



New College of Florida
The Honors College

Business/Strategic Plan
2024-2029

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I. New College's Perspective on a Small Liberal Arts College

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

Multidisciplinary Liberal Arts Education Fosters Deep Understanding

- **Roots in Classical Antiquity.** Liberal arts education has roots in classical antiquity and the European Middle Ages, but it reached its pinnacle in the United States. It is a rigorous education based on the key principles of Western Civilization – an education for a free, self-governing, and independent people.
- **Free Inquiry.** The best liberal arts education begins with an unyielding commitment to free speech and free inquiry and an academic program that develops students' minds and characters. The strength and soundness of our Republic depend upon well-educated, open-minded, and ethical citizens.
- **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 multidisciplinary approach of the liberal arts fosters innovative thinking, which is essential to true leadership.
- **The Qualities of Character.** Innovative thinking about enduring human questions develops the qualities of character that define engaged citizens.



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

- **Small Interactive Classes.** Liberal arts colleges typically have smaller classes than large universities. The increased opportunity for sustained dialogue with faculty and other students advances learning both in class and across campus. This is a critical component for advancing student learning.
- **Top-Tier Faculty Involvement.** The faculty at small liberal arts colleges are dedicated teachers and mentors, engaged in the classroom and accessible in office hours. While faculty maintain active research programs, their focus is on student learning.
- **Collaborative Learning Communities.** New College students represent a broad range of interests, talents, and ambitions in academics, the arts, athletics, and civic engagement. Campus life fosters student initiative and collaboration, creating opportunities for students to learn with and from each other.

A Foundation for a Lifetime. Archimedes said, “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 each student’s lifetime and for future generations of students and leaders.



Comparison of Small Liberal Arts Colleges to Major Universities

Small liberal arts colleges have much greater faculty involvement 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 8.3:1 versus 16.2:1 for major universities. The ratio for major universities is much higher in practice because they use graduate students as teaching assistants.
- **Class Size.** The average number of students in a class at small colleges is fewer than 19, compared to 127 in major universities.
- **Involvement of Teaching Assistants in Classes.** Teaching assistants are involved in leading nearly 70% of major university classes, while small college classes are almost always led by a faculty member.
- **Office Sessions with Professors.** Students average about 28 hours of one-on-one sessions with professors over four years at the small colleges (three-to-four hours per semester,) compared to about two hours for the entire four years 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 (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, small class sizes (19 vs. 127 students), fewer classes taught by graduate assistants, and more opportunities for one-on-one office visits with faculty.

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
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 led by Teaching Assistants	0%	69%
Number of One-on-One Office Sessions with Professors (4 Years)	28	2

* 43 Small Liberal Arts Colleges

** Average of Large Universities



Historical Perspective on the Necessity to Refocus Core Liberal Arts Education

NCF's focus on the liberal arts is grounded in a longstanding American tradition of education designed to promote critical inquiry and life-long learning.

- **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.
 - For example, Harvard President Charles Eliot introduced the “departmental structure” in 1869 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 have vastly reduced or eliminated the core; however, a few universities have rigorously protected the core liberal arts curriculum.
 - In the 1930s, 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.** President Eliot of Harvard introduced departments, majors, and electives not to eliminate the essential foundation of all learning and understanding, known as the “core”, but to cope with the practical problem of the vast expansion of human knowledge in a balanced way. In Eliot's mind, it was never an “either/or” proposition.

* 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 demonstrating that Eliot is misunderstood is that in 1910, after serving 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 an 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.** New College's 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 inauguration as President of Harvard College, 1869



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

Long recognized as an innovative public liberal arts college, New College aspires to join the ranks of the country's premier liberal arts colleges, filling a need for such schools in the South, and particularly in Florida.

- **New College Aspirations.** New College aspires to be the best small liberal arts college in America, and recognizes 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 freshmen 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 200 years – with four founded in the 1700s, 31 founded in the 1800s, and 8 founded in the 1900s.
 - 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 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 Spots.** The Northeast has about 33,000 Tier 1 (top 6%) high school seniors and about 19,000 small college “spots” (of course many of these spots go to students across the U.S. and internationally, but a disproportionate share go to students from the Northeast) – for a ratio of 1.7:1.
 - In the Midwest, with 34,000 Tier 1 seniors, and fewer than 3,600 “spots,” the ratio is 10:1; in the West with 39,000 Tier 1 seniors, and 2,300 “spots,” the ratio is 17:1.
- **Students and Spots in the South.** However, the greatest imbalance by far is in the South; with nearly 60,000 Tier 1 seniors and only 1,800 “spots,” the ratio is 32:1.
- **Forward Projection.** Given the current demographic trends, it is likely that the U.S. will have approximately 212,000 Tier 1 seniors by 2050.
 - More than 80,000 of them, or 40%, will be in the South – more than the Northeast (35,000) and Midwest (37,000) combined.

* * *

- **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.
 - New College is poised to fill a clear need for excellent educational opportunities for students from Florida and across the South. As a public liberal arts university, New College has a growing recruitment pool of highly qualified students.



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.

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

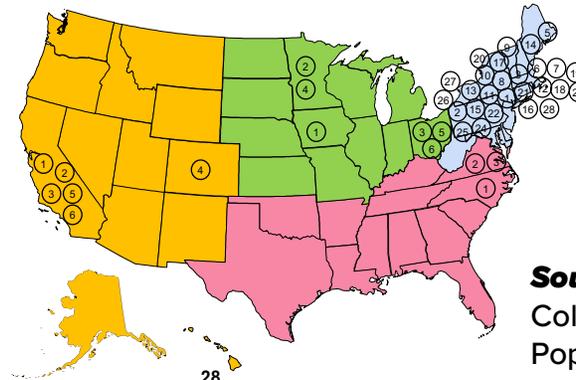
Geographic Distribution of Colleges and Population by Region and State
Colleges, Acceptance Rates, Population

West
Colleges 14%
Population 24%

Midwest
Colleges 14%
Population 21%

Northeast
Colleges 65%
Population 20%

South
Colleges 7%
Population 36%



Region	Colleges	Population (millions)	Population %
West	6	78.76	23.6%
Midwest	6	68.85	20.6%
South	3	120.26	36.0%
Northeast	28	65.96	19.8%

Rank	College	Acceptance Rate	Rank	College	Acceptance Rate	Rank	College	Acceptance Rate	Rank	College	Acceptance Rate
1	Pomona	7%	1	Grinnell	14%	1	Davidson	18%	1	Juilliard	7%
2	Harvey Mudd	10%	2	Carleton	18%	2	Washington and Lee	19%	2	Swarthmore	8%
3	Claremont McKenna	11%	3	Denison	28%	3	Richmond	29%	3	Williams	9%
4	Colorado College	14%	4	Macalester	31%				4	Bowdoin	9%
5	Pitzer	18%	5	Oberlin	34%				5	Colby	9%
6	Scripps	30%	6	Kenyon	35%				6	Amherst	9%
									7	Tufts	11%
									8	Barnard	11%
									9	Middlebury	13%
									10	Hamilton	14%
									11	Cooper Union	15%
									12	Wellesley	16%
									13	Colgate	17%
									14	Bates	17%
									15	Haverford	18%
									16	Wesleyan	19%
									17	Vassar	20%
									18	Babson	25%
									19	Smith	30%
									20	Skidmore	31%
									21	Trinity College	35%
									22	Lafayette	35%
									23	Holy Cross	35%
									24	Bucknell	35%
									25	Franklin & Marshall	35%
									26	Lehigh	35%
									27	Bryn Mawr	35%
									28	Connecticut College	35%



Liberal Arts Colleges by Year Founded and Region

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 Juilliard 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

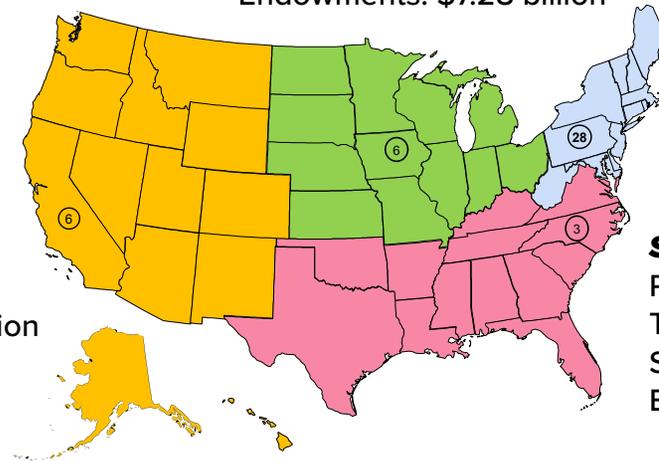
Population: 69 million
Tier 1 Students: 21%
Schools: 6
Endowments: \$7.28 billion

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

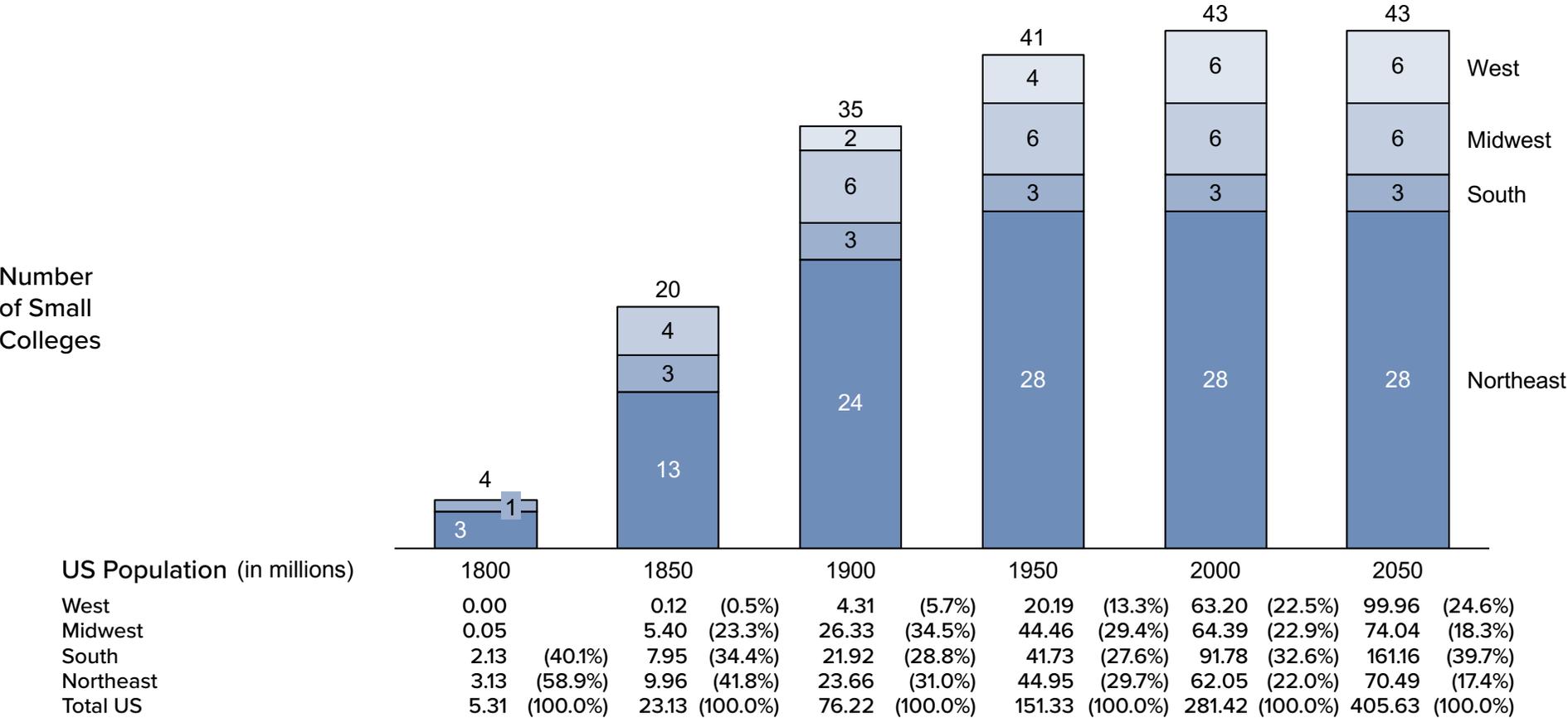


	West	Midwest	South	Northeast	Total
Tier 1 High School "Seniors"	49,725	36,831	80,169	35,055	201,780
43 Best Small Liberal Arts Colleges	6	6	3	28	43
"Enrollment Capacity"	2,335	3,576	1,864	19,475	27,250
Ratio of Tier 1 "Students" to "Enrollment Capacity"	21:1	10:1	43:1	1.8:1	7.4:1



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

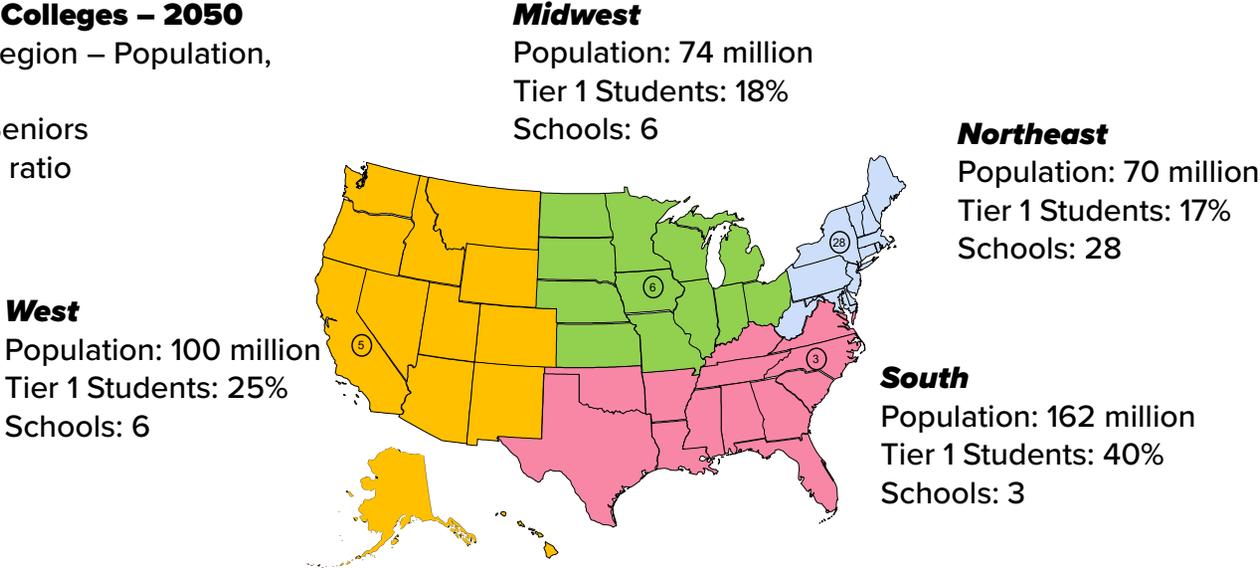
The geographic distribution of the best liberal arts colleges does not reflect the shift in population (and in Tier 1 students) since 1950.



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

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	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

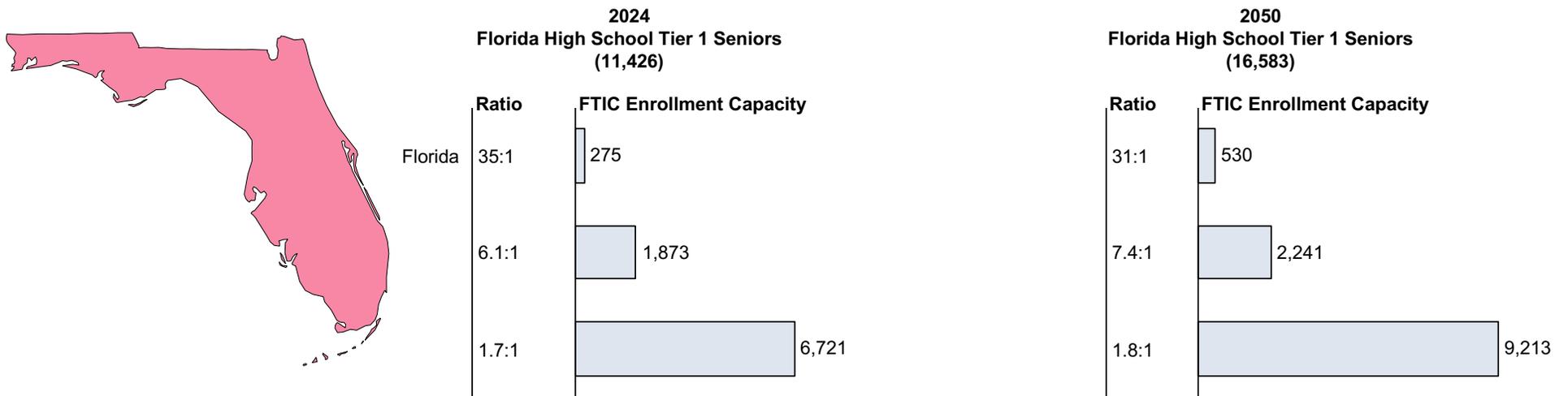


Florida Top Small Liberal Arts FTIC Capacity – 2024 and 2050

Establishing New College’s preeminence is essential to providing Florida’s Tier 1 seniors (top 6%) with the opportunity to experience an excellent small liberal arts college education and stay in Florida. Even with New College, Florida is far 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 together underpins its goal of being a preeminent small liberal arts college.

- **Aspiration #1: Attract Students with Broad Intellectual Curiosity.** New College should 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. These students will have the opportunity to expand their intellectual horizons by engaging with the great books and ideas of the Western Canon.
 - **Aspiration #2: Encourage “Civil Discourse.”** New College will maintain an unwavering commitment to the fundamental principles of civil discourse and deep intellectual curiosity; this environment of “civil discourse” and “mutual respect” is particularly important for training the next generation of independent thinking leaders for government and civic affairs.
 - **Aspiration #3: Strengthen Core Liberal Arts Curriculum.** New College should provide the best opportunity for learning a rigorous and inspiring Core Curriculum. Our emphasis on Logos and Techne combines study of the Great Books of the Western Canon with cutting-edge data driven scientific inquiry, preparing our students for advanced study (PhD or professional programs in law, medicine or business) or entrepreneurial careers.
 - **Aspiration #4: Establish High Participation Sports and Cultural Programs.** New College will offer a full range of athletic and cultural programs, allowing students to participate in intercollegiate competition and to develop their creativity, whether through Theater, Dance and Performance Studies, Music, Studio Arts, or debate.
 - **Aspiration #5: Create Vibrant Student Life, Top-Tier Housing and Infrastructure.** New College must provide an exceptional campus-life experience for students, combining co-curricular activities, recreational sports, and career exploration programs, on a campus that offers first-class housing and food services. This will be accomplished by developing the infrastructure of the campus to support a vibrant living-learning community, in classrooms, labs, studio, and performance spaces, as well as athletic and recreational venues.
 - **Aspiration #6: Recruit Faculty with a Dedication to Teaching and Mentoring Students.** New College should recruit and retain a high-quality faculty, on par with the highest tier of liberal arts colleges, with specific attention to teaching acumen and dedication to meaningful guidance and mentorship of students.
 - **Aspiration #7: Ensure Financial Soundness.** New College will secure its future by establishing a sound financial foundation for its academic programs, student activities and infrastructure, planning for growth and continued academic excellence.
- * * *
- **The New College Goal.** New College should 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 Plan for the New College Strategy

New College has developed a six-point action plan for joining the top tier of small liberal arts colleges.

- **The Action Plan.** New College has linked its seven fundamental aspirations to the six-point 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-Point Action Plan.** The New College action plan comprehensively covers how the college intends to grow its students, faculty, facilities, academic programs and its intellectual environment; these include:
 - **1. Attract Students with Broad Intellectual Curiosity**
 - **2. Encourage “Civil Discourse”**
 - **3. Develop Core Liberal Arts Curriculum**
 - **4. Establish High Participation Sports and Cultural Programs**
 - **5. Create Vibrant Student Life, Top-Tier Housing and Infrastructure**
 - **6. Recruit Faculty with High Interest in Teaching and Mentoring Students**
- **Quantitative Integration of the Action Plan.** The facets of the action plan 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. 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 while gradually raising admissions criteria.
 - **In-State Enrollment to 266 FTIC by 2028.** New College plans to keep increasing in-state FTIC to 266 by 2028.
 - **Increase Out-of-State Enrollment.** Out of state students will increase 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.

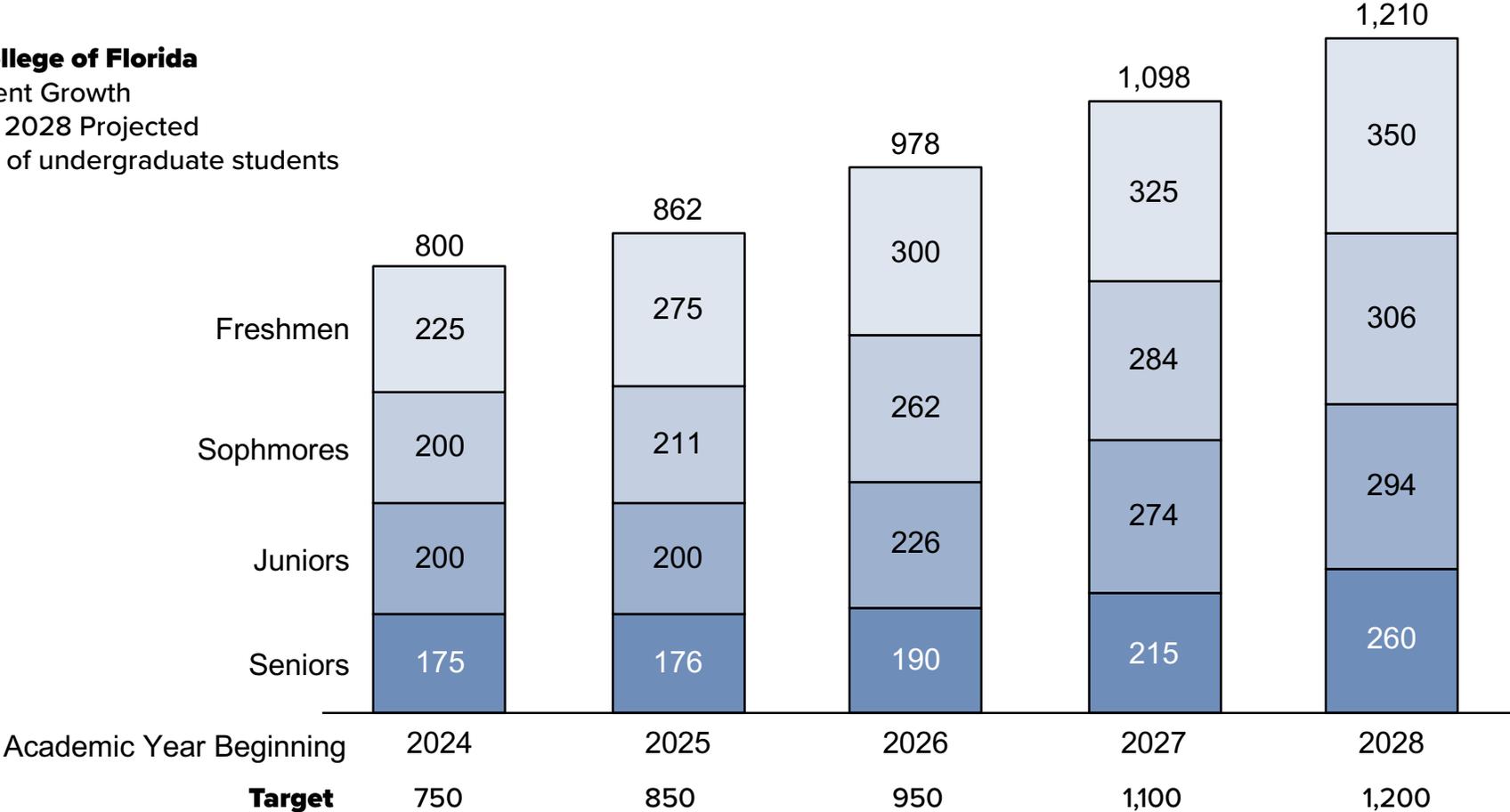


New College Enrollment Growth: 2024 to 2028

Over the next four years New College plans to grow from about 800 students in 2024 to 1,200 students in 2028, which aligns with the smaller members of the 43 top liberal arts colleges cohort (including Haverford and Scripps).

New College of Florida

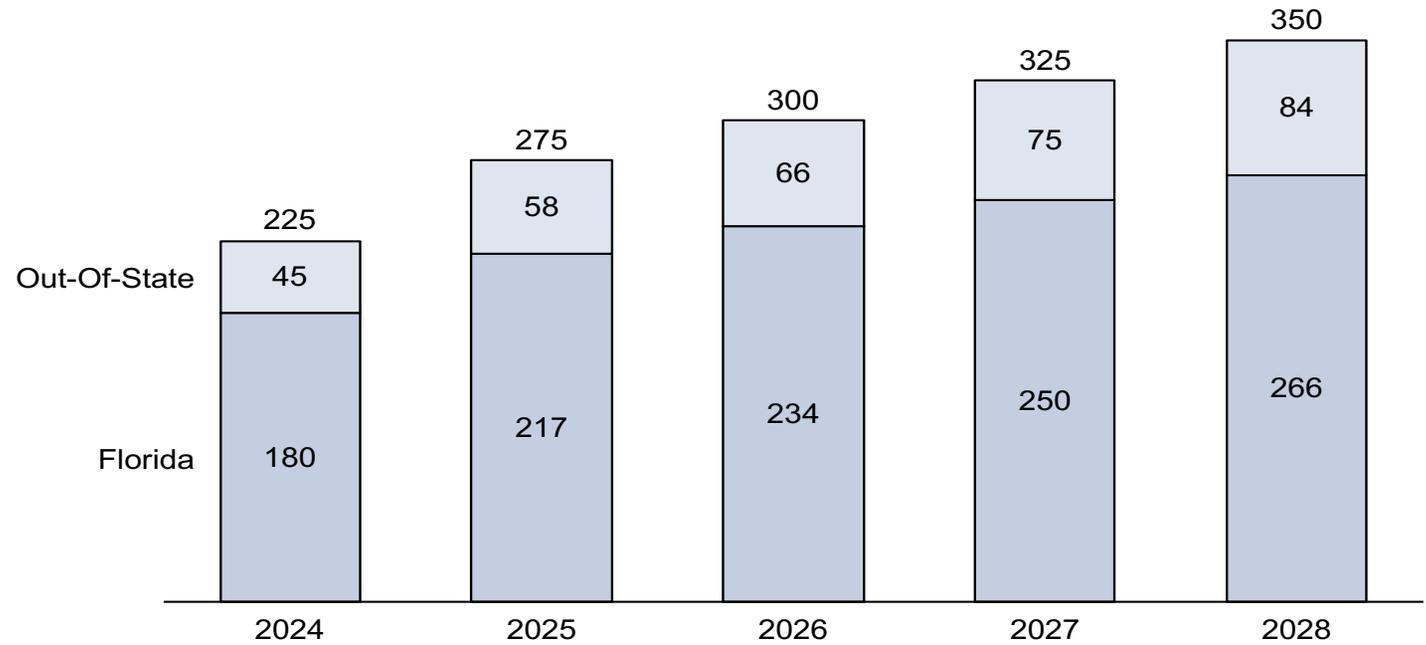
Enrollment Growth
2024 to 2028 Projected
Number of undergraduate students



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 FTIC	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
Model					
Freshman	225	275	300	325	350
		(15.0%)	(12.0%)	(12.0%)	(12.0%)
Sophomores	180	191	242	264	286
Transfers Sophomores	20	20	20	20	20
Total Sophomores	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

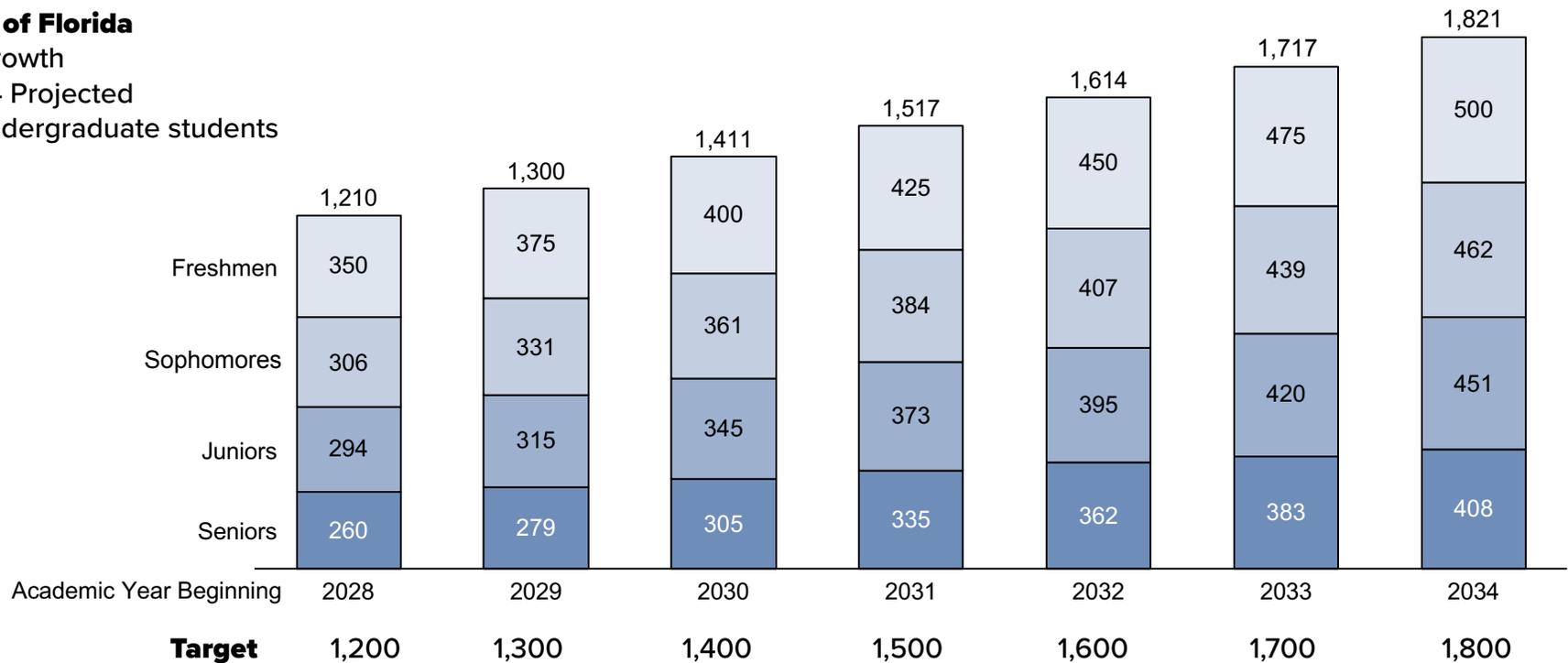
Over the next 10 years New College is projected to grow to roughly 1,800 students in 2034, which aligns with the average-sized members of the 43 top liberal arts colleges cohort (including Williams and Amherst).

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Enrollment Growth

2028 to 2034 Projected

Number of undergraduate students

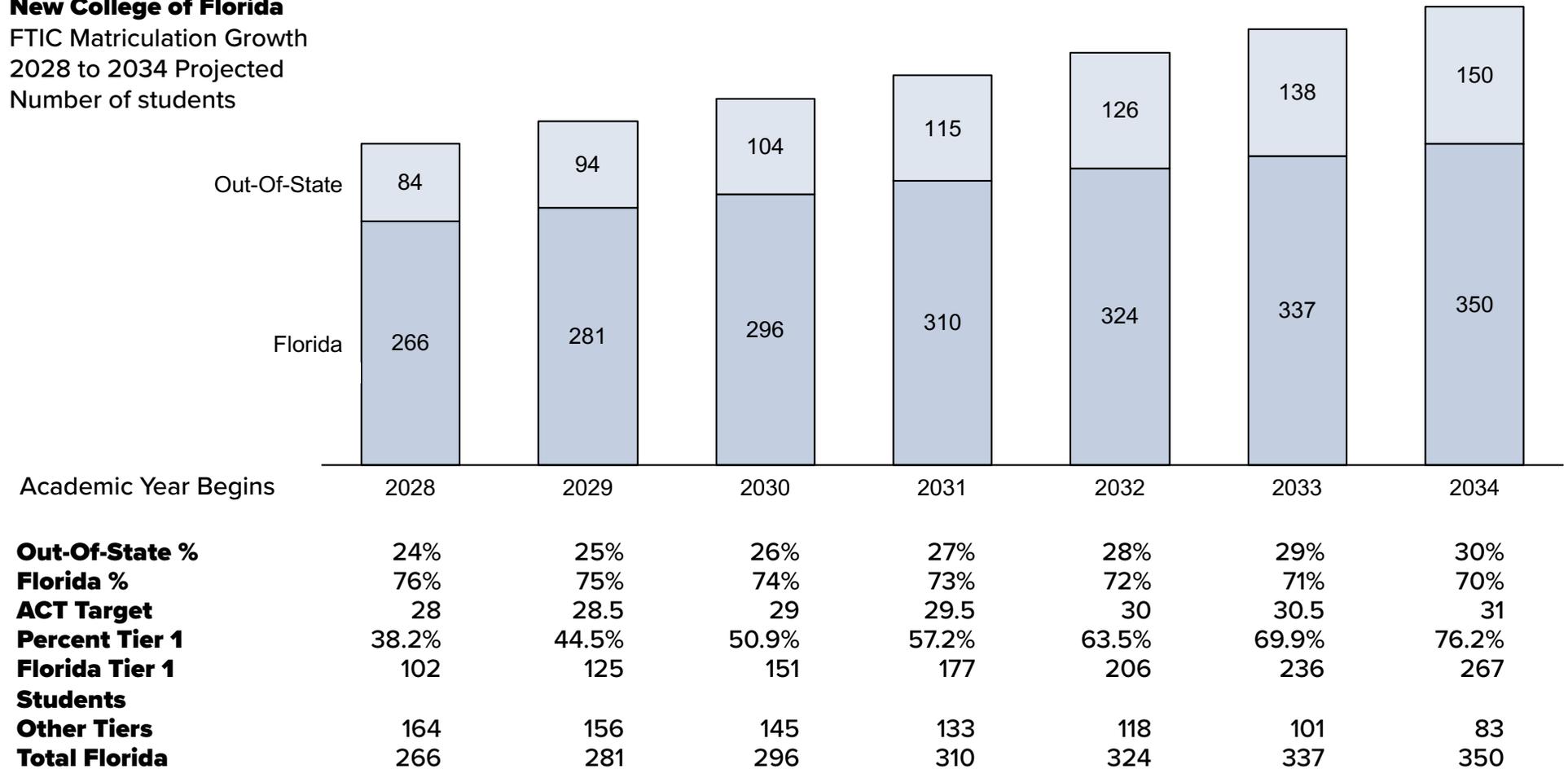


New College Matriculation Growth: 2028 to 2034

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



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		2028	2029	2030	2031	2032	2033	2034
Enrollment Growth Model		Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11
Academic Year Beginning								
Enrollment Target		1,200	1,300	1,400	1,500	1,600	1700	1800
Model								
Freshmen		350	375	400	425	450	475	500
			(11.0%)	(9.0%)	(9.0%)	(9.0%)	(7.0%)	(7.0%)
Sophomores		286	312	341	364	387	419	442
Transfers Sophomores		20	20	20	20	20	20	20
Total Sophomores		306	331	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. Encouraging “Civil Discourse”

New College’s action plan for free speech includes student orientation, symposia, 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 Symposia.** The Freedom Institute will host a series of events featuring speakers with contrasting views to model civil discourse and a respectful approach to debate.
- **Freedom Institute Program Elements.** The Freedom Institute will incorporate 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 examples of how government should operate at all levels from national institutions to student leadership positions.
 - Supporting other programs that contribute to the learning process for the New College and Sarasota communities, and across a broader audience.



IV-3. Developing a Core Liberal Arts Curriculum

The New College curriculum combines an 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 guide them through the curriculum and to provide academic support through regular one-on-one meetings.
 - **Evaluation System/Grading.** The New College curriculum emphasizes the value of narrative evaluation over grades to ensure that students receive detailed feedback to support their intellectual growth.
 - **Independent Study Program.** Students have the opportunity to undertake independent research through January-term Independent Study Projects.
 - **Honors Thesis.** Each New College student completes an honors thesis or project, building on their core skills to explore in depth a topic of interest within their area of concentration.



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 will develop a parallel level of high quality cultural programs.

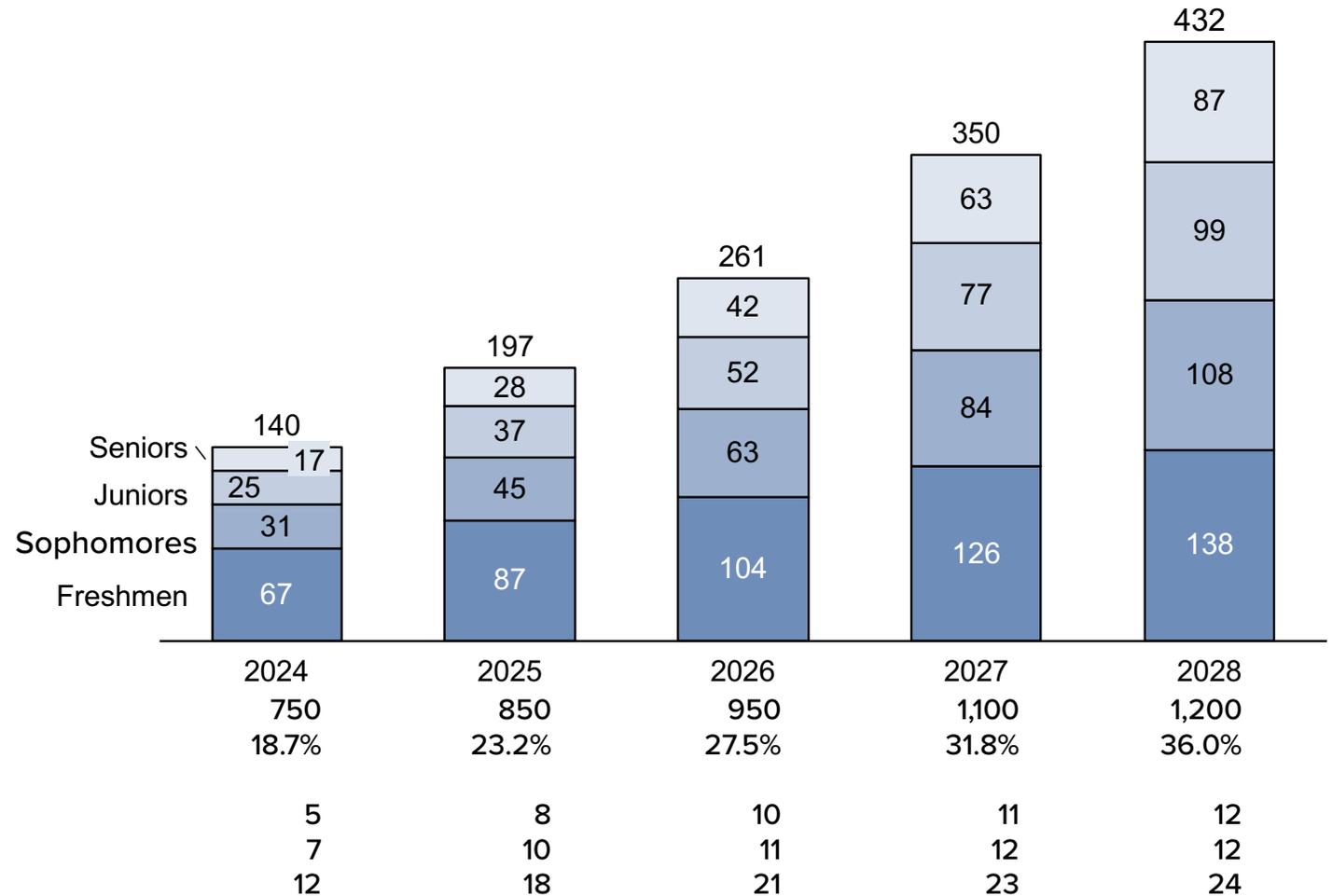
- **Number of Sports Added by 2034.** New College plans to increase the number of available sports from 12 in 2024 to 24 in 2028 – and eventually to as many as 30 sports by 2034.
- **432 Scholar Athletes by 2028.** The number of students participating in sports is projected to increase from 140 in 2024 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.
- **Cultural Activities.** New College has always offered a wide range of cultural programs and activities for students, from Theater, Dance and Performance, to Music, and debate, and will increase the resources available to these programs, both curricular and co-curricular, to ensure that campus life reflects the vibrant cultural arts available in Sarasota.
- **Utilizing New College's Unique Setting.** The existing waterfront programs, which includes sailing, kayaking, rowing, and open water swimming, will be expanded to take advantage of New College's setting on Sarasota Bay.



Action Plan for Intercollegiate Athletics

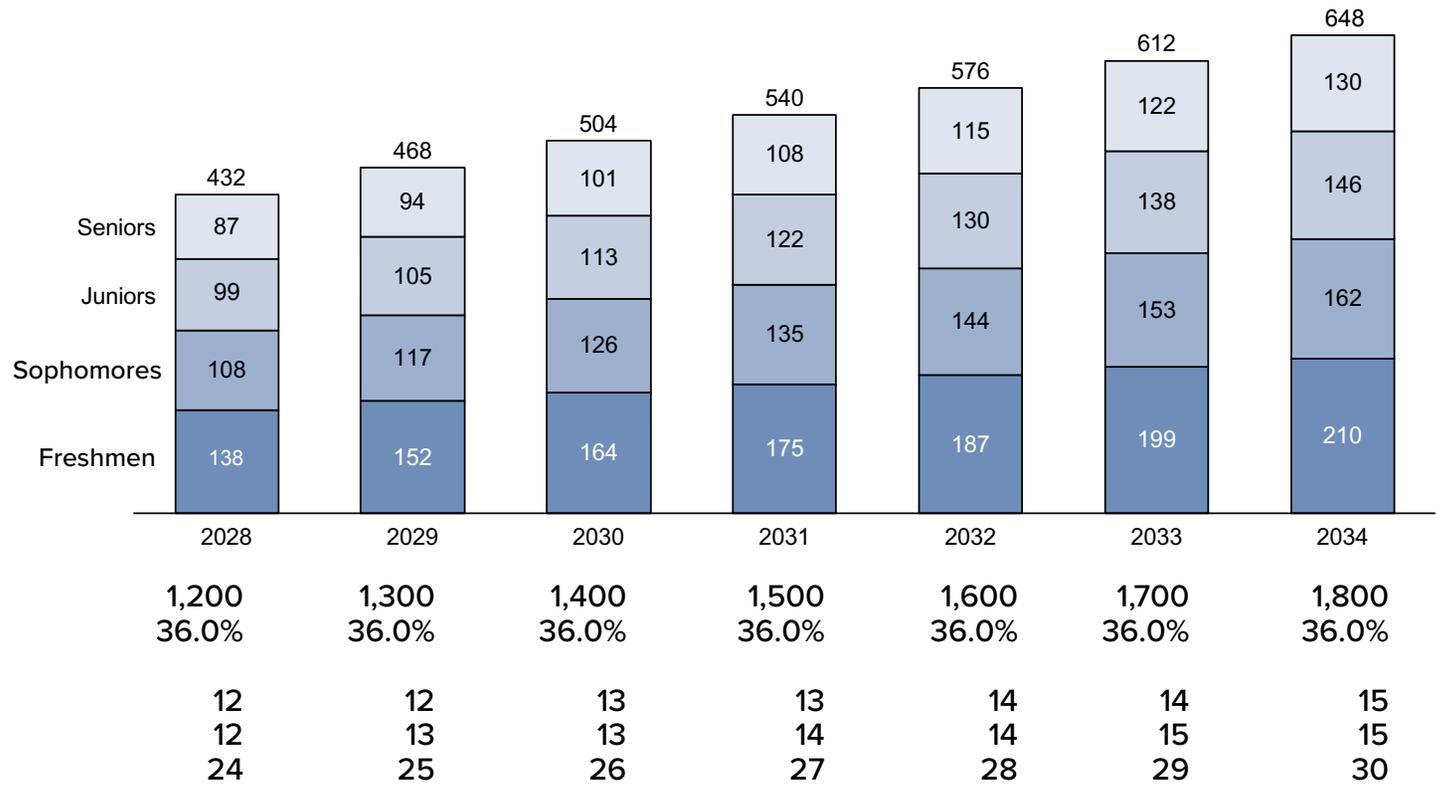
As the number of available sports increases from 12 in 2024 to 24 in 2028, the number of participating students is projected to rise from 140 in 2024 to 432 by 2028.

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



Action Plan for Intercollegiate Athletics

New College of Florida
Participant Growth – Sports
2028-2034 Projected
Number of students



IV-5. 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 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 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

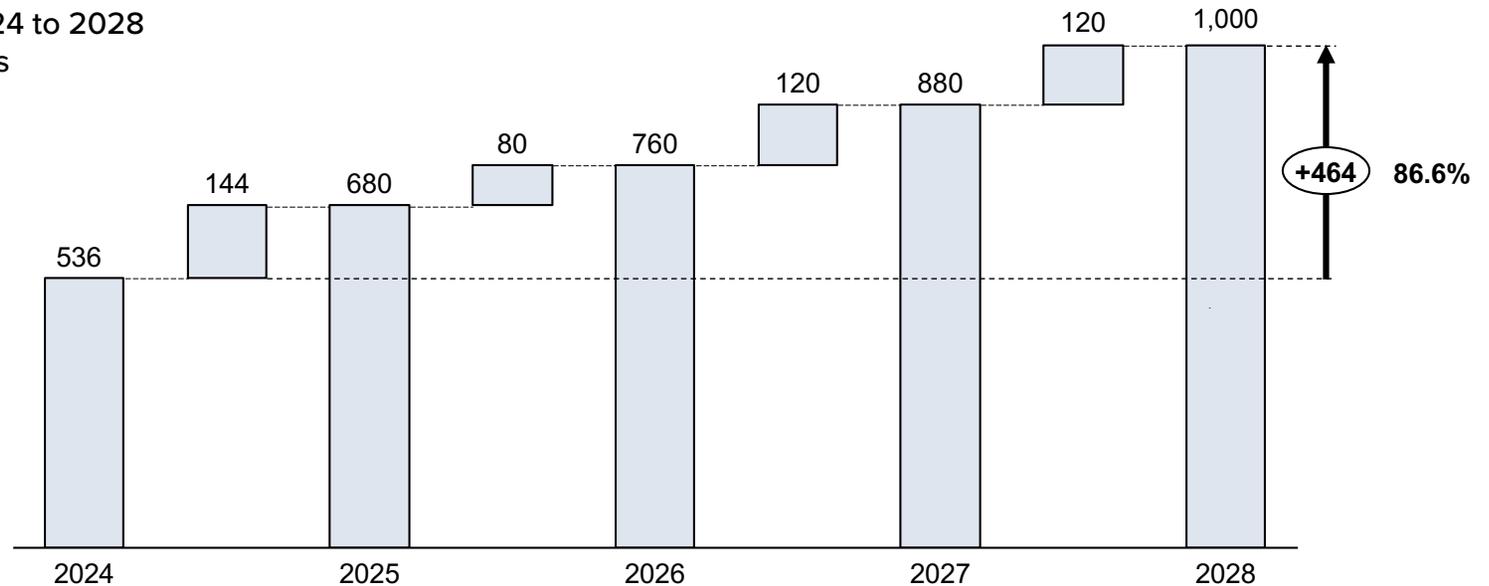
By 2028, New College will need housing for about 1,000 students, an increase of 464 – to meet the 2028 enrollment growth target – an increase of 87% above the current level of 536.

New College of Florida

Housing Plan Capacity – 2024 to 2028

Need for Number of Students

Number of students; percent



Academic Year Beginning

Target Enrollment

Housing for 80%

Additional Housing

Capacity

750

850

950

1,100

1,200

600

680

760

880

960

144

80

120

120

464



IV-6. Recruiting Faculty with High Interest in Teaching and Mentoring Students

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 par with the best small colleges that have a deep interest in classroom teaching and mentoring of students.

- **Increase in Faculty from 107 to 171 by 2028.** New College 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; the faculty is projected to increase to 257 by 2034 to be in line with enrollment of 1,800 students.
- **New Hires.** 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).
- **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.** The Teacher-Mentor Model: An important criteria for each new hire is their success in and commitment to undergraduate teaching of the highest caliber. New College will recruit and retain faculty who thrive in a small college learning environment, where teaching innovation and the engagement of undergraduates in research are our top priority.

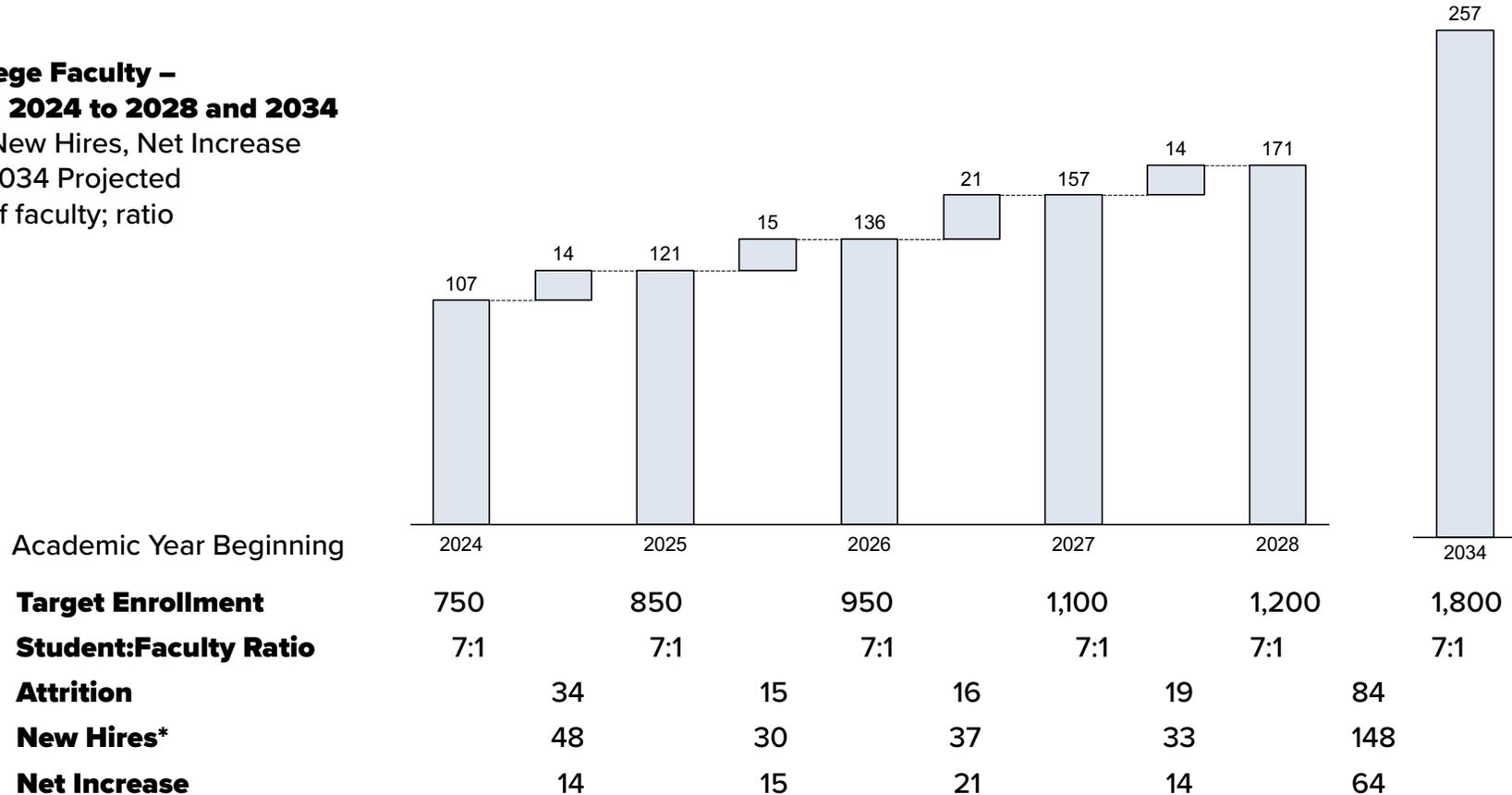


Faculty Growth at New College

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 many 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



* Includes "Visiting Professors"

Source: New College estimates and analysis



Financial Foundation for Achieving the Action Plan

In order for New College to reach the goals outlined in this document, it will require strong financial footing. The chart below outlines specific strategies for each point of the action plan for the next five years. Detailed financial information is available upon request.

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"> Build an orientation program that highlights the value of 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 being built with the faculty and will be approved at a future board of trustees meeting <p>Action Plan 4: Establish High Participation Sports and Cultural Programs</p> <ul style="list-style-type: none"> New College increases from six sports teams in 2023 to 12 by Fall 2024 <p>Action Plan 5: Create Vibrant Student Life, Top-Tier Housing and Infrastructure</p> <ul style="list-style-type: none"> Acquire temporary student housing Finalize the campus master plan New food services vendor selected <p>Action Plan 6: Recruit Faculty with High Interest in Teaching and Mentoring Students</p> <ul style="list-style-type: none"> Increase faculty recruitment with 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 \$3 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"> Host Socratic Stage events with world-renowned speakers Secure 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"> New College will expand from 12 sports teams to 18 by Fall 2025 <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 Teaching and Mentoring Students</p> <ul style="list-style-type: none"> Increase faculty recruitment for new master’s 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 three 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 Teaching and Mentoring Students</p> <ul style="list-style-type: none"> Faculty recruitment for the new Master’s 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"> Host 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"> New College will expand its number of sports teams to 23 in Fall 2027 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 Teaching and Mentoring Students</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"> New College will expand intercollegiate athletics to include 24 sports teams in Fall 2028 <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 Teaching and Mentoring Students</p> <ul style="list-style-type: none"> Provide training and support for retaining faculty 	<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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V. Summary and Conclusion

New College has a clear set of aspirations and an action plan 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 a “civil 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 Plan and Financial Planning.** New College has prepared to achieve its aspirations with a six-point action plan, integrated with a solid 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 U.S. 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.** New College will be a leader not just in Florida, but will serve as a model nationally for how other colleges can integrate the Great Books and cutting-edge technical learning within a small liberal arts college environment. We are building an educational future where students and faculty learn together in an intellectually challenging community that values civil discourse.

