaint Form or e-mail it directly to the OIAC at complaints@ncf.edu. When merited, the OIAC will initiate inquiries, a review, or an investigation based on referrals and complaints. In addition, investigative assistance to management is provided when requested.

Upon receipt, each complaint is evaluated to determine what type of investigative action is needed. A New College Complaint Intake Form is used to record the information and evaluate whether the Florida Whistleblower law applies (F.S. Section 112.3187). Referrals or complaints that do not fall within the jurisdiction of the OIAC are referred to the appropriate entities (i.e., Police Department, Human Resources, etc.).

The OIAC will follow the Standards of Professional Conduct and Quality Standards for Complaint Handling and Investigations prepared for the State University System of Florida when handling all complaints and allegations reported directly to the OIAC. All complaints will be promptly reviewed and provide written acknowledgement and disposition information to the complainant. Any exceptions to this shall be documented along with the rationale for the exception. The final disposition of all complaints received by the OIAC will be recorded.

In accordance with the OIAC Charter, the results of non-compliance, fraud, waste and abuse investigations will be reported to the president and the Board of Trustees.

Element 6 – Enforcement and Discipline

New College will encourage its workforce to adhere to international, Federal, State and local government regulations and statutes, as well as New College's regulations, policies and procedures with respect to internal controls and compliance. Compliance "happens" when employees understand their obligations, are willing and able to meet their obligations, and understand the consequences of their actions or inaction. The New College can better incentivize employees' compliance by:

- Being clear about expectations.
- Rewarding managers who achieve compliance.
- Rewarding managers who cultivate a culture of compliance.
- Making effective compliance an advertised goal.
- Supporting employees and students who demonstrate commitment to compliance.

However, New College is charged with using judicious efforts to exclude individuals that have engaged in conduct inconsistent with an effective Program, New College regulations and policies, and/or Florida State regulations or statutes. When non-compliant, unethical, disorderly, or criminal conduct has been detected and confirmed, New College will take steps to prevent further similar behavior. Disciplinary actions may include administrative action pursuant to collective bargaining agreements, referral to law enforcement for criminal prosecution, and civil action to recover losses and protect the State, New College, students and other stakeholders. The New College Police Department personnel also are required to report any arrest or interaction with law enforcement other than minor traffic violations.

Compliance and Ethics Program Plan

Note: In accordance with the New College Regulations Manual, Chapter 3 – Administrative Affairs, Regulation 3-4003 - Employee Security Checks and Screenings, current employees must notify New College of any felony or first-degree misdemeanor of which they are convicted or, if applicable to their position, if their driver's license(s) is suspended subsequent to their employment or volunteer work with New College. In addition, a security background check may be conducted on a current employee if New College has reason to believe an employee falsified their application, or for other justifiable reasons. In light of the new information, New College will reassess the ability of such employees to continue in their present position.

Element 7 – Response and Prevention

As part of the investigation, enforcement and disciplinary process, the Program will be modified, and other appropriate measures taken by New College, to prevent reoccurrence of similar behavior. A resolute and consistent response will aid in establishing a tone of ethics and integrity from the top of New College and help prevent similar incidents.

New College Administrators at all levels of management are advised to set the appropriate tone by displaying the proper attitude toward complying with laws, rules, and regulations, and are responsible for establishing and maintaining proper internal controls, training and reporting as stated in New College Regulation 3-1016 Fraudulent or other Dishonest Acts and the Program.

II. Assessment of Program Effectiveness

Under Board of Governors Regulation 4.003, the Chief Audit Executive and Chief Compliance Officer is required to provide an annual report about the effectiveness of the Program to the New College Board of Trustees. Any Program revisions must be approved by the New College Board of Trustees. A copy of the annual report and revised Program are also provided to the Board of Governors.

Additionally, Board of Regulation 4.003 requires New College to engage an external review of the Program's design and effectiveness at least once every five years and make recommendations for improvements. The first such Compliance Program review was completed August 12, 2021, and the first such Internal Audit Program review was completed on July 25, 2023.

Approved by:

Debra Jenks, New College Board of Trustees Chair

Approved on:

Richard Corcoran, New College President

Approved on:

Compliance and Ethics Program Plan

Alexander G. Tzoumas,
Chief Audit Executive and Chief Compliance Officer

Approved on:

2024-25 Fiscal Year Internal Audit, Risk Management, and Compliance Activity Plan - Approved By Audit and Compliance Committee June 7, 2024								
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	120	Finance	\$0	February through April	Support seamless completion of State Auditor Financial Statement audit as well as BOG audit requests.	Ensure good standing with State Auditor's office and Board of Governors with timely and complete request responses and reliable identified deficiency remediation.
Student Athletics Scholarship	Director of Enrollment	Audit Exec	200	Admissions Department	\$0	September	Confirm compliance with Title IX and other regulations applicable to the granting of student athletic scholarships.	Personnel do not understand compliance requirements resulting in the violation of laws or regulations, fines, and adverse publicity.
IT General Control and Cyber Security Audit, including Access Security	Chief Information Security Officer (CISO)	Audit Exec	120	Campus wide IT Resources	\$20,000	December	Confirm the design and effectiveness of IT general controls and security measures, including SOC2 reports from 3rd parties. Conduct phishing vulnerability test to enhance access security. Confirm effective data back-up and recovery protocols are in place	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 Prior Audit Report Findings including Post Tenure Review	Various	Audit Exec	120	Campus wide	\$0	Depends on Auditee's Remediation Timeline	Evaluate the extent to which reported findings have been remediated.	Improve the control environment to help prevent fraud, improve compliance and assure the achievement of the university's strategic goals.
Fixed Asset Audit Including Attractive Assets	Controller	Audit Exec	120	Campus wide	\$0	August	Evaluate controls over the ledgering, depreciation, and periodic inventory of fixed assets. Trace location of recent attractive asset purchases.	Mitigate the risk that university property is misappropriated and fixed asset depreciation is mistated in the financial statements.
Pcard Card Charges and Vendor Use Audit	CFO	Audit Exec	120	Procurement & Accounts Payable	\$0	February	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 expenditure review will help mitigate the risk of significant policy violations, adverse public image, and fraud/whistleblower investigation.
Compliance Activities								
Performance Funding Metrics	CFO	Mauldin & Jenkins Audit Exec	80	Remote	\$22,000	November through March	Audit to confirm the reliable, complete, accurate and timely reporting of data submissions to the Board of Governors in support the Performance Funding Metrics model.	Assure compliance with Board of Governor's Regulation 5.001, Performance-based Funding, requirement for an annual audit.

2024-25 Fiscal Year Internal Audit, Risk Management, and Compliance Activity Plan - Approved By Audit and Compliance Committee June 7, 2024								
Project Description	Company Contact	Auditor	Hours To Complete	Location	Audit Budget Impact	Planned Audit Period	Objective/Status	Risk Management Impact
Work with Compliance Partners on Annual Compliance Reports and Implementation of new laws and regulations.	President's Cabinet	Audit Exec	120	Various	\$0	July through September	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.
Follow-up on Process Control Evaluation Recommendations	Human Resources, Enrollment, Student Gov't	Audit Exec	40	Various	\$0	September through December	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 Review of Consumer Information and other Key Website Information and Links	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.
Evaluate University's Employee Compliance Training Program	Chief Human Resources Officer	Audit Exec	120	Remote	\$0	July through September	Confirm university's employee training program includes all required Federal, State, and BOG required new employee and refresher training. Confirm all employees participate in training as scheduled.	Avoid legal action, sanctions, and losses associated with compliance violations or inappropriate acts performed by university employees.
Evaluate NAIA Conference Compliance	Athletics Director	Audit Exec	160	Cook Hall	\$0	October	Confirm athletics compliance personnel in place have strong NAIA conference knowledge and independence. Confirm compliance with conference rules.	Help the university avoid sanctions and negative press from NAIA conference rule violations.
Risk Management								
Evaluate Insurance Coverages and Compliance	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. Follow-up on Division of Risk Management report findings.	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. Add Website and Awareness Training	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.

2024-25 Fiscal Year Internal Audit, Risk Management, and Compliance Activity Plan - Approved By Audit and Compliance Committee June 7, 2024

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2024-25 Fiscal Year Internal Audit, Risk Management, and Compliance Activity Plan - Approved By Audit and Compliance Committee June 7, 2024								
Project Description	Company Contact	Auditor	Hours To Complete	Location	Audit Budget Impact	Planned Audit Period	Objective/Status	Risk Management Impact
Project Team Participation	President's Cabinet	Audit Exec	40	Various	\$0	Ongoing	Support President's Cabinet committee, hiring committees, other requested administration support.	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	2,342	49,000
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Breakdown of Allocation of Hours

Total Internal Audit Hours	800	34%
Total Compliance Hours	584	25%
Total Risk Management Hours	176	8%
Total Investigations Hours	200	9%
Total Management Assist Hours	310	13%
Total Administrative Hours	192	8%
Total Optional Work Hours	80	3%
Total Hours	2,342	

Proposed Internal Audit Budget

	Potential Hours	Planned Hours	Hour Shortfall	Base Pay (Proposed)	Benefits	Budget Per Line Item
Internal Audit Personnel						
Audit Executive	1,686	2,342	(656)	\$ 168,000.00	\$ 67,200.00	\$235,200.00
Proposed Co-sourcing						\$42,000.00
Training and Conferences						\$7,000.00
Travel to State University System Events						\$1,500.00
Office Supplies						\$400.00
Professional Memberships						\$900.00
Total Proposed Budget						\$287,000.00

Available Audit Hours Calculation

Hours in Year	2,080
PTO	274
Administrative*	120

2024-25 Fiscal Year Internal Audit, Risk Management, and Compliance Activity Plan - Approved By Audit and Compliance Committee June 7, 2024

Project Description	Company Contact	Auditor	Hours To Complete	Location	Audit Budget Impact	Planned Audit Period	Objective/Status	Risk Management Impact
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Total Potential Hours 1,686

* Includes expense reporting, performance evaluation, relationship building, standing management meetings, holidays, etc.

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: June 13, 2024

SUBJECT: Tenure Consideration

PROPOSED BOARD ACTIONS

Consideration of tenure for New College faculty members: Dr. Bernhard Klingenberg
Dr. David Mikics

BACKGROUND

Article 15.7 of the Collective Bargaining Agreement establishes the process for the Board of Trustees to grant tenure to an employee at time of appointment:

15.7 Tenure upon Appointment.

Tenure may be granted to an employee by the Board at the time of initial appointment, upon recommendation of the Provost or the President. The Provost or the President shall consider the recommendation of the relevant academic division prior to making his/her final tenure recommendation.

President Corcoran and Interim Provost Rancourt are recommending the Board grant tenure upon appointment to two highly qualified faculty members whose appointments become effective August 7, 2024:

- (1) Dr. Bernhard Klingenberg, Director of the Applied Data Science Program
- (2) Dr. David Mikics, Professor of English

In accordance with the CBA, President Corcoran and Interim Provost Rancourt considered the recommendations of the Natural Sciences and Humanities Divisions, respectively, prior to making these final recommendations to the Board. To gather and communicate these divisional recommendations, the Provost's Advisory Committee (PAC) tallied votes:

- (1) Faculty within the Natural Sciences Division were able to review a CV, instructional evaluations, publications, and external recommendation letters prior to voting on a recommendation for tenure for Dr. Bernhard Klingenberg on May 17, 2024.
- (2) Faculty within the Humanities Division were able to review a CV, instructional evaluations, and external recommendation letters prior to voting on a recommendation for tenure for Dr. David Mikics on April 26, 2024.

The final decision to grant tenure upon appointment rests with the Board of Trustees.

Supporting Documentation: **Short bio for each candidate**
 PAC vote tally summaries for each candidate

Bernhard Klingenberg - Bio

Bernhard Klingenberg obtained his master degree in Mathematics from the University of Technology Graz, Austria, in 1998, with distinction. Following a year in the private industry as a consultant, Bernhard was awarded a prestigious **Fulbright scholarship** for earning a Ph.D. in Statistics in the United States. Bernhard chose the University of Florida (UF) to study categorical data analysis with the preeminent scholar at that time, Dr. Alan Agresti. After serving as a TA in his first year, a consultant at UF's Institute of Food and Agricultural Sciences (IFAS) in his second year, Bernhard became Alan's research assistant and thesis student for the remaining three years until his completion of a **Ph.D. in Statistics in 2004**.

Following graduation, Bernhard was hired as an assistant professor by the Department of Mathematics & Statistics at **Williams College**, in Williamstown, MA. Williams had just been ranked the number one liberal arts college by US News & World report and has kept that ranking ever since. The Math & Stats department was especially strong, being named an exemplary department by the American Mathematical Society, and graduating more than 10% of an incoming class in mathematics and statistics (national average: 1%). The statistics side of the department went through tremendous growth, and the department grew from two statisticians to seven, partly under Bernhard's leadership. Bernhard was awarded **tenure at Williams in 2009**, and was promoted to **full professor in 2014**. In 2017, Bernhard served as co-chair of the department. His contribution included the establishment of a statistics major, a redesign of the introductory statistics course sequence to serve all students at the college, and serving on the college's budget committee during the financial crisis of 2009.

Bernhard's research at that time was both theoretical and applied, and focused, among others, on statistical methods to assess drug and vaccine safety based on clinical trials data. His articles were published in top journals within the field of Statistics such as the **Journal of the Royal Statistical Society** (Applied Statistics), **Biometrics**, Computational Statistics & Data Analysis, **Statistics in Medicine** and PLoS One. One new method Bernhard developed in his research has been implemented in the commercial statistical software package **SAS**. Bernhard regularly presents his research at national conferences, including several continuing education course on categorical data analysis jointly with Alan Agresti at the Joint Statistical meetings, the largest conference of statisticians in the US.

Bernhard also made significant contributions to statistical education. In 2015, he co-authored the fourth edition of the **textbook** "Statistics: The Art & Science of Learning from Data" (Pearson). Bernhard wrote the fifth edition while at New College in 2020. This edition is currently used at over 30 universities and colleges across the US, including at UF, where hundreds of students learn statistic out of this textbook every year. The accompanying **website** ArtofStat.com that Bernhard created has free online statistic tools and is accessed by more than 15,000 users each month. Recently, Bernhard collaborated with Lumen Learning to bring those tools to an even wider audience. Finally, Bernhard also created educational statistical tools for the smartphone. His six **mobile apps** (available for iOS and Android) are used by thousands of students worldwide to learn statistics and data science.

Bernhard started to teach at **New College** in 2018, attracted by its graduate program in Data Science, but also hoping to strengthen the undergraduate statistics curriculum. During his first year at New College, he led the development of the **new AOC (Area of Concentration) in Statistics**, which was offered for the first time in 2019. One of Bernhard's first student and advisee at New College, Josh Ingram, went on to win second place in the national undergraduate research competition, sponsored by the American Statistical Society, written under Bernhard's guidance and mentorship. A year later, Josh,

now a student in the graduate data science program, won even more **prestigious internships** (at NASA and the NSA) and scholarships, including the inaugural Quad fellowship (with, among others, a trip to the White House for a national security meeting on data science) and a well-funded **graduate research fellowship**. At New College, Bernhard has taught the following undergraduate and graduate courses:

Dealing with Data II, Statistical Consulting, Categorical Data Analysis, Mathematical Statistics, Applied Statistics I & II, Data Visualization & Reporting, Practical Data Science and Advanced Topics in Statistics. In spring of 2022 and then again in the fall of 2023, Bernhard stepped in as the **interim director** of the applied data science master's program in addition to his teaching and research obligations.

Responsibilities include recruiting students and overseeing internships after turbulent years in 2022 and 2023 for the program. In 2023 and then again in 2024, Bernhard served as the **principle investigator of a USDA grant** with a yearly total funding of over \$95,000 for New College students. Each year, this grant allows five students from the Applied Data Science program to complete 13-week long paid internships, collaborating with USDA scientists in the field.



MEMORANDUM

TO: David Rancourt, Interim Provost
Brad Thiessen, Vice Provost
Sandra Gilchrist, Chair of the Division of Natural Sciences

FROM: Kristopher Fennie and Jack Reilly
Co-Chairs, PAC 1

DATE: May 17, 2024

SUBJECT: Division Tenure Vote, Bernhard Klingenberg

We are writing to inform you of the result of the divisional vote on Bernhard Klingenberg's tenure case:

Teaching		Scholarship		Service		Composite	
Yes	No	Yes	No	Yes	No	Yes	No
9	11	13	7	7	13	6	14

In accordance with section 4.5 of the Faculty Handbook, ineligible abstentions were counted as "no" votes.

This constitutes a **negative** composite divisional recommendation for tenure according to the criteria of Section 4.5 of the Faculty Handbook.

David Mikics

David Mikics comes to New College from the University of Houston, where he served as a Moores Distinguished Professor in the Department of English and the Honors College. Dr. Mikics graduated summa cum laude with a B.A. in English from New York University, and he earned his Ph.D. in English from Yale.

Those who have worked with David, including W.F. Bill Monroe, retired Dean of the Honors College at the University of Houston, describe David as “an outstanding researcher, prolific writer, and a brilliant public intellectual who deftly and engagingly relates scholarly issues to a wider audience.” In the past year, David has published two books and twenty articles, addressing topics related to his areas of teaching and writing interest, including film, American literature, history of narrative, Jewish studies, and the history of ideas. His CV lists:

- 11 books, including *Slow Reading in a Hurried Age* (featured on NPR and in The New York Times), *The Annotated Emerson*, *Stanley Kubrick: American Filmmaker*, *Harold Bloom’s American Canon* (editor), and the forthcoming *The MAD Files: Writers and Cartoonists on the Magazine that Warped America’s Brain* (editor)
- 70+ selected articles and book chapters, with even more articles published regularly on subjects of Jewish interest, from politics and culture to literature, through his work as a columnist for *Tablet* magazine
- 13 interviews
- 60+ reviews
- 50+ lectures

Robert B. Pippin, Evelyn Stefansson Nef Distinguished Service Professor of Philosophy at the University of Chicago, describes what he admires about Mikics’s books:

*First he is simply a superb writer, a master of a graceful and relatively informal American prose, one which sacrifices nothing of the complexity of the material he writes about, even while achieving an enviable, lapidary clarity. Great writing reflects great intelligence, a sensitivity to nuance in the work of others, and the ability to sustain an intense concentrated focus in explaining material to readers, and that is evident everywhere in what Mikics writes. Further, although it might seem strange to note that literary and film hermeneutics is or should be a humanist enterprise, a dedication to the truth about human life as experienced, in the academic profession of literary studies that has not been the case for some time now. Mikics is a wonderful exception to this rule. He calls to mind the “pre-theory” times of Leavis, Trilling, Frye, Girard, and such contemporary scholars as Michael Wood and Harold Bloom. Mikics, an influential advocate of “slow,” careful, reflective reading (his “rules” for how to do this in his book about such reading are brilliantly formulated) and he has a great talent, especially, for revealing the complex psychological dynamics of characters. (He is also an astute critic of writers who try to avoid issues of psychology altogether. This is the great achievement of his Derrida book, an honest and fair-minded demonstration of the shallowness that results when such elements are ignored or denied.) This talent is especially on view in his account of “male rage” in his essay on *The Shining* in his Kubrick book, and in his astute observations on friendships and rivalries in his book on Bellow’s friends, several of whom*

I knew personally, including Bellow himself, my colleague when I first arrived at Chicago. Finally, Mikics is a superb scholar. Until I read through his book on Emerson, I had never found a way into that writer, could sense that here were great depths of insight in Emerson's prose, but could not formulate it. His incredibly erudite and insightful running commentary, explaining sources and references and assessing the ends sought by Emerson, was invaluable to me.

Demonstrating his effectiveness as a teacher, David was awarded the University of Houston Teaching Excellence Award (an honor awarded annually to five of the more than one thousand faculty at the University). David was also honored with the Houston Professorship (2005-07), a John and Rebecca Moores Professorship (2011), and a Senior Fulbright Lectureship from the University of Leipzig in Spring 2004.



MEMORANDUM

TO: David Rancourt, Provost
Brad Thiessen, Vice Provost
Maribeth Clark, Chair of the Division of Humanities

FROM: Kristopher Fennie and Jack Reilly
Co-Chairs, PAC 1

DATE: April 26, 2024

SUBJECT: Division Tenure Vote, David Mikics

We are writing to inform you that the result of the divisional vote on David Mikics' tenure case:

TEACHING

YES = 5
NO = 15

SCHOLARSHIP

YES = 11
NO = 9

SERVICE

YES = 3
NO = 17

TENURE COMPOSITE

YES = 5
NO = 15

In accordance with section 4.5 of the Faculty Handbook, ineligible abstentions were counted as "no" votes.

This constitutes a **negative** composite divisional recommendation for tenure according to the criteria of Section 4.5 of the Faculty Handbook.

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: June 13, 2024

SUBJECT: Core Curriculum Framework

PROPOSED BOARD ACTIONS

Consider approval of a framework for New College of Florida's core curriculum (to be implemented by Fall 2025).

BACKGROUND

[Florida Statute 1007.55\(2\)](#) requires the Boards of Trustees and presidents of all public colleges and universities to review and approve, at a public meeting, general education course requirements. This Board, then, must meet prior to September 1, 2024 to review and approve all general education courses to be offered during the 2025-26 academic year. These courses are then reviewed by the Florida Board of Governors, with performance-based funding withheld until the list of general education courses is approved.

[Florida Statute 1007.55](#) establishes principles for general education courses:

- (1) *The Legislature finds it necessary to ensure that every undergraduate student of a Florida public postsecondary educational institution graduates as an informed citizen through participation in rigorous general education courses that promote and preserve the constitutional republic through traditional, historically accurate, and high-quality coursework. General education courses should provide broad foundational knowledge to help students develop intellectual skills and habits that enable them to become more effective and lifelong learners. Courses with a curriculum based on unproven, speculative, or exploratory content are best suited as elective or specific program prerequisite credit, not general education credit. General education courses must:*
 - (a) *Meet the course standards as provided in s. 1007.25; and*
 - (b) *Whenever applicable, provide instruction on the historical background and philosophical foundation of Western civilization and this nation's historical documents, such as the Declaration of Independence, the United States Constitution, the Bill of Rights and subsequent amendments, and the Federalist Papers.*

[Florida Board of Governors Regulation 8.005](#) and [Florida Statute 1007.25](#) provide additional principles, standards, and content criteria for general education courses that “contain high-level academic and critical thinking skills and common competencies that students must demonstrate to successfully complete the course.” The courses also “may not distort significant historical events or include a curriculum that teaches identity politics, violates [s. 1000.05](#), or is based on theories that systemic racism, sexism, oppression, and privilege are inherent in the institutions of the United States and were created to maintain social, political, and economic inequities.”

These criteria are summarized on the next page.

State-defined General Education Principles, Standards, Content Criteria

General education requirements must total at least 36 credit hours, including a core that requires students to complete at least one state-approved class within each of five subject areas:

Core subject area and course options	Standards for courses in this subject area
Communication <ol style="list-style-type: none">1. ENC X101 English Composition I; or2. A course with an ENC prefix for which ENC X10 is a direct prerequisite.	Communication courses must afford students the ability to communicate effectively, including the ability to write clearly and engage in public speaking.
Humanities <ol style="list-style-type: none">1. ARH X000 Art Appreciation;2. HUM X020 Introduction to Humanities;3. LIT X000 Introduction to Literature;4. MUL X010 Music Appreciation;5. PHI X010 Introduction to Philosophy; or6. THE X000 Theatre Appreciation	Humanities courses must afford students the ability to think critically through the mastering of subjects concerned with human culture, especially literature, history, art, music, and philosophy, and must include selections from the Western canon
Mathematics <ol style="list-style-type: none">1. MAC X105 College Algebra;2. MAC X311 Calculus;3. MGF X130 Mathematical Thinking;4. STA X023 Statistical Methods; or5. A mathematics course for which one of the above courses is a direct prerequisite.	Social science courses must afford students an understanding of the basic social and behavioral science concepts and principles used in the analysis of behavior and past and present social, political, and economic issues
Natural Sciences <ol style="list-style-type: none">1. AST X002 Descriptive Astronomy;2. BSC X005 General Biology;3. BSC X010 General Biology I;4. BSC X085 Anatomy and Physiology I;5. CHM X020 Chemistry for Liberal Studies;6. CHM X045 General Chemistry I;7. ESC X000 Introduction to Earth Science;8. EVR X001 Introduction to Environmental Science;9. GLY X010 Introduction to Geology;10. OCE X001 Introduction to Oceanography;11. PHY X020 Fundamentals of Physics;12. PHY X048 General Physics with Calculus;13. PHY X053 General Physics I; or14. A natural science course for which one of the above courses is a direct prerequisite.	Natural science courses must afford students the ability to critically examine and evaluate the principles of the scientific method, model construction, and use the scientific method to explain natural experiences and phenomena
Social Sciences <ol style="list-style-type: none">1. AMH X010 Introductory Survey to 1877;2. AMH X020 Introductory Survey Since 1877;3. ANT X000 Introduction to Anthropology;4. ECO X013 Macroeconomics;5. POS X041 American Government; or6. PSY X012 Introduction to Psychology.	Mathematics courses must afford students a mastery of foundational mathematical and computation models and methods by applying such models and methods in problem solving

Note that we are not required to offer all of these classes; we are only required to offer at least one core class within each of the five core subject areas. The additional (non-core) general education classes we offer must still be classified within one of the five core subject areas.

In order to provide the Board of Trustees a list of general education courses to approve prior to September 1, we must first decide:

- (a) Which state-approved core courses within each subject area should we offer?
- (b) Which additional classes should we offer to reach the 36-credit hour requirement?

We propose a general education framework to fulfill state requirements through:

20 credit hours of *logos* courses, and
20 credit hours of *techne* courses

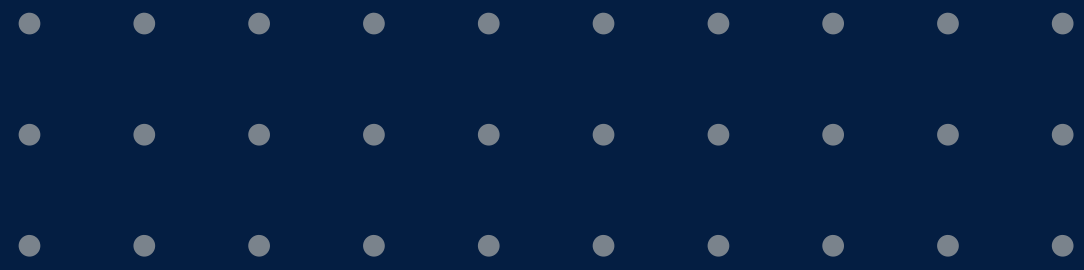
Those 40 credit hours include the following coursework:

- (a) At least one state-approved class within each of the five required subject areas
 - (i) Humanities (our *Odysseys: Introduction to Humanities* course)
 - (ii) Social Sciences (one of three state-approved Civic Literacy courses)
 - (iii) Mathematics (any state-approved course offered at NCF)
 - (iv) Natural Sciences (any state-approved course offered at NCF)
 - (v) Communication (a *Techne 2* class)
- (b) An *Introduction to Techne* course
- (c) Three *Enduring Human Questions* classes
- (d) An ISP (Independent Study Project or Immersive Group ISP)

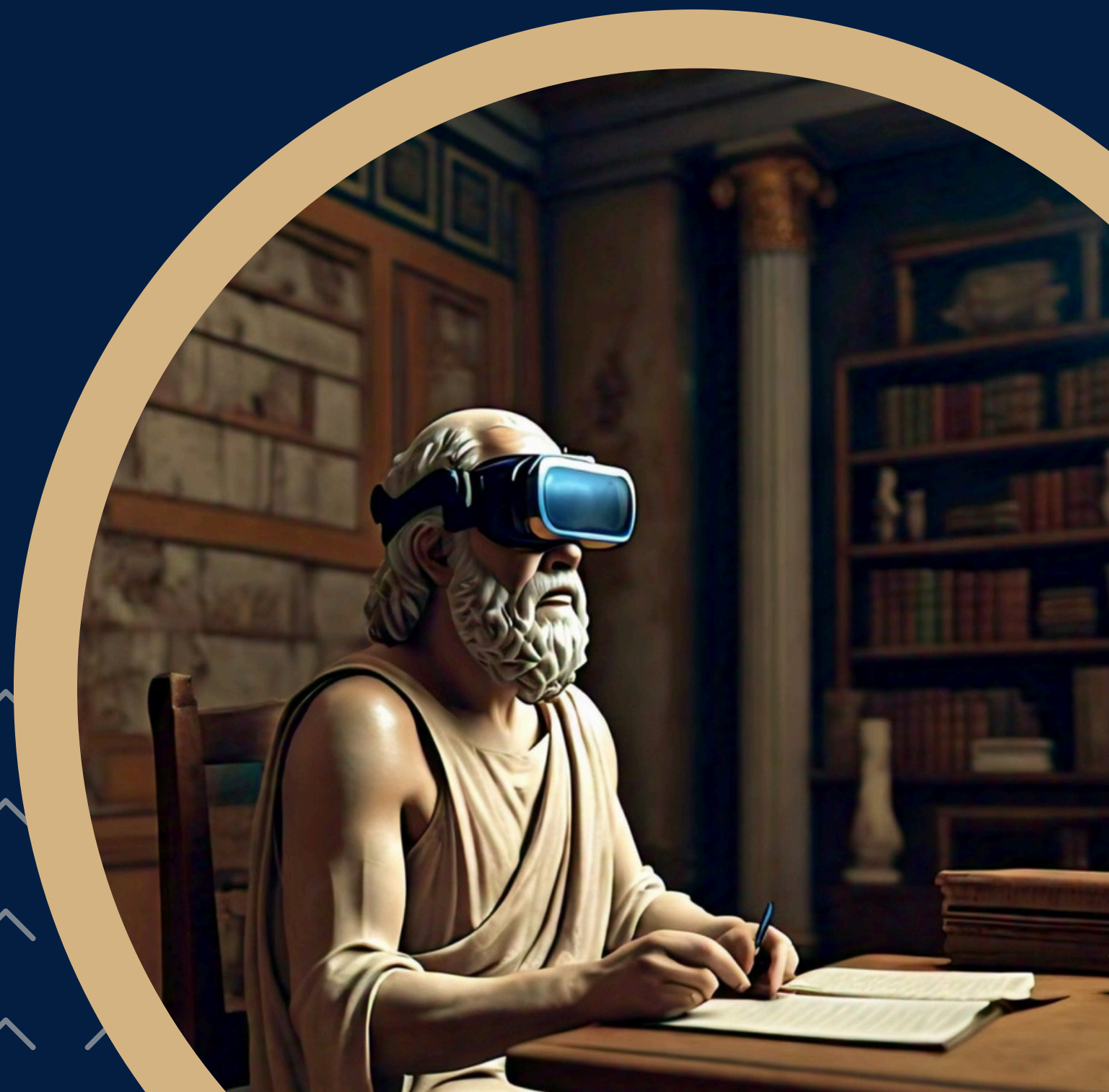
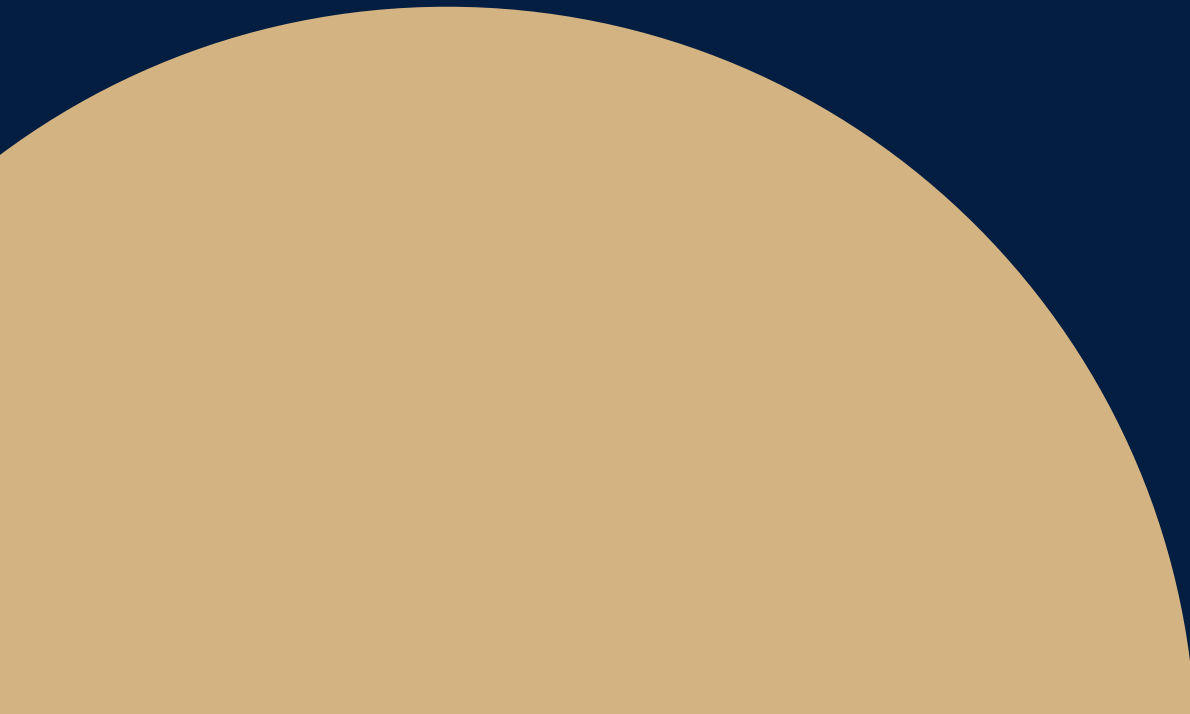
The proposed framework was developed by a faculty working group in close collaboration with the Office of the Provost, and approved by faculty at their May 8, 2024 meeting.

If approved by the Board, we will develop specific courses within this framework to be approved by the Board prior to September 1, 2024 and offered during the 2025-26 academic year.

Supporting Documentation: Core curriculum framework



CORE CURRICULUM FRAMEWORK PROPOSAL



GenEd Framework

Current vs. Proposed

- Maintain 40-hour requirement
- Comply with state core requirements



Current Chart Your Course Framework

- 1 Humanities
- 2 Natural Sciences
- 3 Civic Literacy
- 4 Mathematics
- 5 Writing-Enhanced class
- 6 Social Sciences
- 7 Diverse Perspectives
- 8 Elective #1
- 9 Elective #2
- 10 Elective #3

40 credit hours

Proposed General Education Framework

- 1 Odysseys: Intro to Humanities (State Core)
- 2 Natural Sciences (State Core)
- 3 Civic Literacy (State Core)
- 4 Math/Stats (State Core)
- 5 Techne 2 (Communication) (State Core)
- 6 Enduring Human Questions I
- 7 Enduring Human Questions II
- 8 Enduring Human Questions III
- 9 Introduction to Techne: [topic]
- 10 ISP

40 credit hours

Details

- Logos/Techne framework
- Shared experiences
- State core requirements
- Decisions yet to be made...



Logos (20 credit hours)

Intro to Logos (state core) – select one section:

- Odysseys: Intro to Humanities (HUM 1020)

Civic Literacy (state core) – complete one:

- American History to 1877 (AMH 2010)
- American History Since 1877 (AMH 2020)
- American Government & Civics (POS 2041)

Enduring Human Questions I

- Complete a course with the Enduring Human Questions attribute

Enduring Human Questions II

- Complete a second course with the Enduring Human Questions attribute

Enduring Human Questions III

- Complete a writing-enhanced course with the Enduring Human Questions attribute

Techne (20 credit hours)

Intro to Techne – select one section:

- Introduction to Techne: [topic]

Techne 2 (state core) – select one section:

- Techne 2 (state communication requirement)

Mathematics* (state core) – complete one:

- Intro to Math for the Sciences (MAC 2105)
- Calculus I (MAC 2311)
- Mathematical Thinking (MGF 2130)
- Introduction to Statistics (STA 2023)

Natural Sciences* (state core) – complete one:

- Descriptive Astronomy (AST 2002)
- Foundations of Biology II (BSC 2010)
- Anatomy & Physiology I (BSC 2085)
- General Chemistry I (CHM 2045)
- Intro to Environmental Studies (EVR 2001)
- Intro to Oceanography (OCE 2001)
- Physics (PHY 2020, 2048, or 2053)

ISP

- Independent Study or Immersive Group Project

* classes with a core prerequisite also fulfill this requirement

New categories of courses

Odysseys: Intro to Humanities

- Thematic First-Year Great Works course with Homer's Odyssey as the anchor
- Team-taught courses begin with the Odyssey; then diverge based on theme. Examples:
 - Heroism and Virtue
 - Fate and Free Will
 - Homecoming and Wanderlust,
 - Revenge and Justice
 - Friendship and Family



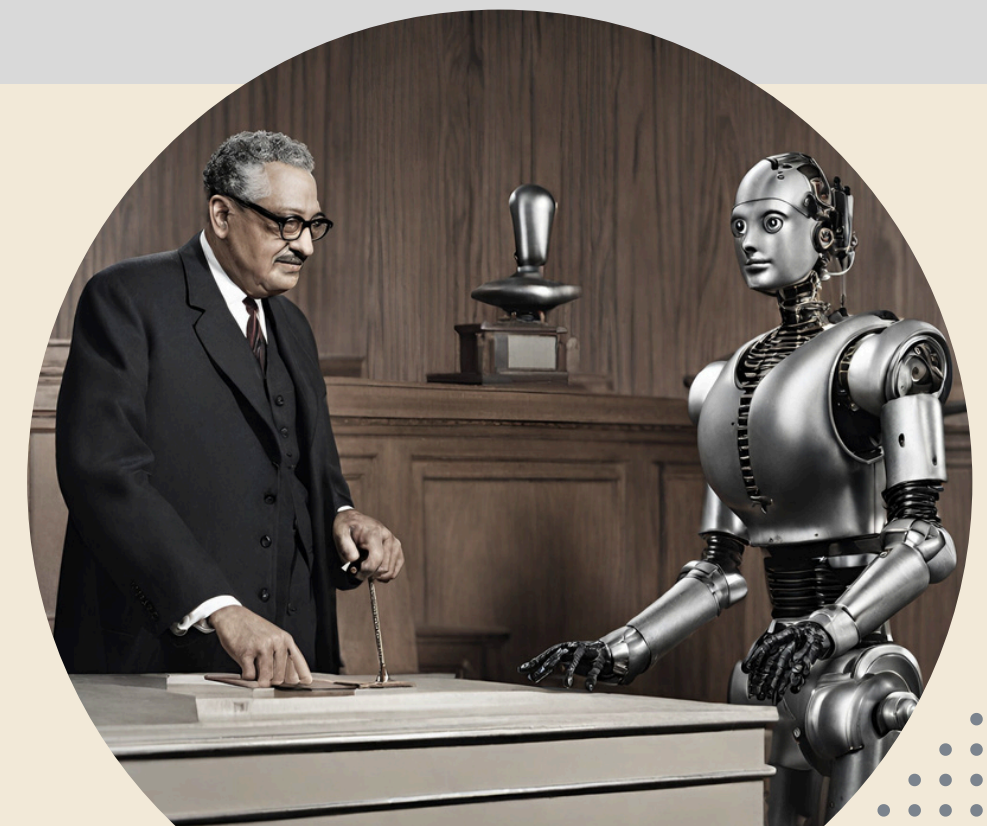
Introduction to Techne

- Category of courses, such as:
 - AI (Fall 2024 pilot)
 - Data Visualization
- Courses could have unifying elements for students:
 - Create, analyze, and synthesize data, media, and work
 - Hone practical knowledge and skills to become essential contributors to the modern world



Enduring Human Questions

- Discussion-based seminars introducing students to exceptional and enduring products of imagination, ingenuity, and craft. Students will be engaged with vital questions about the human experience, which will inspire contemplation, philosophical inquiry, and exploration in disciplines, such as:
 - Philosophy, religion, science, psychology, economics, and the arts.



To-Do:

Identify 2025-26 courses prior to September 1:

- 1. Seek approval for state core courses [complete]
- 2. Faculty propose courses for:
 - a. Introduction to Techne
 - b. Enduring Human Questions
- 3. Complete internal approval process for identified courses
 - a. Course proposals to Divisions (forward to the Educ. Policy Cmt.)
 - b. EPC evaluates fit within framework (forward to Provost)
 - c. Provost Office forwards recommendation to President
 - d. President and **BOT review and approve all classes**
 - e. September 1: Provost submits list to State Coordinating Committee
 - f. December 1: State Coordinating Committee submits list to BOG

Logistics / Staffing:

- 1. Schedule course sections and identify instructors

Evaluation & Improvement:

- 1. Develop and implement assessment plan for 2025-26
- 2. Evaluate 2024-25 pilots; recommend improvements

Proposed Framework

- 1 Odysseys (State Core)
- 2 Natural Sciences (State Core)
- 3 Civic Literacy (State Core)
- 4 Math/Stats (State Core)
- 5 Techne 2 (Comm) (State Core)
- 6 Enduring Human Questions I
- 7 Enduring Human Questions II
- 8 Enduring Human Questions III
- 9 Introduction to Techne
- 10 ISP

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: June 13, 2024

SUBJECT: Quarterly Budget Update & Approval of 2024-25 Preliminary Operating Budget

PROPOSED BOARD ACTION

1. Approve the College's 2024-25 Preliminary Operating as proposed.
2. Authorize the President to make necessary adjustments to these budgets during the operating year.

BACKGROUND INFORMATION

New College of Florida is required by regulation to provide documentation to the Florida Board of Governors on or before June 21, 2024 confirming that a 2024-25 operating budget has been approved by the College's Board of Trustees. With such confirmation, the State's Chief Financial Officer will make cash available for operations effective July 1, 2024.

The preliminary budget is based on the 2024-25 approved budget for all budget entities of the College plus any adjustments made by the College or state allocations appropriated by the 2024 Legislature. Please note, as of the date of this projection, the Governor had not yet signed the budget, nor had specific allocations been provided by the Board of Governors.

Preliminary operating details are summarized on pages accompanying this agenda.

These budgets may be adjusted during the course of the fiscal year to include:

1. Funding to support property, casualty and other insurance payments.
2. Funding provided by the New College Foundation.
3. Actions taken by the BOT during the new fiscal year.
4. Various other adjustments as directed by the College President.

Revised operating and capital budgets will be presented to the Trustees for review and final action at a future meeting.

Additionally, included in this Board item is a summary of FY 23-24 budget as of June 1, 2024. The supporting materials outline all revenues, budgeted expenditures and actuals to date for all funds and provide a breakdown of education and general (E&G), auxiliaries, foundation support, contract & grants, financial aid non-E&G, athletics and carry forward operating and projects.

Supporting Documentation Included:

Operating Budget Comparison – Grand Summary; Operating Budget Comparison – E&G Only; Operating Budget Comparison – Auxiliaries Only; Operating Budget Comparison – Foundation, Contracts & Grants and Financial Aid Non-E&G; Athletics Budget; Carry Forward Operating Plan; Carry Forward Fixed Capital Outlay Plan

Facilitator(s)/Presenter(s): Christie Fitz-Patrick, Chief of Staff and Acting Vice President of Finance and Administration

New College of Florida
Proposed Fiscal Year 2024-25 Operating & Fixed Capital Outlay Budget
Comparative Fiscal Years 2022-23 & 2023-24
June 13, 2024

Grand Summary - Total All Funds

Summary of Revenues		FY 22-23 Actual Revenues	FY 23-24 Budgeted Revenues	FY 23-24 Actual Revenues Received as of 6.1.24	FY 24-25 Appropriated Revenues
	Education & General (E&G)	\$ 31,333,514	\$ 63,858,440	\$ 58,590,571	\$ 59,887,292
	Tuition and Fees (Net)	\$ 4,166,786	\$ 4,000,000	\$ 4,277,471	\$ 5,007,778
	Educational Enhancement (Lottery)	\$ 17,354,311	\$ 2,696,944	\$ 2,022,708	\$ 2,541,324
	CITF, Deferred Maintenance & PECO Appropriation	\$ 1,896,598	\$ 11,465,887	\$ 1,291,531	\$ 16,538,491
	Student Activity Fee Revenue	\$ 338,740	\$ 359,537	\$ 347,039	\$ 369,000
	Athletic and Other Fee Revenue	\$ 184,344	\$ 194,947	\$ 198,130	\$ 400,000
	Health Fee Revenue	\$ 133,189	\$ 130,053	\$ 143,333	\$ 150,000
	Scholarship & Financial Aid Revenue - NON-E&G	\$ 4,238,562	\$ 4,031,535	\$ 3,231,583	\$ 5,166,461
	Contracts & Grants Revenue	\$ 4,611,822	\$ 3,874,730	\$ 1,092,103	\$ 1,367,312
	Housing Fee Revenue	\$ 4,411,495	\$ 4,296,247	\$ 4,729,283	\$ 6,839,160
	Food Service Fee Revenue	\$ 1,856,141	\$ 2,607,718	\$ 2,836,881	\$ 3,202,029
	Other Auxiliary Revenue	\$ 1,406,715	\$ 1,544,984	\$ 582,760	\$ 987,235
	Foundation Revenue	\$ 2,961,910	\$ 2,339,538	\$ 1,465,731	\$ 3,348,747
	Carry Forward	\$ 11,419,459	\$ 18,628,105	\$ 5,947,605	TBD
Summary of Revenues Total		\$ 86,313,587	\$ 120,028,664	\$ 86,756,728	\$ 105,804,829

Summary of Expenditures		FY 22-23 Actual Expenditures	FY 23-24 Budgeted Expenditures	FY 23-24 Actual YTD Expenditures as of 6.1.24	FY 24-25 Proposed Budget
	Salaries & Benefits	\$ 31,743,041	\$ 39,026,503	\$ 33,576,544	\$ 41,534,640
	Other Personnel Service	\$ 2,492,332	\$ 3,232,872	\$ 1,678,492	\$ 1,975,578
	General Expenses	\$ 13,240,778	\$ 34,122,425	\$ 11,266,948	\$ 19,349,961
	Physical Plant, Operations & Utilities	\$ 8,605,337	\$ 27,118,323	\$ 20,396,807	\$ 27,033,476
	Scholarships & Financial Aid	\$ 5,926,988	\$ 10,443,479	\$ 10,028,324	\$ 12,089,806
	Library & Other Academic Resources	\$ 2,873,343	\$ 3,374,799	\$ 2,654,176	\$ 2,555,827
	Student Activity Expenditures	\$ 128,485	\$ 158,776	\$ 103,287	\$ 144,641
	Athletics Expenditures	\$ -	\$ 737,000	\$ 703,208	\$ 1,120,900
Summary of Expenditures Total		\$ 65,010,304	\$ 118,214,177	\$ 80,407,785	\$ 105,804,829

New College of Florida
Proposed Fiscal Year 2024-25 Operating Budget
Comparative Fiscal Years 2022-23 & 2023-24
June 13, 2024

E&G Only

Summary of Revenues		FY 22-23 Actual Revenues	FY 23-24 Budgeted Revenues	FY23-24 Actual Revenues Received as of 6.1.24	FY24-25 Appropriated Revenues GAA
	General Revenue	\$ 31,333,514	\$ 63,858,440	\$ 58,590,571	\$ 59,887,292
	Tuition and Fees (Net)	\$ 4,166,786	\$ 4,000,000	\$ 4,277,471	\$ 5,007,778
	Lottery	\$ 17,354,311	\$ 2,696,944	\$ 2,022,708	\$ 2,541,324
Summary of Revenues Total		\$ 52,854,611	\$ 70,555,384	\$ 64,890,750	\$ 67,436,394

Summary of Expenditures		FY 22-23 Actual Expenditures	FY 23-24 Budgeted Expenditures	FY23-24 Actual YTD Expenditures as of 6.1.24	FY24-25 Proposed Budgeted Expenditures
	Salaries and Benefits	\$ 28,233,342	\$ 36,779,513	\$ 33,132,114	\$ 37,911,338
	Other Personnel Service	\$ 1,463,845	\$ 902,754	\$ 1,667,308	\$ 1,966,371
	General Expense ¹	\$ 8,657,254	\$ 32,873,117	\$ 27,873,166	\$ 27,558,685
Summary of Expenditures Total		\$ 38,354,441	\$ 70,555,384	\$ 62,672,588	\$ 67,436,394

Summary detail of General Expense¹		FY 22-23 Actual Expenditures	FY 23-24 Budgeted Expenditures	FY23-24 Actual YTD Expenditures as of 6.1.24	FY24-25 Proposed Budgeted Expenditures
	Academic Instruction & Student Support	\$ 2,427,050	\$ 2,501,359	\$ 2,223,159	\$ 6,131,474
	Performance Based Funding - Recruitment & Retention ²	N/A	\$ 3,446,270	\$ 381,621	TBD
	Administration	\$ 2,518,755	\$ 4,677,153	\$ 4,496,653	\$ 4,972,023
	Physical Plant Operations & Maintenance	\$ 2,023,023	\$ 2,936,333	\$ 2,645,651	\$ 2,670,000
	Housing Support & Hotel Costs	N/A	\$ 13,093,339	\$ 11,803,551	\$ 7,824,985
	Scholarships & Financial Aid	\$ 1,688,426	\$ 5,869,089	\$ 6,316,180	\$ 5,933,685
	Athletics Expenses	\$ -	\$ 349,574	\$ 6,350	\$ 26,518
Summary detail of General Expense Total		\$ 8,657,254	\$ 32,873,117	\$ 27,873,165	\$ 27,558,685

1. The Summary detail of General Expense provides the detail for the total general expense for each Fiscal Year.

2. FY24 Budgeted Performance Based Funding for Recruitment & Retention was budgeted in both salaries & benefits and general expense. The amount of \$3,446,270 is only the general expense portion.

New College of Florida
Proposed Fiscal Year 2024-25 Operating Budget
Comparative Fiscal Years 2022-23 & 2023-24
June 13, 2024

Auxiliaries Only

		FY 22-23 Actual	FY 23-24 Budgeted	FY23-24 Actuals as of 6.1.2024	FY24-25 Proposed Budget
Student Activity Fee (Hamilton Center, Student Alliance, Student Government, & Green Fee)	Revenue	\$ 338,740	\$ 358,193	\$ 347,039	\$ 369,000
	Labor	\$ 188,084	\$ 128,027	\$ 218,484	\$ 224,359
	Expense	\$ 128,485	\$ 158,776	\$ 103,287	\$ 144,641
	Expenditure Totals	\$ 316,569	\$ 335,003	\$ 321,771	\$ 369,000
		FY 22-23 Actual	FY 23-24 Budgeted	FY23-24 Actuals as of 6.1.2024	FY24-25 Proposed Budget
Housing Fee	Revenue	\$ 4,411,495	\$ 4,296,247	\$ 4,729,283	\$ 6,839,160
	Labor	\$ 765,023	\$ 1,062,370	\$ 710,858	\$ 1,248,538
	Expense	\$ 3,781,616	\$ 3,233,877	\$ 2,730,731	\$ 4,039,310
	Expenditure Totals	\$ 4,546,639	\$ 4,296,247	\$ 3,441,589	\$ 5,287,848
		FY 22-23 Actual	FY 23-24 Budgeted	FY23-24 Actuals as of 6.1.2024	FY24-25 Proposed Budget
Food Service Fee	Revenue	\$ 1,856,141	\$ 2,607,718	\$ 2,836,881	\$ 3,202,029
	Labor	\$ 34,493	\$ 124,499	\$ 125,956	\$ 126,682
	Expense	\$ 2,011,277	\$ 2,483,219	\$ 2,629,233	\$ 2,994,830
	Expenditure Totals	\$ 2,045,770	\$ 2,607,718	\$ 2,755,189	\$ 3,121,512
		FY 22-23 Actual	FY 23-24 Budgeted	FY23-24 Actuals as of 6.1.2024	FY24-25 Proposed Budget
All Other Auxiliaries	Revenue	\$ 1,406,715	\$ 1,544,984	\$ 582,760	\$ 987,235
	Labor	\$ 608,988	\$ 728,745	\$ 243,954	\$ 152,919
	Expense	\$ 690,827	\$ 972,213	\$ 431,877	\$ 825,740
	Expenditure Totals	\$ 1,299,816	\$ 1,700,959	\$ 675,831	\$ 978,659
TOTAL ALL AUXILIARIES		\$ 8,208,793	\$ 8,939,927	\$ 7,194,381	\$ 9,757,019

New College of Florida
Proposed Fiscal Year 2024-25 Operating Budget
Comparative Fiscal Years 2022-23 & 2023-24
June 13, 2024

		FY22-23 Actual	FY 23-24 Budgeted	FY23-24 Actuals as of 6.1.2024	FY24-25 Proposed Budget
New College Foundation Support	Revenue	\$ 2,961,910	\$ 2,339,538	\$ 1,465,731	\$ 3,348,747
	Executive Salaries	\$ 1,575,385	\$ 1,065,856	\$ 912,104	\$ 899,850
	Athletics	N/A	\$ 400,000	\$ 332,483	\$ 1,000,000
	Scholarships & Enhancements	\$ 1,078,185	\$ 542,855	\$ 453,470	\$ 998,867
	Chair & Grant Funding	\$ 184,340	\$ 90,827	\$ 143,824	\$ 90,030
	Lobbyist	\$ 124,000	\$ 240,000	\$ 239,776	\$ 360,000
	Expense Totals	\$ 2,961,910	\$ 2,339,538	\$ 2,081,656	\$ 3,348,747

		FY22-23 Actual	FY 23-24 Budgeted	FY23-24 Actuals as of 6.1.2024	FY24-25 Proposed Budget
Contracts & Grants	Revenue	\$ 4,611,822	\$ 3,874,730	\$ 1,092,103	\$ 1,367,312
	Labor	\$ 933,279	\$ 2,634,401	\$ 787,537	\$ 500,000
	Expense	\$ 474,914	\$ 1,240,329	\$ 309,860	\$ 867,312
	Expense Totals	\$ 1,408,193	\$ 3,874,730	\$ 1,097,397	\$ 1,367,312

		FY22-23 Actual	FY 23-24 Budgeted	FY23-24 Actuals as of 6.1.2024	FY24-25 Proposed Budget
Financial Aid - NON-E&G	Revenue	\$ 3,160,377	\$ 4,031,535	\$ 3,231,583	\$ 5,166,461
	Labor	\$ 24,616	\$ -	\$ 11,184	\$ 9,207
	Aid Distributed	\$ 3,135,761	\$ 4,031,535	\$ 3,247,489	\$ 5,157,254
	Expense Totals	\$ 3,160,377	\$ 4,031,535	\$ 3,258,673	\$ 5,166,461

New College of Florida
Proposed Fiscal Year 2024-25 Operating Budget
Comparative Fiscal Years 2022-23 & 2023-24
June 13, 2024

Athletics Only

		FY22-23 Actual	FY 23-24 Budgeted Revenues	FY23-24 Actual Revenues Received as of 6.1.24	FY24-25 Proposed Budget	Fund Source
Athletics Revenue	Athletics Fee Revenue	N/A	\$ 194,947	\$ 198,130	\$ 200,000	Athletic Fee Revenue based on enrollment projections
	Health Fee Revenue	N/A	\$ 130,053	\$ 143,333	\$ 150,000	Health Fee Revenue based on enrollment projections
	Foundation Revenue	N/A	\$ 400,000	\$ 400,000	\$ 1,000,000	Funds donated for athletics used for men's sports salaries & benefits and other athletic expenses
	Camps/Conference Hosting Revenue	N/A	N/A	N/A	\$ 100,000	Funds generated from hosting camps/ conferences during the summer
	Ticket Sales/Sponsorships	N/A	N/A	N/A	\$ 100,000	Funds generated from ticket sales and sponsorships supporting NCF Athletics
	E&G - Student Recruiting	\$ 59,715	\$ 714,342	\$ 653,102	\$ 781,415	Funds associated with recruiting students
	E&G - Athletics Administrative Support	N/A	\$ 695,157	\$ 358,488	\$ 726,236	Funds for women's sports
Revenue Totals		\$ 59,715	\$ 2,134,499	\$ 1,753,053	\$ 3,057,651	

		FY 22-23 Actual Expenditures	FY 23-24 Budgeted Expenditures	FY23-24 Actual YTD Expenditures as of 6.1.24	FY24-25 Proposed Budgeted Expenditures	Fund Source
Athletics Administration	Salaries & Benefits	\$ 59,715	\$ 322,215	\$ 204,444	\$ 239,370	Split funded between Foundation & E&G-Student Recruiting - FY23 Expenditures for Athletic Director (AD) salary and benefits FY24 Expenditures for AD, 1 Assistant AD; Coordinator; Compliance FY25 Expenditures for AD, 2 Assistant AD
	General Expense	N/A	\$ 192,000	\$ 192,000	\$ 202,208	Fees Revenue NAIA and Sunconference Membership Dues, Travel (Van/Bus rental, Food, Hotels)
Baseball - JV & Varsity	Salaries & Benefits	N/A	\$ 268,265	\$ 115,580	\$ 315,912	FY24 Split 50/50 Foundation/E&G Recruiting; FY25 Split 55/45 Foundation/E&G Recruiting
	General Expense	N/A	\$ 150,000	\$ 164,830	\$ 163,000	Fees Revenue
Softball - JV & Varsity	Salaries & Benefits	N/A	\$ 100,092	\$ 107,627	\$ 156,057	E&G Athletics Administrative Support
	General Expense	N/A	\$ 100,000	\$ 41,450	\$ 69,992	Fees Revenue
Basketball - Men's JV & Varsity	Salaries & Benefits	N/A	\$ 215,073	\$ 92,443	\$ 191,272	FY24 Split 50/50 Foundation/E&G Recruiting; FY25 Split 55/45 Foundation/E&G Recruiting
	General Expense	N/A	\$ 100,000	\$ 117,550	\$ 116,250	Fees Revenue
Basketball - Womens JV & Varsity	Salaries & Benefits	N/A	N/A	\$ 81,791	\$ 144,540	E&G Athletics Administrative Support
	General Expense	N/A	\$ 65,000	\$ 71,206	\$ 114,250	Foundation

New College of Florida
Proposed Fiscal Year 2024-25 Operating Budget
Comparative Fiscal Years 2022-23 & 2023-24
June 13, 2024

Athletics Only

		FY22-23 Actual	FY 23-24 Budgeted Revenues	FY23-24 Actual Revenues Received as of 6.1.24	FY24-25 Proposed Budget	Fund Source
Soccer - Men's JV & Varsity	Salaries & Benefits	N/A	\$ 129,570	\$ 118,805	\$ 102,094	FY24 Split 50/50 Foundation/E&G Recruiting; FY25 Split 55/45 Foundation/E&G Recruiting
	General Expense	N/A	\$ 75,000	\$ 73,490	\$ 93,250	Foundation
Soccer - Women's JV & Varsity	Salaries & Benefits	N/A	\$ 83,405	\$ 81,791	\$ 156,921	E&G Athletics Administrative Support
	General Expense	N/A	\$ 55,000	\$ 42,682	\$ 91,750	Foundation
Lacrosse - Men's	Salaries & Benefits	N/A	\$ 79,752	\$ 39,580	\$ 95,968	FY24 E&G Recruiting; FY25 E&G Recruiting
	General Expense	N/A	N/A	\$ -	\$ -	
Lacrosse - Women's	Salaries & Benefits	N/A	\$ 94,058	\$ 94,059	\$ 110,971	E&G Athletics Administrative Support
	General Expense	N/A	N/A	\$ -	\$ 62,200	Foundation
Volleyball (Indoor & Beach) JV & Varsity Women's	Salaries & Benefits	N/A	\$ 72,774	\$ 42,518	\$ 141,600	E&G Athletics Administrative Support
	General Expense	N/A	N/A	\$ -	\$ 149,000	Foundation
Golf - Men's	Salaries & Benefits	N/A	\$ 16,148	\$ 11,048	\$ 16,148	FY24 E&G Recruiting; FY25 Split 50/50 E&G Recruiting/Foundation
	General Expense	N/A	N/A	\$ -	\$ 30,000	Foundation
Golf - Women's	Salaries & Benefits	N/A	\$ 16,148	\$ 11,048	\$ 16,148	E&G Athletics Administrative Support
	General Expense	N/A	N/A	\$ -	\$ 29,000	Foundation
Swimming & Diving - Men's & Women's	Salaries & Benefits	N/A	N/A	N/A	\$ 81,000	E&G Recruiting Not playing until FY26
	General Expense	N/A	N/A	N/A	\$ -	
Cross Country - Men's & Women's	Salaries & Benefits	N/A	N/A	N/A	\$ 67,500	E&G Recruiting Not playing until FY26
	General Expense	N/A	N/A	N/A	\$ -	
Tennis - Men's & Women's	Salaries & Benefits	N/A	N/A	N/A	\$ 101,250	E&G Recruiting Not playing until FY26
	General Expense	N/A	N/A	N/A	\$ -	
Expenditure Totals		\$ 59,715	\$ 2,134,499	\$ 1,703,942	\$ 3,057,651	

New College of Florida
2023-2024 University E&G Carryforward Spending Plans - Supplemental Details (Operating Plans)
Pursuant to 1011.45, Florida Statutes
Updated June 1, 2024

Line Item #	Carryforward Spending Plan Category	Specific Expenditure/Project Title	Budget					Project Timeline		
			Total Amount to be Funded from Current Year E&G Carryforward Balance	RESTRICTED Restricted Balance as of July 1, 2023	COMMITTED Committed Balance as of July 1, 2023	E&G Carryforward Amount Budgeted During FY24	E&G Carryforward Amount Spent as of 6.1.24	Total # Years of Expenditure per Project	Current Expenditure Year #	Estimated Completion Date (Fiscal Year)
1	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	Operating Enhancements pursuant to Special LBC Appropriation	\$ 6,415,559	\$ -	\$ 6,415,559	\$ 6,415,559	\$ -	2	1	24/25
2	Campus Security and Safety Enhancements	Hurricane Ian Recovery Costs	\$ 120,000	\$ 120,000	\$ -	\$ 120,000	\$ 31,663	2	2	23/24
3	Campus Security and Safety Enhancements	Campus Police Safety Enhancements	\$ 434,000	\$ -	\$ 434,000	\$ 434,000	\$ 135,603	1	1	23/24
4	Information Technology (ERP, Equipment, etc.)	IT Equipment Upgrades	\$ 751,400	\$ -	\$ 751,400	\$ 751,400	\$ 256,090	1	1	23/24
Total as of July 1, 2023: *			\$ 7,720,959	\$ 120,000	\$ 7,600,959	\$ 7,720,959	\$ 423,356			

New College of Florida
2023-2024 University E&G Carryforward Spending Plans - Supplemental Details (Fixed Capital Outlay Project Plans)
Pursuant to Section 1011.45, Florida Statutes
Updated June 1, 2024

Line Item #	Specific Project Title/Name ¹	Project Description	Amount of July 1, 2023, E&G Carryforward Operating Balance Provided to FCO Project ² (F+G)	(F) Restricted	(G) Committed	Updated E&G Carryforward Amount Budgeted for Expenditure During FY24	E&G Carryforward Funds Spent as of 6.1.24	Carryforward Expenditure Timeline			Comments/Explanations
				To Restricted Balance on July 1, 2023	To Committed Balance on July 1, 2023			Total # Years of Expenditures per Project	Current Expenditure Year #	Estimated Completion Date (Fiscal Year)	
1	Caples Mansion Phase 2 (70803B)	HVAC improvements; repair of interior walls, ceilings, and floor; repair of select windows and doors; repair of exterior balcony over the entrance of the building; interior painting throughout; and other miscellaneous interior repairs.	\$ 726,986	\$ 590,416	\$ 136,570	\$ 726,986	\$ 244,784	3	3	2025	Project ongoing
2	Breezeway Grant (70801A-College/Cook Hall)	This amount is allocated for the match requirement for the Division of Historical Resources grant received for FY 22-23.	\$ 86,345	\$ 86,345	\$ -	\$ 24,937	\$ 24,937	2	2	2024	Project ongoing
3	R&M Campus Mold Mitigation Survey (70803)	Completion of a mold mitigation survey	\$ 17,425	\$ -	\$ 17,425	\$ -	\$ -	2	2	2024	Project Closed
4	College Hall HVAC (70801B)	Repair HVAC and other interior repairs	\$ 15,433	\$ 15,433	\$ -	\$ 4,839	\$ 4,839	2	2	2024	Project Closed
5	Generator Upgrades (70802B)	Emergency Mitigation Planning	\$ 750,000	\$ -	\$ 750,000	\$ -	\$ -	1	1	2024	Project unable to be completed this FY.
6	Caples Fine Arts Exterior Improvements (70803E)	Supplemental to Deferred Maintenance State Appropriation; includes completion of a mold mitigation	\$ 290,607	\$ 175,332	\$ 115,275	\$ 290,607	\$ 62,944	1	1	2025	Project ongoing
7	Heiser Strobic Fan Replacement (70811B)	Cost for construction for fans replacement received after design	\$ 1,900,000	\$ -	\$ 1,900,000	\$ -	\$ -	1	1	2024	Project unable to be completed this FY.
8	Palmer A, B, C, D, E demo, 58th Street House - Reichert/Knight (70812A)	Demolition of facilities as recommended in the Educational Plant Survey	\$ 953,159	\$ 953,159	\$ -	\$ 500,000	\$ 17,025	1	1	2025	Project ongoing.
9	College Hall (70814A)	Supplemental to Deferred Maintenance State Appropriation	\$ 821,091	\$ -	\$ 821,091	\$ 821,091	\$ 68,108	1	1	2025	Project ongoing
10	58th St Project (70817)	Design and infrastructure to complete a connector street	\$ 415,325	\$ 15,325	\$ 400,000	\$ 415,325	\$ 391,500	2	2	2025	Project Closed
11	Piccone House Project (70817A)	Space Renovation	\$ 40,969	\$ 5,153	\$ 35,816	\$ 5,152	\$ 5,152	2	2	2024	Project Closed
12	Greenhouse Replacement (70819)	Replace two existing greenhouse spaces	\$ 991,752	\$ 913,752	\$ 78,000	\$ 1,192,452	\$ 610,767	2	2	2025	Project ongoing.
13	CEO Space Expansion (70820)	Space expansion of existing space	\$ -	\$ -	\$ -	\$ 61,172	\$ 61,172				Project Added and Closed (this project had some remaining work from FY 22-23 to be completed and was left off of the approved list in FY 23-24)
14	Access Control Replacement (70825)	Upgrades to access control hardware and software	\$ 67,268	\$ 14,491	\$ 52,777	\$ 67,268	\$ 33,410	2	2	2025	Project ongoing
15	Elevator Safety Code (70826)	Repair and upgrades to existing elevators across campus	\$ 27,000	\$ -	\$ 27,000	\$ 74,643	\$ -	2	2	2025	Project ongoing
16	Campus Master Plan Amendment (70830)	5 Year Master Plan Update	\$ 572,706	\$ 546,706	\$ 26,000	\$ 499,000	\$ 258,305	1	1	2024	Project ongoing. Amount lower and excess funds (\$123,706) to be moved to 70925
17	Renovation of Car Museum (70831)	Assessment of 1950s and 60s era buildings to determine renovation needs; and add access road.	\$ 960,465	\$ 210,465	\$ 750,000	\$ 960,465	\$ 146,015	1	1	2024	Project ongoing
18	General Twinning Resurfacing (70832)	Resurfacing of roadway to extend useful life	\$ 189,730	\$ 189,730	\$ -	\$ 189,730	\$ 162,663	1	1	2024	Project Closed
19	Circus Hall of Fame Improvements (70833)	Improvements to unused vacant lot	\$ 479,444	\$ 479,444	\$ -	\$ 481,444	\$ 456,742	1	1	2024	Project ongoing. Total cost estimated more then budget. Funds moved to cover excess (\$2,000) from 70925.
20	Sainer Exterior Repairs and Painting and fence repair (70834)	Maintenance	\$ 146,294	\$ 146,294	\$ -	\$ 181,219	\$ 181,219	1	1	2024	Project Completed. Total costs exeeded budget. Moved from 70925
21	Anthropology and Archeology Exterior Improvements (70899)	Repair and/or replacement of siding; sealing and painting	\$ 99,242	\$ 99,242	\$ -	\$ 51,599	\$ -	1	1	2024	Project ongoing
22	CWC Wall Demolition (70899)	Removal of exterior wall to improve student safety (old wall limited pedestrian sightlines to road)	\$ 8,806	\$ 8,806	\$ -	\$ 8,806	\$ 8,806	1	1	2024	Project Closed
23	Campus Enhancement (Minor) (70925)	Includes Robertson Hall Envelope repairs; Robertson Park Grounds; Misc. Grounds Improvements, Signage Updates, other minor repairs.	\$ 1,347,100	\$ 1,205,542	\$ 141,558	\$ 4,350,410	\$ 2,785,862	1	1	2024	Amount to be adjusted based on comments above.
* Total Minor Carryforward As July 1, 2023 :			\$ 10,907,147	\$ 5,655,635	\$ 5,251,512	\$ 10,907,146	\$ 5,524,250				

1. As defined in Board of Governors Regulation 14.003.

2. Amount deducted from July 1, 2023, beginning E&G Carryforward operating balance for fixed capital outlay project funding per Section 1011.45, F.S. and Board of Governors Regulation 9.007(3)(a)(4).

**NEW COLLEGE OF FLORIDA
BOARD OF TRUSTEES**

Meeting Date: June 13, 2024

SUBJECT: Approve Food Services Purchase Order

PROPOSED BOARD ACTION

Approve the selection of Aramark Education Services, LLC as the food service vendor and authorize the President to negotiate and execute a food service management agreement, consistent with the terms and specifications of the NCF Campus Dining Services Invitation to Negotiate.

Payment to Aramark will be based on actual meal plan sales per the definitive agreement.

BACKGROUND

New College of Florida recently conducted an invitation to negotiate to solicit a food services vendor for the campus. The existing agreement, awarded in 2014, with Metz Culinary Management was expiring on June 30, 2024.

A Consultant was secured to assist with the ITN Review and Selection Process. A Campus Food Service Contract Committee composed of students, staff, and a non-voting staff chairperson convened its first meeting on January 25th to begin the process of guiding a competitive selection process for a successor dining services agreement and met frequently over the past several months.

The ITN was advertised through the College's Procurement Service Department beginning March 7, 2024. A mandatory pre-proposal meeting and facility tour was held for prospective vendors on March 13, 2024. Representatives from five (5) vendors attended the mandatory meeting. The ITN proposal submission deadline was April 10, 2024. Two (2) vendors submitted proposals for the committee's consideration. With the assistance of Porter Khouw Consulting, the committee reviewed each proposal in detail. Clarification submissions were requested as well as negotiation with both vendors.

The following evaluation factors and criteria were considered for this project:

- Vendor Profile: Assessment of the vendor's inclusion of firm history, stability, industry reputation, and the ability to meet contractual obligations.
- Residential Operations: Examination of the inclusion of the proposed operating requirements and vendor's capacity to efficiently manage residential facilities, including efficiency, resident satisfaction, and operational excellence.
- Retail Operations: Examination of the inclusion of the proposed operating requirements and vendor's experience and success in retail management, focusing on customer service, sales growth, and innovation.
- Summer Camps & Conferences: Examination of the inclusion of proposed operations for summer camps and conferences and of the vendor's expertise in hosting and catering for summer camps and conferences, emphasizing flexibility, quality of service, and participant feedback.
- Catering: Analysis of the vendor's capabilities in providing high-quality catering services, including proposed tiers, menu diversity, event management, and client satisfaction.

- **Marketing & Engagement:** Evaluation of the vendor's marketing strategies and engagement initiatives to promote services and build customer loyalty.
- **Product & Menu Development:** Consideration of the vendor's approach to product innovation and menu development, including creativity, nutritional balance, and market responsiveness.
- **Human Resources:** Review of the vendor's human resources policies, staff development programs, and employee retention strategies.
- **Quality & Improvement Management:** Assessment of the vendor's commitment to quality, continuous improvement practices, and responsiveness to feedback.
- **Sanitation & Safety:** Evaluation of the vendor's sanitation protocols, safety standards, and adherence to regulatory compliance.
- **Technology:** Consideration of the vendor's use of technology to improve service delivery, operational efficiency, and customer experience.
- **Transition/Reopening Plan:** Review of the vendor's strategy for seamless transition or reopening, with an emphasis on timelines, risk management, and communication plans.
- **Sustainability:** Examination of the vendor's sustainability practices, including waste reduction, energy efficiency, and responsible sourcing.
- **Food Insecurity:** Analysis of the vendor's initiatives to address food insecurity, including program development and community outreach.
- **Supplier Diversity:** Evaluation of the vendor's commitment to diversity in its supply chain, including partnerships with minority-owned and local businesses.
- **Emergency Preparedness:** Assessment of the vendor's preparedness for emergencies, including contingency plans, resource availability, and staff training.
- **Financial Proposal:** Assessment of the inclusion of base financial proposal and review of the required information.
- **Data Security:** Vendor must demonstrate compliance with and adherence to NCF's data policies and security standards.

The overall pricing of each offer is as follows:

- \$3.86 million total projected first year sales from all sources (meal plans, catering, cash/credit cards). Commission payments to NCF at 10% estimated to generate about \$378,804 (all sources) for use in supporting NCF's operating and capital responsibilities. Projections change year to year.
- Meal plan dollars not fully expended during fall semester may be carried over to spring semester.
- Meal plan rates depend on final actions of the BOT in amending the College's Tuition and Fee regulation. Meal plan rates and retail pricing are subject to negotiated changes annually.
- Capital investment funding of \$1.25 million amortized over 60 months at a percentage agreed upon between the two parties. If the agreement is terminated for any reason prior to the complete amortization, either NCF or its successor food service provider will reimburse Aramark for the unamortized portion of the investment. NCF will direct all work through its architect and construction management consultants.

Supporting Documentation: NCF Campus Dining Services Invitation to Negotiate (electronic copy available upon request)

Facilitator(s)/Presenter(s): Christie Fitz-Patrick, Chief of Staff and Acting Vice President of Finance and Administration/ Almeda Jacks, Vice President of Student Affairs

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: June 13, 2024

SUBJECT: Approve Student Temporary Housing Purchase Orders – Hotel Purchase Agreement

PROPOSED BOARD ACTION

Authorize the President to execute a contract with Home2Suites for temporary student housing for the Fall 2024 and Spring 2025 terms not to exceed \$4,000,000.

Approval of this action item is contingent on the Governor approving the budget and the BOG approving our business/strategic plan.

BACKGROUND

Due to both the overwhelming demand for on campus housing, and prudent decision to take certain rooms offline until facility conditions can be addressed, the College is in an oversubscribed situation. This situation was caused by both a surge enrollment, as well as removing of all of the PEI dorms due to safety concerns.

The total cost of this agreement is \$3,880,985 for 109 rooms including (85) singles and (24) doubles.

Supporting Documentation: NCF Campus Hotel Invitation to Negotiate (electronic copy available upon request)

Facilitator(s)/Presenter(s): Christie Fitz-Patrick, Chief of Staff and Acting Vice President of Finance and Administration/ Almeda Jacks, Vice President of Student Affairs

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: June 13, 2024

SUBJECT: Approve Student Temporary Housing Purchase Orders - Modular Purchase Agreement

PROPOSED BOARD ACTION

Authorize the President to enter into a contract with University Housing Solutions, not to exceed \$3,000,000, for the purchase and installation of three modular housing units not to exceed \$3,000,000.

Approval of this action item is contingent on the Governor approving the budget and the BOG approving our business/strategic plan.

BACKGROUND

Due to both the overwhelming demand for on campus housing, and the prudent decision to take certain rooms offline until facility conditions can be addressed, the College is in an oversubscribed situation. This situation was caused by both a surge in enrollment, as well as removing all of the PEI dorms due to safety concerns.

The total cost of this agreement is \$3,000,000 for 132 single beds.

Supporting Documentation: Temporary Housing Proposal Presentation (available upon request)

Facilitator(s)/Presenter(s): Christie Fitz-Patrick, Chief of Staff and Acting Vice President of Finance and Administration/ Almeda Jacks, Vice President of Student Affairs

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: June 13, 2024

SUBJECT: New College of Florida Educational Plant Survey Validation

PROPOSED BOARD ACTION

Review and validate the completed New College of Florida Educational Plant Survey.

AUTHORITY FOR BOARD OF TRUSTEES

Article IX, Section 7, Florida Constitution; Sections 1013.03 and 1013.31, Florida Statutes

BACKGROUND INFORMATION

An Educational Plant Survey (EPS) is required at least once every five (5) years for all public educational entities, including state universities. At the request of New College of Florida (NCF), Board staff facilitated and coordinated the Survey Team and participated with university staff on the EPS to ensure that all the requirements of section 1013.31, Florida Statutes, were satisfied. In addition to NCF and Board staff, the team included staff from Florida Atlantic University, Florida Gulf Coast University, and Florida Polytechnic University. The Survey Team Recommendation is included as an attachment.

The EPS covers the period July 1, 2024, through June 30, 2029.

Summary of Survey Team Recommendations (Main Campus, unless noted):

NEW COLLEGE OF FLORIDA

Survey Team Members:

Name	Title	Institution
Azita Dotiwala	Director of Budget and Planning Facilities Management	Florida Atlantic University
Corina Mavrodin	Assistant Director, Space Utilization and Analysis	Florida Atlantic University
Collin Noel	Coordinator Facilities and Space Planning	Florida Gulf Coast University
Tom Monaco	Senior Project Manager & Campus Planner Facilities & Safety Services	Florida Polytechnic University
Kristine Azzato	Assistant Director of Facilities	Florida Board of Governors
Kyndra Freeman	Facilities Planner	Florida Board of Governors

Remodeling/Renovation Recommendations:

2.1 College Hall (Bldg. ID CHL) (Main Campus): Classroom - 1,909 NASF, Office – 4,198 NASF, Auditorium/Exhibition – 1,945 NASF, Campus Support Services – 25 NASF.

2.2 Jane Bancroft Cook Library (Bldg. ID LBR) (Main Campus): Classroom – 4,359 ASF, NASF, Research Lab – 4,035 NASF, Office – 9,763 NASF, Instructional Media – 167 NASF.

2.3 Robertson Hall (Bldg. ID ROB) (Main Campus): Office – 2,841 NASF

New Construction Recommendation:

3.1 See 4.1

Projects Based on Exception Procedure:

This project is included on the 2024 Draft Campus Master Plan (CMP). This project is contingent upon the final approval of the CMP and the execution of the demolition projects included in this recommendation.

At the time of the survey, New College of Florida (NCF) was overbuilt in Classroom, Teaching Lab, Study, Office, Auditorium/Exhibition, and Campus Support Services. The university acquired facilities that were not designed for educational use which presents challenges with delivering the educational program. Furthermore, several of those buildings are on the Historical Registry which limits the ability to renovate or remodel for academic use. NCF maintains a low student to teacher ratio and below average class size in line with its Honors College Model. Additionally, it requires students to complete Independent Study Projects. All of these factors necessitate a higher percentage of offices, classrooms, and teaching labs not supported by the current space needs methodology formula. Furthermore, NCF agrees to analyze its space in an effort to establish a plan to repurpose unsuitable spaces and remove them from the educational and general inventory where permissible. The university presented data sufficient for the survey team to recommend NCF's proposed new project supporting continued growth to meet its new strategic mission.

4.1 Rice Multi-Purpose Building (Bldg. ID RMB) (Main Campus): Classroom: 2,000 NASF, Study – 4,800 NASF, Office – 35,136 NASF, Auditorium/Exhibition – 4,000 NASF, Campus Support Services – 4,500 NASF.

Demolition Recommendations:

5.1 Bon Seignuer (Bldg. ID BON) (Main Campus): Total GSF 4,733

5.2 Hamilton Classroom (Bldg. ID HCL) (Main Campus): Total GSF 15,399

5.3 Heiser Greenhouse North (Bldg. ID HGN) (Main Campus): Total GSF 320

5.4 Heiser Greenhouse (Bldg. ID HGW) (Main Campus): Total GSF 880

5.5 Palmer A (Bldg. ID PMA) (Main Campus): Total GSF 9,411

5.6 Palmer C (Bldg. ID PMC) (Main Campus): Total GSF 8,534

5.7 Palmer D (Bldg. ID PMD) (Main Campus): Total GSF 8,534

5.8 Palmer E (Bldg. ID PME) (Main Campus): Total GSF 8,230

5.9 Reichert House (Bldg. ID RER) (Main Campus): Total GSF 2,574

5.10 Sudakoff Lecture & Conference Center (Bldg. ID SUD) (Main Campus): Total GSF 12,216

Site Improvements Recommendations:

6.1 Land Acquisition: This is a general recommendation allowing the university to continue purchasing properties surrounding the campus as identified in the adopted Campus Master Plan.

6.2 Landscaping/Site Improvements: This general recommendation is to continue landscaping, road, and site improvements consistent with the adopted Campus Master Plan.

6.3 Utility Infrastructure Improvements: This is a general recommendation to include improvements consisting of items in the categories of chilled water and controls, electrical distributions, storm sewer, sanitary sewer, telecommunications, fiber, energy management control systems, irrigation, water distribution, steam equipment and distribution. The projects consist of improvements, extensions, modifications, and additions to the major utility systems consistent with the adopted Campus Master Plan.

Standard University-wide Recommendations:

SR1: All spaces necessary for custodial and sanitation services in new facilities are recommended.

SR2: All projects for safety corrections are recommended.

SR3: All projects for corrections or modifications necessary to comply with the Americans with Disabilities Act is recommended.

SR4: Any project required to repair or replace a building's components is recommended, provided that the total cost of the project does not exceed 25% of the replacement cost of the building.

SR5: All remodeling and infrastructure projects funded exclusively with Carryforward funds are hereby recommended, pursuant to section 1011.45(3)(c), F.S., provided the resulting percentages of Space Needs Met does not exceed 100%.

The complete Educational Plant Survey Report, which is in compliance with the requirements of Section 1013.31, Florida Statutes, is ready for Board consideration for validation. Once validated by the Board, survey recommended projects may be included on the Capital Improvement Plan, and are eligible for PECO funding.

Note: The Survey Team recognizes that New College is unique. The space needs requirement for New College Academic programs is not supported by the Formula process. It is based on the Board of Governors authorized enrollment growth projection.

Supporting Documentation Included: Educational Plant Survey Report, July 1, 2024-June 30, 2029

Facilitators/Presenters: Itza Frisco, AVP, Facilities Management



Educational Plant Survey

New College of Florida

Effective

July 1, 2024-June 30, 2029

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Introduction

Pursuant to Section 1013.31, Florida Statutes, an *Educational Plant Survey* (EPS or Survey) is required by all public educational entities; school districts, colleges, and state universities, at least once every five (5) years.

A Survey is statutorily defined (s. 1013.31, F.S.) as a systematic study of present *Educational Plants* and *Ancillary Plants* (i.e., education and general (E&G) facilities, sites, and site improvements) and the determination of future needs to provide an appropriate educational program and services for each student based on projected capital outlay full-time equivalents (FTE's). In other words, put more succinctly, the Survey is an assessment of a university's current inventory of E&G space as well as its projected need for more E&G space.

A Survey must use “*uniform data sources and criteria*” and provide the following:

- An inventory of existing *educational plants* and *ancillary plants*.
- Recommendations for existing educational/ancillary plants (i.e. remodeling and renovation).
- Recommendations for new educational/ancillary plants (i.e. new construction).

Furthermore, with regard to State University System (SUS) institutions, the Survey must:

- Reflect the capacity of existing facilities, as inventoried and validated.
- Project E&G space needs in a manner consistent with standards (for determining space needs) specified by Board of Governors (Board) regulation.
- Utilize projected FTEs consistent with the 5-year planned enrollment cycle for the SUS approved by the Board.

An EPS is undertaken collaboratively by a ‘Survey Team’ consisting of staff of the university being surveyed, Board staff, and volunteer staff from other SUS universities. The final report must be approved by the university's board of trustees (UBOT) and the Board.

A Survey may be amended at the request of the UBOT, if conditions warrant and support amending the original report. Each amended Survey (as well as each new Survey) supersedes previous reports.

Overall, the EPS is a statutorily driven process to help ensure that State resources (namely legislative appropriations; PECO dollars, etc.) are directed toward actual/assessed needs for educational buildings and space.

Exceptions: Defined and Procedures

Generally speaking, exceptions occur when proposed space exceeds projected space needs. Educational (E&G) facilities are predominantly built with State funds, and there is an inherent responsibility to be good stewards of such resources. As such, when assessing a university's proposals for educational facilities, the projected space inventory should not exceed the projected need. On infrequent occasions, however, unique circumstances or extraordinary factors may support an exception to this rule. For example, there may be an unusual requirement for a particular type of teaching or research laboratory that specifically supports a university's unique mission; there may be a Board mandate or Legislative initiative that supports the space overage, or perhaps there is a need to build minimal facilities for a new program where its early enrollment projections are not supportive. Regardless, such instances are typically infrequent, and any related exceptions more so. Again, the projected space should not exceed the projected need.

Thoughtful pre-planning by the university in terms of its proposed capital projects, particularly as it relates to proactively addressing and correcting any projected space overages, is important to ensure an efficient, effective Educational Plant Survey process. If a university feels that unique circumstances make an overage a necessity or unavoidable, the Survey Team may elect to consider a university's supporting rationale, which may include but is not limited to, university-prepared written explanations along with quantitative displays, justifying exceptional needs.

Justifications include relevant information such as requirements for specific programs, schedules of current classes, reports of space utilization, indications of effective space management, evidence of sound planning, and feasibility studies for remodeling uses of space. The purpose is to present convincing evidence demonstrating genuine facility needs supported by the standard methodology.

The Survey Team is under no obligation to support an exception to the SUS space needs methodology. Should the Survey Team ultimately incorporate an exception in its Recommendations, it will be clearly memorialized in the EPS Report and, ultimately, is subject to approval by the university board of trustees and the Board of Governors.

Summary of the Campus Master Plan

While university campuses provide research and educational benefits statewide and further provide substantial educational, economic, and cultural benefits to their host local governments, they may also impact the host's public facilities, services, and natural resources. In recognition of this unique relationship, each university board of trustees prepares and adopts a campus master plan (CMP) identifying general land uses and plans for related infrastructure for the coming 10-20 years. The plan must be updated at least every five years. It contains, but is not limited to, elements relating to future land use, intergovernmental coordination, capital improvements, recreation and open space, general infrastructure, site design and standards, densities, conservation, and preservation of historical/archaeological resources.

The CMP is intended to act as a "road map" for administration and is developed in conformance with s. 1013.30, F.S. Per Florida Statute, a copy is maintained on the university's website:

<https://ncf.edu/master-plan>.

Data analyses supporting CMP elements must include student enrollment projections, student housing needs, and the need for academic and support facilities. The latter, namely educational (E&G) facilities, should represent the university's proposed facilities/space needs in the EPS process.

The draft 2023-2029 Campus Master Plan development supports the College's mission to prepare a strategic plan that serves to reinforce the future path of excellence for the New College of Florida (NCF). Our goal is for the appearance and usefulness of our physical campus to match the quality of our academic program.

The draft master plan charts our course for the next five years. Our plan positions NCF to become the best classical liberal arts college in the state and the nation. NCF prepares intellectually curious students for lives of great achievement. It offers a liberal arts education of the highest quality in the context of a small, residential, public honors college with a distinctive academic program that develops students' intellectual and personal potential as fully as possible and encourages the discovery of new knowledge and values while providing opportunities to acquire established knowledge and values; and fosters the individual's effective relationship with society.

NCF promotes a climate of free expression and tolerant civil discourse according to the principles set forth in the State University System Free Expression Statement and the Board of Governors Civil Discourse Final Report.

Bayfront Campus

The Bayfront campus is the heart of the New College campus. The site offers a number of compelling characteristics:

- It offers ample space for future growth, including significant new academic buildings and outdoor spaces;
- It is located at the center of New College's diverse land parcels, equally accessible from the Caples campus, existing Pei campus, and waterfront areas of the Bayfront campus; and,
- It enjoys scenic vistas toward the Bayfront campus landscape and Sarasota Bay. A formal quadrangle serves as the center of a grouping of new Bayfront campus

academic pavilions which line both sides; it aligns with an axis which is shared by the Dort Arch and the front court of Cook library.

The improvements proposed for the Bayfront in the draft master plan include:

- Improvements to Bay Shore Road include traffic calming, parallel parking, improved landscape and pedestrian amenities, encouraging bicycle and pedestrian linkage to areas north and south;
- Improvements to the campus entry from U.S. 41 include a general enhancement of the College's entry image;
- A visually screened parking lot is located at the south edge, accessible from the completed 58th Street loop road, serving the campus and events at College Hall; and,
- N. Bay Shore Road - The Bay Shore Road Improvements are developed so the pedestrian experience is amplified between the academic quad and the Cook Library/ACE Plaza. The design slows traffic and maximizes the connection to all areas of campus.

PEI Campus

The Pei campus, located on the east side of US 41, includes the most mature and urban portions of New College. This campus property occupies land that is part of a long-term lease agreement with SRQ airport. The College is in the process of acquiring this property from SQR Airport.

The improvements proposed for the PEI campus in the draft master plan include:

- Integration and addition of athletics programs that embrace the institution's commitment to holistic student development and community engagement. With the introduction of baseball, soccer, lacrosse, and softball, the campus will transform into a dynamic hub of athletic excellence while maintaining the esteemed academic traditions for which New College is known;
- Upgrades of General Spatz drive will dovetail with the master plan's strategy to beautify and upgrade New College's east entry;
- Maintain the current student residence halls and integrate landscape improvements that provide great opportunities for positive change and overall beautification;
- Reorganization of internal paths to improve walking and bicycling; and,
- Creation of an additional, safe and well-lit pedestrian way which connects east and west campus. This is envisioned as an improvements to the existing pedestrian bridge, and a possible elevated walkway to the East of 41 along the Pei Campus connecting the bridge access to the proposed new baseball stadium. These improvements would provide a separate and safe route for pedestrians and bicycles.

- Reconfiguration of stairs and rampways which serve the existing pedestrian bridge for greater operational safety for both the existing and attached new bridge structures;
- Improvement of pedestrian sidewalks and screening landscape along US 41; and,
- Addition of College signage at the southeast corner of US 41, visible from both sides.

Caples Campus

The Caples campus, campus functions as an arts and cultural center, is well suited to its institutional neighbors, the Ringling Museum and the Asolo Performing Arts Center. The long dimension of the Caples campus extends from Bay Shore Road to Sarasota Bay, nearly matching that of the Bayfront campus. The existing configuration of the Sainer Pavilion and its grouping of buildings will remain in place as an arts complex with the existing stormwater pond.

The improvements proposed for the Caples in the draft master plan include:

- A new Boat House / Academic Structure is proposed in the location South of the Caples Mansion;
- Encouraging the development of pedestrian trails along the Ringling Museum and Ca D'zan properties. This will connect north and south areas of the campus and create a shared amenity for the College, the Ringling Museum, and local residents. New pedestrian trails are currently planned along the Bay from Caples to the USF Campus. Providing a new beach access to the Caples waterfront is also planned in from of the Caples Mansion from the Research Dock to the new Boathouse Building location.

Campus improvements would include adding a direct roadway to the boatyard and launch access, and recapturing the bayfront lawn space that may include an outdoor classroom. A trail along the bay would connect through Ringling to the Bayfront Campus. Open space in the arts complex courtyard needs improvement that would include planting trees and repairing the uneven ground. The existing stormwater pond would be improved to become a pedestrian amenity.

University Overview

President: Richard Corcoran

Accreditation: Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)

Number of Degree Programs

- Undergraduate Degree Programs: 50
- Graduate Degree Programs: 1

Schools/Colleges

Special or unique academic programs:

- The New College academic contract whereby each student develops her/his individual academic program of coursework, tutorials, field and lab research, study abroad, and so on, in close consultation with a faculty member. See the General Catalog on the web: www.ncf.edu/departments/registrar/academic-calendars-catalogs/
- Non-graded, narrative evaluation, which encourages exploration and mastery.
- Intensive “Independent Study Projects” during January, which can be highly individual but can also involve group activities, such as an acting workshop or an ecological tour of Florida.

Campuses/Centers/Programs

- New College offers academic contracts whereby each student develops her/his individual academic program of coursework, tutorials, field and lab research, and study abroad in close consultation with a faculty member.
- Ranked #5 among public liberal arts colleges (U.S. News & World Report)
- #40 most innovative
- #49 best value
- #52 in social mobility
- Ranked #4 among public liberal arts colleges in Washington Monthly
- Ranked #29 best value public college in Princeton Review
- #3 for making an impact
- #7 in financial aid
- #7 best alumni network
- Ranked Top 10 best buy public college in Fiske Guide

Student Characteristics

As of Fall 2023:

- Enrollment: **732**
- Student Body: **97%** undergraduate; **3%** graduate; **26%** percent of undergraduates are transfers, **74%** FTIC
- Growth rate: **6%** from 2022-2023 to 2023-2024 for undergraduate, **10%** from 2022-2023

to 2023-2024 graduate

- Undergraduate students admitted averaged a **3.8** high school GPA, **23** overall ACT, and **1143** SAT
- Degrees granted (2022-23): 2 Associate's, 125 Bachelor's, 8 Master's
- NCF was reclassified as a **Baccalaureate College: Arts & Sciences Focus** by the Carnegie Commission for Higher Education.
- Financial Aid: **\$10** million distributed annually; **98%** of undergraduate students receive some form of support. **65%** of aid is need-based, and **34%** of undergraduates receive Pell Grants. **15%** of all aid is federal, **17%** state, **64%** institutional, and **4%** from private sources (largely scholarships). Note: 2023-2024 estimate)
- Full-time students predominate undergraduate enrollment **~98%**, whereas **100%** of graduate students are enrolled full-time. **83%** of students are classified as Florida Residents.

University Sites

Site ID	0001
Site Name	Main Campus
Address	5800 Bay Shore Road, Sarasota, FL 34243
Building Count	52
Acres	765
Ownership	State-Owned
Description	Main Campus

Survey Team Recommendations

New College of Florida

Needs Assessment

Date: March 12, 2024

The survey team included the following individuals:

<u>Name</u>	<u>Title</u>	<u>Institution</u>
Azita Dotiwala	Director of Budget and Planning Facilities Management	Florida Atlantic University
Corina Mavrodin	Assistant Director, Space Utilization and Analysis	Florida Atlantic University
Collin Noel	Coordinator Facilities and Space Planning	Florida Gulf Coast University
Tom Monaco	Senior Project Manager & Campus Planner Facilities & Safety Services	Florida Polytechnic University
Kristine Azzato	Assistant Director of Facilities	Florida Board of Governors
Kyndra Freeman	Facilities Planner	Florida Board of Governors

Based on the assessment of space needs, the fixed capital outlay projects listed below are recommended pursuant to section 1013.31, F.S. All projects recommended have been represented by the university to implement the detail of the campus master plan (CMP), pursuant to section 1013.03(10)(a)2, F.S. Amended surveys may be conducted at a later date should the project scope change in the future.

Remodeling:

As per s. 1013.01(17) F.S., “remodeling” means the changing of existing facilities by rearrangement of spaces and their use and includes, but is not limited to, the conversion of two classrooms to a science laboratory or the conversion of a closed plan arrangement to an open plan configuration.

1.1 No Projects Presented

Renovation:

As per s. 1013.01(18) F.S., “renovation” means the rejuvenating or upgrading of existing facilities by installation or replacement of materials and equipment and includes, but is not limited to, interior or exterior reconditioning of facilities and spaces; air-conditioning, heating, or ventilating equipment; fire alarm systems; emergency lighting; electrical systems; and complete roofing or roof replacement, including replacement of membrane or structure. As used in this subsection, the term “materials” does not include instructional materials.

2.1 College Hall (Bldg. ID CHL) (Main Campus): Classroom - 1,909 NASF, Office – 4,198 NASF, Auditorium/Exhibition – 1,945 NASF, Campus Support Services – 25 NASF.

2.2 Jane Bancroft Cook Library (Bldg. ID LBR) (Main Campus): Classroom – 4,359 NASF, Study – 36,201 NASF, Research Lab – 4,035 NASF, Office – 9,763 NASF, Instructional Media – 167 NASF.

2.3 Robertson Hall (Bldg. ID ROB) (Main Campus): Office – 2,841 NASF

New Construction:

As per s. 1013.01(14) F.S., “new construction” *means any construction of a building or unit of a building in which the entire work is new or an entirely new addition connected to an existing building or which adds additional square footage to the space inventory.*

3.1 See 4.1

Projects Based on Exception Procedure:

This project is included on the 2024 Draft Campus Master Plan (CMP). This project is contingent upon the final approval of the CMP and the execution of the demolition projects included in this recommendation.

At the time of the survey, New College of Florida (NCF) was overbuilt in Classroom, Teaching Lab, Study, Office, Auditorium/Exhibition, and Campus Support Services. The university acquired facilities that were not designed for educational use which presents challenges with delivering the educational program. Furthermore, several of those buildings are on the Historical Registry which limits the ability to renovate or remodel for academic use. NCF maintains a low student to teacher ratio and below average class size in line with its Honors College Model. Additionally, it requires students to complete Independent Study Projects. All of these factors necessitate a higher percentage of offices, classrooms, and teaching labs not supported by the current space needs methodology formula. Furthermore, NCF agrees to analyze its space in an effort to establish a plan to repurpose unsuitable spaces and remove them from the educational and general inventory where permissible. The university presented data sufficient for the survey team to recommend NCF’s proposed new project supporting continued growth to meet its new strategic mission.

4.1 Rice Multi-Purpose Building (Bldg. ID RMB) (Main Campus): Classroom: 2,000 NASF, Study – 4,800 NASF, Office – 35,136 NASF, Auditorium/Exhibition – 4,000 NASF, Campus Support Services – 4,500 NASF.

Demolition:

As per Board of Governors Regulation, 9.004 Razing of Buildings (1), *Each University Board of Trustees shall have the authority to raze buildings. Prior to the demolition of any educational or educational support facility with a replacement cost exceeding \$1,000,000, the university shall obtain an Educational Plant Survey recommendation for demolition. The University Board of Trustees shall review and approve the Educational Plant Survey recommendation and transmit to the Board of Governors for validation.*

5.1 Bon Seignuer (Bldg. ID BON) (Main Campus): Total GSF 4,733

5.2 Hamilton Classroom (Bldg. ID HCL) (Main Campus): Total GSF 15,399

5.3 Heiser Greenhouse North (Bldg. ID HGN) (Main Campus): Total GSF 320

- 5.4 Heiser Greenhouse (Bldg. ID HGW) (Main Campus):** Total GSF 880
- 5.5 Palmer A (Bldg. ID PMA) (Main Campus):** Total GSF 9,411
- 5.6 Palmer C (Bldg. ID PMC) (Main Campus):** Total GSF 8,534
- 5.7 Palmer D (Bldg. ID PMD) (Main Campus):** Total GSF 8,534
- 5.8 Palmer E (Bldg. ID PME) (Main Campus):** Total GSF 8,230
- 5.9 Reichert House (Bldg. ID RER) (Main Campus):** Total GSF 2,574
- 5.10 Sudakoff Lecture & Conference Center (Bldg. ID SUD) (Main Campus):** Total GSF 12,216

Site Improvements and Campus-Wide Utility Infrastructure: (All Sites)

- 6.1 Land Acquisition:** This is a general recommendation allowing the university to continue purchasing properties surrounding the campus as identified in the adopted Campus Master Plan.
- 6.2 Landscaping/Site Improvements:** This general recommendation is to continue landscaping, road, and site improvements consistent with the adopted Campus Master Plan.
- 6.3 Utility Infrastructure Improvements:** This is a general recommendation to include improvements consisting of items in the categories of chilled water and controls, electrical distributions, storm sewer, sanitary sewer, telecommunications, fiber, energy management control systems, irrigation, water distribution, steam equipment and distribution. The projects consist of improvements, extensions, modifications, and additions to the major utility systems consistent with the adopted Campus Master Plan.

Standard University-Wide Recommendations:

- SR1:** All spaces necessary for custodial and sanitation services in new facilities are recommended.
- SR2:** All projects for safety corrections are recommended.
- SR3:** All projects for corrections or modifications necessary to comply with the Americans with Disabilities Act is recommended.
- SR4:** Any project required to repair or replace a building's components is recommended, provided that the total cost of the project does not exceed 25% of the replacement cost of the building.
- SR5:** All remodeling and infrastructure projects funded exclusively with Carryforward funds are hereby recommended, pursuant to section 1011.45(3)(c), F.S., provided the resulting percentages of Space Needs Met does not exceed 100%.

**Basis for Survey Team
Recommendations**

Determining Space Needs

The basic method used to determine the facility space required by a university to accommodate its educational programs, student enrollment, academic personnel, and supporting services is a data-driven, calculative approach historically known as the Fixed Capital Outlay Space Needs Generation Formula (the “Formula Method”). Statutorily, it must determine the space needs for educational facilities to be funded in whole or in part by the state, including public broadcasting stations but excluding postsecondary special purpose laboratory space.

To that extent, space supporting the educational mission of a university is reflected in three (3) Classifications; see the chart below. Within each Classification, there are nine (9) space-type Categories assignable to Education & General (“E&G”) activities, as follows:

<u>Classifications</u>	<u>E&G Space Categories</u>	<u>Space Standard</u>
Instructional	Classroom	9
	Teaching Laboratories	11.25
	Research Laboratories	18.75
Academic Support	Study	13.5
	Instructional Media	3
	Auditorium/Exhibition	2.25
	Teaching Gymnasium	4.5
Institutional Support	Office	22.5
	Campus Support Services	4.2375
Total Net Assignable Square Feet (“NASF”)¹ per FTE		88.9875

The Formula Method uses three types of information to determine unmet space needs for educational facilities²: Projected Full-Time Equivalent (“FTE”) enrollment from the Accountability Plan Space Standards, establishing the minimum NASF per FTE per category of educational space. Existing facilities inventory in NASF by standardized category Enrollment is based on student credit hours, with 30 credit hours equal to one (1) undergraduate FTE and 24 credit hours equal to one (1) graduate FTE. There is also an adjustment to account for online FTEs. The Formula Method recognizes space requirements based on academic program offerings, method of instruction, and student level. The basic concept for calculating space needs is as follows:

$$(\text{FTE} \times 88.9875) - \text{Inventory} = \text{Unmet Space Need in NASF}$$

¹ State University System Space is measured in Net Assignable Square Feet (“NASF”)

² Educational facilities are those that support the Education and General mission of the university; examples of non-E&G functions would include Housing, Parking, Athletics, as well as Contracts and Grants Research Space. The State University System does not use PECO funds for non-E&G functions.

SPACE NEEDS ANALYSIS

New College Of Florida

E&G Space Categories										
[Shown as Net Assignable Square Feet (NASF)]										
	Classroom	Teaching Lab	Study	Research Lab	Office	Auditorium/ Exhibition	Instructional Media	Gymnasium	Campus Support Services	TOTAL
Preliminary Assessment of Projected Needs										
Calculated Space Needs based on 5-yr Projected FTE's	Appx. A 8,460	10,575	13,338	18,525	22,230	2,115	2,964	4,230	4,187	86,624
Less: Current Inventory	Appx. B (23,253)	(26,046)	(37,571)	(13,579)	(70,023)	(11,467)	(245)	0	(12,483)	(194,667)
Net Projected Space Needs	[a] (14,793)	(15,471)	(24,233)	4,946	(47,793)	(9,352)	2,719	4,230	(8,296)	(108,043)
% of Space Needs Met (Preliminary)	275%	246%	282%	73%	315%	542%	8%	0%	298%	225%
Adjustments to Projected Needs										
Ineligible Space	Appx. C 0	0	0	0	1,314	0	0	0	0	1,314
Unsatisfactory Space to be Demolished	Appx. D 5,252	1,332	610	1,200	22,567	8,038	0	0	1,991	40,990
Leased Space to be Terminated	Appx. E 0	0	0	0	0	0	0	0	0	0
New Construction	Appx. F (2,000)	0	(4,800)	0	(35,136)	(4,000)	0	0	(4,594)	(50,530)
Space to be Remodeled	Appx. G									
Other Adjustments to Space	Appx. H 0	0	0	0	0	0	0	0	0	0
Total Adjustments	[b] 3,252	1,332	(4,190)	1,200	(11,255)	4,038	0	0	(2,603)	(8,226)
Final Assessment of Projected Needs										
Adjusted Net Projected Space Needs	[a+b] (11,541)	(14,139)	(28,423)	6,146	(59,048)	(5,314)	2,719	4,230	(10,899)	(116,269)
% of Space Needs Met (Final)	236%	234%	313%	67%	366%	351%	8%	0%	360%	234%
For Information Only										
<i>Reported space with no adjustments to NASF</i>										
Leased Space in Current Inventory	Appx. I 0	0	0	0	0	0	0	0	0	0
Space to be Renovated	Appx. J 6,268	0	36,201	4,035	16,802	1,945	167	0	25	65,443

A. Student Enrollment/FTE

Student enrollment is the single most important measure used to develop facility requirements for a university. Enrollment is measured using full-time equivalent (FTE) enrollment. Each FTE is equivalent to 30 credit hours per academic year for undergraduates and 24 credit hours for graduates. First, FTE enrollment is reported by site, and then all enrollment not requiring facilities is deducted to determine the Capital Outlay FTE (COFTE). The level of enrollment used for survey purposes is the level for the fifth year beyond the year the survey is conducted. For this survey, the projected enrollment used is for the academic year 2028-29. The total projected traditional FTE is 928, and the total projected online FTE is 60.

Full-Time Equivalent (FTE) Enrollment by Course Level

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2028-29
LOWER	227	233	147	167	164	203	205	210	247	284	336
UPPER	710	646	617	543	521	526	511	528	539	561	616
GRAD 1	21	20	18	22	18	14	14	21	29	36	36
GRAD 2	0	0	0	0	0	0	0	0	0	0	0
TOTAL	957	899	782	732	703	743	730	759	815	881	988

Percent FTE Enrollment by Method of Instruction

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
UNDERGRADUATE										
All Distance (100%)	0	0	0	44	3	5	5	5	5	5
Primarily Dist. (80-99%)	0	0	0	0	0	0	0	0	0	0
Flex	0	0	0	21	0	0	0	0	0	0
Hybrid (50-79%)	0	0	0	31	0	0	0	0	0	0
Classroom (0-49%)	100	100	100	5	97	95	95	95	95	95
GRADUATE										
All Distance (100%)	0	0	0	25	22	25	25	30	30	35
Primarily Dist. (80-99%)	0	0	0	0	0	0	0	0	0	0
Flex	0	0	0	25	0	0	0	0	0	0
Hybrid (50-79%)	0	0	0	18	0	0	0	0	0	0
Classroom (0-49%)	100	100	100	32	78	75	75	70	70	65

B. Current Inventory

This report includes the sum of the room areas rolled up at the building level.

Site ID	Building ID	Building Name	Classroom	Teaching Lab	Study	Research Lab	Office	Auditorium/Exhibition	Instructional Media	Gymnasium	Campus Support Services
0001	ACE	Academic Center	7,201	1,173	760	185	8,898	0	0	0	0
0001	ANL	Anthropology Lab	614	0	0	0	0	0	0	0	0
0001	BON	Bon Seigneur Resid	823	423	0	0	1,355	0	0	0	0
0001	CPD	Campus Police	0	0	0	0	1,302	0	0	0	0
0001	CGR	Caples Garage	0	906	0	0	390	0	0	0	110
0001	CAP	Caples House	448	0	0	0	3,026	0	0	0	0
0001	CPB	Caples Potting Building	0	223	0	0	0	0	0	0	0
0001	CPS	Chiller Plant	0	0	0	0	205	0	0	0	0
0001	CHL	College Hall	1,909	0	0	0	4,198	1,945	0	0	25
0001	COH	Cook Hall (Admin-South Hall)	0	0	0	0	4,746	0	0	0	97
0001	CWC	Counseling And Wellness Center	0	0	0	0	1,314	0	0	0	0
0001	BLR	Hamilton Boiler Room	0	0	0	0	0	0	0	0	3,082
0001	HCT	Hamilton Center	0	0	0	0	0	1,114	0	0	0
0001	HCL	Hamilton Classrooms	4,179	0	610	0	4,231	0	0	0	0
0001	HGN	Heiser Greenhouse North	0	0	0	320	0	0	0	0	0
0001	HGW	Heiser Greenhouse West	0	0	0	880	0	0	0	0	0
0001	IFA	Iserman/Felsmann	0	8,296	0	0	854	0	0	0	0
0001	LBR	Jane Bancroft Cook Library	4,359	0	36,201	4,035	9,763	0	167	0	0
0001	MUN	Lota Mundy Music Building	1,138	0	0	0	1,000	0	0	0	0
0001	OCL	Outdoor Classroom	800	0	0	0	0	0	0	0	0
0001	PMA	Palmer A	0	0	0	0	3,356	0	0	0	893
0001	PMC	Palmer C	250	730	0	0	3,918	0	0	0	0
0001	PMD	Palmer D	0	0	0	0	4,845	0	0	0	0
0001	PME	Palmer E	0	179	0	0	3,355	0	0	0	1,098
0001	PHS	Physical Plant	0	0	0	0	2,627	0	0	0	1,320
0001	PPS	Physical Plant Maint. Storage	0	0	0	0	0	0	0	0	1,800
0001	PHA	Physical Plant Storage A	0	0	0	0	0	0	0	0	194
0001	PHB	Physical Plant Storage B	0	0	0	0	0	0	0	0	194
0001	PAL	Public Archeology Lab	0	1,178	0	0	193	0	0	0	0
0001	RER	Reichert House	0	0	0	0	1,080	0	0	0	0
0001	MBR	Rhoda And Jack Pritzker Mbr	0	3,250	0	2,451	186	0	0	0	0
0001	ROB	Robertson Hall- Carriage House	0	0	0	0	2,841	0	0	0	0
0001	HNS	Rolland V Heiser Nat Sci Compl	1,532	9,688	0	5,708	4,548	0	0	0	0
0001	SAN	Sainer	0	0	0	0	85	370	78	0	0
0001	SCU	Sculpture Studio	0	0	0	0	314	0	0	0	3,670
0001	SSC	Social Science	0	0	0	0	966	0	0	0	0
0001	SUD	Sudakoff Lecture & Conf Center	0	0	0	0	427	8,038	0	0	0

C. Ineligible Space for Space Needs Calculation

This report includes the sum of the room areas rolled up at the building level.

Site ID	Building ID	Building Name	Classroom	Teaching Lab	Study	Research Lab	Office	Auditorium/ Exhibition	Instructional Media	Gymnasium	Campus Support Services	Comments
0001	CWC	Counseling And Wellness Center	0	0	0	0	1,314	0	0	0	0	Building will be removed from the E&G inventory and recoded as Local Funds

D. Space to be Demolished

This report includes the sum of the room areas rolled up at the building level.

Site ID	Building ID	Building Name	Classroom	Teaching Lab	Study	Research Lab	Office	Auditorium/ Exhibition	Instructional Media	Gymnasium	Campus Support Services	Comments
0001	BON	Bon Seigneur Residence	823	423	0	0	1,355	0	0	0	0	
0001	HCL	Hamilton Classrooms	4,179	0	610	0	4,231	0	0	0	0	
0001	HGN	Heiser Greenhouse North	0	0	0	320	0	0	0	0	0	
0001	HGW	Heiser Greenhouse West	0	0	0	880	0	0	0	0	0	
0001	PMA	Palmer A	0	0	0	0	3,356	0	0	0	893	
0001	PMC	Palmer C	250	730	0	0	3,918	0	0	0	0	
0001	PMD	Palmer D	0	0	0	0	4,845	0	0	0	0	
0001	PME	Palmer E	0	179	0	0	3,355	0	0	0	1,098	
0001	RER	Reichert House	0	0	0	0	1,080	0	0	0	0	
0001	SUD	Sudakoff Lecture & Conf Center	0	0	0	0	427	8,038	0	0	0	

E. Leased Space to be Terminated

NO DATA TO REPORT

F. New Construction Projects

This report includes the sum of the room areas rolled up at the building level.

Site ID	Building ID	Building Name	Classroom	Teaching Lab	Study	Research Lab	Office	Auditorium/ Exhibition	Instructional Media	Gymnasium	Campus Support Services	Comments
0001	RMB	Rice Multi-Purpose Building	2,000	0	4,800	0	35,136	4,000	0	0	4,594	

G. Space to be Remodeled

NO DATA TO REPORT

H. Other Adjustments to Space

NO DATA TO REPORT

I. Leased Space in Current Inventory

NO DATA TO REPORT

J. Space to be Renovated

This report includes the sum of the room areas rolled up at the building level.

Site ID	Building ID	Building Name	Classroom	Teaching Lab	Study	Research Lab	Office	Auditorium/ Exhibition	Instructional Media	Gymnasium	Campus Support Services	Comments
0001	CHL	College Hall	1,909	0	0	0	4,198	1,945	0	0	25	
0001	LBR	Jane Bancroft Cook Library	4,359	0	36,201	4,035	9,763	0	167	0	0	
0001	ROB	Robertson Hall- Carriage House	0	0	0	0	2,841	0	0	0	0	

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: June 13, 2024

SUBJECT: Approve Capital Improvement Plan for FY 2025 through FY 2029-30

PROPOSED BOARD ACTION

1. Approve the College's Capital Improvement Plan for as presented for FY 2025 through FY 2029-30
2. Authorize the President to adjust this request, if determined necessary, and report to the Board at its next regularly scheduled meeting following any such adjustment.

BACKGROUND

The Capital Improvement Plan (CIP) is a rolling 5-year planning document that is updated annually. Annual updates provide the opportunity to make changes as new information becomes available regarding the College's needs and funding resources. The attached CIP-2 Summary Projects is a mandatory form provided by the Board of Governors.

Supporting Documentation:

Five-Year Capital Improvement Plan

Facilitator(s)/Presenter(s): Itza Frisco, AVP, Facilities Management

NCF Capital Improvement Plan 2025-26 Narratives

PECO-ELIGIBLE PROJECTS REQUEST

Priority 1: Multi-Purpose Building Supporting Enrollment Growth The project includes multi-use space supporting the academic program (classrooms, study, and offices), administrative support (campus safety, records & registration, financial affairs, employee support services, IT) and various site improvements. With the growth planned for the College, this project will provide necessary space for new programs. This building will also provide space for existing programs that have been displaced due to planned demolition of buildings.

Priority 2: Land Acquisition The project would provide funding for purchase of the Sarasota Manatee Airport property which holds a long-term lease with New College.

Priority 3: Old Caples House & Carriage House Exterior Renovations This project will focus on two buildings constructed in 1930. Work will include roofing and exterior stucco repairs to align them with current regulations as well as preserve them historically. This project will facilitate growth in existing academic programs that will result in improved 4-year graduation rates and subsequent enrollment growth.

Priority 4: Shared Use Facility – NCF/FSU Ringling Chiller Plant Expansion The recently combined chiller plant serving both institutions allows for more efficient use of existing equipment/chiller capacity and provides an increased level of chiller back up support. A management agreement has been developed to govern the operation of the joint use plant. The existing facility services a total of approx. 789,489 sf of space for both colleges, but there are several buildings on NCF's campus that are not connected to the plant. With NCF's future growth it is more efficient to add existing and future buildings to the chiller plant. The chiller plant is at capacity and several of the chillers are nearing their end of useful life and require an expansion.

CAPITAL IMPROVEMENT TRUST FUND (CITF) PROJECT REQUEST

NCF does not have any project planned that is over \$2 million.

State University System
5-Year Capital Improvement Plan (CIP)
FY 2025-26 through 2029-30

Summary of Projects
(PECO-Eligible Project Requests)

University New College of Florida

Contact: Christie FitzPatrick
(name)

(941) 487-4443
(phone)

cfitzpatrick@ncf.edu
(email)

Priority No.	Project Title	Total Supplemental (Non PECO) funding	Total Prior PECO Funding	Projected Annual PECO Funding Requested					Programs to Benefit from Project	Net Assignable Sq. Ft. (NASF)	Gross Sq. Ft. (GSF)	Total Project Cost	Project Cost Per GSF	EPS Recommendation Date & Rec. # ⁽¹⁾
				FY24-25	FY25-26	FY26-27	FY27-28	FY28-29						
1	Multi-Purpose Building Supporting Enrollment Growth			\$ 10,103,569	\$ 24,504,437	\$ 33,917,271			All	75,936	106,310	\$ 68,525,277	\$ 644.58	BOT EPS Approved date
2	Land Acquisition			\$ 11,500,000					All			\$ 11,500,000		BOT EPS Approved date
3	Old Caples House & Carriage House Exterior Renovations			\$ 7,734,447					All	5,071	8,154	\$ 7,734,447	\$ 948.55	
4	Shared Use Facility - NCF/FSU Ringling Chiller Plant Expansion			\$ 6,927,820					All	4,993	6,990	\$ 6,927,820	\$ 991.10	BOT EPS Approved date
												\$ -		
												\$ -		
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1) Pursuant to s. 1001.706(12)c., F.S., new projects that have not already been partially appropriated funding must be Recommended in the latest Educational Plant Survey (EPS) in order to be included in the final prioritized list of projects (for the FCO LBR). If a project was partially appropriated funding without an EPS Recommendation, please cite the General Appropriations Act year and (\$) amount(s) appropriated, for reference.

Summary of Projects (CITF Project Requests) ¹

cfitzpatrick@ncf.edu
(email)

[illegible]

Form CIP-2B (Rev. 3/30/23)

Summary of Projects

('Back of Bill' Legislative Project Authorizations) *

cfitzpatrick@ncf.edu
(email)

[illegible]

Form CIP-2C (Rev. 3/30/23)

PECO Project Detail

University: New College of Florida
Project Name: Multi-Purpose Building Supporting Enrollment Growth
Project Address: TBD

Project Priority #: **1**

PROJECT NARRATIVE

The project includes multi-use space supporting the academic program (classrooms, study, and offices), administrative support (campus safety, records & registration, finance, employee support services, IT) and various site improvements. With the growth planned for the College, this project will provide necessary space for new programs. This building will also provide space for existing programs that have been displaced due to planned demolition of buildings.

RESERVE ESCROW PLAN

Renovation/Remodeling Projects (1% per s. 1001.706(12)(c) F.S.)		New Construction Projects (2% per Board Regulation 14.002)	
Estimated Bldg Value:	\$ -		\$ -
Value Basis/Source:	Total construction cost or insurable value, whichever is greater, per Board Regulation 14.002		
Estimated 1st Yr Deposit:	\$ -		\$ -
Funding Source:			
Comments:			

BUILDING SPACE DESCRIPTION (account for all building space below)

Space Type (per FICM)	Net Assignable Sq. Ft. (NASF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost
NEW CONSTRUCTION					
Classroom	2,000	1.4	2,800	447	1,250,816
Study	4,800	1.4	6,720	444	2,983,478
Office	35,136	1.4	49,190	455	22,363,923
Auditorium/Exhibition	4,000	1.4	5,600	502	2,813,776
Campus Support Services	30,000	1.4	42,000	412	17,294,760
	-		-		-
	-		-		-
	-		-		-
Assignable E&G Space (subtotal):	75,936		106,310		46,706,754
'Other Assignable' E&G Space:	-		-		-
Non-E&G Space:	-		-		-
Total Space:	75,936		106,310		46,706,754

* Apply Unit Cost to total GSF based on Space Type

REMODELING / RENOVATION

					Remodeling Projects Only	
					BEFORE	AFTER
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
Assignable E&G Space (subtotal):	-		-	-	-	-
'Other Assignable' E&G Space:	-		-	-	-	-
Non-E&G Space:	-		-	-	-	-

Total:	-	-	-	-	-
Grand Total:	75,936	106,310	46,706,754		

PROJECT COMPONENT COSTS & PROJECTIONS

	Projected Costs						
	Costs Incurred to Date	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Basic Construction Costs							
Building Cost (from above)	-		18,682,702	28,024,052	-	-	46,706,754
Environmental Impacts/Mitigation	-		-	-	-	-	
Site Preparation	-		1,624,375	1,624,375	-	-	3,248,750
Landscape / Irrigation	-		-	-	-	-	
Plaza / Walks	-		-	-	-	-	
Roadway Improvements	-		-	-	-	-	
Parking : <div></div> spaces	-		-		-	-	
Telecommunication	-		300,000	-	-	-	300,000
Electrical Service	-		-	-	-	-	
Water Distribution	-		1,579,088	100,000	-	-	1,679,088
Sanitary Sewer System	-		-	-	-	-	
Chilled Water System	-		1,000,000		-	-	1,000,000
Storm Water System	-	-	600,000		-	-	600,000
Energy Efficient Equipment	-	-	-	-	-	-	
Subtotal: Basic Const. Costs	-	-	23,786,165	29,748,427	-	-	53,534,592
Other Project Costs							
Land / existing facility acquisition	-	-	-	-	-	-	
Professional Fees		8,025,709		539,826	-	-	8,565,535
Fire Marshall Fees	-	604,941		-	-	-	604,941
Inspection Services	-	-	-	70,000	-	-	70,000
Insurance Consultant	-	-	-	516,436	-	-	516,436
Surveys & Tests	-	321,208	127,041	254,082	-	-	702,331
Permit / Impact / Environmental Fees	-	560,481			-	-	560,481
Artwork	-		-	267,673	-	-	267,673
Moveable Furnishings & Equipment	-	-	-	1,338,365	-	-	1,338,365
Project Contingency	-	591,231	591,231	1,182,462	-	-	2,364,925
Subtotal: Other Project Costs	-	10,103,569	718,273	4,168,844	-	-	14,990,686
Total Project Cost:	-	10,103,569	24,504,437	33,917,271	-	-	68,525,278

PROJECT FUNDING

Funding Received to Date (all sources)			Projected Supplemental Funding			Projected PECO Requests		Total Project Cost
Source	FY	Amount	Source	FY	Amount	FY	Amount	
						24-25	10,103,569	Should equal Total Project Cost above
						25-26	24,504,437	
						26-27	33,917,271	
					-			
		-			-		68,525,278	68,525,278

PECO Project Detail

University: New College of Florida
Project Name: Land Acquisition
Project Address: TBD

Project Priority #: 2

PROJECT NARRATIVE

The project would provide funding for purchase of the Sarasota Manatee Airport property which holds a long-term lease with New College.

RESERVE ESCROW PLAN

Renovation/Remodeling Projects (1% per s. 1001.706(12)(c) F.S.)		New Construction Projects (2% per Board Regulation 14.002)	
Estimated Bldg Value:	\$ -		\$ -
Value Basis/Source:	Total construction cost or insurable value, whichever is greater, per Board Regulation 14.002		
Estimated 1st Yr Deposit:	\$ -		\$ -
Funding Source:			
Comments:			

BUILDING SPACE DESCRIPTION (account for all building space below)

Space Type (per FICM)	Net Assignable Sq. Ft. (NASF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost
NEW CONSTRUCTION					
Classroom	-		-		-
Study	-		-		-
Office	-		-		-
Auditorium/Exhibition	-		-		-
Campus Support Services	-		-		-
	-		-		-
	-		-		-
	-		-		-
Assignable E&G Space (subtotal):	-		-		-
'Other Assignable' E&G Space:	-		-		-
Non-E&G Space:	-		-		-
Total Space:	-		-		-
* Apply Unit Cost to total GSF based on Space Type					

REMODELING / RENOVATION

					Remodeling Projects Only	
					BEFORE	AFTER
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
Assignable E&G Space (subtotal):	-		-	-	-	-
'Other Assignable' E&G Space:	-		-	-	-	-
Non-E&G Space:	-		-	-	-	-

Total:	-	-	-	-	-	-
Grand Total:	-	-	-	-	-	-

PROJECT COMPONENT COSTS & PROJECTIONS

	Projected Costs						
	Costs Incurred to Date	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Basic Construction Costs							
Building Cost (from above)	-		-	-	-	-	
Environmental Impacts/Mitigation	-		-	-	-	-	
Site Preparation	-				-	-	
Landscape / Irrigation	-				-	-	
Plaza / Walks	-				-	-	
Roadway Improvements	-				-	-	
Parking : <div></div> spaces	-				-	-	
Telecommunication	-				-	-	
Electrical Service	-				-	-	
Water Distribution	-				-	-	
Sanitary Sewer System	-				-	-	
Chilled Water System	-				-	-	
Storm Water System	-	-			-	-	
Energy Efficient Equipment	-	-	-	-	-	-	
Subtotal: Basic Const. Costs	-	-	-	-	-	-	
Other Project Costs							
Land / existing facility acquisition	-	11,500,000		-	-	-	11,500,000
Professional Fees					-	-	
Fire Marshall Fees	-				-	-	
Inspection Services	-				-	-	
Insurance Consultant	-				-	-	
Surveys & Tests	-				-	-	
Permit / Impact / Environmental Fees	-				-	-	
Artwork	-				-	-	
Moveable Furnishings & Equipment	-				-	-	
Project Contingency	-				-	-	
Subtotal: Other Project Costs	-	11,500,000	-	-	-	-	11,500,000
Total Project Cost:	-	11,500,000	-	-	-	-	11,500,000

PROJECT FUNDING

Funding Received to Date (all sources)			Projected Supplemental Funding			Projected PECO Requests		Total Project Cost
Source	FY	Amount	Source	FY	Amount	FY	Amount	
						24-25	11,500,000	Should equal Total Project Cost above
						25-26	-	
						26-27	-	
					-			
		-			-		11,500,000	11,500,000

PECO Project Detail

University: New College of Florida
Project Name: Old Caples House & Carriage House Exterior Renovations
Project Address: 351 & 375 Caples Drive, Sarasota, FL 34243

Project Priority #: 3

PROJECT NARRATIVE

This project will focus on two buildings constructed in 1930. Work will include roofing and exterior stucco repairs to align them with current regulations as well as preserve them historically. This project will facilitate growth in existing academic programs that will result in improved 4-year graduation rates and subsequent enrollment growth.

RESERVE ESCROW PLAN

Renovation/Remodeling Projects (1% per s. 1001.706(12)(c) F.S.)		New Construction Projects (2% per Board Regulation 14.002)	
Estimated Bldg Value:	\$ 16,308,000	\$	-
Value Basis/Source:	Total construction cost or insurable value, whichever is greater, per Board Regulation 14.002		
Estimated 1st Yr Deposit:	\$ 163,080	\$	-
Funding Source:			
Comments:			

BUILDING SPACE DESCRIPTION (account for all building space below)

Space Type (per FICM)	Net Assignable Sq. Ft. (NASF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost
NEW CONSTRUCTION					
Classroom	-		-		-
Study	-		-		-
Office	-		-		-
Auditorium/Exhibition	-		-		-
Campus Support Services	-		-		-
	-		-		-
	-		-		-
	-		-		-
Assignable E&G Space (subtotal):	-		-		-
'Other Assignable' E&G Space:	5,071	1.608	8,154	850	6,931,043
Non-E&G Space:	-		-		-
Total Space:	5,071		8,154		6,931,043

* Apply Unit Cost to total GSF based on Space Type

REMODELING / RENOVATION

					Remodeling Projects Only	
					BEFORE	AFTER
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
Assignable E&G Space (subtotal):	-		-	-	-	-
'Other Assignable' E&G Space:	-		-	-	-	-
Non-E&G Space:	-		-	-	-	-

Total:	-	-	-	-	-
Grand Total:	5,071	8,154	6,931,043		

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Incurred		Projected Costs				
	to Date	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Basic Construction Costs							
Building Cost (from above)	-	6,931,043		-	-	-	6,931,043
Environmental Impacts/Mitigation	-		-	-	-	-	
Site Preparation	-				-	-	
Landscape / Irrigaiton	-				-	-	
Plaza / Walks	-				-	-	
Roadway Improvements	-				-	-	
Parking : <div></div> spaces	-				-	-	
Telecommunication	-				-	-	
Electrical Service	-				-	-	
Water Distribution	-				-	-	
Sanitary Sewer System	-				-	-	
Chilled Water System	-				-	-	
Storm Water System	-	-			-	-	
Energy Efficient Equipment	-	-	-	-	-	-	
Subtotal: Basic Const. Costs	-	6,931,043	-	-	-	-	6,931,043
Other Project Costs							
Land / existing facility acquisition	-			-	-	-	
Professional Fees		100,000			-	-	100,000
Fire Marshall Fees	-				-	-	
Inspection Services	-	2,300			-	-	2,300
Insurance Consultant	-				-	-	
Surveys & Tests	-				-	-	
Permit / Impact / Environmental Fees	-	8,000			-	-	8,000
Artwork	-				-	-	
Moveable Furnishings & Equipment	-				-	-	
Project Contingency	-	693,104			-	-	693,104
Subtotal: Other Project Costs	-	803,404	-	-	-	-	803,404
Total Project Cost:	-	7,734,447	-	-	-	-	7,734,447

PROJECT FUNDING

Funding Received to Date (all sources)			Projected Supplemental Funding			Projected PECO Requests		Total Project Cost
Source	FY	Amount	Source	FY	Amount	FY	Amount	
						24-25	7,734,447	Should equal Total Project Cost above
						25-26	-	
						26-27	-	
					-			
		-			-		7,734,447	7,734,447

PECO Project Detail

University: New College of Florida
Project Name: Shared Use Facility – NCF/FSU Ringling Chiller Plant Expansion
Project Address: 5790 Bay Shore Rd.

Project Priority #: 4

PROJECT NARRATIVE

Shared Use Facility – NCF/FSU Ringling Chiller Plant Expansion. The recently combined chiller plant serving both institutions allows for more efficient use of existing equipment/chiller capacity and provides an increased level of chiller back up support. A management agreement has been developed to govern the operation of the joint use plant. The existing facility services a total of approx. 789,489 sf of space for both colleges, but there are several buildings on NCF's campus that are not connected to the plant. With NCF's future growth it is more efficient to add existing and future buildings to the chiller plant. The chiller plant is at capacity and several of the chillers are nearing their end of useful life and therefore requires an expansion.

RESERVE ESCROW PLAN

Renovation/Remodeling Projects (1% per s. 1001.706(12)(c) F.S.)		New Construction Projects (2% per Board Regulation 14.002)	
Estimated Bldg Value:		\$ -	
Value Basis/Source:		Total construction cost or insurable value, whichever is greater, per Board Regulation 14.002	
Estimated 1st Yr Deposit:		\$ -	
Funding Source:			
Comments:			

BUILDING SPACE DESCRIPTION (account for all building space below)

Space Type (per FICM)	Net Assignable Sq. Ft. (NASF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost
NEW CONSTRUCTION					
Classroom	-		-		-
Study	-		-		-
Office	-		-		-
Auditorium/Exhibition	-		-		-
Campus Support Services	-		-		-
	-		-		-
	-		-		-
	-		-		-
Assignable E&G Space (subtotal):	-		-		-
'Other Assignable' E&G Space:			-		-
Non-E&G Space:	-		-		-
Total Space:	-		-		-

* Apply Unit Cost to total GSF based on Space Type

REMODELING / RENOVATION

						Remodeling Projects Only	
						BEFORE	AFTER
Campus Support Services	4,993	1.4	6,990	880	6,151,200	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
Assignable E&G Space (subtotal):	4,993		6,990		6,151,200	-	-
'Other Assignable' E&G Space:	-		-		-	-	-
Non-E&G Space:	-		-		-	-	-

Total:	4,993	6,990	6,151,200	-	-
Grand Total:	4,993	6,990	6,151,200		

PROJECT COMPONENT COSTS & PROJECTIONS

	Projected Costs						
	Costs Incurred to Date	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Basic Construction Costs							
Building Cost (from above)	-	6,151,200		-	-	-	6,151,200
Environmental Impacts/Mitigation	-		-	-	-	-	
Site Preparation	-				-	-	
Landscape / Irrigaiton	-				-	-	
Plaza / Walks	-				-	-	
Roadway Improvements	-				-	-	
Parking : <div></div> spaces	-				-	-	
Telecommunication	-				-	-	
Electrical Service	-				-	-	
Water Distribution	-				-	-	
Sanitary Sewer System	-				-	-	
Chilled Water System	-				-	-	
Storm Water System	-	-			-	-	
Energy Efficient Equipment	-	-	-	-	-	-	
Subtotal: Basic Const. Costs	-	6,151,200	-	-	-	-	6,151,200
Other Project Costs							
Land / existing facility acquisition	-			-	-	-	
Professional Fees		150,000			-	-	150,000
Fire Marshall Fees	-				-	-	
Inspection Services	-	3,000			-	-	3,000
Insurance Consultant	-				-	-	
Surveys & Tests	-				-	-	
Permit / Impact / Environmental Fees	-	8,500			-	-	8,500
Artwork	-				-	-	
Moveable Furnishings & Equipment	-				-	-	
Project Contingency	-	615,120			-	-	615,120
Subtotal: Other Project Costs	-	776,620	-	-	-	-	776,620
Total Project Cost:	-	6,927,820	-	-	-	-	6,927,820

PROJECT FUNDING

Funding Received to Date (all sources)			Projected Supplemental Funding			Projected PECO Requests		Total Project Cost
Source	FY	Amount	Source	FY	Amount	FY	Amount	
						24-25	6,927,820	Should equal Total Project Cost above
						25-26	-	
						26-27	-	
					-			
		-			-		6,927,820	6,927,820

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: June 13, 2024

SUBJECT: Approve FY 2025-26 Legislative Budget Request

PROPOSED BOARD ACTION

1. Approve the New College's FY 2025-26 Legislative Budget Request.
2. Authorize the President to adjust this request, if determined necessary, and report to the Board at its next regularly scheduled meeting following any such adjustment.

BACKGROUND

Board of Governors Regulation 9.007 "State University Operating Budgets and Requests" states in part "Each university board of trustees may submit to the Chancellor's Office annually a Legislative Budget Request for operations. Such requests shall be made in accordance with the fiscal policy guidelines, formats, instructions and schedule provided by the Chancellor." The 2025-2026 Legislative Budget Request (LBR) for the State University System (SUS) must be submitted by July 31, 2024.

The two unique issues New College is requesting are:

- **New College Freedom Institute** – The New College Freedom Institute shall actively engage the college's students, the greater Florida community, and the world to promote freedom of inquiry and champion tolerance of civil discourse among those of opposing views.
- **New Academic Program Operational Support** – This request is for initial operational support of the two new Master's programs including Master's Degree in Marine Mammal Science and Master's of Educational Leadership. Both of these programs shall actively engage the college's students by offering extensive research opportunities with world-leading programs that will enable students to develop valuable skills through unique experiences.

Supporting Documentation:

- FY 2025-26 Legislative Budget Request Forms

Facilitator(s)/Presenter(s):

Christie Fitz-Patrick, Chief of Staff and Acting Vice President of Finance and Administration

State University System

Education and General

2025-2026 Legislative Budget Request

Form I

University(s):	New College of Florida
Request Title:	New College Freedom Institute
Date Request Approved by University Board of Trustees:	
Recurring Funds Requested:	\$2,000,000
Non-Recurring Funds Requested:	
Total Funds Requested:	
Please check the request type below:	
Shared Services/System-Wide Request	<input type="checkbox"/>
Unique Request	<input checked="" type="checkbox"/>

I. Purpose

The New College Freedom Institute shall actively engage the college's students, the greater Florida community, and the world to promote freedom of inquiry and champion tolerance of civil discourse among those of opposing views. The New College Freedom Institute shall put these principles into action by:

1. Employing scholars to work and teach on the New College campus. Their courses will be offered for-credit to New College students.
2. Deliver short courses open to the public in Sarasota and across Florida.
3. Hold live events (symposia and debates) nationally and globally to discuss the challenges to free speech principles and promoting New College's and Florida's free speech principles.
4. Recognize, mentor and support next-generation leaders who have worked to promote freedom of speech and inquiry.
5. Provide professional development to NCF faculty with respect to the Institute's aim to strengthen free speech, free inquiry, and free debate.
6. Create and deliver professional development programs for Florida university and K-12 faculty.
7. Recognize and award those who have suffered from and persevered through censorship that sought to limit freedom of thought and expression.

8. Develop ways in which the Institute's research may contribute to a master's program in educational leadership.

Because the Freedom Institute's purpose is to be highly visible and to actively promote its mission, we expect the Institute will raise New College's visibility and positively contribute to student enrollment and retention. The Institute will be active on campus, thereby improving one of New College's historic retention challenges: sub-optimal extra-curricular options and social life. The Institute's on-campus programming will enhance the dynamism of campus life.

II. Return on Investment

The New College Freedom Institute will provide a crucial scholarly and action-based Freedom headquarters to teach and serve as an example to New College's students, residents of Florida, and the national and international community.

New College Students. The Institute will formally and informally include students in its research activities, including but not limited to Independent Study Projects (ISPs) and thesis opportunities in conjunction with the Freedom Scholars' current research. Students will also be able to intern with the Institute in order to gain valuable experience in transforming scholarship into action.

Residents of Florida. Residents of Florida will benefit indirectly from a vibrant Institute dedicated to enriching core American values, and they will benefit directly benefit from the Institute's statewide programming.

National and International Community. Per New College's Accountability Plan, the Institute will help the college "serve as a beacon of free speech, free inquiry, and free debate in Florida and beyond." The Institute will host events nationally and internationally, and its scholars may focus on national and international issues pertaining to free speech, free inquiry, and free debate.

Measuring our Impact

We will measure our impact in several ways.

1. Program evaluations including student course evaluations, event evaluations, and professional development evaluations.
2. Program interest and attendance, including on-campus and off-campus attendance for all events.
3. Participation including but not limited to interest, interaction, and contributions from those on-campus and in the larger community.

III. Personnel

1. Senior Fellows (3).

Senior Fellows are the primary public advocates for the Institute's ideas, in both teaching at NCF and in participating in public events. The Senior Fellows will be prominent figures in the free speech movement who have access to major media and are proven capable of delivering the Freedom Institute's message from the campus to the world. Senior Fellows will be leading academics studying current free speech and free inquiry issues drawn from the academic fields of public policy and communications, political science, economics, history, and related areas of inquiry. Senior Fellows will engage the community through public appearances, symposia and debates, teaching and professional development.

2. Research Fellows (2).

Research Fellows provide the primary scholarly support for the Institute's efforts. Similar to the Senior Fellows, Research Fellows will be drawn from academic fields relevant to current free speech and free inquiry issues including public policy, communications, political science, economics, and history. Research Fellows will engage the community largely through professional development for Florida university and K12 faculty.

3. Administrators (2).

Administrators will include the Institute Director and an assistant. The Director will manage the Institute's personnel, arrange and promote all events, and establish the Institute's professional development programs as the nation's premiere free speech and free inquiry programs. The Director will also research ways in which the Institute's scholarship may contribute to a master's program in educational leadership or other possible degree programs.

4. Events Coordinator (1).

The Events Coordinator will produce the Institute's live and online events.

5. Outreach/Communications (1).

The Outreach and Communications Director will ensure that the Institute's free speech and free inquiry message is proactively promoted on campus and throughout America and the world.

IV. Facilities

The New College Freedom Institute will be housed in New College's currently existing facilities for the foreseeable future.

2025-2026 Legislative Budget Request
Education and General
Position and Fiscal Summary
Operating Budget Form II
(to be completed for each issue)

University: New College of Florida
Issue Title: New College Freedom Institute

	RECURRING	NON-RECURRING	TOTAL
<u>Positions</u>			
Faculty	5.00	0.00	5.00
Other (A&P/USPS)	4.00	0.00	4.00
	-----	-----	-----
Total	9.00	0.00	9.00
	=====	=====	=====
Salaries and Benefits	\$1,755,000	\$0	\$1,755,000
Other Personal Services	\$0	\$0	\$0
Expenses	\$245,000	\$0	\$245,000
Operating Capital Outlay	\$0	\$0	\$0
Electronic Data Processing	\$0	\$0	\$0
Financial Aid	\$0	\$0	\$0
Special Category (Specific)	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	-----	-----	-----
Total All Categories	\$2,000,000	\$0	\$2,000,000
	=====	=====	=====

State University System

Education and General

2025-2026 Legislative Budget Request

Form I

University(s):	New College of Florida
Request Title:	New Academic Program Operational Support
Date Request Approved by University Board of Trustees:	
Recurring Funds Requested:	\$2,300,000
Non-Recurring Funds Requested:	\$240,000
Total Funds Requested:	\$2,540,000
Please check the request type below:	
Shared Services/System-Wide Request	<input type="checkbox"/>
Unique Request	<input checked="" type="checkbox"/>

I. Purpose

As New College of Florida (NCF) charts its course into the future, we're focusing on our strengths and differentiated opportunities. New College's marine and environmental sciences programs are well-established and well-known. NCF's existing academic programs and location on Sarasota Bay present an opportunity to offer research-oriented programs that are both academically rigorous and unique (to Florida and, in some cases, the United States). Further, the reformation that is occurring at New College offers a unique opportunity to extract the lessons of education reform and teach them to others so that they may continue the mission.

New College is developing two Master's programs that are extensions of our academic strengths and leverage our opportunities.

1. Florida Institute of Marine Mammal Science Master's Degree in Marine Mammal Science

New College proposes establishing the Florida Institute of Marine Mammal Science (FIMMS), which will offer America's first Master's degree in Marine

Mammal Science. While Sarasota Bay is host to the longest studied group of dolphins – 6 generations and over 50 years – U.S. students largely attend St. Andrews, in Scotland, for master’s work in marine mammal science. Similar undergraduate programs tend to be over-subscribed. FIMMS and its related two-year Master’s in Marine Mammal Science will establish New College and Florida as a global leader in marine mammal research and offer students a unique scientific research program.

The FIMMS program would further strengthen New College’s excellent reputation in the marine mammal sciences and expand internship and research opportunities for New College’s undergraduates. The FIMMS proposed budget of \$1.3M annually includes equipment, nine FTEs, and \$120,000 for start-up. We anticipate the FIMMS program to launch with 5-10 students and grow in students by approximately 50% annually for the first three years. Given two years of support, FIMMS should be able to generate external research funding, sponsorships and general donor support to further expand its efforts and rely less on institutional support thereafter.

2. Master’s of Educational Leadership

Education praxis and pedagogy has, in many ways, become corrupted with political agendas that undermine that primary purposes of education practice. The New College Master’s in Educational Leadership program will offer students who hold a bachelors in a core academic subject a unique two-year program to train them in the practical application of teaching and to develop their leadership skills so that they may guide others to develop and implement data-driven teaching and learning programs. The program would, to some degree, use New College’s history, data, and transition as a unique laboratory to help understand educational challenges and the leadership required to develop and implement solutions. The New College Master’s of Educational Leadership would help reform the problems with undergraduate education degrees, serve as a new home for education reformers, and lead the development of new approaches to educating educators. The program would require seven FTEs to launch and would cost \$1M annually and \$120,000 for startup.

These new programs shall actively engage the college’s students by offering extensive research opportunities with world-leading programs that will enable students to develop valuable skills through unique experiences.

II. Return on Investment

These new academic programs will further establish and extend NCF’s position as a leader in marine mammal research and education leadership and reform.

New College Students. Many of these programs' activities will incorporate upper-level undergraduates and many of the students for these programs will likely be NCF graduates. But given these program's unique position nationally and globally, these programs should attract students from around the country and the world, thereby establishing New College as a leader in these areas and enriching campus life.

Research. These programs will enable the college to establish itself as a leader on marine research in these areas.

Measuring our Impact

We will measure our impact in several ways.

1. Program evaluations including student course evaluations and event evaluations.
2. Program interest and enrollment.
3. Scholarship produced and published.
4. Participation including but not limited to interest, interaction, and contributions from those on-campus and in the larger community.

Attracting third-party investments in the program will further increase the impact on the college and the Sarasota area. NCF's Marine Mammal adjacent programs have already secured nearly a million dollars in funding for the next several years. Further, NCF currently has significant working relationships with Clearwater Marine Aquarium, Chicago Zoological Society's Sarasota Dolphin Research Program, The Seas, The Bishop, and Mote Marine Lab, among others, that afford invaluable in-kind contributions to our current and new marine programs. We anticipate that this funding and these relationships will grow, further centering NCF as a leading national force in marine mammal research. These relationships and external funding offer another mechanism to measure impact on the college and the region.

III. Personnel

1. Florida Institute of Marine Mammal Science Master's Degree in Marine Mammal Science: 9 FTEs (4 faculty, 4 administrators -- research director, science administrator, grants administrator, lab tech), 1 staff.)
2. Master's of Educational Leadership: 7 FTEs. (6 faculty, 1 administrator.)

IV. Facilities

The Master's Degree in Marine Mammal Science will leverage current facilities but will require lab equipment and related to launch.

The Master's of Educational Leadership will be housed in New College's currently existing facilities for the foreseeable future.

2025-2026 Legislative Budget Request
Education and General
Position and Fiscal Summary
Operating Budget Form II
(to be completed for each issue)

University: New College of Florida
Issue Title: New Academic Program Operational Support

	<u>RECURRING</u>	<u>NON-RECURRING</u>	<u>TOTAL</u>
<u>Positions</u>			
Faculty	10.00	0.00	10.00
Other (A&P/USPS)	6.00	0.00	6.00
	-----	-----	-----
Total	16.00	0.00	16.00
	=====	=====	=====
Salaries and Benefits	\$2,300,000	\$0	\$2,300,000
Other Personal Services	\$0	\$0	\$0
Expenses	\$0	\$240,000	\$240,000
Operating Capital Outlay	\$0	\$0	\$0
Electronic Data Processing	\$0	\$0	\$0
Financial Aid	\$0	\$0	\$0
Special Category (Specific)	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	-----	-----	-----
Total All Categories	\$2,300,000	\$240,000	\$2,540,000
	=====	=====	=====

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: June 13, 2024

SUBJECT: New College Foundation, Inc Annual FY 2024-25 Budget

PROPOSED BOARD ACTION

Review and approve the New College Foundation, Inc FY 2024-25 Budget

BACKGROUND INFORMATION

The Board of Trustees adopted Regulation 3-7001 New College of Florida Direct Support Organizations effective 06/22/22. The regulation requires all DSO provide for an annual budget. The annual budget shall be submitted to the Board of Trustees for review.

The NCDC Board of Directors approved the budget on April 17, 2024 (See attached).

Supporting Documentation Included:

New College Foundation FY 2024-2025 Budget

Facilitators/Presenters: Christie Fitz-Patrick, Chief of Staff, Acting Vice President of Finance & Administration

*** APPROVED BY BOD 4/17/24 ***

Summary of Foundation Budget

	FY2025 3.5 Plan	FY2024 3.5 Plan
Revenues		
<i>Foundation Support (Table 1)</i>		
2.25 Admin Fee from Endowment	\$925,985	\$933,114
Unrestricted Donations	\$500,000	\$500,000
Other Revenues	\$400,258	\$393,129
Total Foundation Support	\$1,826,243	\$1,826,243
<i>College Support (Table 1)</i>		
1.25 Additional Revenue from Endowment	\$553,237	\$544,028
Unrestricted Donations	\$500,000	\$500,000
Athletic Donations**	\$1,000,000	
Non-Endowment Funding - Section E	\$1,295,510	\$1,295,510
Total College Support	\$3,348,747	\$2,339,538
Expenditures		
<i>Foundation Operations (Table 2)</i>		
Salaries & Benefits	\$549,835	\$549,835
Other Operational Expenses	\$1,276,408	\$1,276,408
Total Foundation Operations	\$1,826,243	\$1,826,243
<i>College Programs (Table 2)</i>		
Enhancements	\$588,897	\$132,732
President Salaries	\$899,850	\$1,065,856
Athletics**	\$1,000,000	\$400,950
Lobbyist	\$360,000	\$240,000
Scholarships	\$500,000	\$500,000
Total College Programs	\$3,348,747	\$2,339,538

**Estimated amount only.

Table 1

		3.50% Spend Plan	
		1.25%	2.25%
	20Qtr Avg	DS @ 1.25%	Admin @ 2.25%
*** APPROVED BY BOD 4/17/24 ***			
Chair and Grant Funding - Section A			
6017 - Buzzelli Endowed Chair in Pyschology	\$1,447,666	\$18,096	\$32,573
6023 - MacArthur Professorship	\$183,675	\$2,296	\$4,133
6031 - Florsheim Endowed Chair	\$821,728	\$10,272	\$18,489
6033 - PepsiCo Professorship	\$503,205	\$6,291	\$11,323
6037 - Selby Endowed Chair	\$871,403	\$10,893	\$19,607
6041 - Klingenstein Judaic Studies Professorship	\$1,015,342	\$12,692	\$22,846
6043 - Soo Bong Chae Professorship in Mathematics	\$1,094,124	\$13,677	\$24,618
6045 - Marion Hoppin Chair/Asian Studies	\$869,605	\$10,871	\$19,567
6075 - Peggy Bates Endowment for International Studies	\$336,977	\$4,213	\$7,582
6081 - Dr. Mike Michalson Endowed Chair	\$58,281	\$729	\$1,312
Total Chair and Grant Funding - Section A	\$7,202,006	\$90,030	\$162,050
Scholarships - Section B			
6010 - Kit Reilly Memorial Scholarship Fund	\$169,846	\$2,124	\$3,822
6018 - Roland Abraham Jr. Endowed Environmental Studies Scholarship	\$78,248	\$979	\$1,761
6019 - Endowed Scholarships	\$2,572,520	\$32,157	\$57,882
6030N - Jay Rudolph Judaic Studies Endowment	\$209,063	\$2,614	\$4,704
6035 - PepsiCo Endowed Scholarships	\$722,241	\$9,029	\$16,251
6060 - Charter Class Scholarship Fund	\$193,809	\$2,423	\$4,361
6063 - Ejl Anonymous Endowed Scholarship	\$93,599	\$1,170	\$2,106
6064 - Sherry and Douglas Chapman Endowed Scholarship	\$227,562	\$2,845	\$5,121
6065 - Ruth DeLynn Marine Biology Scholarship Fund	\$367,569	\$4,595	\$8,271
6066 - Raymond and Margaret Mason Endowed Scholarship	\$853,076	\$10,664	\$19,195
6067 - Robert J.and Elizabeth T. Carucci Memorial Scholarships	\$132,106	\$1,652	\$2,973
6068 - Cameron and John J. Cox Endowed Scholarship Fund	\$91,914	\$1,149	\$2,069
6069 - George and Sarah Savin Endowed Scholarship Fund	\$36,609	\$458	\$824
6071 - Robert M. Johnson Endowment	\$51,954	\$650	\$1,169
6073 - Scott B. Appleby Endowed Scholarship	\$363,119	\$4,539	\$8,171
6074 - Wm Heath Endowed Educational Scholarship Fund	\$33,347	\$417	\$751
6078 - Keith and Linda Monda Endowed Scholarship	\$631,965	\$7,900	\$14,220
6079 - Sanderson Endowed Scholarship	\$211,173	\$2,640	\$4,752
6080 - Cantor Family Endowed Scholarship for the Creative Arts	\$176,062	\$2,201	\$3,962
6082 - Heidi H Boothe & Sharon Booth Rider Environmental Prgrm End	\$2,051,568	\$25,645	\$46,161
6085 - Akgun Temizer Fund for Turkish Students (no admin fee)	\$3,102,460	\$38,781	\$0
6088 - Alexander J. Chester and Sheryan Epperly Chester Scholarship	\$113,913	\$1,424	\$2,564
6089 - John Jakes Scholarships	\$206,030	\$2,576	\$4,636
6092 - Harold E Harris and Antoinette Harris Endowed Scholarship	\$166,739	\$2,085	\$3,752
6093 - Christine Felsmann Scholarship Unrestricted	\$81,016	\$1,013	\$1,823
6094 - Jack N Pritzker Endowed Scholarship	\$41,166	\$515	\$927
6095 - Selby Foundation Endowed Scholarship	\$378,445	\$4,731	\$8,516
6096 - Chistine Felsmann Scholarship - Restricted	\$39,093	\$489	\$880
6097 - Howard and Betty Isermann Endowed Schorship for Out of state	\$659,855	\$8,249	\$14,847
6098 - Donal O'Shea "Quasi" Endowed Scholaship Fund	\$211,351	\$2,642	\$4,756
6101 - Richard L Coleman Memorial	\$27,358	\$342	\$616
6102 - Judith Kaye Lentini Endowed Scholarship	\$162,676	\$2,034	\$3,661
8016 - NCAA -Palm Court Endowed Scholarship Fund	\$235,492	\$2,944	\$5,299
8016HA - Henrietta Aligas Palm Court Endowed Scholarship Fund	\$28,566	\$358	\$643
8016JME - John & Mary Elmendorf Palm Court Endowed Scholarship Fund	\$29,462	\$369	\$663
8017 - NCAA- Julia Hypatia Orth Memorial Endowed Scholarship	\$270,100	\$3,377	\$6,078
8018 - Felice Schulaner-Dennis Rees Endowed Scholarship	\$442,802	\$5,536	\$9,964
8019 - NCAA -Abran Steele-Feldman '96 Memorial Scholarship Fund	\$33,381	\$418	\$752
8021 - Deborah Marsha Herbstman Endowed In-State Scholarship Fund	\$173,141	\$2,165	\$3,896
8022 - Vir K. and Genella Sondhi Endowed Scholarship	\$198,249	\$2,479	\$4,461
6099 - Bill and Lorraine Kupper Endowed Scholarship Fund	\$1,078,476	\$13,481	\$24,266
Total Scholarships - Section B	\$16,947,121	\$211,859	\$311,526

Table 1

*** APPROVED BY BOD 4/17/24 ***

		3.50% Spend Plan	
		1.25%	2.25%
	20Qtr Avg	DS @ 1.25%	Admin @ 2.25%
Discretionary Funding - Section C			
6015 - Associates Endowed Chair	\$59,607	\$746	\$1,342
6020 - Rolland & Gwenn Heiser Endowment	\$181,333	\$2,267	\$4,080
6026 - State Match Endowment Fund	\$4,557,932	\$56,975	\$102,554
6029 - Hamilton Endowment Fund 'C'	\$208,656	\$2,609	\$4,695
6039 - Gateway Scholars Endowment#1	\$726,220	\$9,078	\$16,340
6039W - Gateway Scholars - Wachovia	\$2,311,363	\$28,893	\$52,006
6046 - Faculty Development Endowment	\$915,588	\$11,445	\$20,601
6070 - Rhonda Pritzker Endowment Academic Excellence	\$3,218,999	\$40,238	\$72,428
6077 - Bob Johnson Endowment for Academic Excellence	\$44,730	\$560	\$1,007
6083 - Ulla R. Searing Endowed Fund for Academic Excellence	\$2,589,287	\$32,367	\$58,259
8023 - J. Robert & Lee M Peterson "Quasi" Endowed Enhancement	\$1,872,688	\$23,409	\$42,136
Total Discretionary Funding - Section C	\$16,686,402	\$208,587	\$375,448
Other Programs Support- Section D			
6002 - Dubois-Felsmann -Student Academic Research Endowment	\$632,253	\$7,904	\$14,226
6003 - John B. Hawley Student Research Endowment	\$51,510	\$644	\$1,159
6005 - B.H. White Anthropology Awards Endowment	\$11,416	\$143	\$257
6013 - Gerontology Endowed Funds	\$126,518	\$1,582	\$2,847
6013#2 - Anthropology Endowed Funds	\$67,278	\$841	\$1,514
6030N - Jay Rudolph Judaic Studies Endowment	\$89,599	\$1,120	\$2,016
6032 - Helen N. Fagin Holocaust Research Fund	\$13,427	\$168	\$303
6072 - George and Beatrice Schwartzman Endowed Fund for Chemistry	\$124,272	\$1,554	\$2,797
6076 - GIS Technology Training Endowment	\$204,826	\$2,561	\$4,609
6084 - Lee Snyder Memorial Endowed Fund	\$101,941	\$1,275	\$2,294
8002 - NCAA Faculty Development End.	\$66,310	\$829	\$1,492
8005 - NCAA - Designated Endowment Fund	\$17,551	\$220	\$395
8007 - NCAA Fellowship Endowment	\$120,113	\$1,502	\$2,703
8008 - NCAA Alumnae/i Student Grants Endowment	\$56,243	\$704	\$1,266
8009 - NCAA - Mary Clark Memorial Research Scholarship	\$65,290	\$817	\$1,470
8010 - NCAA - Joe Haaf grant	\$11,158	\$140	\$252
8011 - NCAA Alumnae/i Unrestricted Endowment	\$35,272	\$441	\$794
8014 - NCAA - Matthew Wahl Memorial Scholarship	\$16,394	\$205	\$369
9005 - NCLA Library Endowment	\$1,490,521	\$18,632	\$33,537
9010 - NCLA John MacDonald Endowment	\$22,885	\$287	\$515
9015 - NCLA Cook Memorial Endowment	\$27,165	\$340	\$612
9016 - NCLA - Endowed Book Fund	\$54,070	\$676	\$1,217
9020 - NCLA Jenkins Endowment	\$14,071	\$176	\$317
Total Other Programs Support - Section D	\$3,420,084	\$42,761	\$76,961
Total Endowment Funding	\$44,255,613	\$553,237	\$925,985
Non-Endowment Funding - Section E			
Scholarships & Enhancements	\$0	\$1,295,510	\$0
Total Non-Endowment Funding - Section E	\$0	\$1,295,510	\$0
Grand Total for FY2025	\$44,255,613	\$1,848,747	\$925,985

FY2025 vs FY2024			
FY2025 Proposed Budget, Endowment	\$44,255,613	\$553,237	\$925,985
FY2024 Approved Budget, Endowment	\$44,518,573	\$544,028	\$933,114
Total \$ Change from FY2024	(\$262,960)	\$9,209	(\$7,129)
Total % Change from FY2024	(0.6%)	1.7%	(0.8%)
FY2025 Proposed Budget, Non-Endowment	\$0	\$1,295,510	\$0
FY2024 Approved Budget, Non-Endowment	\$0	\$1,295,510	\$0
Total \$ Change from FY2024	\$0	\$0	\$0
Total % Change from FY2024	0.0%	0.0%	0.0%

*** APPROVED BY BOD 4/17/24 ***

Table 1
Revenues

	FY2025	FY2024	Variance	
	Budget	Budget	\$ Diff	% Chg
Endowment Admin Fee	\$925,985	\$933,114	(\$7,129)	(0.76%)
Unrestricted Donations	\$500,000	\$500,000	\$0	0.0%
Other Revenues	\$400,258	\$393,129	\$7,129	1.8%
Total Revenues	\$1,826,243	\$1,826,243	\$0	0.0%

Table 2
Expenditures

	FY2025	FY2024	Variance	
	Budget	Budget	\$ Diff	% Chg
Salaries	\$549,835	\$549,835	\$0	0%
Annuity/Unitrust payments	\$6,000	\$6,000	\$0	0%
Insurance***	\$30,000	\$30,000	\$0	0%
Interest & Loan Exp***	\$12,000	\$12,000	\$0	0%
Administrative Fees - FNDN/CRUT	\$1,300	\$1,300	\$0	0%
Bank Service Fees	\$15,000	\$15,000	\$0	0%
Taxes Paid 990	\$500	\$500	\$0	0%
Dues Subscriptions and Licenses	\$20,000	\$20,000	\$0	0%
Professional Services	\$89,692	\$114,692	(\$25,000)	(21.8%)
Audit Fees	\$40,000	\$40,000	\$0	0%
Postage and Shipping	\$16,000	\$16,000	\$0	0%
Telephone Expense	\$2,400	\$2,400	\$0	0%
Office Supplies	\$25,000	\$25,000	\$0	0%
Software/Software Upgrades	\$32,000	\$82,000	(\$50,000)	(61.0%)
Storage	\$10,000	\$10,000	\$0	0%
Equipment	\$20,000	\$20,000	\$0	0%
Maintenance & Repair	\$5,000	\$5,000	\$0	0%
Rental	\$40,000	\$100,000	(\$60,000)	(60.0%)
Taxes - Property	\$1,000	\$1,000	\$0	0%
Donor Cultivation	\$200,000	\$60,000	\$140,000	233%
Development - REGIONAL GATHERINGS	\$35,000	\$35,000	\$0	0%
Printing	\$50,000	\$50,000	\$0	0%
Utilites - TKC	\$13,516	\$13,516	\$0	0%
Promotional Expense	\$25,000	\$25,000	\$0	0%
Development and Entertainment	\$50,000	\$50,000	\$0	0.0%
Sponsorship Expense	\$75,000	\$100,000	(\$25,000)	(25.00%)
Advertising	\$75,000	\$75,000	\$0	0%
Catering	\$135,000	\$200,000	(\$65,000)	(32.5%)
Travel - Airfare/train	\$100,000	\$75,000	\$25,000	33%
Travel - Lodging	\$50,000	\$25,000	\$25,000	100%
Mileage & Toll Reimbursement	\$7,000	\$7,000	\$0	0%
Travel - Auto Rental	\$10,000	\$10,000	\$0	0%
Conference/Education Expense	\$25,000	\$25,000	\$0	0%
Board of Director's Expense	\$25,000	\$25,000	\$0	0%
Reunion	\$35,000	\$0	\$35,000	0%
Total Foundation Operating Support	\$1,826,243	\$1,826,243	\$0	0%
College Support Budget				
Enhancements	\$588,897	\$133,682	\$455,215	341%
President Salaries	\$899,850	\$1,065,856	(\$166,006)	(15.6%)
Athletics**	\$1,000,000	\$400,000	\$600,000	150%
Lobbyist	\$360,000	\$240,000	\$120,000	50%
Scholarships	\$500,000	\$500,000	\$0	0%
Total College Support Support	\$3,348,747	\$2,339,538	\$1,009,209	43%
Total Expenditures	\$5,174,990	\$4,165,781		

Net Foundation Operating Support Budget	\$0	\$0
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**Estimated amount only.

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: June 13, 2024

SUBJECT: New College Development Corporation, Inc. Annual FY 24-25 Budget pursuant to BOT Regulation 3-7001

PROPOSED BOARD ACTION

Review and approve the New College Development Corporation, Inc's (the "NCDC") 24-25 Budget

BACKGROUND INFORMATION

The Board of Trustees adopted Regulation 3-7001 New College of Florida Direct Support Organizations effective 06/22/22. The regulation requires all DSO provide for an annual budget. The annual budget shall be submitted to the Board of Trustees for review.

The NCDC Board of Directors approved the budget on April 26, 2024 (See attached).

Supporting Documentation Included:

NCDC FY 2024-2025 Budget

Facilitators/Presenters: Christie Fitz-Patrick, Chief of Staff, Acting Vice President of Finance & Administration

New College of Florida Development Corp.
Budget for NCDC
Fiscal Year 2025

Account	Title	FY25 Budget
5901	Interfund Transfers In	\$648,227
7101	Accounting/Auditing Services	\$15,500
7119	Independent Contractor	\$29,500
7805	Interest on Debt	\$597,735
7807	Debt Amortization Expense	\$2,492
7812	Debt Service-Agents	\$3,000
	Net Total	\$0
The Principal payment is reflected on the Housing auxiliary.		\$1,115,000

New College of Florida Development Corp.

Budget for NCDC (Cash Basis)

Fiscal Years 2025, 2024

Account	Title	FY25 Budget	FY24 Budget	FY24 Projection	Difference
5901	Income from Housing Operations Transferred In	\$1,763,227	\$1,759,231	\$1,739,901	\$23,326
Operating Expenses					
7101	Accounting/Auditing Services	\$15,500	\$15,500	\$15,500	\$0
7119	Independent Contractor	\$29,500	\$29,500	\$20,000	\$9,500
7805	Interest on Debt	\$597,735	\$643,731	\$634,865	(\$37,130)
7807	Debt Amortization Expense	\$2,492	\$2,492	\$2,492	\$0
7812	Debt Service-Agents	\$3,000	\$3,008	\$2,045	\$955
Non-Operating Expenses					
	Housing Principal payment	\$1,115,000	\$1,065,000	\$1,065,000	\$50,000
Net Total Revenues Less Expenses		\$0	\$0	(\$0)	\$13,825

Post Tenure Review Audit Report

May 20, 2024

Background:

The New College of Florida previously performed reviews for tenured faculty every seven years. These reviews consisted of the faculty members compiling a dossier of their research and publishing activity and letters of recommendation from internal and/or external faculty. The respective college Chairs then write a letter to the Provost Advisory Committee (PAC) recounting the faculty member's research and/or publishing activities, service to the university, and student evaluation comments. The PAC then sends a letter to the Provost indicating whether the faculty member has performed to the expectations of their respective division.

On March 29, 2023, the Florida State University System (SUS) Board of Governors issued regulation 10.003, Post-Tenure Faculty Review (Regulation). The Regulation requires beginning January 1, 2024, and continuing every three years thereafter, each university must conduct an audit of the comprehensive post-tenure review process for the prior fiscal year and submit a final report to the university's Board of Trustees by July 1. The auditor must provide the university Board of Trustees with a report that includes the number of tenured faculty in each of the four performance rating categories and findings of non-compliance with the Board of Governors' regulations. The auditor will present the audit report to the Board of Trustees. If the auditor finds that a university is out of compliance with the Board of Governors' regulations the auditor must present the report to the Board of Governors at its next regularly scheduled meeting.

Because many of the SUS universities did not have a post-tenure review regulation in place or the review in place significantly differed from the requirements of the new regulation, the Chief Audit Executives of all the universities sent a letter to the Board of Governors Office of the Inspector General essentially indicating an audit of the FY 2023-24 post-tenure review program would be problematic. The Inspector General's response indicates "We understand that each university will vary in its progress in implementing Regulation 10.003. The Board Office, in consultation with Governor Tim Cerio, Chair of Academic and Student Affairs, recognizes that the first cycle audit reports will reflect this and as such will not require auditors to report issues of non-compliance at a Board of Governors meeting. We do, however, expect that from the audit reports, the Board Office should be able to assess and evaluate each university's compliance or progress in compliance with each aspect of the regulation."

In cooperation with the spirit of the Inspector General's determination, the below is a report of the progress made by the New College of Florida as of the report date. Please keep in mind that during the new regulation period, the university has had three different Provosts, or interim provosts, been focused on substantial faculty recruitment efforts, and is required to bargain some of the new regulation requirements with the faculty union. As such, while there are still a number of required review process enhancements still in the process of being implemented, as outlined in this report, I am convinced of the university's commitment to achieve compliance with the Regulation over the next few months.

Engagement Objectives:

The objectives of the audit included:

- Confirming standards of quality and productivity for tenured faculty in each faculty position level are well established and communicated.

Post Tenure Review Audit Report

May 20, 2024

- Determine whether tenured faculty members are meeting the standards, responsibilities, and expectations associated with assigned duties in research, teaching, and service, including compliance with state laws, Board of Governors' regulations, and university regulations and policies.
- Confirm post tenure review and promotion documentation supports the performance ratings assigned by the Chair, Provost, and President.
- Refocus academic and professional efforts and take appropriate employment action when performance does not meet expectations.
- Confirm compliance with the overall requirements of the Board of Governors' regulation 10.003.

Scope:

The scope of the Post Tenure Review audit includes the post-tenured faculty review process applied in the Fiscal year 2022-23 as well as the actions planned and applied in fiscal year 2023-24 to achieve compliance with regulation 10.003.

Audit Findings

1. Frequency of Post-Tenure Review

Prior to the implementation of Board of Governors Regulation 10.003, Post-Tenure Faculty Review (Regulation), the university's policy was to conduct a faculty post-tenure review every seven years. However, we noted only four of the nine seven-year post tenure reviews due were performed for the 2022-2023 fiscal year.

In adopting the new Regulation, the new interim Provost intends to complete post-tenure reviews for all full-time faculty who have not received a review in the last five years. However, due to the prior administration's inadequate record keeping, the date of each faculty member's latest promotion or post-tenure review is not well documented and/or readily available.

Recommendation: We recommend the university confirm the latest promotion or post-tenure review date for each full-time tenured faculty member to ensure all faculty due for their five-year post-tenure review are included in the cohort.

Managements Response:

Post-tenure reviews for all full-time tenured faculty who have not had a review within the last five-years will be completed by October 31, 2024.

2. Tenured Faculty in Administrative Roles Performance Reviews

The Regulation requires the performance of tenured faculty in an administrative role to be evaluated annually. When administrative performance reviews were requested, the Offices of the Provost and Human Resources could only produce performance reviews for the period from March 20, 2023 through June 30, 2023. Performance reviews prior to March 20, 2023, could not be located. In addition, the administrative performance reviews for the Chairs for the period from March 20, 2023 through June 30, 2023 contained virtually identical wording for the Areas to Improve section of the

Post Tenure Review Audit Report

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review. The Areas to Improve as identified in the review were to make the Chairs' workload manageable and see that they are compensated fairly. There were zero recommendations as to how the Chairs could improve management, communication, coaching, compliance, administrative, or relationship performance. All the Chairs received the same "Commendable" rating.

Recommendation: We recommend the Provost perform and retain annual performance reviews for all tenured faculty serving in administrative roles. We further recommend Human Resources receive a copy of those reviews and place them in separate employee specific personnel files in order to be able to recall and produce the reviews when needed to document performance over time and evaluate performance trends. We also recommend the performance reviews include a discussion of the faculty member's compliance with state laws, Board of Governor regulations, and university regulations; as well as any student complaints involving the faculty member. Tenured faculty performing administrative roles would include the Provost, Deans, Chairs, Provost Office tenured faculty personnel, etc.

Management Response:

Effective immediately, the Provost, in consultation with Human Resources, will perform and retain a copy of all performance reviews for all tenured faculty in administrative roles and provide Human Resources with a copy. Performance reviews will include faculty specific discussions of opportunities for employee improvement and the faculty member's compliance with state laws, Board of Governor regulations, and university regulations; as well as any student complaints involving the faculty member. The Office of Human Resources will retain tenured faculty performance reviews in an employee specific personnel file for reference as needed.

3. Post-Tenure Review Timing Exception Approvals

While extensions of the post-tenure review timing are permissible for extenuating or unforeseen circumstances per the Regulation, exceptions are not disclosed to the President by the Chief Academic Officer (CAO) in writing. In addition, we noted that when faculty do not work full-time every year for both semesters during the review period, there may be inadequate activity to support a meets expectations five-year performance rating, especially when faculty miss an entire year during the five-year period. While extended absences were noted in the post-tenure review summary letters, a meets expectation rating was still assigned even though there was a gap in teaching and service.

Recommendation: We recommend the Chief Academic Officer discuss post-tenure review extensions in their annual report to the President and Board of Directors. The annual report disclosure would include an explanation of the rationale for the extension and the date when the post-tenure review will be conducted. We further recommend that in these instances where the faculty member has experienced extended leave during the five-year review period, either an extension be granted such that a complete five-year period of full employment can be considered in the review, or a performance improvement plan be developed to ensure the faculty member makes-up the leave period workload when appropriate.

Post Tenure Review Audit Report

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Management Response:

The Chief Academic Officer will discuss post-tenure review extensions granted in their annual post-tenure review report to the President and consider the extent to which five-years of full-time work was performed in the post-tenure review rating.

4. Post-Tenure Review Content

While the present post-tenure review program includes faculty research, teaching, and service accomplishments, the review does not include:

- A. Quantifiable university, college, department criteria to support the consistent awarding of each performance rating,
- B. A discussion of the faculty member's compliance with university and Board of Governor regulations, state laws and Federal regulations,
- C. A discussion of absenteeism,
- D. A discussion of student complaints,
- E. An independently written letter by the Provost or Chief Academic Officer assessing the faculty member's achievements and level of contribution to the university's mission during the five-year review period and recommended performance rating, with a performance improvement plan when the rating is does not meet expectations.

Recommendation: We recommend the post-tenure review program include quantifiable performance metrics, as well as discussions of faculty compliance with established policies, regulations and laws, absenteeism, student complaints, and a Provost or Chief Academic Officer recommended rating using the following scale as referenced in the Regulation:

- Exceeds expectations: a clear and significant level of accomplishment beyond the average performance of faculty across the faculty member's discipline and unit.
- Meets expectations: expected level of accomplishment compared to faculty across the faculty member's discipline and unit.
- Does not meet expectations: performance falls below the normal range of annual variation in performance compared to faculty across the faculty member's discipline and unit but is capable of improvement.
- Unsatisfactory: failure to meet expectations that reflect disregard or failure to follow previous advice or other efforts to provide correction or assistance, or performance involves incompetence or misconduct as defined in applicable university regulations and policies.

Management Response:

The university will work with the faculty to develop quantifiable performance metrics for the FY 2023-2024 reviews. Post-tenure reviews will include faculty member compliance with policies, regulations

Post Tenure Review Audit Report

May 20, 2024

and laws as well as absenteeism, student commentary, and one of the performance ratings required in the Regulation.

5. Post-Tenure Review Record Retention

When requesting prior post-tenure review records, neither the Office of the Provost nor the college Chairs could locate the latest review or promotion documentation for four of the faculty members. In some instances, the latest review packet had been disassembled to create an upcoming promotion packet. When the office of Human Resources was asked about the latest post-tenure review documentation, we were informed the prior Provost and Chairs completely excluded Human Resources from the process and did not provide a complete set of review documentation for inclusion in the faculty member's personnel file.

Recommendation: We recommend all completed post-tenure review documentation be retained by the Office of the Provost and a complete copy be provided to the Human Resources department for inclusion in the faculty member's personnel file. In addition, we recommend the Office of Human Resources be included in the post-tenure review and promotion processes in order to ensure any history of personnel or compliance related issues are included in the post-tenure review as required by the Regulation.

Management Response:

Effective immediately, the Office of Human Resources will receive and maintain a complete documentation packet for all post-tenure reviews.

6. Post-Tenure Review Faculty Letters of Recommendation

In our study of available post-tenure review documentation, we noted instances where faculty members would write favorable letters of recommendation for one another. While it is beneficial for faculty members to provide input on the success of their peers, there is an appearance of a conflict of interest when faculty members exchange favorable reviews for one another.

Recommendation: We recommend favorable letters from faculty members who have just received a favorable letter from the same faculty member be noted as such by the reviewer and considered only as secondary support for performance evaluation.

Management Response:

Commencing with the FY 2023-2024 review period, the CAO will consider the merits of utilizing internal letters of recommendation from faculty recommending one another.

7. Chief Academic Officer Report

Post Tenure Review Audit Report

May 20, 2024

In accordance with the Regulation, CAO plans to develop a report which presents the President and Board of Trustees with an overview of the outcomes of the post-tenure reviews for each annual review.

Recommendation: We recommend the CAO's post-tenure review report include the number of faculty in each performance rating category and the university's response in those instances where the faculty member's rating does not meet expectations or is unsatisfactory.

Management Response:

Commencing with the FY 2023-2024 review period, the CAO will prepare an annual post-tenure review report for the President and Board of Trustees in accordance with the Regulation.

8. Teaching Excellence Support

We noted that when assessing teaching excellence, there was often limited support available to document the rationale for the conclusion. The determination of excellence often relied upon a handful of student evaluations. When faculty experienced declining student enrollment in their class offerings, the decline was attributed to the university's declining student enrollment rather than a reflection on the faculty member's ability to attract and retain students.

Recommendation: The November 21, 2023 Internal Audit Report on Instructional Evaluations highlighted a need for the university to increase the student response rates. However, while student instructional evaluations provide valuable insight into each faculty members teaching proficiency and style, we recommend the CAO consider the addition of other quantitative metrics such as student enrollment trends to support the evaluation of faculty teaching excellence.

Management Response:

The CAO will support the effort to increase student instructional evaluation response rate and develop other measures to evaluate faculty teaching proficiency and success for the FY 2024-2025 review period.

9. Distribution of FY 2023-24 Review Ratings

The following Post-Tenure Review performance ratings were assigned by the respective college chairs or the Provost's Advisory Committee (PAC) during the FY 2022-23 promotion and/or tenure reviews.

Exceed expectations – 1

Meets expectations – 2*

Does not meet expectations – 1**

Post Tenure Review Audit Report

May 20, 2024

*Note: In those instances when the faculty member was recommended for promotion, a post-tenure review rating of meets expectation was assumed.

**Note: A does not meet expectations performance rating requires a performance plan be developed to improve performance. A plan was not on file for the faculty member assigned below expectations rating.

Recommendation: We recommend a performance plan be developed for all tenured faculty members who previously received a does not meet expectations rating.

Management Response:

The Provost will develop a performance improvement plan for all faculty who received a does not meet expectations performance rating by August 30, 2024.

The audit was conducted in accordance with the Standards of the Institute of Internal Auditors.

Respectfully,

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

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: June 13, 2024

SUBJECT: Approve New College of Florida Business/Strategic Plan

PROPOSED BOARD ACTION

1. Approve the New College of Florida Business/Strategic Plan
2. Authorize the President to adjust this document, if determined necessary, when negotiating with the Board of Governors.

BACKGROUND

At the June 2023 State University System Board of Governors Budget and Finance Committee meeting, Chair Silagy requested New College of Florida to provide a business plan. The Board of Trustees approved the business plan on August 10, 2023 and it subsequently was presented to the Board of Governors on November 8, 2023. During the 2024 Legislative Session, the following proviso was added to the 2024 General Appropriation Act and provides additional reasoning for the creation of the more defined New College of Florida Business/Strategic Plan. The Business/Strategic plan aligns with the Accountability Plan approved by the Board of Trustees on April 11, 2024.

From the funds in Specific Appropriation 147, \$15,000,000 in nonrecurring funds from the General Revenue Fund is provided to the New College of Florida to support specific operational enhancements as follows: \$10,000,000 for temporary student housing for Fiscal Year 2024-2025; \$2,000,000 for scholarships to support student recruitment; \$1,000,000 for improvements in campus security; and \$2,000,000 to support technology upgrades and improvements, academic coaches, and library resources. These funds shall be placed in reserve. The Board of Governors, on behalf of the New College of Florida, is authorized to submit budget amendments requesting release of these funds pursuant to chapter 216, Florida Statutes. Release of these funds is contingent upon the submission of a detailed business plan developed by the New College of Florida and approved by the Board of Governors which describes the institution's long-term student enrollment goals and how it will use the funding provided by the state to achieve these goals. The plan shall provide detailed descriptions of specific strategies, initiatives, and steps the institution will take over the next five years to increase its student enrollment count, while maintaining the high academic standards associated with the institution's role as Florida's designated Honors College. The plan shall include implementation timelines for identified strategies, estimated expenditures for each strategy, including the source of funds for the expenditures, and milestones for determining if the institution is making adequate progress towards achieving its student enrollment goals.

The Board of Governors, on behalf of the New College of Florida, shall submit quarterly status reports to the chair of the Senate Committee on Appropriations, the chair of the House of Representatives Appropriations Committee, and the Executive Office of the Governor's Office of Policy and Budget. At a minimum, each status report must include the progress made to date for each implementation strategy identified in the business plan, the amount of funds expended by source that quarter for each strategy, the latest student enrollment counts, including updated end-of-year projections for the Fiscal Year 2024-2025 academic year, and any corrective actions or changes in strategies necessary, if any, to reach the milestones identified in the business plan.

Supporting Documentation:

New College of Florida Business/Strategic Plan

Facilitator(s)/Presenter(s): Richard Corcoran, President



New College of Florida
The Honors College

Business/Strategic Plan
2024-2029

Contents

- I. New College Perspective on a Small Liberal Arts College**
- II. New College's Place Among the Best Small Liberal Arts Colleges**
- III. New College Aspirations**
- IV. Action Plans for the New College Strategy**
- V. Summary and Conclusion**



I. The New College Perspective on a Small Liberal Arts College

New College's basic belief is that a small liberal arts college ought to provide its students with four compelling sources of value: (1) multi-discipline education that enables its students to understand the world deeply, (2) close association with outstanding faculty that stimulates greater intellectual depth and learning, (3) development of an enduring educational foundation and a continuing intellectual curiosity to last a lifetime, and (4) preparation for academic pursuits (e.g., master's or PhD programs) or entry into rewarding occupations (e.g., medicine, law, business leadership).

Multi-Disciplinary Liberal Arts Education is the Basis of Deep Understanding

- **Roots in Classical Antiquity.** Liberal arts education has its roots in classical antiquity and the European middle ages, but it reached its greatest flourishing in the United States. It is a rigorous education based on the key principles of western civilization – an education for a free people, a self-governing and independent people.
- **Free Inquiry.** Liberal arts education begins with unyielding commitment to free speech and free inquiry. In this environment, the academic program develops the minds and characters of students in the pursuit of truth and beauty. The strength and soundness of our Republic depends upon honest education based on timeless principles.
- **Integrated Approach to Education.** While much of contemporary higher education may have drifted into a dogmatic conception of the humanities, and a highly technical approach to the sciences, true liberal arts education seeks to integrate thinking across the broad fields of knowledge.
- **Innovative Thinking and Leadership.** The multi-disciplinary approach of the liberal arts fosters innovative thinking that is essential to true leadership.
- **The Qualities of Character.** Innovative thinking about the enduring human issues develops the fine qualities of character that are the foundation of families, communities, and citizens.



Small Liberal Arts Colleges Foster Greater Dialogue with Outstanding Faculty and Other Students

- **Classroom Size and Interaction.** Small colleges typically have many more small classes than large universities – meaning that the opportunity for student dialogue with faculty and other students is greatly increased. This is a critical component in advancing student learning.
- **Top Tier Faculty Involvement.** Additionally, at small liberal arts colleges there are many fewer or no graduate student teaching assistants – meaning that students are getting much more direct exposure to top-tier faculty members in class and during faculty office hours.
- **Importance of Ensuring that Students Learn.** Finally, faculty members at a small liberal arts college understand that their primary role is to ensure that students learn, meaning that the faculty are highly engaged in class and during office hours in trying to understand how well their students are learning.

Learning also from Fellow Students. New College students ought to represent the best of broad interests in intellectual curiosity, and a collection of unique skills across a range of endeavors – academic, arts, music, athletics, and other – all of which facilitate learning from fellow students.

A Foundation for a Lifetime. The New College motto comes from the Greek mathematician Archimedes: “Give me a firm place to stand, and I will move the earth.” The purpose of a New College education is to provide a solid foundation for a student for a lifetime, and for generations of students and leaders to come.



Comparison of Small Liberal Arts Colleges to Major Universities

Small liberal arts colleges have a much greater involvement of the faculty in student learning (compared to major universities.)

- Undergraduate Enrollment. Small liberal arts colleges* have an average enrollment of 2,303 students compared to 33,133 for selected major universities, a factor of 14.4 times.
- Student/Faculty Ratio. The small colleges have an average student/faculty ratio of 8.3 versus 16.2 for the major universities; the ratio for major universities is actually much higher in practice because of the use of graduate students as teaching assistants at the major universities.
- Classroom Size. For small colleges the average number of students in a class is fewer than 19, while for the major universities it averages more than 127 students.
- Involvement of Teaching Assistants in Classes. In nearly 70% of the classes in major universities teaching assistants (TAs) were involved in leading classes -- which does not happen in the small colleges.
- Office Sessions with Professors. In small colleges students averaged about 28 hours of one-on-one sessions with professors over four years (three to four hours per semester) compared to about two hours for the entire four-year experience at major universities.

* * *

- Implications: In addition to the substantive focus on classical liberal arts at the small colleges, the comparative statistics demonstrate that the learning process at the small liberal arts colleges establishes “an order of magnitude” difference in the involvement of individual faculty members in each student’s educational experience.

** Based on 43 “best” small liberal arts colleges (based on U.S. News & World Report, Niche, and other sources)*



Comparison of Small Liberal Arts Colleges and Major Universities – Faculty and Class Size

Compared to Major Universities, Small Liberal Arts Colleges have substantially lower faculty/student ratios (8.3 vs. 16.2), classroom size (19 vs. 127), classes involving TA teachers (0% vs 69%), and one-on-one office visits to faculty (28 vs. 2).

Selected Statistics – Small Colleges vs. Major Universities

Enrollment, Faculty Class Size, TAs, Office Sessions

	Selected Liberal Arts Colleges*	Typical Major University**
Undergraduate Enrollment	2,303	33,133
Student-Faculty Ratio	8.3:1	16.2:1
Faculty	276	2,040
Number of Courses (Teachers)***	34	34
Percent of Faculty Teaching Each Student (4 years)	12.3%	1.7%
Class Size		
0-15	60%	0%
15-25	15%	3%
25-50	20%	16%
50-100	5%	38%
100+	0%	43%
Average Class Size	19	127
Percent of Classes with some Teaching Assistant	0%	69%
Number of One-on-One Office Sessions with Professors (4 Years)	28	2

* 43 Small Liberal Arts Colleges

** Average of Several Large Universities

*** Proxy for Number of Faculty Teachers for Average Student over 4 years



Historical Perspective on the Necessity to Refocus Core Liberal Arts Education

New College's focus on liberal arts studies is grounded in a deep American tradition that has become diluted or lost at many colleges and universities today.

- **History of Liberal Arts in the 19th Century.** The focus on core liberal arts studies became blurred in the late 19th century due to the enormous increase in human knowledge – particularly in science – that had been occurring since the time of Newton 200 years before.
 - For example, Harvard's President Eliot in 1869 introduced the “departmental structure” and reduced the traditional core curriculum to provide for an “elective system” and “majors.”
- **Practical Problem.** The practical problem facing Eliot and all educational administrators from the end of the 19th century has been how to balance the core liberal arts (essential for perspective, reasoning and creativity*) with the growing body of human knowledge (largely scientific and analytical – essential to understanding many modern occupations).
- **Proliferation of Non-Core Scientific Education and Reaction at Chicago.** Many, if not most, colleges vastly reduced – or eliminated – the core (a dilution process that is deeply established today), however, a few universities have rigorously protected the core liberal arts curriculum.
 - In the 1930's, Mortimer Adler and President Robert Hutchins set out to infuse the University of Chicago with the great ideas and great books program; a few other universities and colleges have also initiated a Core Curriculum for undergraduates which includes a comprehensive survey of western literature and philosophy.
- **Fundamental Misconception of Eliot's Perspective: Core Curriculum Versus Scientific Subjects.** In introducing departments, majors, and electives President Eliot of Harvard was never trying to eliminate the “core” as the essential foundation of all learning and understanding; he was trying to cope in a balanced way with the practical problem of the vast expansion of human knowledge – it was never an “either/or” proposition in Eliot's mind.

* See Iain McGilchrist, *The Master and His Emissary* to understand the linkage between liberal arts and creativity.



- **Eliot and the Harvard Classics.** The most compelling evidence possible is that in 1910, after Eliot had served as Harvard's President for 40 years, he created a list of the essential books of the core curriculum – the 50 volume *Harvard Classics* – and energetically promoted its distribution.
 - In an almost unimaginable phenomenon of American publishing, more than 17 million volumes of the *Harvard Classics* were sold in just the first 10 years – other classics publications have followed in Eliot's footsteps, Modern Library (Bennett Cerf in New York), the Great Books (Britannica and University of Chicago) and the Everyman Library (Joseph Dent in London).
- **New College Preserving a Deep Cultural Tradition.** As many, if not most, colleges and universities have lost their way in sorting out the necessity of developing both (1) an understanding of the core elements of civilization and (2) a comprehension of modern knowledge, with intense focus on specialization, New College is grounded in the hard truth that the core is the foundation from which all organized and deep learning rises (avoiding the pitfalls of an education process of disconnected specializations).
- **New College Centered in American Tradition.** The New College basic belief in education is hardly a radical departure – it is grounded deeply in an understanding of American education that reaches back to the beginning of Charles Eliot's tenure at Harvard.

“The worthy fruit of academic culture is an open mind, trained to careful thinking, instructed in the methods of philosophic investigation, acquainted in a general way with the accumulated thought of past generations, and penetrated with humility.”

- Charles W. Eliot at his inaugural as President of Harvard College, 1869



II. New College's Place Among the Best Small Liberal Arts Colleges

The aspiration of New College to be established as a premier liberal arts college is important to redress the shortage of such schools in the South – and particularly in Florida.

- **New College Aspirations.** New College aspires to be one of the best small liberal arts colleges in America, recognizing that these schools compete aggressively for talented students.
 - For example, 43 of the most competitive liberal arts schools have a combined capacity for only 27,000 freshman from the U.S. and internationally (an average of 678 each) and 11,800 faculty (an average of 275 each).
- **Geographic Distribution of “Best” Liberal Arts Colleges.** Twenty-eight of these colleges, or 65%, are in the Northeast, six in the Midwest, six in the West – and only three in the South – Washington and Lee, Richmond and Davidson.
- **Historic Perspective: Founding of Small Colleges.** These 43 small liberal arts colleges were established over a period of more than two hundred years – with four founded in the 1700's, 31 founded in the 1800's, and 8 founded in the 1900's.
 - Until New College was founded in 1960, no small college of this stature had been founded in the South since 1837.
- **Incidence of Top Students and “Freshman Capacity” Geographically.** In 2024, the U.S had approximately 166,000 very top tier students (the top 6% as measured by “equivalent” ACT scores of 31-36) and the best small colleges had “freshman capacity” of approximately 27,000 places – a ratio of 6.1:1 potential applicants for each position.

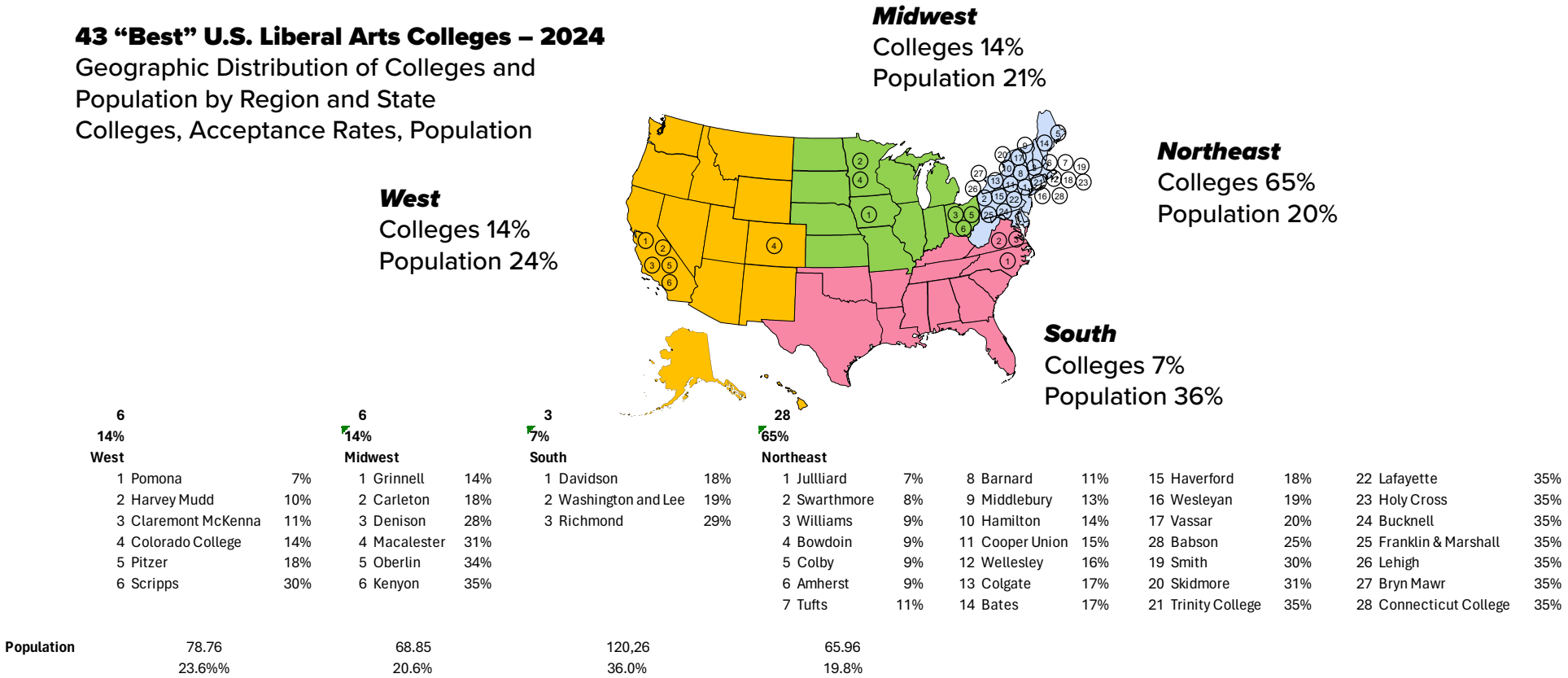


- **Northeast, Midwest and West Students and Places.** The Northeast has about 33,000 Tier 1 (top 6%) high school seniors and about 19,000 small college “places” (of course many of these places go to students across the U.S. and internationally, but a disproportionate share go to Northeast students) – for a ratio of 1.7:1.
 - In the Midwest, with 34,000 Tier 1 seniors, and fewer than 3,600 “places,” the ratio is 10:1; in the West with 39,000 Tier 1 seniors, and 2,300 “places,” the ratio is 17:1.
 - **Students and Places in the South.** However, the greatest imbalance by far is in the South; with nearly 60,000 Tier 1 seniors and only 1,800 “places,” the ratio is 32:1.
 - **Forward Projection.** Given the current demographic trends, it is likely that by 2050, the U.S. will have approximately 212,000 Tier 1 (top 6%) seniors.
 - More than 80,000 of them, or 40%, will be in the South – more than the Northeast (35,000) and Midwest (37,000) combined, and yet – without additional capacity of first class small liberal arts colleges – the ratio of Tier 1 seniors to “places” in the South will increase to 43:1.
- * * *
- **Historic Pattern: Premier Educational Infrastructure Lags Slowly Behind Population and Economic Growth.** A historical perspective reveals that the building of an excellent educational infrastructure (e.g., premier small liberal arts colleges) lags far behind the major demographic and economic shifts that have occurred and are occurring in the U.S. distribution of population and wealth.
 - A substantial and sustained effort is necessary in the South and particularly in Florida to begin to have an impact on the imbalance in the geographic distribution of excellent small liberal arts colleges.



Geographic Distribution of 43 “Best” Liberal Arts Colleges in the U.S.

Twenty-eight, or 65% of the “best” Small Liberal Arts Colleges are clustered in the Northeast – which has less than 20% of the population of the U.S. . . .



Liberal Arts Colleges by Year Founded and Region

... and most of these Northeast schools were founded 100-200 years ago, when the Northeast was the most populous region of the country.

43 Liberal Arts Colleges – Pre-1800 to 2000 By Year Founded and Region

Years	West (6)	Midwest (6)	South (3)	Northeast (28)
Pre-1800		Kenyon 1824 Denison 1831 Oberlin 1833 Grinnell 1846	Washington & Lee 1749	Hamilton 1793 Williams 1793 Bowdoin 1794
1800-1850		Carleton 1866 Macalester 1874	Richmond 1830 Davidson 1837	Richmond 1830 Davidson 1837 Middlebury 1800 Colby 1813 Colgate 1819 Amherst 1821 Trinity College 1823 Lafayette 1826 Wesleyan 1831 Haverford 1833 Holy Cross 1843 Bucknell 1846
1850-1900	Colorado College 1874 Pomona 1887			Tufts 1852 Franklin & Marshall 1853 Bates 1855 Cooper Union 1859 Vassar 1861 Swarthmore 1864 Lehigh 1865 Wellesley 1870 Smith 1871 Bryn Mawr 1885 Barnard 1889
1900-1950	Scripps 1926 Claremont McKenna 1947			Skidmore 1903 Julliard 1905 Connecticut College 1911 Babson 1919
1950-2000	Harvey Mudd 1955 Pitzer 1963			
2000-2024				



Geographic Distribution of 43 “Best” Liberal Arts Colleges in the U.S.

As a result, most of the 43 “best” liberal arts colleges are in the Northeast – the geographic area with the smallest population.

43 “Best” U.S. Liberal Arts Colleges – 2024

Geographic Distribution by Region – Population, Colleges, Enrollment Capacity, Endowments Tier 1 (Top 6%) High School Seniors Number of colleges; millions; ratio

West

Population: 79 million
Tier 1 Students: 24%
Schools: 6
Endowments: \$5.76 billion

Midwest

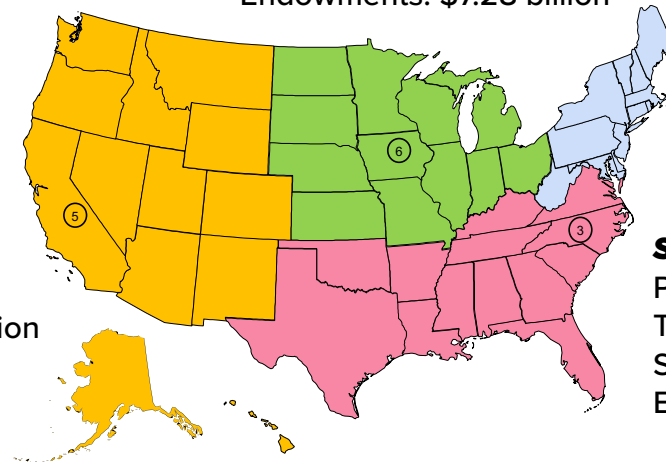
Population: 69 million
Tier 1 Students: 21%
Schools: 6
Endowments: \$7.28 billion

Northeast

Population: 66 million
Tier 1 Students: 19%
Schools: 28
Endowments: \$40.23 billion

South

Population: 120 million
Tier 1 Students: 36%
Schools: 3
Endowments: \$6.45 billion

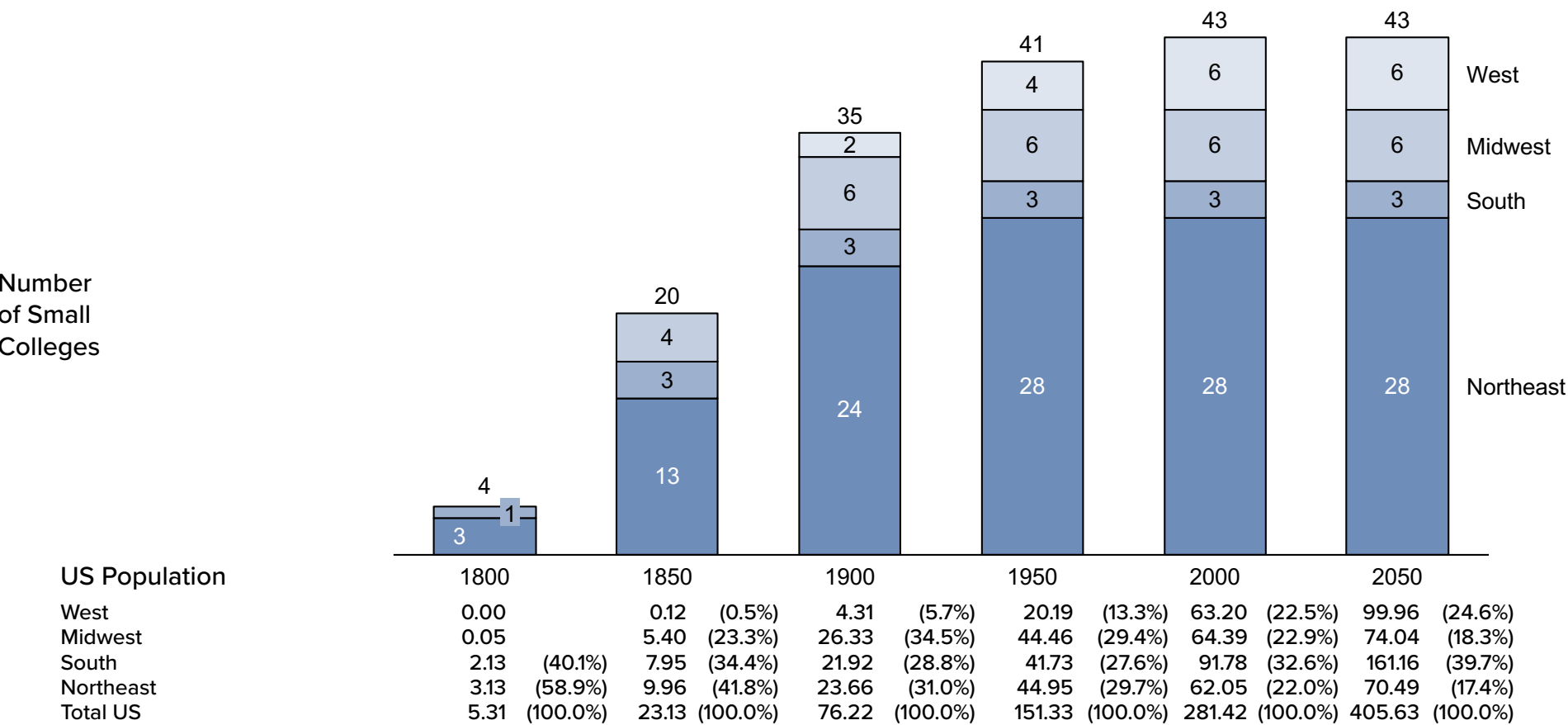


	West	Midwest	South	Northeast	Total
Tier 1 High School "Seniors"	49,725	36,831	80,169	35,055	201,780
43 Best Small Liberal Arts Colleges	6	6	3	28	43
"Enrollment Capacity"	2,335	3,576	1,864	19,475	27,250
Ratio of Tier 1 "Students" to "Enrollment Capacity"	21:1	10:1	43:1	1.8:1	7.4:1



Geographic Distribution of 43 “Best” Liberal Arts Colleges in the U.S.

The geographic distribution of the best liberal arts colleges does not reflect the shift in population (and in Tier 1 students) since 1950.



Geographic Distribution of 43 “Best” Liberal Arts Colleges in the U.S.

... and by 2050, the geographic imbalance will be even greater.

43 “Best” U.S. Liberal Arts Colleges – 2050

Geographic Distribution by Region – Population, Colleges,
Tier 1 (Top 6%) High School Seniors
Number of colleges; millions; ratio

West

Population: 100 million
Tier 1 Students: 25%
Schools: 6

Midwest

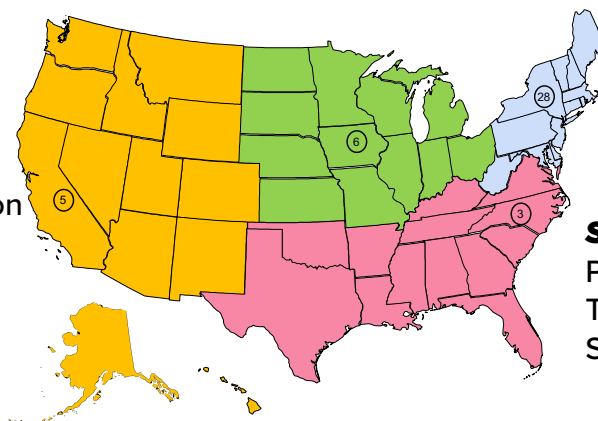
Population: 74 million
Tier 1 Students: 18%
Schools: 6

Northeast

Population: 70 million
Tier 1 Students: 17%
Schools: 28

South

Population: 162 million
Tier 1 Students: 40%
Schools: 3

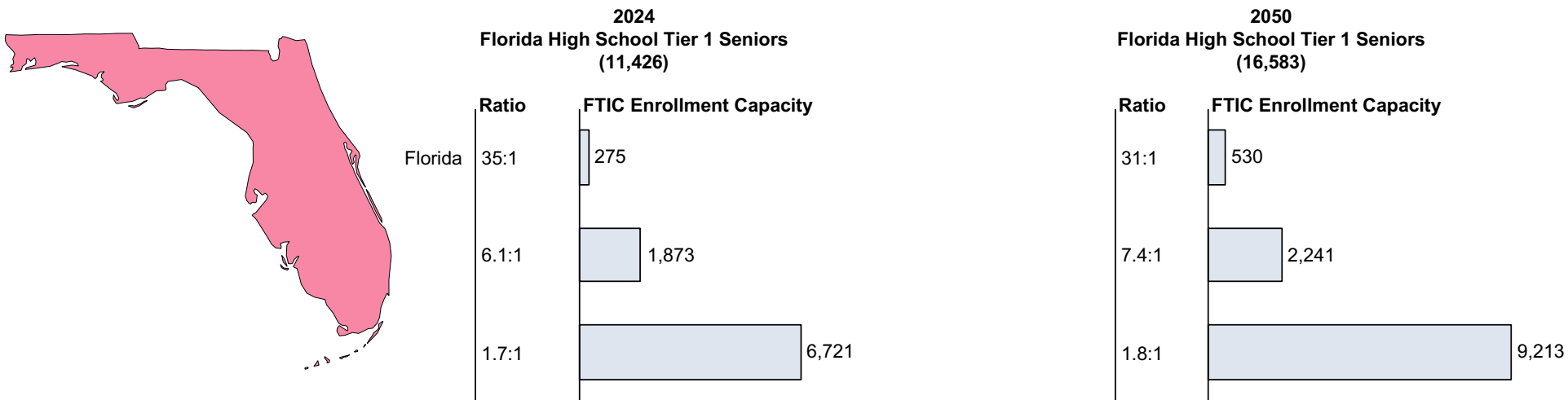


	West	Midwest	South	Northeast	Total
Tier 1 High School "Seniors"	39,177	34,251	59,822	32,810	166,060
43 Best Small Liberal Arts Colleges	6	6	3	28	43
"Enrollment Capacity"	2,333	3,571	1,863	19,464	27,231
Ratio of Tier 1 "Students" to "Enrollment Capacity"	17:1	10:1	32:1	1.7:1	6:1

Florida Top Small Liberal Arts FTIC Capacity – 2024 and 2050

Establishing the preeminence of New College is essential to providing Florida’s Tier 1 seniors (top 6%) the opportunity to experience an excellent small liberal arts college education – and stay in Florida. Even with New College, Florida is way behind the national average of “FTIC enrollment capacity” for top tier small liberal arts colleges.

Florida Tier 1 Seniors and Top Small Liberal Arts College FTIC Enrollment Capacity
Students, FTIC Enrollment Capacity
2024 and 2050 Projected
Number; ratio



III. The Seven Fundamental Aspirations of New College

New College has established seven fundamental aspirations – and a resulting overall aspiration -- that underpin its goal of being a leading small liberal arts college and that are tied one-to-one with each of the action plans of the strategy.

- **Aspiration #1: Attract Students with Broad Intellectual Curiosity.** New College ought to attract students of high character – on a par with the best in the nation – in terms of demonstrated academic potential, intellectual curiosity, and unique skills and interests.
 - **Aspiration #2: Recruit Faculty with High Interest in Ensuring that Students Learn Well.** New College ought to recruit and retain a high quality faculty, on a par with the very top small liberal arts colleges, especially in terms of ensuring that in small classroom interactions students learn well.
 - **Aspiration #3: Develop Core Liberal Arts Curriculum.** New College ought to provide the best opportunity for learning the “core liberal arts curriculum” (such as that at the University of Chicago) at any small college in the country – plus a full academic offering that prepares New College graduates for advanced academic pursuits (such as masters or PhD programs) or entry into rewarding occupations (e.g., medicine, law, or senior management in business or government).
 - **Aspiration #4: Establish High Participation Sports and Cultural Programs.** New College ought to be committed to a full range of sports and cultural programs (music, art, debate, etc.) that equals the best of the small liberal arts colleges; sports offerings ought to include participation in intercollegiate competition across a full range – and engage more than one-third of the students; music and other cultural activities may engage another third of the students.
 - **Aspiration #5: Create Vibrant Student Life, Top-Tier Housing and Infrastructure.** New College ought to seek to provide an exceptional experience for students that equals the very best of the small liberal arts colleges in terms of living and recreational experiences -- supported by first class housing and food services, educational facilities (e.g., science labs and other classrooms), cultural performance spaces (e.g., music, theater, art), and other physical infrastructure.
 - **Aspiration #6: Encourage “Open Discourse.”** New College ought to maintain an unwavering commitment to the fundamental principles of open discourse, respect for the traditions of the past, and deep intellectual curiosity; this environment of “open discourse” and “mutual respect” is particularly important for training the next generation of independent thinking leaders for government and civic affairs.
 - **Aspiration #7: Ensure Financial Soundness.** New College ought to establish a sound financial underpinning for its academic programs, student activities, and infrastructure through a consistent approach to developing and maintaining a high level of students, faculty, and college staff in a well-managed organization.
- * * *
- **Outcome of Achieving the Seven Aspirations.** New College ought to be widely recognized as one of the most outstanding small liberal arts colleges in the U.S. for its students, faculty, curriculum, and “open discussion” learning environment.



IV. Action Plans for the New College Strategy

New College has developed six action plans for ascending into the first rank of the small liberal arts colleges.

- **Linked Aspirations and Action Plans.** New College has linked each of its seven fundamental aspirations to an action plan – most with clear quantitative growth targets and a timetable – to achieve a level of significant advancement over the next four years – and continued excellence over the next 10 years.
- **Six Action Plans.** The seven New College action plans cover comprehensively how the college intends to grow its students, faculty, facilities, academic programs and its intellectual environment; these include:
 - **Action Plan 1: Attract Students with Broad Intellectual Curiosity**
 - **Action Plan 2: Encourage “Civil Discourse”**
 - **Action Plan 3: Develop Core Liberal Arts Curriculum**
 - **Action Plan 4: Establish High Participation Sports and Cultural Programs**
 - **Action Plan 5: Create Vibrant Student Life, Top Tier Housing and Infrastructure**
 - **Action Plan 6: Recruit Faculty with High Interest in Ensuring that Students Learn**
- **Quantitative Integration of Action Plans.** The action plans are interlinked quantitatively so that, for example, the growth in enrollment drives the increase in faculty, housing, sports participation, financial results, and many other factors.



IV-1. Action Plan for Attracting Students with Broad Intellectual Curiosity

The New College action plan for enrollment will increase the student body from roughly 750 today to 1,200 by 2028 and to 1,800 by 2034.

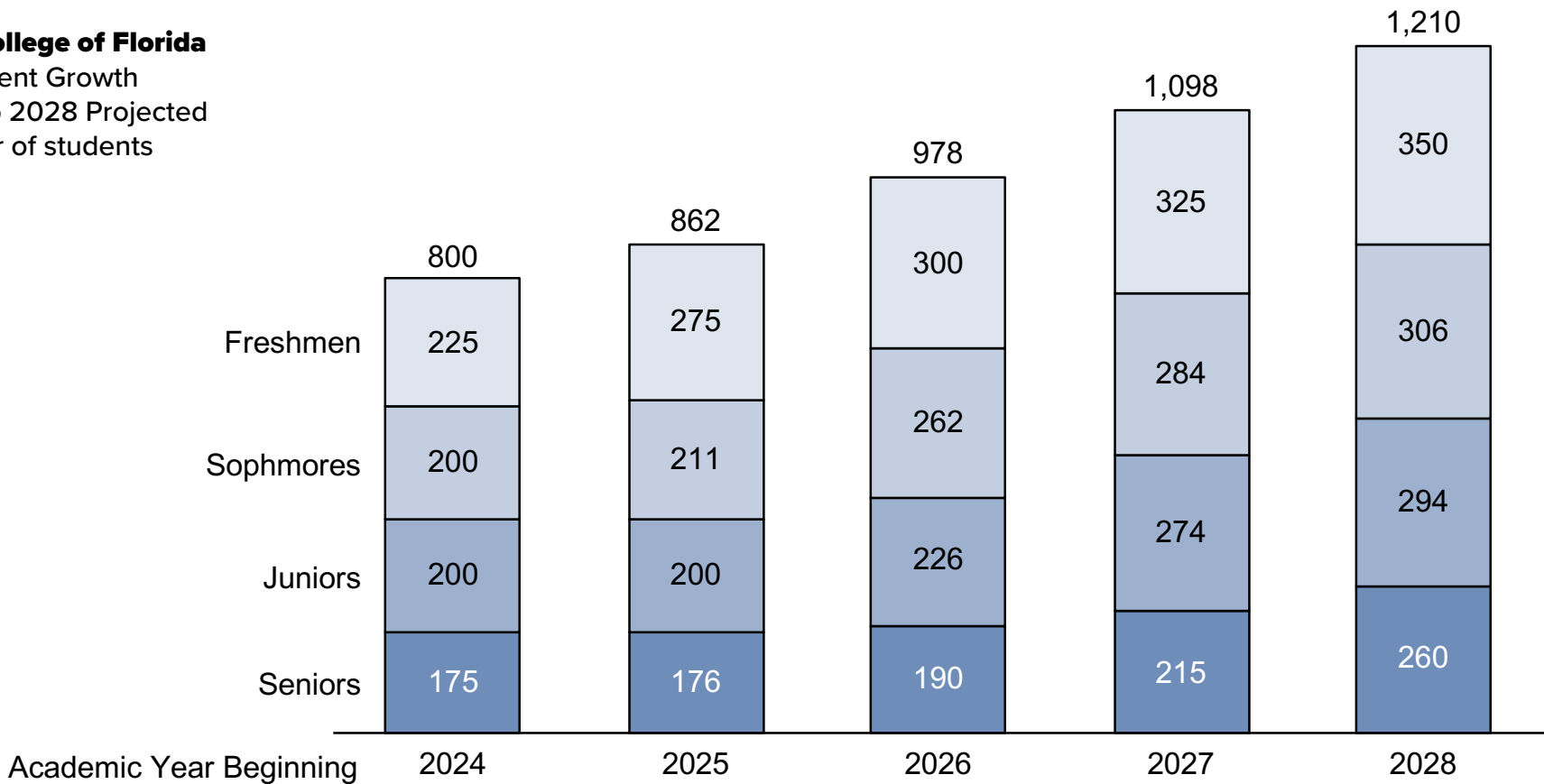
- **Enrollment to 1,200 by 2028.** New College plans to grow the enrollment to 1,200 by 2028 by gradually increasing the FTIC matriculation and reducing the attrition ratio.
 - **In-State Enrollment to 266 FTIC by 2028.** New College plans to keep increasing in-state FTIC to 266 by 2028 – with out-of-state students increasing from 20% in 2024 to 24% in 2028.
 - **Mean ACT Score Rises to 28 by 2028.** New College will also gradually raise its admission criteria so that the mean ACT score (or equivalent) will increase from 24 in 2024 to 28 in 2028
- **Enrollment to 1,800 by 2034. New College plans to increase enrollment from 1,200 in 2028 to 1,800 in 2034 – six years later.**
 - **In-State Enrollment to 350 by 2034.** New College also plans to increase in-state FTIC matriculation from 266 in 2028 to 350 in 2034 as the percentage of out-of-state students reaches 30% by 2034.
 - **Mean ACT Score Rises to 31 by 2034.** New College will continue to raise its admission criteria so that the mean ACT score (or equivalent) will increase from 28 in 2028 to 31 in 2034.



New College Enrollment Growth: 2024 to 2028

Over the next four years New College plans to grow from about 750 students in 2024 to 1,200 students in 2028 -- to about the size of the smaller “Little Ivies” (e.g., Haverford, Scripps).

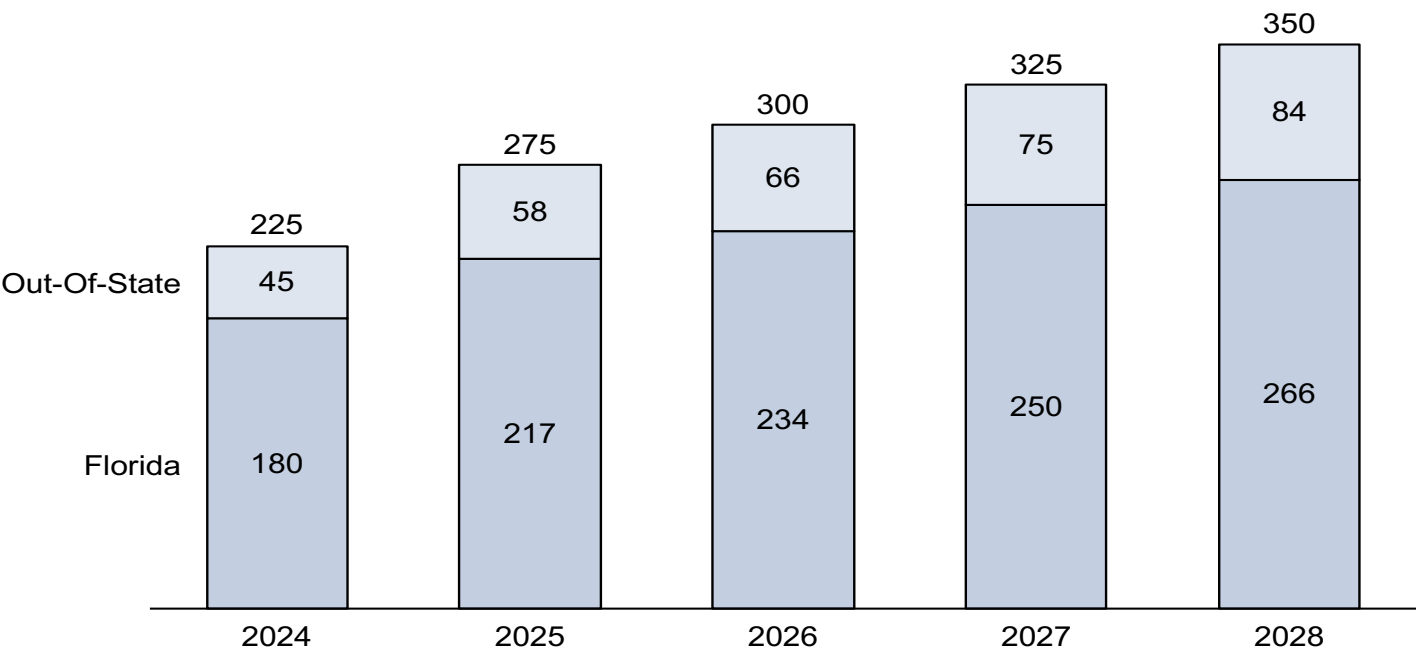
New College of Florida
Enrollment Growth
2024 to 2028 Projected
Number of students



New College Matriculation Growth: 2024 to 2028

The five-year plan envisions that the in-state matriculation is to grow from 180 students in 2024 to 266 students in 2028 and that the Tier 1 ACT score students would increase from 31 in 2024 to 102 in 2028 . . .

New College of Florida
FTIC Matriculation Growth
2024 to 2028 Projected
Number of students



Academic Year Beginning	2024	2025	2026	2027	2028
Out-Of-State %	20%	21%	22%	23%	24%
Florida %	80%	79%	78%	77%	76%
ACT Target	24	25	26	27	28
Percent Tier 1	17.0%	20.2%	24.9%	31.0%	38.2%
Florida Tier 1 Students	31	44	58	78	102
Other Tiers	149	173	176	172	164
Total Florida	180	217	234	250	266



New College Enrollment Growth Model: 2024 to 2028

The New College enrollment growth model from 2024 to 2028 reflects enrollment growth to 1,200 by 2028 by growing the FTIC component by essentially 25 per year after 2025.

Academic Year Beginning	2024 Year 1	2025 Year 2	2026 Year 3	2027 Year 4	2028 Year 5
Enrollment Target	750	850	950	1,100	1,200
<i>Model</i>					
Freshman	225	275	300	325	350
		(15.0%)	(12.0%)	(12.0%)	(12.0%)
Sophmores	180	191	242	264	286
Transfers Sophmores	20	20	20	20	20
Total Sophmores	200	211	262	284	306
		(15.0%)	(7.0%)	(7.0%)	(7.0%)
Juniors	170	170	196	244	264
Transfers Juniors	30	30	30	30	30
Total Juniors	200	200	226	274	294
		(12.0%)	(5.0%)	(5.0%)	(5.0%)
Seniors	175	176	190	215	260
Total Undergraduates	800	862	978	1,098	1,210
Total Graduate Students	25	25	25	40	40
Total Enrollment	825	887	1,003	1,138	1,250
Total Transfers	50	50	50	50	50

New College of Florida
Enrollment Growth Model
Academic Year Beginning 2024-2028
Number of students; percent



New College Enrollment Growth: 2028 to 2034

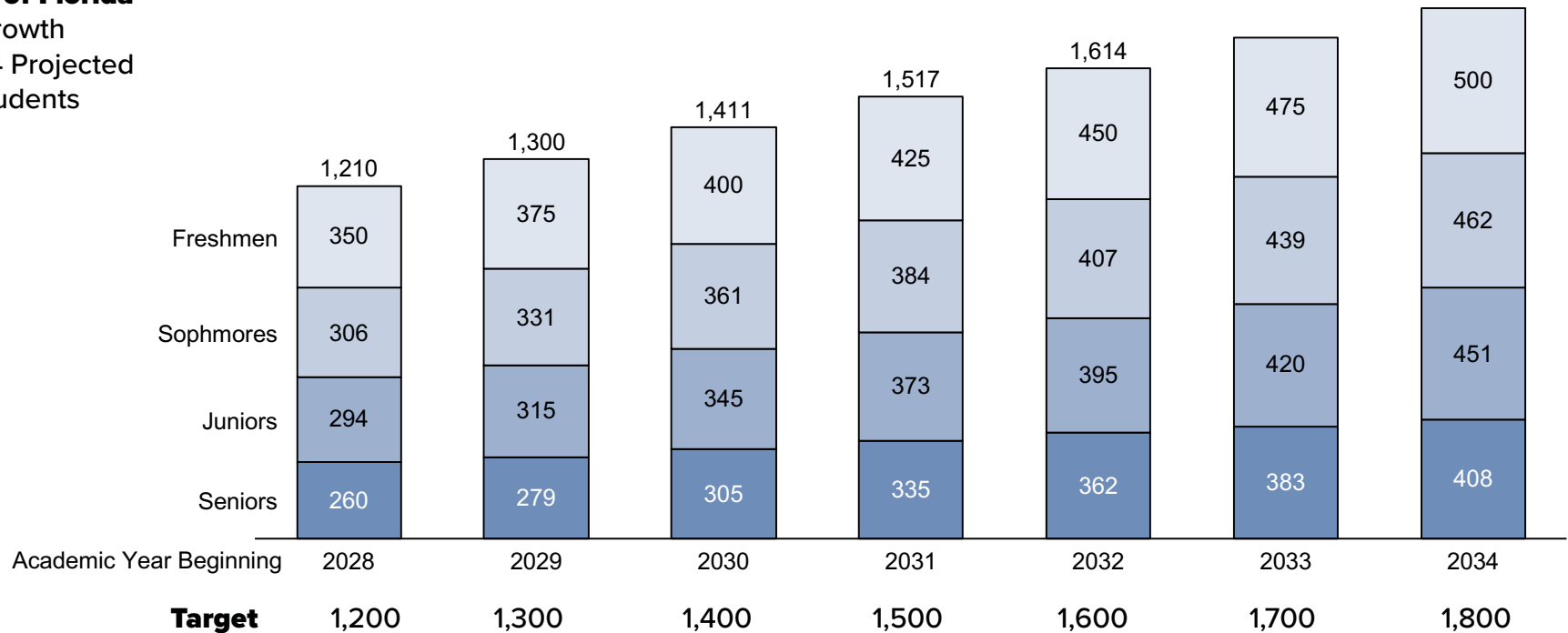
Over the next 10 years New College is projected to grow to roughly 1,800 students in 2034; to about the size of the average “Little Ivies,” (Williams and Amherst) . . .

New College of Florida

Enrollment Growth

2028 to 2034 Projected

Number of students

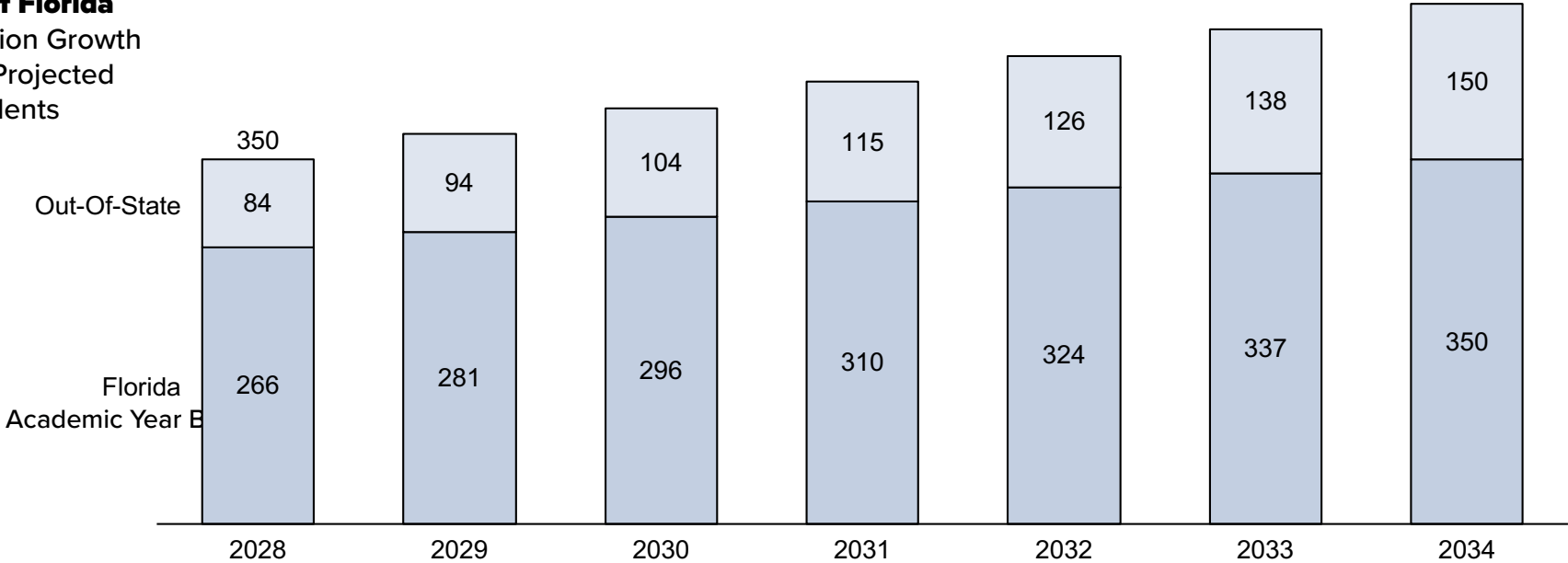


New College Matriculation Growth: 2028 to 2034

... and by 2034 the in-state FTIC matriculating students would increase to 350 and the Florida Tier 1 ACT students to 267.

New College of Florida

FTIC Matriculation Growth
2028 to 2034 Projected
Number of students



Out-Of-State %	24%	25%	26%	27%	28%	29%	30%
Florida %	76%	75%	74%	73%	72%	71%	70%
ACT Target	28	28.5	29	29.5	30	30.5	31
Percent Tier 1	38.2%	44.5%	50.9%	57.2%	63.5%	69.9%	76.2%
Florida Tier 1	102	125	151	177	206	236	267
Students							
Other Tiers	164	156	145	133	118	101	83
Total Florida	266	281	296	310	324	337	350



New College Enrollment Growth Model: 2028 to 2034

From 2028 to 2034 the enrollment is projected to grow from 1,200 to 1,800, again by increasing the FTIC group by 25 per year.

New College of Florida
Enrollment Growth Model
Academic Year Beginning
2028-2034
Number of students;
percent

Academic Year Beginning	2028	2029	2030	2031	2032	2033	2034
Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
Enrollment Target	1,200	1,300	1,400	1,500	1,600	1,700	1,800
Model							
Freshman	350	375	400	425	450	475	500
		(11.0%)	(9.0%)	(9.0%)	(9.0%)	(7.0%)	(7.0%)
Sophmores	286	312	341	364	387	419	442
Transfers Sophmores	20	20	20	20	20	20	20
Total Sophmores	306	332	361	384	407	439	462
		(7.0%)	(5.0%)	(5.0%)	(5.0%)	(4.0%)	(4.0%)
Juniors	264	285	315	343	365	390	421
Transfers Juniors	30	30	30	30	30	30	30
Total Juniors	294	315	345	373	395	420	451
		(5.0%)	(3.0%)	(3.0%)	(3.0%)	(3.0%)	(3.0%)
Seniors	260	279	305	335	362	383	408
Total Undergraduates	1,210	1,300	1,411	1,517	1,614	1,717	1,821
Total Graduate Students	40	40	55	55	55	55	55
Total Enrollment	1,250	1,340	1,466	1,572	1,669	1,772	1,876
Total Transfers	50	50	50	50	50	50	50



IV-2. Action Plan for Encouraging “Civil Discourse”

New College’s action plan for free speech includes student orientation, symposiums, and the Freedom Institute.

- **Free Speech Orientation.** Each first-year student will participate in an orientation program that addresses the importance of free speech generally and an understanding of an open inquiry approach to learning – enabling each student to learn to become a leader in ensuring and promoting civil discourse throughout one’s lifetime.
- **New College Symposiums.** Through the New College Freedom Institute speakers will share contrasting views in a manner respecting civil discourse, thereby setting a living and continuing example of maintaining respect for differing perspectives.
- **Freedom Institute Program Elements.** The Freedom Institute contemplates several initiatives, including:
 - Welcoming visiting scholars to New College.
 - Developing courses open to the public in Sarasota (and potentially across Florida.)
 - Holding live events (symposia and debates) to promote New College’s free speech principles.
 - Creating good examples of how government ought to operate at all levels from national institutions to student leadership positions.
 - Establishing other ways in which the Institute may contribute to the learning process for New College’s students, faculty, the Sarasota community, and across a broader audience.



IV-3. Action Plan for Developing a Core Liberal Arts Curriculum

The New College curriculum combines a re-emphasis on the core skills of the college (close relationship with faculty) in conjunction with a structured program to introduce the Great Books as well as practical problem-solving skills.

- **Logos/Techne Curriculum.** The Logos and Techne program introduces students to humanity's Great Works, along with practical techniques for applying knowledge in a tangible manner. The aim of the program is to instill an understanding and respect for the breadth of human knowledge (particularly the classics) while acquainting students with basic problem-solving skills.
- **Emphasis on New College Core Learning Skills.** The New College action plan begins with re-emphasis on its core strengths in the education process which will continue to be the backbone of the learning process.
 - **Advisory System.** Each student will have a faculty advisor to follow the progress of that student through the curriculum and to provide academic support through close and frequent counseling sessions.
 - **Evaluation System/Grading.** New College will follow a traditional evaluation system throughout a student's course of study.
 - **Independent Study Program.** New College will engage each student in the independent study program that enables close coordination and learning through one-on-one interaction with the faculty.
 - **Honors Thesis.** Each New College student will complete an honors thesis based on an area of concentration defined with the faculty member.



IV-4. Action Plan for Establishing High Participation Sports and Cultural Programs

The New College sports program is projected to involve 36% of the students in 24 sports by 2028 and in as many as 30 sports by 2034 – and New College is contemplating a parallel level of high quality cultural programs.

- **Number of Sports Added by 2034.** New College plans to increase the number of available sports from 12 in 2024 to 24 in 2028 – and eventually to as many as 30 sports by 2034 (e.g., wrestling, fencing, water polo, etc.).
- **432 Scholar Athletes by 2028.** The number of students participating in sports is projected to increase from 140 in 2024 to 432 in 2028 across 24 sports.
- **648 Scholar Athletes by 2034.** By 2034, the number of students in sports is planned to increase to 648 across as many as 30 sports – roughly 36% of the enrollment of New College.
- **Potential Cultural Activities.** New College contemplates a range of cultural activities that may include music (band, orchestra, ensemble, vocal, dance, theater, debate, and other activities – which may involve as much as 25% of New College students).
- **Programs for New College Setting.** The existing waterfront programs are likely to be expanded to take advantage of the New College's setting on Sarasota Bay.

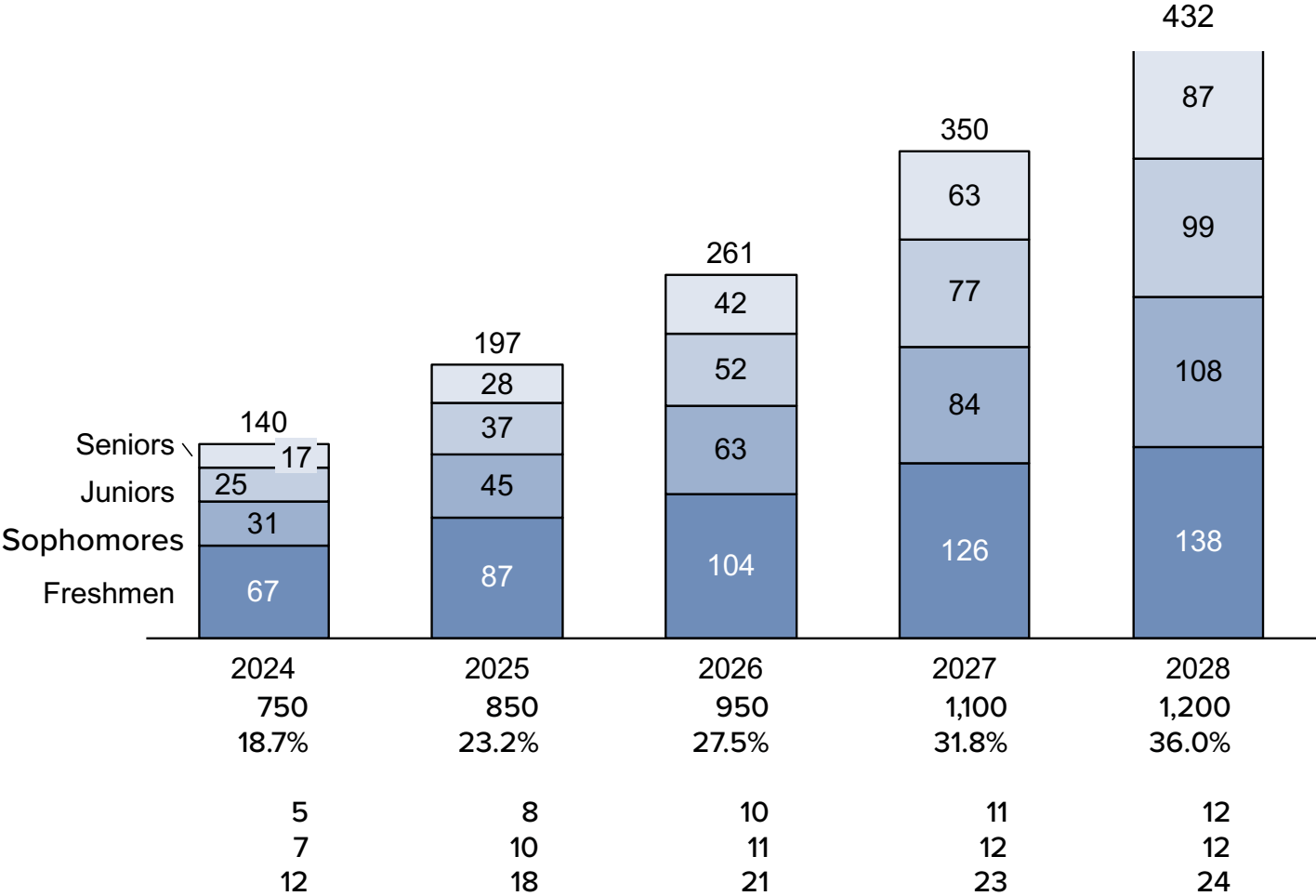


Action Plan for Intercollegiate Athletics

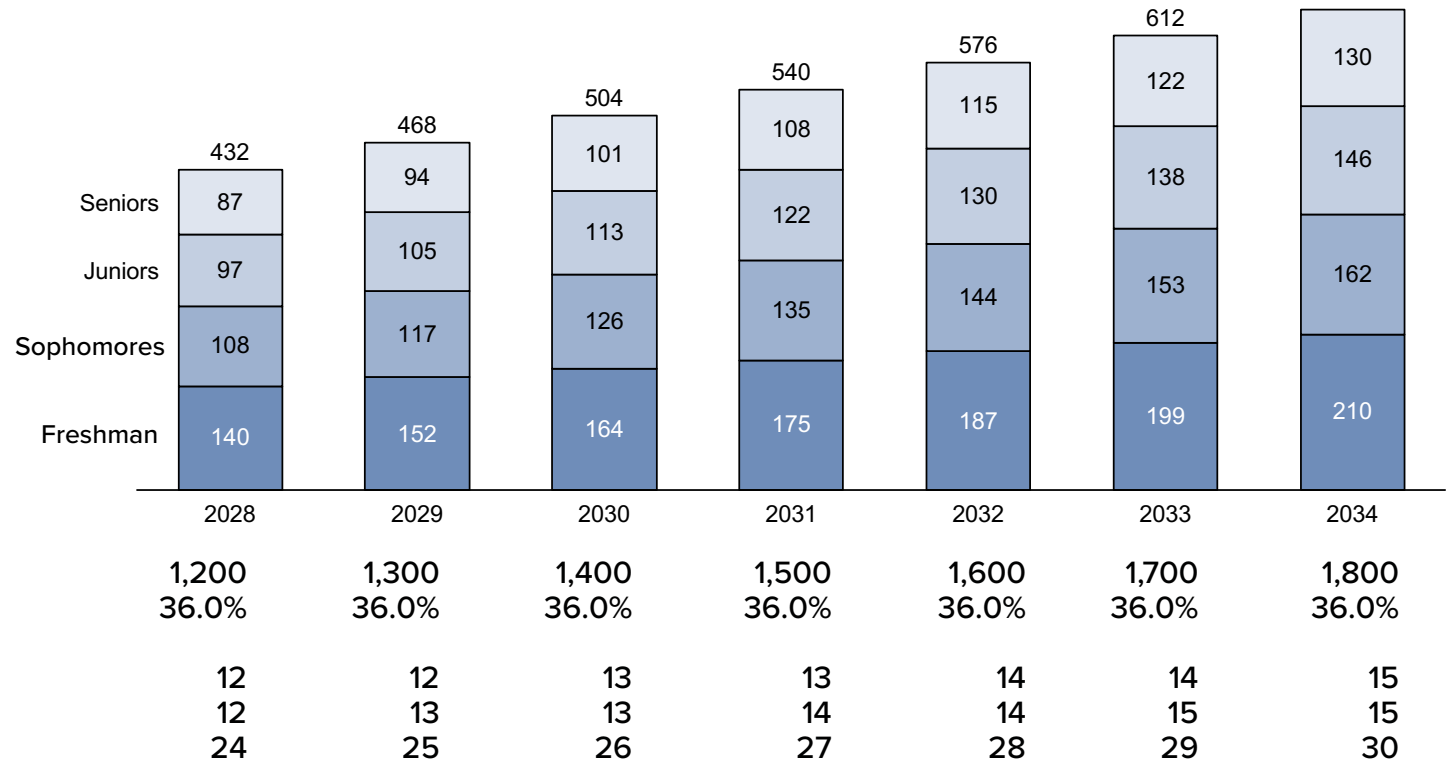
As the number of available sports increases from 12 in 2024 to 24 in 2028, the number of participating students is projected to rise from 140 in 2024 to 432 by 2028 . . .

New College of Florida

Participant Growth – Sports
2024 to 2028 Projected
Number of students



New College of Florida
 Participant Growth – Sports
 2024 to 2028 Projected
 Number of students



IV-5. Action Plan for Creating Vibrant Student Life, Top-Tier Housing and Infrastructure

The New College infrastructure elements – particularly housing, food services, classrooms, and faculty offices – are being planned to accommodate 1,200 students and 171 faculty by 2028.

- **Housing Plan for Students.** New College plans to increase available student housing by 464, or roughly 87%, from 536 in 2024 to 1,000 in 2028 – in line with the projected enrollment increase from roughly 750 in 2024 to 1,200 target in 2028.
- **Food Services Plan.** Commensurate with the increase in housing, New College plans to improve its existing food services qualitatively (food rating of “A”, wider variety of types of food options, outside vendors) and quantitatively (food service level increasing to 1,200 students and 171 faculty plus administrative staff by 2028).
- **Other Infrastructure Plans.** Classrooms, meeting centers, amenity spaces, faculty offices, and other elements of the New College infrastructure will also be planned to accommodate a combined student and faculty complement of 1,371 by 2028.



Housing Plan for Students

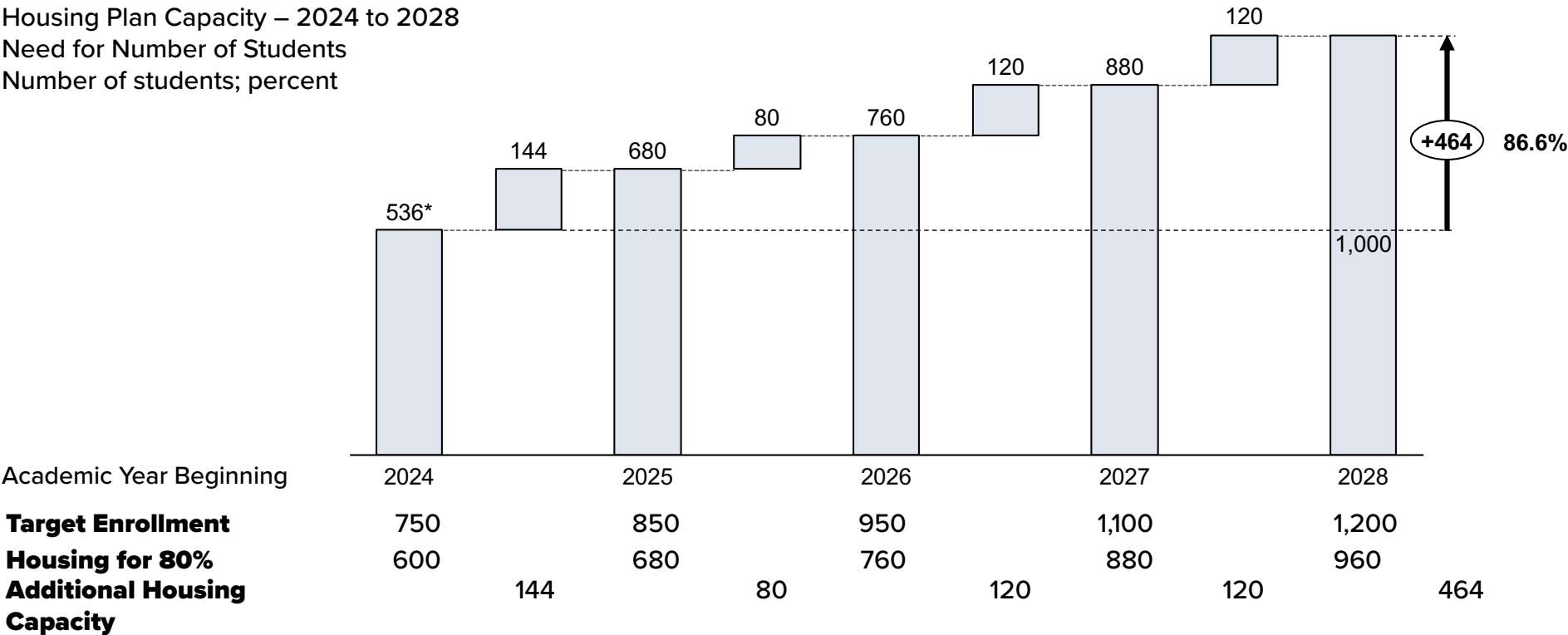
By 2028, New College will need housing for about 1,000 students, an increase of 464 – to meet the 2028 enrollment growth target – an increase of 87% above the current level of 536.

New College of Florida

Housing Plan Capacity – 2024 to 2028

Need for Number of Students

Number of students; percent



* Includes "Visiting Professors"
Source: New College estimates and analysis



IV-6. Action Plan for Recruiting Faculty with High Interest in Ensuring that Students Learn Well

The action plan for expanding the faculty focuses both (1) quantitatively on the growth of nearly 60% over the next four years and (2) qualitatively on finding the highest caliber faculty members on a par with the best small colleges that have a deep interest in ensuring that students learn well.

- **Increase in Faculty from 107 to 171 by 2028.** The action plan for faculty projects an increase in faculty from 107 in 2024 to 171 in 2028 to keep roughly in line with the 7:1 student/faculty ratio at New College; the faculty is projected to increase to 257 by 2034 to be in line with enrollment of 1,800 students.
- **New Hires.** In the projection, roughly 148 new hires are projected from 2024 to 2028, taking account of a net increase in the size of the faculty of 74 (from 107 to 171) and contemplating annual attrition of 12% (roughly in line with other colleges) – about 84 faculty members for the period 2024 to 2028.
- **Other Quantitative Factors.** Several other factors will influence the exact projections in the plan, including new programs, shift in emphasis across departments, relative attrition in tenured and non-tenured positions, and availability of potential stellar additions to the faculty.
- **Qualitative Factor: Important Criteria for Faculty.** An important criteria for each new hire as a New College faculty member is the deep interest of the teacher in ensuring that each student learns well in the small college environment; this means that embracing the “small college learning process” is the foundation of the New College educational philosophy; to the extent possible, the experience of each faculty member in prior teaching, or even undergraduate education, in a small college setting is a major plus factor.

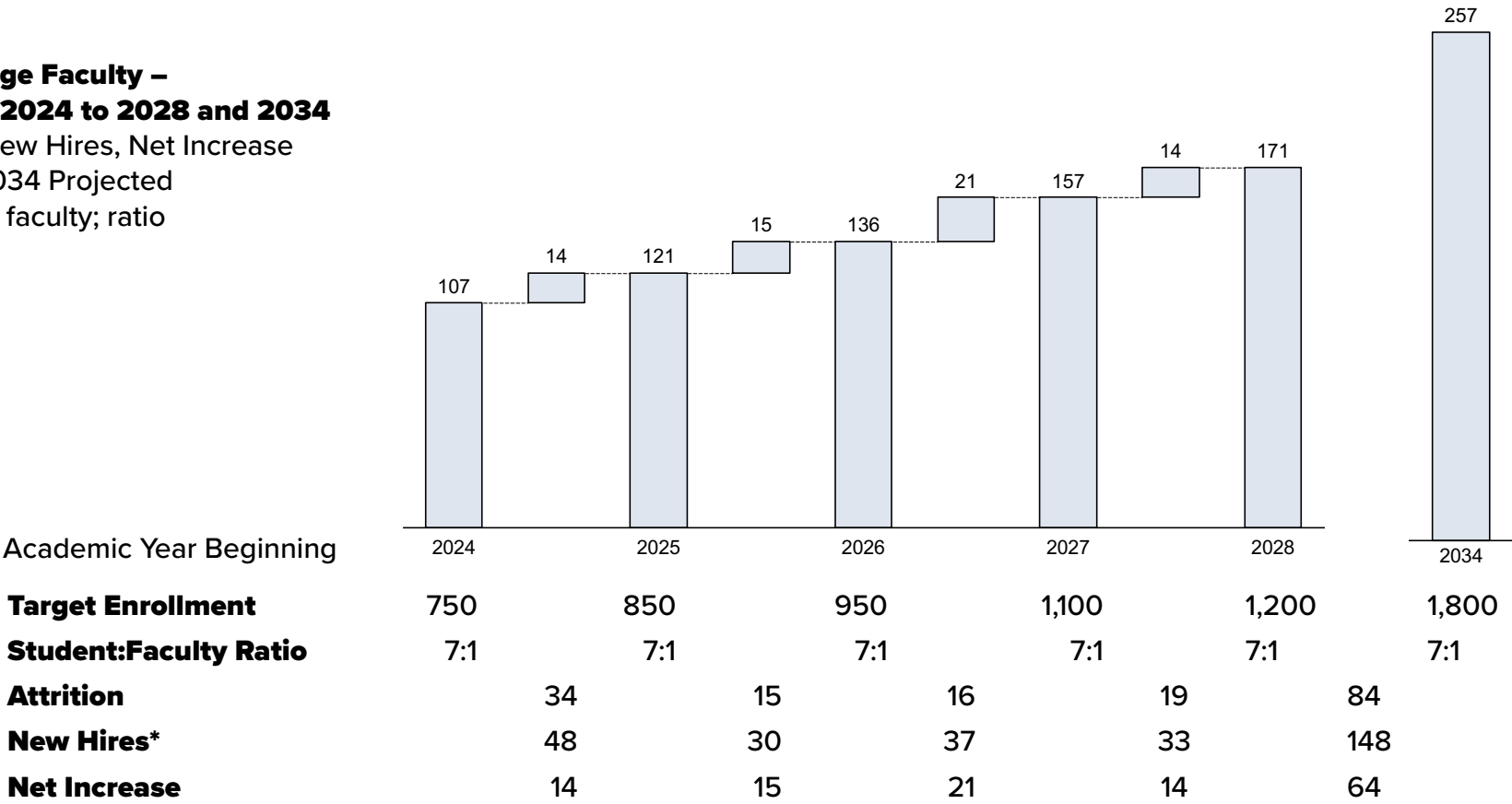


Faculty Growth at New College

By 2028 New College Faculty will need to increase to 171 to maintain the 7:1 ratio of students to faculty – which will entail as much as 148 new hires

New College Faculty – Projected 2024 to 2028 and 2034

Attrition, New Hires, Net Increase
2028 to 2034 Projected
Number of faculty; ratio



Financial Information for Achieving Action Plans

In order for New College to accomplish the aspirations as outlined in this document, the following provides specific strategies for achieving the six action plans over the next five years.

Academic Year Beginning	Enrollment Growth	Action Plan Strategies	Funding Request – Required to accomplish plan
2024	800	<p>Action Plan 1: Attract Students with Broad Intellectual Curiosity</p> <ul style="list-style-type: none"> Expand relationships with Florida private high schools and public-school districts including classical academies Execute additional articulation agreements with Florida postsecondary institutions Establish dual enrollment opportunities <p>Action Plan 2: Encourage “Civil Discourse”</p> <ul style="list-style-type: none"> Require first-year students to participate in orientation addressing free speech and civil discourse Host Symposiums <p>Action Plan 3: Develop Core Liberal Arts Curriculum</p> <ul style="list-style-type: none"> Core curriculum framework proposal is actively being built with the faculty and will be approved at a future board meeting <p>Action Plan 4: Establish High Participation Sports and Cultural Programs</p> <ul style="list-style-type: none"> Fall 2024 New College establishes 12 sports teams <p>Action Plan 5: Create Vibrant Student Life, Top Tier Housing and Infrastructure</p> <ul style="list-style-type: none"> Acquire temporary student housing Finalizing the campus master plan New food services vendor selected <p>Action Plan 6: Recruit Faculty with High Interest in Ensuring that Students Learn</p> <ul style="list-style-type: none"> Increase faculty recruitment by approximately 40 new hires 	<p>\$15,000,000 Nonrecurring E&G*</p> <ul style="list-style-type: none"> \$10 million Temporary Student Housing \$2 million Scholarships for student recruitment \$1 million Campus Security \$4 million Academic Enhancements - Technology Improvements; Academic Coaches; Library Resources <p>PECO Received: \$6.25 million Dorm Remediation</p> <p>Additional work – no state funding requested</p> <ul style="list-style-type: none"> Secured 9-acre parcel from Manatee County



2025	862	<p>Action Plan 1: Attract Students with Broad Intellectual Curiosity</p> <ul style="list-style-type: none"> Establish a targeted articulation agreement with out of state consortium of Liberal Arts postsecondary schools (2-year schools) <p>Action Plan 2: Encourage “Civil Discourse”</p> <ul style="list-style-type: none"> Socratic Stage events with world-renowned speakers. Securing funding for the Freedom Institute <p>Action Plan 3: Develop Core Liberal Arts Curriculum</p> <ul style="list-style-type: none"> Implement core curriculum framework <p>Action Plan 4: Establish High Participation Sports and Cultural Programs</p> <ul style="list-style-type: none"> Fall 2025 New College has 18 sports teams <p>Action Plan 5: Create Vibrant Student Life, Top Tier Housing and Infrastructure</p> <ul style="list-style-type: none"> Acquire temporary student housing Secure financial resources for funding new student housing and Multi-Purpose Building to support student enrollment growth. <p>Action Plan 6: Recruit Faculty with High Interest in Ensuring that Students Learn</p> <ul style="list-style-type: none"> Increase faculty recruitment for new masters programs and growing online program Provide training and support for retaining faculty 	<p>\$25,000,000 Recurring E&G and \$10,000,000 Nonrecurring E&G</p> <ul style="list-style-type: none"> \$10 million Temporary Student Housing \$5 million Scholarships for student recruitment \$13 million Campus Enhancements \$5 million new faculty hires and faculty support for new program start-up – two additional master’s programs and summer course offerings \$2 million Freedom Institute <ol style="list-style-type: none"> Free Speech/Civil Discourse institute (K-12, Colleges & Universities and Corporations) Latin American Institute (Philosophy, politics, economics) <p>PECO Request</p> <ol style="list-style-type: none"> Multi-Purpose Facility Supporting Enrollment Growth Phase I Land Acquisition for purchase of the Sarasota Manatee Airport property which holds a long-term lease with New College <p>Additional work – no state funding requested</p> <ul style="list-style-type: none"> \$50-\$100 million East Campus Sports Complex \$50 million PEI Renovation Plan P3 for new student housing Increase endowment support by 2%
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2026	978	<p>Action Plan 1: Attract Students with Broad Intellectual Curiosity</p> <ul style="list-style-type: none"> Expand dual enrollment agreements with at least 3 more area school districts <p>Action Plan 2: Encourage “Civil Discourse”</p> <ul style="list-style-type: none"> Socratic Stage events with world-renowned speakers Secure additional funding for the Freedom Institute <p>Action Plan 3: Develop Core Liberal Arts Curriculum</p> <ul style="list-style-type: none"> Refine core curriculum with cutting edge course offerings <p>Action Plan 4: Establish High Participation Sports and Cultural Programs</p> <ul style="list-style-type: none"> Fall 2026 New College has 21 sports teams and expands student intercollegiate sports Expand partnerships with local cultural programs <p>Action Plan 5: Create Vibrant Student Life, Top Tier Housing and Infrastructure</p> <ul style="list-style-type: none"> Open new student housing on west side of campus Secure financial resources for funding new student housing and Multi-Purpose Building to support student enrollment growth <p>Action Plan 6: Recruit Faculty with High Interest in Ensuring that Students Learn</p> <ul style="list-style-type: none"> Faculty recruitment for the new Masters Programs 	<p>PECO Request</p> <p>1. Multi-Purpose Facility Supporting Enrollment Growth Phase II</p> <p>Additional work – no state funding requested</p> <ul style="list-style-type: none"> Ongoing \$50-\$100 million East Campus Sports Complex Ongoing \$50 million PEI Renovation Ongoing P3 for new student housing Increase endowment support by 2%
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2027	1098	<p>Action Plan 1: Attract Students with Broad Intellectual Curiosity</p> <ul style="list-style-type: none"> Expand dual enrollment to include collegiate high school students <p>Action Plan 2: Encourage “Civil Discourse”</p> <ul style="list-style-type: none"> Socratic Stage events with world-renowned speakers. <p>Action Plan 3: Develop Core Liberal Arts Curriculum</p> <ul style="list-style-type: none"> Refine core curriculum with cutting edge course offerings. <p>Action Plan 4: Establish High Participation Sports and Cultural Programs</p> <ul style="list-style-type: none"> Fall 2027 New College has 23 sports teams and expands student intercollegiate sports Expand partnerships with local cultural programs. <p>Action Plan 5: Create Vibrant Student Life, Top Tier Housing and Infrastructure</p> <ul style="list-style-type: none"> Open new student housing on west side of campus. Open Multi-Purpose Building to support student enrollment growth. Secure financial resources for funding new student housing <p>Action Plan 6: Recruit Faculty with High Interest in Ensuring that Students Learn</p> <ul style="list-style-type: none"> Faculty recruitment for new programs. 	<p>PECO Request</p> <p>1. Multi-Purpose Facility Supporting Enrollment Growth Phase III</p> <p>Additional work – no state funding requested</p> <ul style="list-style-type: none"> Ongoing \$50-\$100 million East Campus Sports Complex Ongoing \$50 million PEI Renovation Ongoing P3 for new student housing Increase endowment support 2%
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2028	1210	<p>Action Plan 1: Attract Students with Broad Intellectual Curiosity</p> <ul style="list-style-type: none"> Expand articulation agreements with out of state schools <p>Action Plan 2: Encourage “Civil Discourse”</p> <ul style="list-style-type: none"> Socratic Stage events with world-renowned speakers. <p>Action Plan 3: Develop Core Liberal Arts Curriculum</p> <ul style="list-style-type: none"> Refine core curriculum with cutting edge course offerings. <p>Action Plan 4: Establish High Participation Sports and Cultural Programs</p> <ul style="list-style-type: none"> Fall 2025 New College has 24 sports teams and expands student intercollegiate sports Expand partnerships with local cultural programs <p>Action Plan 5: Create Vibrant Student Life, Top Tier Housing and Infrastructure</p> <ul style="list-style-type: none"> Open new student housing on west side of campus Secure financial resources for funding new student housing <p>Action Plan 6: Recruit Faculty with High Interest in Ensuring that Students Learn</p> <ul style="list-style-type: none"> Provide training and support for retaining faculty 	<p>PECO Request</p> <p>1. Student Success and Living Learning Facility</p> <p>Additional work – no state funding requested</p> <ul style="list-style-type: none"> Ongoing \$50-\$100 million East Campus Sports Complex Ongoing \$50 million PEI Renovation Ongoing P3 for new student housing Increase endowment support by 2%
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* This amount is contingent on the Governor approving the budget and the BOG approving our business/strategic plan.



V. Summary and Conclusion

New College has a clear set of aspirations and action plans to become a premier liberal arts college.

- **Leading Academic and Open Discourse Programs.** New College has a plan both to (1) augment its fine academic programs with a strong classics and skills orientation (Logos/Techne) and (2) implement an “open discourse” environment with programs and a Freedom Institute.
- **Student Life, Sports, and Facilities.** New College also has a plan to reinvigorate student life by (1) having first class intercollegiate sports at the level of the best small liberal arts colleges and (2) refreshing and expanding its infrastructure with high quality housing, eating facilities, and meeting spaces.
- **Coordinated Action Plans and Financial Planning.** New College has prepared to achieve its seven aspirations through its specific action plans, which are integrated into a financial plan.
- **New College – Unique Opportunity in Historical Context.** What New College is aspiring to achieve is historic in the context of the evolution of small liberal arts colleges in the US; it is unique – and needed by the top tier students in Florida who will prosper in a small college setting.
- **New College – A Model for the Nation.** The aspirations of New College go beyond serving as a model for Florida; the larger goal for New College is to become a model for other schools in the nation to demonstrate how great learning can take place in a small liberal arts environment with teachers dedicated to ensuring that students learn in an intellectually challenging and “open discourse” academic environment.

