New College of Florida
The Honors College

New College of Florida Board of Trustees Meeting (Annual)
Wednesday, December 17, 2025 from 3:00 p.m. – 5:00 p.m. EST

Sudakoff Conference Center
5845 General Dougher Pl
Sarasota, FL 34243

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

Meeting Agenda

1. **Pledge of Allegiance**

2. **Call to Order**
   - Roll Call, Establish Quorum, Confirm Public Notice of Meeting

3. **Call for Public Comment (Other than item 6)**

4. **Consent Agenda**

ACTION ITEMS

- Approve Minutes for the August 27, 2025 BOT Meeting
- Approval of Reappointment of Member to the NCF Foundation Board of Directors
- **Academic Affairs Committee**
  - Approval of Degree Requirements
  - Approval of New College of Florida 2026-2027 & 2027-2028 Undergraduate and Graduate Academic Calendars
  - Approval of Performance-Based Metric Modification Metric 8b
  - Approval of Performance-Based Metric Modification Metric 10
- **Finance & Administration Committee**
  - Proposed Amendment to Regulation 3-1002 Tuition and Fees
  - Approval New College of Florida Employee Bonus Plan Report
  - Approval of Auxiliary Transfer Request New College Athletics Capital Project
  - Approval Purchase Order Baseball Field
  - Approval of Lease Agreement

INFORMATIONAL ITEM

- First Quarterly Budget Update FY 2025-26
- New College Foundation, Inc. FY25 Financial Audit and 990
- New College Development Corp FY25 Financial Audit and 990

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

5. **President's Report** Richard Corcoran, *President*

6. **Approval of 2025 Campus Master Plan Update**

    - Public Hearing for the Adoption of the New College of Florida 2025 Campus Master Plan Update (public comment on this item will be heard during the public hearing)

7. **New Business**

8. **Adjournment**

New College of Florida Board of Trustees (Annual Meeting)
Draft Minutes for August 27, 2025

Call to Order
The meeting was called to order at 3:04 p.m. and a quorum was established.

Trustees Present: Debra A. Jenks (Chair), Ryan Anderson, Kyla Baldonado, Mark Bauerlein, David Harvey, Joe Jacquot, Lance Karp, Don Patterson, Christopher Rufo, Matthew Spalding
Not present: Ron Christaldi (Vice Chair), Charles Kesler

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, Jono Miller

Consent Agenda
The consent agenda was presented and a request was made by Chair Jenks to remove the University E&G Carryforward Plans for FY 2025-26 off of consent and move it to the full board meeting. The remaining consent agenda was presented and a request was made by Chair Jenks for a motion to approve.

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

ACTION ITEMS

- Approve Minutes for the June 26, 2025 BOT Meeting
- Approve Minutes for the July 22, 2025 Special BOT Meeting
- Approve Minutes for the July 22, 2025 Campus Master Plan Public Hearing
- **Academic Affairs Committee**
  - Approval of Annual General Education Course Review Process for the 2026-27 Academic Year
- **Audit & Compliance Committee**
  - Approve FY 2024-2025 Annual Report of Internal Audit and Compliance Activities
- **Finance & Administration Committee**
  - Approval University E&G Carryforward Spending Plans FY 2025-26
  - Approval Operating Budget University Summary Schedule I (July 2025 - June 2026)
  - Approval of New College of Florida Textbook and Instructional Materials Affordability Annual Report for Fall 2024 and Spring 2025

INFORMATIONAL ITEM

DRAFT

- Fourth Quarterly Budget Update FY 2024-25

A motion to approve the University E&G Carryforward Plans for FY 2025-26 was made by Trustee Karp, seconded by Trustee Harvey, and was approved by voice vote unanimously.

President's Report
President Richard Corcoran shared his remarks.

Collective Bargaining Agreement
A motion to approve the Ratification of Updated Collective Bargaining Agreement between New College of Florida and the American Federation of State, County and Municipal Employees was made by Trustee Harvey, seconded by Trustee Karp, and was approved by voice vote unanimously.

Authorize the Bestowing of an Honorary Degree
A motion to approve an honorary degree for Michelle-Marie Heinemann was made by Trustee Karp, seconded by Trustee Patterson, and was approved by voice vote unanimously.

Naming of NCF Facility
A motion to approve a Resolution Naming the "Pat and Charlene Neal Green" was made by Trustee Karp, seconded by Trustee Patterson, and was approved by voice vote unanimously.

Naming of NCF Facility
A motion to approve a Resolution Naming the "Lincoln Díaz-Balart Freedom Park" was made by Trustee Spalding, seconded by Trustee Harvey, and was approved by voice vote unanimously.

New Business
No new business ensued.

Adjournment
There being no other business, the meeting was adjourned at 3:58 p.m.

Respectfully submitted

Christie Fitz-Patrick
Chief of Staff/BOT Liaison

DRAFT

New College Foundation
Board of Directors Meeting MINUTES
October 22, 2025
8:30 am – 11:30 am

New College Foundation, Inc. *Adam Kendall*, Chair, Board of Directors **Board of Directors, Present** *Christie Fitz-Patrick*, Ex Officio, Interim Chair of Finance Committee *Lance Karp*, Ex Officio *Jim McDonald*, Chair, Advancement Committee *Stuart Clarry*, Chair, New College Alumni Assoc *JJ Miranda*, Chair, Audit Committee *Greg Douglas*, Chair, Investment Committee *Mike Rahn,* Chair, Governance Committee *Kenneth Collier* *Josh Ingram* *Mary Gratehouse* *AJ Janson* *Brian McCarthy* *Eric Robinson* *Dave Smith* **Board of Directors, Not Present** *Debra Jenks*, Chair, Board of Trustees *Rob Bilott* *Elizabeth Moore*	**Foundation Staff, Present** Sydney Gruters, Executive Director Colleen O'Brien, CFO David Brickhouse, VP of Legal Affairs Alice Rothbauer **Invited Guest, Present** Richard Corcoran, President *New College of Florida* MJ Bobyock, *FEG*

8:31 am
Call Meeting to Order/Welcome/Overview of Meeting Agenda — Adam Kendall

8:32 am
Roll Call/Quorum Certification/Meeting Duly Noticed — Alice Rothbauer

8:33 am
Public Comment — Adam Kendall
No requests were made to make a public comment

8:33 am
Consent Agenda — Adam Kendall
(Motion to Approve)
2025.07.23 Board Meeting Minutes
2025.10.08 Audit Meeting Minutes
2025.10.08 Investment Meeting Minutes
2025.10.02 Advancement Meeting Minutes

Motion: To approve the Consent Agenda
MOTION: Eric Robinson

Second: Mike Rahn
No Discussion.
Vote: Unanimous, Motion carried.

8:35 am
New College Foundation Update Sydney Gruters
Clambake is on November 6, 2025, Sydney Gruters gave an overview of the number of secured tickets and sponsorships. Over 300 tickets have been sold and over $300,000 raised.
A pledge for a $1M gift has been secured for the Socratic Stage. The gift will be received before the end of the year. The fall season has been very successful with over 200 attendees at each of the events.
In athletic fundraising, E-teams has raised nearly $150,000 with over 1400 new donors.
Total fundraising is up almost 300% with an approximate total of $1,800,000 in FY26.

8:40 am
Audit Report **JJ Miranda/Brian Carter**
Brian Carter of Mauldin and Jenkins provided an overview of the audit. He highlighted the following changes

- Cash on hand increased $2M
- Investments increased $6M
- Total increase in assets of $8M
- $2M in unrestricted equity, in June 2023 position was negative
- $4M increase in fundraising revenue
- The Foundation split of program vs overhead costs is 76.4/23.5%, industry standard is 70/30 and we beat that.

In testing of Foundation funds, all testing of endowed funds for support of salaries and non-scholarship support were clean.
Motion: To approve the FY 25 audit and file the Foundation 990 forms.
MOTION: Eric Robinson
Second: Lance Karp
No Discussion.
Vote: Unanimous, Motion carried.

8:45 am
New College Update President Corcoran
President Corcoran thanked Chair Adam Kendall for his excellent service to the board as chair for the last two years.
President Corcoran then moved to an update on growing students, growing money and growing prestige.
The endowment is up 30% since 2023. Both the spend rate and budget have been adjusted for greater efficiency and growth. Additionally, the investment strategy has been re-evaluated and updated. The ICIO went out to RFP and a new manager, now oversees the endowment.
Student enrollment is at a record 918 for fall 2025. It's the highest enrollment in 12 years. New College welcomes ten new faculty members to accommodate the growth in student enrollment.
In changes and improvements on campus. Robertson Park will be renamed the Lincoln Diaz-Balart Freedom Park at a dedication in mid-November.
Nearing the end of the master planning process, which will then allow many projects on campus to be started.
The Charlie Kirk statue is moving forward with a projected completion date of December 2026.
Heading into legislative session, the USF campus and gaining commitment to recurring support will be the focus.

9:00 am
Advancement Committee Report Jim McDonald

Jim gave an overview of the needs from the CEO's office in three main areas, Pathways to Careers, Events and SRTG. With a focus on SRTG budgets and awards for FY24 and FY25, Jim shared a projected shortfall for FY26. SRTG is a unique experience for students at New College that supports their ability to do research for their senior thesis and attend conferences to present their papers. The grants are awarded by a committee in the CEO's office. Jim asked that the Foundation Board make SRTG a priority and commit to provide funding for the shortfall in FY26.

9:45 am
Break

9:30 am
Investment Committee Report Greg Douglas

MJ Bobyock went through a presentation on current market conditions and returns. AI has increased over 180% since 2022. The ISP asset allocation was discussed, with a recommendation to adjust our position in cash. This falls with our approved ISP distribution.

9:50am

New College Alumni Association Report Stuart Clarry

Stuart reported on current NCAA priorities and actions.

- Explore offering an alumni benefits package to include travel benefits and an insurance option. He is researching what UWF offers.
- Focus on working with the CEO's office and their mentoring program as well as to continue to support SRTG.
- Revisit the NCAA and Foundation Affiliation agreement to update it to align with the Foundation status as a DSO.
- There is a proposed reunion date for 2026 with a goal of 200 attendees.
- Amy Reid was voted to receive alumni status from the NCAA

10:03 Election of Board Officers Adam Kendall/Jim McDonald

Motion: To nominate Jim McDonald to serve as Chair.
MOTION: Mike Rahn
Second: Lance Karp
No Discussion.
Vote: Unanimous, Motion carried.

Motion: To nominate JJ Miranda to serve as Secretary.
MOTION: AJ Janson
Second: Mike Rahn
No Discussion.
Vote: Unanimous, Motion carried.

Motion: To nominate Eric Robinson to serve as Treasurer.
MOTION: Lance Karp
Second: AJ Janson
No Discussion.

Vote: Unanimous, Motion carried.

Motion: To approve a third term as Board Director for Adam Kendall.
MOTION: Mike Rahn
Second: Eric Robinson
No Discussion.
Vote: Unanimous, Motion carried.

10:10 Corporate Banking Resolution Adam Kendall
Motion: To approved updated Banking Resolution
MOTION: Eric Robinson
Second: Dave Smith
No Discussion.
Vote: Unanimous, Motion carried.

10:15 New Business

Sydney recognized and thanked Adam Kendall for his years of outstanding leadership as Board Chair.

10:30

Meeting Adjourned

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: December 17, 2025

SUBJECT: Degree Requirements

PROPOSED BOARD ACTION

1. Approval of changing the current graduation requirement of “The satisfactory completion of 31 academic units” to “The satisfactory completion of 120 credit hours.”

BACKGROUND INFORMATION

The Board of Governors (BOG) mandates that most degree programs within the State University System (SUS) be limited to 120 credit hours. Programs exceeding this limit (typically those in specialized fields like engineering, nursing, or architecture) require explicit BOG approval.
Since our standard 31-unit requirement, where most units are 4 credit hours, surpasses the 120-hour limit, every existing degree program at the college is currently non-compliant with BOG regulations.

The proposed policy adjustment will resolve this issue, bringing the college into immediate compliance with the BOG. This change is not expected to significantly alter our broader academic program or specific areas of concentration.

This modification was presented to the Educational Policy Committee, which raised no objections, and is scheduled for a full faculty vote this academic year.

Facilitators/Presenters: *Provost David Rohrbacher*

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: December 17, 2025

SUBJECT: New College of Florida 2026-2027 & 2027-2028 Undergraduate and Graduate Academic Calendars

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PROPOSED BOARD ACTION

1. Approval of New College of Florida 2026-2027 & 2027-2028 Undergraduate and Graduate Academic Calendars
2. Authorize the President to make necessary adjustments to the academic calendar as needed prior to submission to the Board of Governors and during the operating year.

BACKGROUND

Florida Board of Governors Regulation 8.001 (University Calendars) requires each University Board of Trustees to adopt an annual calendar prior to the beginning of the fiscal year and to file it with the Chancellor's Office.

The proposed 2026-27 and 2027-28 academic calendars were drafted by the Offices of the Registrar and Provost, and amended by the Educational Policy Committee and faculty. Once approved by the Board of Trustees and filed with the Chancellor's Office, we will publish on our ncf.edu website.

Supporting Documentation Included: 2026-27 and 2027-28 Academic Calendars

Other Support Documents Available: *Provost David Rohrbacher*

Fall 2026 Semester

Fall Classes Begin	**Mon Aug 17**
Fall OCS Contracts & Tuition Waivers Deadline	Mon Aug 17
Add/Drop Period (including ISP) 100% Tuition Refund	Mon-Fri Aug 17-21
Contract Submission Deadline	Fri Aug 21
(Registrations canceled after 4:00 P.M. if account is not cleared)	
Reinstatement Period: Late Registration, or Late Contract Submission ($50 fee)/Registration Adjustment	Mon-Fri Aug 24-28
Labor Day (Campus Closed)	*Mon Sep 7*
Module I Ends	**Tue Oct 6**

January 2027 Interterm & Spring 2027 Semester

January Interterm Begins	**Mon Jan 4**
Registration Re-opens S26	Mon Jan 4
ISP Drop (no refund)	Wed Jan 6
Martin Luther King Jr. Day (Campus Closed)	*Mon Jan 18*
Baccalaureate Exam Report Due January Graduates	Fri Jan 22
Degree Conferral	Fri Jan 29
January Interterm Ends	**Fri Jan 29**
Spring Classes Begin	**Mon Feb 1**
Spring OCS Contracts & Tuition Waivers Deadline	Mon Feb 1
Add/Drop Period (including ISP) 100% Tuition Refund	Mon-Fri Feb 1-5
Contract Submission Deadline	Fri Feb 5
(Registrations canceled after 4:00 P.M. if account is not cleared)	
Reinstatement Period: Late Registration, or Late Contract Submission ($50 fee)/Registration Adjustment	Mon-Fri Feb 8-12
Presidents Day (Campus Closed)	Mon Feb 15
Module I Ends	**Fri Mar 19**

Fall Break (Wednesday – Monday, October 7-12, 2026)

Columbus Day (Campus Closed)	*Mon Oct 12*
Module II Begins	**Tue Oct 13**
Module I Evaluation Deadline	Wed Oct 14
Module II Registration Deadline	Fri Oct 16
Mini Classes (no classes)	Thu Oct 22
Advising Day (no classes)	Tue Oct 27
Spring Priority Registration	Fri Oct 30
Spring Regular Registration	Mon Nov 2
Provisional AOC Submission Deadline (4th Term students)	Mon Nov 2
Thesis Prospectus Submission Deadline (6th Term students)	Mon Nov 2
LOA/OCS Declaration Deadline	Mon Nov 2
Deadline to Request Readmission	Mon Nov 2
Veteran's Day (Campus Closed)	*Wed Nov 11*
Contract Renegotiation Deadline *(Criteria, drop class)*	Fri Nov 13
January ISP Proposal Forms Due	Fri Nov 13
Thanksgiving Holiday (Campus Closed)	*Thu-Fri Nov 26-27*
Fall Classes End	**Fri Dec 4**
Reading/Hurricane Make-Up Days	Mon-Tue Dec 7-8
Week of Exams/Advising/Evaluation	Mon-Fri Dec 7-11
Registration Closes for S27 ($50 Late Fee Applied)	Fri Dec 11
Commencement	**Fri Dec 11**
Evaluations Submission Deadline *(students on probation)*	**Wed Dec 16**
Evaluations Submission Deadline	**Thu Dec 17**
Contract Certification Deadline	**Mon Dec 21**

Spring Break (Monday-Friday, March 22-26)

Module II Begins	**Mon Mar 29**
Module I Evaluation Deadline	Wed Mar 31
LOA/OCS Declaration Deadline	Thu Apr 1
Deadline to Request Readmission	Thu Apr 1
Module II Registration Deadline	Fri Apr 2
Mini Classes (no classes)	Thu Apr 8
Advising Day (no classes)	Tue Apr 13
Fall Priority Registration	Fri Apr 16
Provisional AOC Submission Deadline(4th Term students)	Mon Apr 19
Thesis Prospectus Submission Deadline (6th Term students)	Mon Apr 19
Fall Regular Registration	Mon Apr 19
Contract Renegotiation Deadline *(Criteria, drop class)*	Fri Apr 23
Baccalaureate Days *(no classes)*	Mon-Wed Apr 26-28
Spring Classes End	**Fri May 14**
BAC Report Due	Fri May 14
Thesis Submission and Thesis Report Deadline	Mon May 17
Evaluations Submission Deadline *(potential graduates)*	Mon May 17
Reading Days *(No Classes)*	Mon-Tue May 17-18
Week of Exams/Advising/Evaluation	Mon-Fri May 17-21
Registration Closes F27 ($50 late fee applied)	Fri May 21
Contract Certification *(potential graduates)*	**Tue May 18**
Commencement	**Fri May 21**
Evaluations Submission Deadline *(students on probation)*	**Tue May 25**
Interterm ISP Evaluations Deadline	**Fri May 28**
Evaluations Submission Deadline	**Fri May 28**
Memorial Day (Campus Closed)	*Mon May 31*
Contract Certification Deadline	**Tue Jun 1**

Fall 2027 Semester

Fall Classes Begin	**Mon Aug 16**
Fall OCS Contracts & Tuition Waivers Deadline	Mon Aug 16
Add/Drop Period (including ISP) 100% Tuition Refund	Mon-Fri Aug 16-20
Contract Submission Deadline	Fri Aug 20
(Registrations canceled after 4:00 P.M. if account is not cleared)	
Reinstatement Period: Late Registration, or Late Contract Submission ($50 fee)/Registration Adjustment	Mon-Fri Aug 23-27
Labor Day (Campus Closed)	*Mon Sep 6*
Module I Ends	**Tue Oct 5**

January 2028 Interterm & Spring 2028 Semester

January Interterm Begins	**Mon Jan 3**
ISP Drop (no refund)	Wed Jan 5
Martin Luther King Jr. Day (Campus Closed)	*Mon Jan 17*
Baccalaureate Exam Report Due January Graduates	Fri Jan 21
Degree Conferral	Fri Jan 28
January Interterm Ends	**Fri Jan 28**
Spring Classes Begin	**Mon Jan 31**
Spring OCS Contracts & Tuition Waivers Deadline	Mon Jan 31
Add/Drop Period (including ISP) 100% Tuition Refund	Mon-Fri Jan 31-Feb 4
Contract Submission Deadline	Fri Feb 4
(Registrations canceled after 4:00 P.M. if account is not cleared)	
Reinstatement Period: Late Registration, or Late Contract Submission ($50 fee)/Registration Adjustment	Mon-Fri Feb 7-11
Presidents Day (Campus Closed)	Mon Feb *21*
Module I Ends	**Fri Mar 17**

Fall Break (Wednesday – Monday, October 6-11, 2027)

Columbus Day (Campus Closed)	*Mon Oct 11*
Module II Begins	**Tue Oct 12**
Module I Evaluation Deadline	Wed Oct 13
Module II Registration Deadline	Fri Oct 15
Mini Classes (no classes)	Thu Oct 21
Advising Day (no classes)	Tue Oct 26
Spring Priority Registration	Fri Oct 29
Spring Regular Registration	Mon Nov 1
Provisional AOC Submission Deadline (4th Term students)	Mon Nov 1
Thesis Prospectus Submission Deadline (6th Term students)	Mon Nov 1
LOA/OCS Declaration Deadline	Mon Nov 1
Deadline to Request Readmission	Mon Nov 1
Veteran's Day (Campus Closed)	*Thu Nov 11*
Contract Renegotiation Deadline *(Criteria, drop class)*	Fri Nov 12
January ISP Proposal Forms Due	Fri Nov 12
Thanksgiving Holiday (Campus Closed)	*Thu-Fri Nov 25-26*
Fall Classes End	**Fri Dec 3**
Reading/Hurricane Make-Up Days	Mon-Tue Dec 6-7
Week of Exams/Advising/Evaluation	Mon-Fri Dec 6-10
Registration Closes for S28 ($50 Late Fee Applied)	Fri Dec 10
Commencement	**Fri Dec 10**
Evaluations Submission Deadline *(students on probation)*	**Wed Dec 15**
Evaluations Submission Deadline	**Thu Dec 16**
Contract Certification Deadline	**Mon Dec 20**

Spring Break (Monday-Friday, March 20-24)

Module II Begins	**Mon Mar 27**
Module I Evaluation Deadline	Wed Mar 29
Module II Registration Deadline	Fri Mar 31
LOA/OCS Declaration Deadline	Mon Apr 3
Deadline to Request Readmission	Mon Apr 3
Mini Classes (no classes)	Thu Apr 6
Advising Day (no classes)	Tue Apr 11
Fall Priority Registration	Fri Apr 14
Provisional AOC Submission Deadline(4th Term students)	Mon Apr 17
Thesis Prospectus Submission Deadline (6th Term students)	Mon Apr 17
Fall Regular Registration	Mon Apr 17
Contract Renegotiation Deadline *(Criteria, drop class)*	Fri Apr 21
Baccalaureate Days *(no classes)*	Mon-Wed Apr 24-26
Spring Classes End	**Fri May 12**
BAC Report Due	Fri May 12
Thesis Submission and Thesis Report Deadline	Mon May 15
Evaluations Submission Deadline *(potential graduates)*	Mon May 15
Reading Days *(No Classes)*	Mon-Tue May 15-16
Week of Exams/Advising/Evaluation	Mon-Fri May 15-19
Contract Certification *(potential graduates)*	**Tue May 16**
Registration Closes F28 ($50 late fee applied)	Fri May 19
Commencement	**Fri May 19**
Evaluations Submission Deadline *(students on probation)*	**Tue May 23**
Interterm ISP Evaluations Deadline	**Fri May 26**
Evaluations Submission Deadline	**Fri May 26**
Memorial Day (Campus Closed)	*Mon May 29*
Contract Certification Deadline	**Tue May 30**

Graduate Academic Calendar at a Glance 2026—2027

Fall 2026 Semester		Spring 2027 Semester	
Fall Classes Begin	**Mon Aug 17**	**Spring Classes Begin**	**Mon Feb 1**
Add/Drop Period 100% Tuition Refund	Mon-Fri Aug 17-21	Add/Drop Period (including ISP) 100% Tuition Refund	Mon-Fri Feb 1-5
Tuition and Fee Payment Deadline ($100 penalty) *(Registrations canceled after 4:00 P.M. if account is not cleared)*	Fri Aug 21	Tuition and Fee Payment Deadline ($100 penalty) *(Registrations canceled after 4:00 P.M. if account is not cleared)*	Fri Feb 5
Reinstatement Period: Late Registration	Mon-Fri Aug 24-28	*Presidents Day (Campus Closed*)	Mon Feb 15
Labor Day (Campus Closed)	*Mon Sep 7*	Reinstatement Period: Late Registration	Mon-Fri Feb 15-19
Fall Break (Wednesday – Monday, October 7-12, 2026)		*Spring Break (Monday-Friday, March 22-26)*	
Columbus Day (Campus Closed)	*Mon Oct 12*	Deadline to Request Readmission	Thu Apr 1
Spring Registration	Mon Nov 2	Fall Registration	Mon Apr 19
Deadline to Request Readmission	Mon Nov 2	**Spring Classes End**	**Fri May 14**
Veteran's Day (Campus Closed)	*Wed Nov 11*	Practicum Report Due	Fri May 14
Thanksgiving Holiday (Campus Closed)	*Thu-Fri Nov 26-27*	Reading Days *(No Classes)*	Mon-Tue May 17-18
Fall Classes End	**Fri Dec 4**	Week of Exams/Advising/Evaluation	Mon-Fri May 17-21
Reading/Hurricane Make-Up Days	Mon-Tue Dec 7-8	**Final Grades Due 12:00 Noon *(potential graduates)***	**Tue May 18**
Week of Exams	Mon-Fri Dec 7-11	**Commencement**	**Fri May 21**
Final Grades Due by 12:00 noon	**Mon Dec 21**	*Memorial Day (Campus Closed)*	*Mon May 31*
		Final Grades Due by 12:00 noon	**Tue Jun 1**

Graduate Academic Calendar at a Glance 2027—2028

Fall 2027 Semester	
Fall Classes Begin	**Mon Aug 16**
Add/Drop Period (including ISP) 100% Tuition Refund	Mon-Fri Aug 16-20
Tuition and Fee Payment Deadline ($100 penalty)	Fri Aug 20
(Registrations canceled after 4:00 P.M. if account is not cleared)	
Reinstatement Period: Late Registration	Mon-Fri Aug 23-27
Labor Day (Campus Closed)	*Mon Sep 6*

Spring 2028 Semester	
Spring Classes Begin	**Mon Jan 31**
Add/Drop Period (including ISP) 100% Tuition Refund	Mon-Fri Jan 31-Feb 4
Tuition and Fee Payment Deadline ($100 penalty)	Fri Feb 4
(Registrations canceled after 4:00 P.M. if account is not cleared)	
Reinstatement Period: Late Registration	Mon-Fri Feb 14-18
Presidents Day (Campus Closed)	Mon Feb *21*

Fall Break (Wednesday – Monday, October 6-11, 2027)	
Columbus Day (Campus Closed)	*Mon Oct 11*
Spring Registration	Mon Nov 1
Deadline to Request Readmission	Mon Nov 1
Veteran's Day (Campus Closed)	*Thu Nov 11*
Thanksgiving Holiday (Campus Closed)	*Thu-Fri Nov 25-26*
Fall Classes End	**Fri Dec 3**
Reading/Hurricane Make-Up Days	Mon-Tue Dec 6-7
Week of Exams/Advising/Evaluation	Mon-Fri Dec 6-10
Final Grades Due by 12:00 noon	**Mon Dec 20**

Spring Break (Monday-Friday, March 20-24)	
Deadline to Request Readmission	Mon Apr 3
Fall Registration	Mon Apr 17
Spring Classes End	**Fri May 12**
Practicum Report Due	Fri May 12
Reading Days *(No Classes)*	Mon-Tue May 15-16
Week of Exams/Advising/Evaluation	Mon-Fri May 15-19
Final Grades Due 12:00 Noon *(potential graduates*	**Tue May 16**
Commencement	**Fri May 19**
Memorial Day (Campus Closed)	*Mon May 29*
Final Grades Due by 12:00 noon	**Tue May 30**

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: December 17, 2025

SUBJECT: Performance-Based Metric 8b

PROPOSED BOARD ACTION

1. Approval of retaining performance-based funding metric 8b with new benchmarks.
2. Authorize the President to make necessary adjustments to the performance-based funding metric as needed prior to submission to the Board of Governors.

BACKGROUND INFORMATION

The Board of Governors is making substantive changes to the system of Performance-Based Funding (PBF), now in its tenth year, that tracks SUS colleges on ten separate metrics and distributes money to top performers. The changes include (1) instead of all SUS institutions competing with each other with a fixed series of goals, each institution will develop an individualized set of benchmarks and goals; and (2) while the previous system rewarded both excellence and improvement year over year as two separate scoring mechanisms, the new system incorporates both excellence and improvement as a single set of benchmarks per metric.

PBF metric 8 applies only to graduate programs. When the metrics were introduced, New College had only one small graduate program; as a result, we were granted a separate metric, which is currently “Percent of Newly Admitted FTICs with a HS GPA of 4.0 or Higher.” For the purpose of future evaluation, we were given the opportunity to suggest a different metric, but ultimately have chosen to retain this one, which is well aligned with our goals. The attachment shows our proposed benchmarks for this metric, with the goal of moving from last year’s 42.1% to 50% by 2030.

If this metric change is approved by the BOT it will be presented and approved by the Board of Governors at a future meeting.

Supporting Documentation Included: Metric 8b Data Collection

Facilitators/Presenters: *Provost David Rohrbacher*

State University System of Florida
PBF Metric 8 Alternative - Proposal
1st Choice

New College of Florida

8b. Percentage of Newly Admitted FTICs with High School GPA of a 4.0 or Higher Applies only to NCF

Data source for proposed metric:

Percent of all degree-seeking, first-time, first-year (freshman) students who had a high school grade point average of a 4.0 or higher Source: State University Database System (SUDS).

Provide a rationale for the metric described above:

New College would like to continue using the current Metric 8b, Percentage of Newly Admitted FTICs with a High School GPA of 4.0 or Higher. As Florida's designated public honors college and a nationally recognized leader among small liberal arts institutions, New College is committed to academic excellence and student success.Our mission is to "develops within students the capacity to think critically and humanely and to conduct themselves with civility, courage, and honor." A core component of fulfilling this mission is our goal to "recruit top-flight students who crave a demanding, stimulating college experience." Maintaining Metric 8b aligns directly with this goal. By continuing with the current metric, New College can focus on attracting high-achieving students who are most likely to thrive within our rigorous academic environment. This alignment supports the College's educational philosophy, strengthens its core academic profile, and reinforces a business model centered on student excellence and long-term success.

Provide an operational definition for how this metric will be measured:

Provide most current five time frames on the selected metric (just like what's reported in Accountability Plan):

Report time frame (ex. Academic Year)	Outcome (ex. Dollars, rate)	Numerator (if applicable)	Denominator (if applicable)
FALL 2020	59	153	38.60%
FALL 2021	73	156	46.80%
FALL 2022	102	185	55.10%
FALL 2023	94	216	43.50%
FALL 2024	90	214	42.10%

Provide proposed scoring benchmarks for this metric:

Points	10	9	8	7	6	5	4	3	2	1
Metric Title										
8b. Percentage of Newly Admitted FTICs with High School GPA of a 4.0 or Higher Applies only to NCF	50.0%	48.5%	46.9%	45.3%	43.7%	42.1%	40.5%	38.9%	37.3%	35.7%

Describe rationale for the benchmarks and increments:

Following the same methodology the BOG data team used to establish other metrics in the Model 2.0 framework, we have utilized our most recent score of 42.1% for the fall 2024 FTIC cohort and assigned this as our score of 5. To determine the increment, we have selected a goal of 50% based on our 2025 Accountability Plan approved goals, and applied the same goal here.

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: December 17, 2025

SUBJECT: Performance-Based Metric 10

PROPOSED BOARD ACTION

1. Approval of new metric 10 with proposed benchmarks.
2. Authorize the President to make necessary adjustments to the performance-based funding metric as needed prior to submission to the Board of Governors.

BACKGROUND INFORMATION

Performance-Based Funding (PBF) Metric 10 was an individualized metric chosen by each institution's Board of Trustees. As every institution was receiving nearly a perfect score of 10 on this metric, the Board of Governors is changing it to something less predictable. Colleges were offered a variety of possible metrics to choose from which aligned with the Board of Governors' master plan. We have chosen "Percent of Baccalaureate Graduates Completing 1+ Internships." This is an area in which we are currently doing well and have plans to do better; our rate of 37.7% last year is not far from the BOG SUS 2030 goal of 40% systemwide. Our proposed benchmarks predict a rise of two percentage points each year, reaching 47.7% in 2030.

If this metric change is approved by the BOT it will be presented and approved by the Board of Governors at a future meeting.

Supporting Documentation Included: Metric 10 Data Collection

Facilitators/Presenters: *Provost David Rohrbacher*

State University System of Florida
PBF Metric 10 - New Proposed Metrics

New College of Florida

Select from the available metrics in the dropdown provided:

Percent of Bachelor's Degree Completers with Internships

Provide a rationale for the metric selected above:

New College would like to select “Percent of Bachelor’s Degree Completers with internships” as our Performance-Based Funding Metric 10. Internships are a well-established high-impact practice and are deeply embedded in the New College curriculum. Through internship experiences, students are able to connect and apply what they learn in the classroom to real-world professional settings, explore potential career paths, strengthen both technical and professional competencies, and build valuable career networks. These advantages directly contribute to stronger employment prospects and improved long-term outcomes for graduates.

Our internal analyses shows that New College graduates who completed an internship were more than twice as likely to be employed or enrolled in further education within one year of graduation compared to those who did not. Beginning in the 2023–2024 academic year, the College expanded internship opportunities and increased scholarship support to encourage greater student participation. These efforts reflect our commitment to enhancing career readiness and ensuring that our graduates enter the workforce or advanced study with meaningful, hands-on experience that positions them for success.

Provide most current five time frames on the selected metric (just like what's reported in Accountability Plan):

Report time frame (ex. Academic Year)	Outcome (ex. Dollars, rate)	Numerator (if applicable)	Denominator (if applicable)
2019-2020	183	54	29.50%
2020-2021	158	53	33.50%
2021-2022	156	48	30.80%
2022-2023	125	47	37.60%
2023-2024	130	49	37.70%

Provide proposed scoring benchmarks for the selected metric:

Points	10	9	8	7	6	5	4	3	2	1
Metric Title										
Percent of Bachelor's Degree Completers with Internships	47.7%	45.7%	43.7%	41.7%	39.7%	37.70%	35.70%	33.7%	31.7%	29.7%

Describe rationale for the benchmarks and increments:

Following the same methodology the BOG data team used to establish other metrics in the Model 2.0 framework, we have utilized our most recent score of 37.7% from the 2023-2024 graduating baccalaureate class, and assigned this as our score of 5. To determine the increment, we have aimed to surpass the SUS 30 Goal of 40% for this metric. Based on our historic emphasis and continued focus in this arena, we are setting a goal of 47.7%.

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: December 17, 2025

SUBJECT: Regulation Amendment – 3-1002 Tuition and Fees Schedule

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PROPOSED BOARD ACTION

1. Approve the amendments to New College of Florida Regulation 3-1002 Tuition and Fees Schedule.

BACKGROUND INFORMATION

As specifically authorized by the Florida Board of Governors on June 18, 2025, approve increases to the Out-of-State Fee and the Out-of-State Financial Aid Fee assessed on non-resident students by the allowed 15 percent.

The proposed regulation amendment updates the Tuition and Fees Schedule for future out-of-state students. This change does not impact currently enrolled out-of-state students. No changes are made to current or future in-state students.

Supporting Documentation Included: Notice of Proposed Regulation Amendment 3-1002

Facilitators/Presenters: *David Brickhouse, Vice President for Legal Affairs*

NOTICE OF PROPOSED REGULATION DEVELOPMENT
The New College of Florida Board of Trustees

Date: November 17, 2025

REGULATION CHAPTER NUMBER:
Chapter 3 – Administrative Affairs

REGULATION NUMBER AND TITLE:
3-1002: Tuition and Fees Schedule

AUTHORITY: Article IX, Sec. 7, Fla. Constitution; Chapters 1001 and 1009, Florida Statutes; BOG Regulations 1.001, 7.001, 7.002, and 7.005.

SUMMARY OF PROPOSED REGULATION AMENDMENT:
3-1002: The proposed regulation amendment provides an increase of 15% for out-of-state tuition and associated fees.

TEXT OF PROPOSED REGULATIONS:
The full text of the proposed regulation is set out following this notice.

NEW COLLEGE OFFICIAL INITIATING THE REGULATION:
Christie Fitz-Patrick, Vice President for Finance and Administration

PROCEDURE FOR COMMENTING ON PROPOSED REGULATION:

Comments concerning the proposed regulation should be submitted **within 14 days of the date of this notice** to David Brickhouse, Vice President for Legal Affairs, 5800 Bay Shore Road, Sarasota, Florida 34243, (941) 487-4106 office, generalcounsel@ncf.edu. Comments provided to Mr. Brickhouse will be presented to the Board of Trustees for consideration.

THE FULL TEXT OF THE PROPOSED REGULATION IS BELOW
~~Strikethrough~~ indicates deletion; Underlining indicates addition.

NEW COLLEGE OF FLORIDA REGULATIONS MANUAL

CHAPTER 3 - Administrative Affairs

3-1002 Tuition and Fees Schedule

(1) Purpose. This regulation establishes tuition and fees to be assessed at New College of Florida for the 2026~~0~~-2027~~1~~ Academic Year and all future years pursuant to Florida Board of Governors' Resolutions 1.001, 7.001, 7.002, and 7.005~~s adopted on January 7, 2003 and July 21, 2005~~ ; Section 1009.24, Florida Statutes; and the Florida General Appropriations Act.

(2) Definitions

(a) Tuition. Tuition shall be defined as fees assessed to students for enrollment in credit courses at the College. Tuition consists of the following fees, depending on whether a student is a Florida resident or non-resident:

1. Florida resident tuition, comprised of the following, shall be defined as the fees charged an enrolled student who qualifies as a Florida resident as defined in Chapter 1009.21, Florida Statutes:

a. Matriculation Fee
b. Tuition Differential Fee
c. Student Financial Aid Fee
d. Capital Improvement Trust Fund Fee
e. Health Fee
f. Athletic Fee
g. Activity and Service Fee
h. Technology Fee
i. Sustainability "Green" Fee

2. Non-Florida resident tuition, comprised of the following, shall be defined as the fees charged an enrolled student who does not qualify as a Florida resident as defined in Chapter 1009.21, Florida Statutes:

a. Matriculation Fee
b. Tuition Differential Fee
c. Non-Resident Fee
d. Student Financial Aid Fee
e. Non-Resident Student Financial Aid Fee
f. Capital Improvement Trust Fund Fee
g. Health Fee
h. Athletic Fee
i. Activity and Service Fee
j. Technology Fee

k. Sustainability “Green” Fee

(b) Fees. Fees shall be defined as assessments for particular services provided by the College that do not relate directly to enrollment in credit courses. Fees include housing rental fees; housing room fees and damage fees; meal plan rates; parking permit rates; parking fines; course material and supply fees, including laboratory fees; off-campus fees; technology fees; and special fees, fines and penalties.

(3) Tuition for students enrolled during the 2025-2026 Academic Year and each consecutive year thereafter shall be maintained per the following table. The following tuition rates are only for existing students and shall be levied and collected for each fall and spring semester for which they are enrolled, unless otherwise provided for herein:

	Undergraduate		**Graduate**	
Fee per Student Credit Hour (SCH)	Florida Resident	Non-Florida Resident	Florida Resident	Non-Florida Resident
Matriculation	$105.07	$105.07	$398.13	$398.13
Tuition Differential	$40.13	$ 40.13	-	-
Non-Florida Resident Fee	-	$609.23	-	$662.04
Student Financial Aid Fee	$5.25	$5.25	$19.90	$19.90
Non-Florida Resident Student Financial Aid Fee		$30.46		$33.10
Capital Improvement Fee	$6.14	$6.14	$6.14	$6.14
Activity and Service Fee	$14.25	$14.25	$14.25	$14.25
Health Fee	$6.30	$6.30	$6.30	$6.30
Athletic Fee	$8.71	$8.71	$8.71	$8.71
Technology Fee	$5.25	$5.25	$19.90	$19.90
Sustainability “Green” Fee	$1.00	$1.00	$1.00	$1.00
TOTAL PER SCH	**$192.10**	**$831.79**	**$474.33**	**$1,169.47**

(4) Tuition for 20266~~0~~-20277~~1~~ Academic Year and each year thereafter. The following tuition shall be levied and collected for the fall semester 20266~~0~~ and the spring semester 20277~~1~~ for each student regularly enrolled, unless otherwise provided for herein:

	Undergraduate		Graduate	
Fee per Student Credit Hour (SCH)	Florida Resident	Non-Florida Resident	Florida Resident	Non-Florida Resident
Matriculation	$105.07	$120.83~~105.07~~	$398.13	$457.85~~398.13~~
Tuition Differential	$40.13	$ 40.13	-	-
Non-Florida Resident Fee	-	$700.61~~609.23~~	-	$761.35~~662.04~~
Student Financial Aid Fee	$5.25	$5.25	$19.90	$19.90
Non-Florida Resident Student Financial Aid Fee		$35.03~~30.46~~		$38.07~~33.10~~
Capital Improvement Fee	$6.14	$6.14	$6.14	$6.14
Activity and Service Fee	$14.25	$14.25	$14.25	$14.25
Health Fee	$6.30	$6.30	$6.30	$6.30
Athletic Fee	$8.71	$8.71	$8.71	$8.71
Technology Fee	$5.25	$5.25	$19.90	$19.90
Sustainability "Green" Fee	$1.00	$1.00	$1.00	$1.00
TOTAL PER SCH	**$192.10**	**$943.50~~831.79~~**	**$474.33**	**$1,333.47~~1,169.47~~**

~~Undergraduate Tuition Calculation Example:~~

	~~Florida Resident~~	~~Non-Florida Resident~~
~~Fall Semester – with individual study (20 SCH)~~	~~$3,842.00~~	~~$16,635.80~~
~~Spring Semester (16 SCH)~~	~~$3,073.60~~	~~$13,332.64~~
~~Total Annual Tuition~~	~~$6,915.60~~	~~$29,944.44~~

~~Note: Undergraduate tuition for students enrolled for their eighth semester contract is based on 12 SCH.~~

~~Graduate Tuition Calculation Example:~~

	~~Florida Resident~~	~~Non-Florida Resident~~
~~Total Annual Tuition (24 SCH)~~	~~$11,383.92~~	~~$28,067.28~~

(a~~b~~) Each student enrolled in the same undergraduate college-credit course more than twice, shall be assessed an additional ~~$189.76~~ per credit hour charge as approved by the Florida Board of Governors in addition to the matriculation fees outlined above for each such course.

(54) Housing Rental Rates**.** All housing contracts are inclusive of the Fall and Spring Terms. Rates set out below are per person. Effective for July 1, 2022, in those instances where a room classification has

been modified based on this amendment, the President is hereby delegated authority to phase in the new classification room rates, based on market demand, with the goal of achieving full occupancy. This delegation of authority to the President expires effective July 1, 2026.

Room Type	**Authorized Annual Rental Rate**
Triple Room (Offered at the College's Discretion)	$5,200
Single Room (Banyans Modular Units)	$6,000
Single Room (Letter Residence Hall, Palmer B)	$9,000
Studio Double (Letter Residence Hall, Palmer B)	$7,500
Preferred Single (Dort, Goldstein, Hotel, Atala Hall)	$10,500
Preferred Double (Dort, Goldstein, Hotel, Atala Hall)	$9,000

(6~~5~~) Housing Room Fees Including Damage Fees:

(a) Housing Deposit Fee ….....$100.00

(b) Student Initiated Room Change Charge $20.00

(c) Improper, Check-in, Check-out Fee $100.00

(d) Failure to vacate room by designated checkout date..... $200.00 plus appropriate daily rate

(e) Unauthorized pet in room ..... $100.00 plus cleaning

(f) Winter Break Housing Rates ..... Daily rate of current Fall/ISP room rates

(g) Summer School Housing Rates ..... Daily rate of current Spring room rates

(h) Student Employee Summer Housing Rates, plus sales tax 13.48-25.00/person/day

(i) Conference Housing Rate, plus sales tax $25.00-40.00/person/day

(j) Early Arrival Rate $150.00/person/day

(k) Grant-Funded Housing Rate ..... Rates will be determined on a grant by grant basis

(l) Food Service Conference Rate, plus sales tax ..... Varies, based on menu selected and quantity

(m) Occupant Induced Fumigation ..... $25.00-50.00 for each treatment

(n) Lockout fee $5.00/lockout

(o) Replacement Key (during the academic year) $24.00

(p) Replace Lock Core

Pei/Viking/Palmer B (includes 2 replacement keys) $148.00

Dort/Goldstein (includes 4 replacement keys) $196.00

(q) Paint Room .....

1. Whole room, prorated otherwise $640.00
2. High ceiling rooms $640.00/wall
3. Extra treatment required ..... Materials plus labor

(r) Slats for blinds (each) $15.00

(s) Damaged/Missing Furniture ..... Repair/Replacement Cost

1. Waste Baskets $25.00
2. Smoke Detectors $100.00
3. Screens $175.00
4. Light Fixtures $175.00-1,000.00

5. Toilet Tissue Dispensers $60.00
6. Robe Hooks $35.00
7. Closet Racks $100.00
8. Door Signs $25.00
9. Light Switch and Outlet Plates $15.00

(t) Damaged Carpet ..... Repair/Replacement Cost, $50.00/carpet square
(u) Items on Doors/Windows/Mirrors (per item removed) $5.00
(v) Extra Cleaning .....$25.00/hour, minimum $25.00
(w) Trash Removal $10.00/hour
(x) Carpet Cleaning ..... Cost to clean, minimum $75.00
(y) Broken/Cracked Window or Door Glass ..... Materials plus labor
(z) Damaged Bathroom Fixtures ..... Materials plus labor
(aa) Room Door Damage ..... Materials plus labor
(bb) Graffiti/Art Removal – Cement/Brick Surfaces ..... Materials plus labor
(cc) Furniture Removal
1. Heavy .....$25.00/hour, $75.00 minimum
2. Light .....$25.00/hour, $25.00 minimum

(76) Meal Plan Rates**.** All meal plan contracts are inclusive of Fall and Spring Terms. The rates below are subject to increase by at least 3% each year.

Base Meal Plan	**Fall**	**Spring**	**Total**	**ISP**
Residential Bronze	**$ 1978.76**	**$ 1978.76**	**$ 3,957.52**	**$ 554.26**
Commuter Basic 60	**$ 518**	**$ 518**	**$ 1036**	
Commuter 120 Block	**$ 1025**	**$ 1025**	**$ 2050**	
Commuter All Access	**$ 1706.70**	**$ 1706.70**	**$ 3413.40**	

Students may increase their buying power above the mandatory base rates through the purchase of supplementary meal plans.

Fees include buying power in the dining hall and sales tax, if applicable

(87) Parking Permit Rates

Type	**Amount**
Staff – Annual	$75.00
Staff – Semester	$37.50
Student – Annual	$75.00
Student – Semester	$37.50
Motorcycle, Annual, motorcycle only spaces	$5.00
Motorcycle, Annual, regular vehicle spaces	$75.00
Visitor -- Daily	$5.00

Visitor – Semester …… $75.00
Visitor – Annual…….. $150.00
Replacement Cost for Lost or Stolen Permits
First Replacement: ..... $10.00 or full permit price, whichever is less
Second Replacement: ..... $10.00 or full permit price, whichever is less
Third Replacement: ..... Full Permit Price
(9~~8~~) Parking Fines

Violation Description: ..... Amount
Unauthorized parking in disabled space $275.00
Blocking access to disabled space or ramp $275.00
Unauthorized parking in a reserved space – 1st time $35.00
Unauthorized parking in a reserved space – 2nd time, subsequent offenses ..... $75.00, plus
..... immediate immobilization or tow
Unauthorized parking in a service drive $25.00
Unauthorized parking on grass $25.00
No current permit displayed ..... $25.00 w/ first citation dismissed
..... upon permit purchase
Unauthorized parking in state vehicle space $30.00
Parking out of assigned area during restricted hours $30.00
Blocking traffic $30.00
Parking in a "no parking zone" or barricaded area $30.00

Unauthorized removal and/or damage to a clamp ..... $125.00, plus replacement or repair cost to device and parking privileges restricted or revoked for one year.
Displaying a revoked, altered, lost, stolen or counterfeit permit ..... $125.00, plus immediate immobilization or tow and parking restricted or revoked for one year
Blocking a ramp $75.00
Double parked or parked over the line $15.00
Overtime violation $15.00
Improper parking permit display $15.00
Parking in an angled parking space facing traffic $15.00
Late payment of violation $10.00
All bicycle parking violations $15.00

(10~~9~~) Use of College Property.
(a) The President or their designee may establish fees and costs related to the licensing or use of College property, including public and non-public areas, in accordance with NCF Regulation 5-001 "Use of NCF Space."
(b) The President or their designee shall be responsible for implementing this subsection by written policy, which shall be published on the NCF website.
(c) The President or their designee, upon good cause shown, may grant a variance or a waiver of this subsection to NCF students, faculty, and community members.

(110) Material and Supply Fees including Laboratory Fees. The following fees are assessed per student per course.

(a)	Organic Chemistry	$85.00
(b)	Biochemistry	$135.00
(c)	Physical Chemistry	$50.00
(d)	Field Ecology	$20.00
(e)	Cell Biology	$150.00
(f)	Organismic Biology	$150.00
(g)	Toxicology Lab	$35.00
(h)	Advanced Physics Lab	$35.00
(i)	Optics/Laser	$35.00
(j)	Drawing I	$10.00
(k)	Painting I	$50.00
(l)	Painting II	$50.00
(m)	Sculpture – Beginning	$65.00
(n)	Sculpture– Intermediate/Advanced	$75.00
(o)	Mold Making and Casting	$75.00
(p)	Woodworking	$75.00
(q)	Welding	$50.00
(r)	Printmaking	$50.00
(s)	Time & Movement: Stop Motion Animation	$50.00
(t)	Experimental Imaging	$50.00
(u)	Kinetic Art	$50.00
(v)	Plant Physiology	$50.00
(w)	All other labs	$25.00
(x)	Entomology Lab	$50.00
(y)	Genetics – Part 1 & 2	$75.00
(z)	Neurobiology/Behavior	$130.00
(aa)	Organic Chemistry Inquiry Lab	$75.00
(bb)	Inorganic Lab	$200.00
(cc)	Analog Electronics Lab	$80.00
(dd)	Thesis/Tutorial ISP	$65.00
(ee)	Invertebrate Zoology	$150.00
(ff)	Molecular Biology	$110.00
(gg)	General Chemistry	$35.00
(hh)	Fish Biology	$65.00
(ii)	Modern Physics Lab (previously in Other Labs)	$50.00
(jj)	Animal Behavior Lab (previously in Other Labs)	$50.00
(kk)	Intro to Biology – Techniques Laboratory	$50.00
(ll)	Biology of Sharks, Skates and Rays Laboratory	$115.00
(mm)	Sensory Biology of Fishes Laboratory	$40.00
(nn)	Biology of Climate Change	$50.00
(oo)	Botany Lab (previously in Other Labs)	$50.00
(pp)	Coral Reef Issues	$50.00

(qq) Ecology Lab $40.00
(rr) Foundations of Biology I (previously in Other Labs) ..... $20.00 (ss) Foundations of Biology II (previously in Other Labs) $20.00

(11) Special Fees, Fines and Penalties. The following special fees, fines and penalties shall be levied and collected as provided hereafter:

(a) Application Fee – Individuals who make application for admission to the College shall pay a nonrefundable Application Fee of $30.00.
(b) Admissions Deposit Fee – Individuals who are accepted to the College shall pay a non-refundable admissions deposit fee of $200.00 that shall be applied to the student's tuition upon enrollment. If the student does not enroll, the fee shall be applied to financial aid, scholarships, financial assistance or student academic and career counseling services.
(c) Late Registration Fee – Students who fail to initiate registration in the regular registration period shall be assessed a late Registration Fee of $50.00.
(d) Late Payment Fee – Students who fail to pay, or make appropriate arrangements for payment (installment payment, deferment, or third-party billing), of tuition by the deadline set by the College, which shall be no later than the end of the first week of classes, shall be assessed a Late Payment Fee of $100.00
(e) Late Contract Fee $50.00
(f) Returned Check Fee $25.00
(g) Overdue Library Book – $0.25 per book/unit, per day, to a maximum of $10.00, non-refundable (declared lost after 40 days)
(h) Overdue Reserve Library Book- $0.25 per item, per hour to a maximum of $10.00, nonrefundable
(i) Overdue Recalled Book or Unit $2.50 per item, per day
(j) Lost/Damaged Book or Unit –
$100.00 or the cost to replace the lost or irreparably damaged material if greater than $100, plus a $5.00 non-refundable administration fee, and the amount of the overdue fine, if any
(k) Security/Access/Identification Card
1. Initial $10.00
2. First and Second Duplicates within an academic year if original damaged and returned ..... Free
Third and all subsequent duplicates $15.00
(l) Overdue Laptop Computer (per hour) $5.00
(m) Lost or Damaged Laptop Computer
(Repair/Replacement Cost not to exceed $2,000.00 plus $20.00 Service Charge)
(n) Lost key – (includes cylinder charge) $124.00
(o) Equipment Damage or Loss ..... $50.00/hr labor + repair/replacement cost
(p) Interlibrary Loans (overdue out-of-state materials)
At 7 days overdue: non-refundable $10.00 overdue fine.
At 30 days day overdue: non-refundable replacement cost, as determined by lending library
(q) Transcript Fee $10.00
(r) Diploma Replacement Fee $10.00
(s) Failure to appear at a meeting scheduled to address student disciplinary issues or failure to follow lawful instructions of College officials $10.00
(t) Student disciplinary fines ranging from $5.00 to $100.00 may be assessed when a student fails to perform disciplinary measures directed by the Office of the Dean of Students. In determining the

amount of an assessment, the Dean of Students or the Judicial Officer shall consider the extent to which the disciplinary measure related to activities that threatened the health and safety of others; resulted in property damage; insulted or threatened others on account of race, national origin, religion, gender, sexual orientation, gender identity, or gender expression; or was hostile or demeaning to another member of the College community.

(u) Installment Payment Plan $15.00

(v) Library Guest Borrower Fee ..... $75.00 (annual)

(w) Thesis Electronic Copy Fee ..... $25.00 + tax

(x) Archives Duplication Fee $.50 per page photocopied, with a minimum charge of $15
$5.00 per page scanned, with a minimum charge of $15
$15.00 per photograph, scanned or photocopied
$15.00 minimum charge for the creation of CDs/DVDs
$5.00 administrative processing fee
$4.00 mailing fee, if required (all fees plus tax)

(y) Fitness Center Fee ..... Daily: $2.00
Fall or spring semester: $50.00
Summer: $30.00
Annual: $120.00

(z) Late Course Request Fine $100.00

(aa) Convenience Fee will be charged when paying for tuition and fees by credit cards. The charge will be equal to 2.5% of the transaction amount.

Authority: Article IX, Sec. 7, Fla. Constitution; Fla Stat. Chapters 1001 and 1009; Florida General Appropriations Act; Fla. Board of Governors Regulations 1.001, 7.001, 7.002, and 7.005

History: Adopted as Emergency Regulation 2005-01 and as Emergency Rule 6C-11 ER05-01; Revised and renumbered 10-30-05; Revised 06-13-09, 06-29-10, 06-18-11, 06-16-12, 06-15-13, 05-31-14, 061315, 06-11-16, 02-17-17 (technical amendment), 07-10-17, 06-06-20, 01-05-2022, 01-11-22, 06-22-22; Revised 11-19-24; 04-09-25

Subject: [External] Fwd: Proposed regulation amendment

Mike Sanderson <m@mikesand.com>
to Office of the General Counsel, General Counsel

General Counsel Brickhouse, General Counsel Gay,
My apologies to FLBOG General Counsel Gay, this was directed to NCF General Counsel Brickhouse. I was not a

Best,
Mike Sanderson

---------- Forwarded message ---------
From: **Mike Sanderson** <m@mikesand.com>
Date: Mon, Nov 24, 2025 at 9:27 AM
Subject: Proposed regulation amendment
To: General Counsel <generalcounsel@flbog.edu>
Cc: Christie FitzPatrick <cfitzpatrick@ncf.edu>

Dear General Counsel Brickhouse,

This is a comment on the proposed amendment to regulation 3-1002, but this comment is not about the substance comment immediately as a courtesy to you and the General Counsel's office, so that you may take action immedia

The references to the proposed change is linked from https://www.ncf.edu/departments/office-of-the-general-coun change is at https://www.ncf.edu/wp-content/uploads/2025/11/Notice-of-Proposed-Regulation-Amendments-3-100

The current regulation 3-1002 (3) is divided into 11 sections. The numbering and titles of the first 7 are:

(1) Purpose
(2) Definitions
(3) Tuition for 2020-2021 Academic Year and each year thereafter
(4) Housing Rental Rates
(5) Housing Room Fees Including Damage Fees
(6) Meal Plan Rates
(7) Parking Permit Rates

However, in the proposed regulation, section (3) is kept intact with only the year changed, though not marked as a

The end result is a partial renumbering:

(1) Purpose
(2) Definitions
(3) Tuition for 2026-2027* Academic Year and each year thereafter
(4) Tuition for 2026-2027 Academic Year and each year thereafter
(5) Housing Rental Rates.
(6) Housing Room Fees Including Damage Fees
(6) Meal Plan Rates

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: December 17, 2025

SUBJECT: New College of Florida Employee Bonus Plan Report

PROPOSED BOARD ACTION

1. Approval of the New College of Florida Employee Bonus Plan Report and certify that bonuses paid within the reporting period, July 1, 2024, through June 30, 2025, comply with the criteria outlined in the NCF Regulation 3-4012.

BACKGROUND INFORMATION

Section 1012.978, F.S., authorizes a university Board of Trustees to develop and maintain an employee bonus plan for work performance or employee recruitment and retention. Board of Governors Regulation 9.015, University Bonus Plans, requires an annual report to be submitted to the Board of Trustees, certifying that bonuses paid during the reporting period complied with the criteria in the university bonus plan and were paid from funds contained within the university's budget as approved by the Board of Trustees. This report shall then be annually provided to the Board of Governors.

Each bonus was approved by a majority vote of this Board and was made pursuant to duly ratified collective bargaining agreements with the Police Benevolent Association and United Faculty of Florida, respectively, in accordance with BOG Regulation 9.015(1)(b).

In accordance with BOG Regulation 9.015, I hereby certify that each of these bonuses complied with the criteria set forth in the NCF Bonus Plan and BOG Regulation 9.015 and was paid from funds contained within the NCF budget as approved by the Board of Trustees.

Supporting Documentation Included: Memo to Board: New College of Florida Bonus Report FY 2024-25

Facilitators/Presenters: *David Brickhouse, Vice President of Legal Affairs*

New College of Florida
The Honors College

December 17, 2025

To: Board of Trustees, New College of Florida

From: Richard Corcoran, President

Re: New College of Florida Bonus Report FY 2024-25

Board Members,

The New College of Florida Bonus Plan, NCF Regulation 3-4012, complies with Section 1012.978, Florida Statutes, and the Florida Board of Governors Regulation (BOG) 9.015.

Each bonus was approved by a majority vote of this Board and was made pursuant to duly ratified collective bargaining agreements with the Police Benevolent Association and United Faculty of Florida, respectively, in accordance with BOG Regulation 9.015(1)(b).

In accordance with BOG Regulation 9.015, I hereby certify that each of these bonuses complied with the criteria set forth in the NCF Bonus Plan and BOG Regulation 9.015 and was paid from funds contained within the NCF budget as approved by the Board of Trustees.

Bonus	**Total Amount Paid**	**Number of Bonuses**
Police Benevolent Association	$1,000.00	2
United Faculty of Florida	$80,000.00	8

If you have any questions, please do not hesitate to contact me.

Sincerely,

Richard Corcoran
President, New College of Florida

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: December 17, 2025

SUBJECT: Auxiliary Transfer Request New College Athletics Capital Project

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BACKGROUND INFORMATION

Board of Governors Regulation 9.013 provides BOT the authority to consider using unreserved cash from a non-athletic auxiliary for Athletics, with BOG approval. The BOG will consider requests on a case-by-case basis, taking into consideration the unique facts and circumstances surrounding each situation.

The current reserve balance of the Housing Auxiliary is $4,000,000. It is anticipated there will be an estimated additional $1,000,000 added to the reserve by year end June 30, 2026.

This proposal seeks the Board's approval to allocate up to $2,500,000 from the Housing Reserve Auxiliary Fund for the completion of a new Baseball Field on the east side of campus.

In accordance with BOG regulation, the University shall provide the BOT with the following information.

a. The specific non-athletic auxiliary the funds are coming from, the amount of the proposed transfer, and the amount of reserves available;

Non-athletic auxiliary funds in the amount of $2,500,000 will be transferred from the Housing Auxiliary reserves fund to the Athletic auxiliary fund.

b. Justification that the use of unreserved cash from the non-athletic auxiliary will benefit the broader student body or campus community;

Three years after launching its baseball program, New College of Florida is requesting authorization to build a dedicated, on-campus baseball field on the east side of campus, eliminating the current need to rent offsite local facilities. This facility represents a critical investment in the student experience and institutional strategy. Modern recreational venues are proven competitive assets that enhance student satisfaction, improve retention, and foster enrollment growth. Beyond the campus, this facility will significantly contribute to community well-being, promoting physical and mental health while fostering stronger social connections through sports and activities.

c. If the supporting non-athletic auxiliary has outstanding debt, verification that the funds to be used are unreserved cash balances and that sufficient current revenues exist to cover all expenditures, including, but not limited to, debt service payments and required reserves;

The Housing Auxiliary funds to be used are unreserved cash balances. There are sufficient revenues in the auxiliary to cover all expenditures, including debt service payments.

d. Assurance by the university, with concurrence of the Division of Bond Finance, that such transfer does not violate any bond covenants;

Verification was received from the Trustee (U.S. Bank) for the existing debt that this transfer does not violate any bonds covenants.

e. In the event the non-athletic auxiliary revenues to be transferred include student fees or payments, documentation that a disclosure has been made to students that non-athletic auxiliary revenues which include student fees or payments will be transferred to athletics.

Once full approval is received, students will be properly notified regarding the non-athletic auxiliary revenues to be transferred to athletics.

Supporting Documentation Included: N/A

Facilitators/Presenters: *Christie Fitz-Patrick, Chief of Staff and Vice President for Finance and Administration*

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: December 17, 2025

SUBJECT: Baseball Field Purchase Order

PROPOSED BOARD ACTION

1. Authorize the President to execute an agreement for building a baseball field on the eastside of campus not to exceed $3,000,000.

BACKGROUND

Three years after launching its baseball program, New College of Florida is requesting authorization to build a dedicated, on-campus baseball field on the east side of campus, eliminating the current need to rent offsite local facilities.

This facility represents a critical investment in the student experience and institutional strategy. Modern recreational venues are proven competitive assets that enhance student satisfaction, improve retention, and foster enrollment growth. Beyond the campus, this facility will significantly contribute to community well-being, promoting physical and mental health while fostering stronger social connections through sports and activities.

The commitment of funds for this initiative is contingent upon approval by the Board of Trustees and the Board of Governors.

Supporting Documentation: N/A

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

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: December 17, 2025

SUBJECT: Lease Agreement

PROPOSED BOARD ACTION

To authorize and approve (1) the Executive Director of the New College Foundation, Inc. (the "Foundation") to enter into a Lease Agreement with Aldina L.C., a Florida limited liability company (the "Lessor"), substantially in the form attached hereto (the "Lease"), for certain real property and improvements located thereon, having addresses of 448 58th Street, Sarasota, FL 34243 and 480 58th Street, Sarasota, FL 34243 (collectively, the "Premises"), and (2) the delegation of authority to the Executive Director of the Foundation and the President of New College of Florida ("College") to take all other such actions on behalf of the Foundation and/or the College they deem necessary or appropriate to effectuate the performance of the Lease and the operation of the Premises for the benefit of the College.

BACKGROUND INFORMATION

The Premises are located on the south side of 58th Street, directly across from the College's Bayfront Campus and will provide additional multi-use space for the College. As a direct support organization, the Foundation requires approval from the Board of Trustees to enter into the Lease pursuant to NCF Regulation 3-7001(2) New College of Florida Direct Support Organizations.

Supporting Documentation: Lease Agreement by and between Aldina L.C. and New College Foundation, Inc.

Facilitator(s)/Presenter(s): *David Brickhouse, Vice President of Legal Affairs*

LEASE AGREEMENT

THIS LEASE AGREEMENT is entered into on this ___ day of _____ 2025 ("Effective Date") by and between **ALDINA L.C.**, a Florida limited liability company ("Landlord"), and **NEW COLLEGE FOUNDATION, INCORPORATED**, a Florida not for profit corporation ("Tenant") (Landlord and Tenant are referred to herein collectively as the "Parties" and singularly as a "Party").

Landlord hereby leases to Tenant that certain real property and improvements located thereon, having addresses of 448 58th Street, Sarasota, FL 34243 and 480 58th Street, Sarasota, FL 34243 (collectively the "Premises"). This Lease Agreement ("Lease") is the entire agreement between Landlord and Tenant and may be modified only in a writing signed by both Parties. This Lease is executed by the Tenant and the Landlord as of the date set forth above, which is the Effective Date. The following are the agreements of Tenant and Landlord:

1. TERM. The term of this Lease ("Term") is for a period Three (3) years (the "Term") and shall begin on _____, 2025, at 12:01 a.m. ("Commencement Date") and end on _____, 2028, at 11:59 p.m. ("Termination Date").

2. RENT. The amount of rent ("Rent") for the Term is Ten Thousand and 00/100 Dollars ($10,000.00) per month, plus sales taxes if any. Rent shall be paid in advance on the first day of each month in equal monthly installments, and said Rent payments must be received by Landlord on or before the first day of each month. All Rent payments and other payments due from Tenant to Landlord pursuant to this Lease shall be payable by electronic funds transfer to the account of the Landlord's agent, M Olivia LLC at Truist Bank, Account #0001113526344. Tenant shall make Rent payments required under this Lease by certified check, cashier's check, bank check, wire transfer, money order, or any other method as agreed to by Landlord. Payment is not considered made until the payment is collected by Landlord.

3. FURNISHINGS. The Premises are being rented unfurnished except for the following items which are currently located within the Premises: kitchen appliances (to wit: refrigerator, microwave, dishwasher, and range), washer, and dryer, which Landlord may remove. The Premises also include the pool equipment located thereon (to wit: pool and pool pump).

4. CONDITION OF PREMISES. Tenant has inspected the Premises before the execution of this Lease and agrees that the Premises are in good and clean condition and Tenant hereby accepts the Premises in their "as-is" condition as of the Effective Date. Tenant will return possession to Landlord upon the termination of this Lease in the same condition, except for reasonable wear and tear and loss caused by windstorm and acts of God.

5. UTILITIES, LANDSCAPING, TAXES, AND ASSESSMENTS. Tenant will be responsible for establishing a utilities account with and for payment of utility charges to the relevant provider (water, sewer, trach/recycle pickup), or other utility expenses incurred during the Term of this Lease.

6. TENANT'S OPTION TO PURCHASE. Landlord hereby grants to Tenant the exclusive option (the "Option") to purchase the Premises for the purchase price of One Million Five Hundred Twenty Thousand Dollars ($1,520,000) (the "Purchase Price"), subject to the terms of this provision. The Option may be exercised by Tenant at any time on or after October 1, 2026, but no later than September 30, 2028 (the "Option Period"), by delivering to Landlord written notice of Tenant's election to exercise the Option (the "Exercise Notice") within the Option Period. Following Tenant's delivery of the Exercise Notice, the Parties shall negotiate in good faith and execute a mutually acceptable purchase and sale agreement and customary closing documents consistent with this provision and otherwise containing commercially reasonable terms. The closing of the purchase (the "Closing") shall occur on a date mutually agreed upon by Landlord and Tenant, which shall be not less than thirty (30) days and not more than ninety (90) days after Landlord's receipt of the Exercise Notice, unless otherwise agreed by the Parties in writing. The Purchase Price shall be payable in full in immediately available funds at the Closing, unless otherwise agreed to by the Parties. All closing costs, including but not limited to title insurance premiums, recording fees, transfer taxes, escrow fees, and legal fees of Tenant, shall be borne and paid solely by Tenant. Upon Tenant's delivery of the Exercise Notice in accordance with this Section, this Lease shall remain in effect until the Closing, at which time the Lease shall terminate automatically, without further action by either Party, except as to obligations that expressly survive termination.

7. INSURANCE. Tenant shall be solely responsible for the payment of all real property taxes, assessments, and governmental charges levied against the Premises during the Term of this Lease. Tenant shall pay such taxes and charges directly to the taxing authority on or before the due date(s) and shall, within ten (10) days after Landlord's written request, provide Landlord with reasonable evidence of such payment. Tenant shall, at Tenant's sole cost and expense, obtain and maintain throughout the Term of this Lease a policy (or policies) of property insurance covering the Premises against loss or damage by fire and other risks commonly included in "all-risk" coverage, in an amount not less than the full replacement cost of the Premises. Any such insurance policies shall name Landlord as an additional insured as a loss payee with respect to property insurance. Tenant shall deliver to Landlord within thirty (30) days of the Commencement Date, and thereafter upon each renewal of the applicable policies, certificates of insurance and endorsements evidencing compliance with the requirements of this provision. Tenant shall provide at least thirty (30) days' prior written notice to Landlord of any cancellation, material modification, or non-renewal of such policies. If Tenant fails to obtain or maintain the required insurance or to pay property taxes as provided herein, Landlord may, but shall not be obligated to, procure such insurance or pay such taxes on Tenant's behalf, and any amounts so paid by Landlord shall be deemed additional rent due from Tenant and payable upon demand, together with interest at the maximum lawful rate.

8. OCCUPANCY. Tenant agrees that Tenant will accord Landlord and their agents reasonable access to the Premises for purposes of examining them and making repairs, and for protecting and preserving the Premises in case of emergency. Tenant also agrees that Tenant will accord Landlord and their agents reasonable access to the Premises. Upon the termination of this Lease, Tenant shall remove all of Tenant's personal property and return to Landlord the any keys

for the houses and garage door openers (if any), which will be given to Tenant by Landlord on or before the Commencement Date.

9. MAINTENANCE AND REPAIRS. Except as otherwise expressly provided by applicable law, Tenant shall, at Tenant's sole cost and expense, be responsible for the care, maintenance, repair, and replacement of all portions of the Premises, including, without limitation, all structural components (including foundation, load-bearing walls, and roof), electrical, plumbing, mechanical, heating, ventilation, and air-conditioning systems, as well as all interior and exterior portions of the Premises and all improvements thereon. Tenant shall maintain the Premises in a good, safe, sanitary, and tenantable condition and shall promptly make all necessary repairs and replacements, whether ordinary or extraordinary, foreseen or unforeseen, to keep the Premises in such condition. Tenant shall promptly notify Landlord in writing of any structural alterations, improvements, or material repairs made to the Premises, including, without limitation, any work affecting the foundation, load-bearing walls, or roof. Tenant shall provide such notice within ten (10) days after commencement of such work and shall keep Landlord reasonably informed of the progress and completion of such work. Tenant shall have the right, at Tenant's option, to fill in the existing pool area located on the Premises with soil and to install appropriate landscaping in place of the pool, provided that: (a) such work shall be commenced and diligently pursued to completion within sixty (60) days after the Commencement Date of this Lease; (b) all such work shall be performed in a good and workmanlike manner, in compliance with all applicable laws, ordinances, and regulations, and at Tenant's sole cost and expense; and (c) Tenant shall provide Landlord with prior written notice of its election to exercise this option and shall provide reasonable evidence of compliance with applicable codes and permits upon Landlord's request. Except as may be required by applicable law and except for Landlord's obligations expressly set forth in this Lease (if any), Landlord shall have no duty to maintain, repair, or replace any portion of the Premises, and Tenant hereby assumes all such obligations. Should Tenant fail in its obligations hereunder, Landlord shall have the option to enter the Premises, perform the necessary work/repairs, and hold Tenant liable for the cost of same.

10. ADDITIONAL COVENANTS. Tenant and Tenant's guests shall abide by all restrictions, governmental laws, and ordinances governing the Premises. Tenant hereby warrants and represents to Landlord that Tenant is not currently participating in any of the United States Reserve Officers' Training Corps and that Tenant will not commence participation in any such Corps during the Term of this Lease, and that Tenant is not otherwise eligible or potentially eligible for the benefits and protections of the Servicemembers Civil Relief Act.

11. DEFAULT. Time is of the essence. If any installment of Rent is received by Landlord more than ten (10) days after the due date, a late charge of $250.00 will be due for each delinquent payment and will be deemed additional Rent. All payments received will first be applied to the oldest outstanding balance. Any and all sums due to Landlord will accrue interest at the rate of 6.5% from the due date until paid, and the interest will be deemed and treated as additional Rent. If Tenant shall fail to pay any month's installment of Rent for a period of fifteen days after the same becomes due and payable, or if Tenant shall abandon the Premises prior to the termination hereof, then Landlord shall have the option to terminate this Lease and pursue the Rent for the period of

time Tenant actually occupied the Premises. In no event will Landlord be entitled to accelerate the Rent due by Tenant in the event of Tenant's default hereunder. In the event that Tenant or Landlord breaches any term or condition of this Lease, either Party shall have all the remedies provided by Florida law. In the event either Party is required to institute legal action to enforce its rights hereunder, the prevailing party in such action shall be entitled to attorneys' fees and costs, including those incurred in appellate actions.

12. TERMINATION. Tenant agrees to vacate the Premises on or before the Termination Date. If any of Tenant's personal property is left in or about the Premises after Tenant vacates or abandons the Premises, Landlord may remove or dispose of that property and Tenant waives any claims for damage or loss as a result of Landlord's disposal of the property. If Tenant fails to vacate on or before the Termination Date of this Lease, Tenant will be obligated to pay 1.5 times the monthly Rent until Tenant does so.

13. CASUALTY DAMAGE. If the Premises are materially damaged (i.e., such damages cannot reasonably be repaired within thirty days) or destroyed, other than by the negligence or intentional acts of Tenant or persons on the Premises with Tenant's consent, so that the use of the Premises is substantially impaired, Tenant may terminate this Lease after such damage or destruction provided that Tenant gives written notice to Landlord setting forth the basis for such termination and vacates the Premises within 10 days after the occurrence of the event causing said damage, whereupon this Lease shall terminate effectively as of the date of said event, except for this paragraph and the other provisions of this Lease that expressly survive the termination of this Lease. If Tenant terminates this Lease pursuant to this section, Tenant shall not be liable for Rent that would have been due for periods after the date of termination and Landlord shall reimburse to Tenant the amount, if any, prepaid for such periods. In the event of less substantial, partial destruction of the Premises by means not including negligence or intentional acts of Tenant or persons on the Premises with Tenant's consent, the Rent shall temporarily abate for that portion of the Premises rendered untenantable; provided, however, that such abatement of Rent shall not be applicable to the extent that the Rent which would otherwise be payable to Landlord is paid to Landlord pursuant to any applicable rental loss insurance, in which event Landlord will accept the insurance payment which is payable as constituting a payment of the Rent by Tenant and the abatement shall apply only as to the amount of Rent not paid to Landlord under the rental loss insurance policy. Such abatement in the Rent shall continue only for such period of time as the Premises are rendered untenantable. In the event of such partial destruction, Landlord may restore the same within a reasonable period of time, and this Lease shall continue in effect. If Landlord is unable or unwilling to repair the Premises, the Landlord may terminate this Lease by written notice to the Tenant within 30 days after the occurrence of the event causing said damage, whereupon all obligations of the Parties under this Lease will terminate effective as of the date of the occurrence of the casualty, except for this paragraph and the other provisions of this Lease that expressly survive the termination of this Lease.

14. NOTICES. All notices which the Parties hereto may desire to or be required to give under this Lease or by law, shall be deemed to have been properly given and shall be effective when

and if (i) delivered in person (including by a professional courier service such as Federal Express) to Landlord at 332 Cocoanut Ave. Suite 201, Sarasota FL 34236, and to Tenant at the Premises or to such other addresses as either of the Parties may specify in writing, (ii) sent by United States regular mail, postage prepaid, addressed to Landlord at 332 Cocoanut Ave. Suite 201, Sarasota FL 34236, and to Tenant at the Premises or to such other addresses as either of the parties may specify in writing, or (iii) delivered by email to the email address set forth below the name of such party on the signature page hereto (or to such other email addresses as either of the Parties may specify in writing). Texts shall not suffice as notice under this Lease.

15. ASSIGNMENT. This Lease may not be assigned in whole or in part, and no portion of the Premises shall be sublet without the prior written consent of Landlord, which consent shall be in Landlord's sole discretion.

16. SUBORDINATION. This Lease is automatically subordinated to the lien of any mortgage encumbering the Premises from time to time.

17. MECHANIC'S LIENS. In the event any mechanic's lien or other labor or material liens are filed against the Premises or any portion thereof as a result of or in connection with Tenant's causing to be constructed or installed any improvement, repair, or work performed on the Premises, Tenant shall cause each and all such liens to be discharged by payment, bond or otherwise within thirty (30) days after Tenant has received notice thereof from the relevant governmental authority, unless such are otherwise in the process of being lawfully contested in a court of law by Tenant, and in the event Tenant fails to do so, Landlord may, at its option, obtain the discharge thereof, and Tenant shall indemnify and hold harmless Landlord from and against any and all costs or expenses in connection therewith and shall reimburse Landlord for such costs and expenses on demand, including attorney's fees.

18. NO IMPLIED WAIVER, NO THIRD-PARTY BENEFICIARIES. The failure of either Party to insist at any time upon the strict performance of any covenant or agreement or to exercise any option, right, power or remedy contained in this Lease shall not be construed as a waiver or the relinquishment thereof for the future. The Parties to this Lease are entering into it for their sole respective benefit, and neither Party has considered or intends to consider the benefits to any other third party by their doing so. Therefore, this Lease, and the Parties' act of entering same, should not be interpreted so as to provide any right of any third party to interpret, enjoin or enforce any provision of this Lease.

19. GOVERNING LAW; VENUE. This Lease shall be governed by the laws of the State of Florida. Venue for any action to enforce any of the provisions of this Lease shall be in the Circuit Court of the Twelfth Judicial Circuit in and for Sarasota County, Florida, or, to the extent any proceeding is removed to federal court, the United States District Court for the Middle District of Florida, Tampa Division.

20. CONSTRUCTION; AMBIGUITIES. The captions and section article numbers appearing in this Lease are inserted only as a matter of convenience and do not define, limit or

describe the scope or intent of such sections articles of this Lease. All pronouns and any variations thereof shall be deemed to refer to the masculine, feminine and neuter, singular or plural, as the identities of the Party or Parties, personal representatives, subcontractors, successors or assigns may require. All Parties have been allowed equal input regarding the terms and wording of this Lease and have had the benefit of consultation with legal counsel prior to its execution, such that all language herein shall be construed equally against the Parties, and no language shall be construed strictly against its drafter.

21. ENTIRE AGREEMENT AND PROVISIONS BINDING. As of the Effective Date, this Lease and any attached or incorporated items or exhibits incorporated herein, set forth all of the covenants, promises, agreements, conditions and understandings between the Parties concerning this Lease, and there are no covenants, promises agreements or understandings, either oral or written, between them other than as herein set forth. No subsequent alterations, amendments, changes or additions to this Lease shall be binding upon the Parties unless reduced to writing and signed by them. Except as herein otherwise expressly provided, the terms and provisions hereof shall be binding upon and inure to the benefit of the respective successors and assigns of the Parties. Each agreement, term and provision of this Lease to be performed by the Parties shall be construed to be both a covenant and a condition. This provision does not constitute consent to the assignment of this Lease by Tenant, but as reference only to those instances in which Landlord may have given written consent to a particular assignment; and Tenant shall have no right to assign, transfer or encumber this Lease except as specifically provided for in this Lease. The Parties agree, by execution of this Lease, all prior agreements and understandings between the Parties are terminated and of no further force and effect as of the Effective Date, such that all prior, existing, or future obligations of the Parties with respect to the matters addressed herein shall be governed solely by this Lease.

22. MUTUAL COOPERATION. Nothing herein shall require or prohibit the Parties from entering into additional agreements with respect to the Premises, provided that no such action or agreement, whether written or oral, shall alter or be deemed to alter this Lease unless reduced to writing signed by both Parties and specifically stating that the instrument is an addendum to or a part of this Lease.

23. NO GENERAL OBLIGATION. Notwithstanding any other provisions of this Lease, the obligations of the Parties set forth herein shall not be construed to be or constitute general obligations, debts or liabilities of either Party or the State of Florida or any political subdivision thereof within the meaning of the Constitution and laws of the State of Florida.

24. VALIDITY. The Parties each represent and warrant to the others its respective authority and power under Florida law to enter into this Lease, acknowledge the validity and enforceability of this Lease, and waive any future right of defense based on claim of illegality, invalidity or unenforceability of any nature. The Parties each hereby represent, warrant and covenant to and with the others that this Lease constitutes a legal, valid and binding contract enforceable against the respective Party in accordance with the terms hereof (assuming the due authorization, execution and delivery hereof by the other Party hereto).

25. ELECTRONIC DELIVERY AND COUNTERPART EXECUTION. Executed copies of this Lease and any other future amendment to this Lease may be delivered by electronic transmission and the Parties may rely on copies of any such document delivered in such manner, without the need to obtain a copy with an original signature. This Lease and any other future amendment to this Lease may be executed by Tenant and Landlord on separate counterparts, both of which together shall have the same effect as one document executed by both Parties.

26. REQUIRED NOTIFICATION. Florida law requires the following notification to be included in this Lease:

RADON IS A NATURALLY OCCURRING RADIOACTIVE GAS THAT, WHEN IT IS ACCUMULATED IN A BUILDING IN SUFFICIENT QUANTITIES, MAY PRESENT HEALTH RISKS TO PERSONS WHO ARE EXPOSED TO IT OVER TIME. LEVELS OF RADON THAT EXCEED FEDERAL AND STATE GUIDELINES HAVE BEEN FOUND IN BUILDINGS IN FLORIDA. ADDITIONAL INFORMATION REGARDING RADON AND RADON TESTING MAY BE OBTAINED FROM YOUR COUNTY PUBLIC HEALTH UNIT.

27. ABANDONED PROPERTY. BY SIGNING THIS LEASE THE TENANT AGREES THAT UPON SURRENDER OR ABANDONMENT, AS DEFINED BY THE FLORIDA STATUTES, THE LANDLORD SHALL NOT BE LIABLE OR RESPONSIBLE FOR STORAGE OR DISPOSITION OF THE TENANT'S PERSONAL PROPERTY.

[*Signatures on Next Page*]

IN WITNESS WHEREOF, the Parties hereto have duly executed this Lease as of the Effective Date.

LANDLORD:	**TENANT:**
_____	_____
By: Mark Famiglio	**By: Sydney Gruters**
Landlord's Phone: _____	Tenant's Phone: _____
Landlord's Email: _____	Tenant's Email: _____

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: December 17, 2025

SUBJECT: First Quarterly Budget Update FY 2025-26

BACKGROUND INFORMATION

The Preliminary Operating Budget for FY 2025-26 was approved by the College's Board of Trustees on June 26, 2025, and subsequently submitted to the Florida Board of Governors. The Initial Operating Budget Schedule I for 2025-26 was approved by the Board of Trustees on August 27, 2025, and likewise submitted to the Board of Governors. This update also includes quarterly data for the Special Purpose Investment Account (SPIA).

General Revenue and Lottery: The initial combined total of general revenue and lottery for FY 2025-26 is $72,007,698 which includes increased legislative support for college operational enhancement. New College received the highest funding in the history of the institution this fiscal year.

Performance Based Funding: The combined total of the college's PBF award of $9,089,698 is included in the overall total of state appropriated funds. This includes an institutional investment of $ $4,157,304 and a state investment of $ $4,932,394 in the award for achieving the minimum point score set by the state for performance to receive the full award.

Tuition and Fees: Estimated revenues from tuition and fees totals $5,519,765 for the 2025-26 fiscal year. This forecast reflects the growth in enrollment over previous record highs.

Financial Aid/Scholarships: The allocation for financial aid for all funding sources is in the amount of $12,223,975.

Overall spending levels for the first quarter are consistent with prior years and align with expected budgetary forecasts.

Supporting Documentation Included: FY 25-26 1st Quarter Update

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

New College of Florida
Fiscal Year 2025-2026 Operating & Fixed Capital Outlay Budget
Quarter ended September 30, 2025

Grand Summary - Total All Funds

Summary of Revenues		FY 2024-25 Actual Revenues Received YEAR END	FY 2025-26 Budgeted Revenue BOT Approved 06.26.25	FY 2025-26 Actual Revenue as of September 30, 2025
	General Revenue (E&G)	$ 59,924,471	$ 69,300,518	$ 17,791,223
	Tuition and Fees[1] (E&G)	$ 4,637,606	$ 5,519,765	$ 2,656,095
	Educational Enhancement (Lottery E&G)	$ 2,541,324	$ 2,497,847	$ -
	Student Activity Fee	$ 301,754	$ 453,300	$ 227,119
	Housing Fee	$ 5,587,479	$ 6,112,000	$ 3,306,187
	Food Service Fee	$ 3,279,555	$ 3,918,018	$ 1,702,299
	Health Fee	$ 174,398	$ 205,260	$ 96,577
	Athletic Fee	$ 226,721	$ 283,780	$ 127,878
	Technology Fee	$ 150,613	$ 169,560	$ 86,220
	Other Auxiliary Revenue	$ 1,953,569	$ 1,343,906	$ 774,672
	Scholarship & Financial Aid Revenue - NON-E&G	$ 3,417,327	$ 5,153,250	$ 855,904
	Contracts & Grants Revenue	$ 1,572,294	$ 2,725,353	$ 179,308
	CITF, Deferred Maintenance & PECO Appropriation	$ 7,013,260	$ 16,391,781	$ 5,183,941
	Foundation Revenue	$ 2,155,356	$ 4,469,850	$ 485,822
	Carry Forward[2]	$ 13,174,082	TBD	$ 6,259,747
	Summary of Revenues Total	$ 106,109,809	$ 118,544,188	$ 39,732,993

Summary of Expenditures		FY 2024-25 Actual Expenditures YEAR END	FY 2025-26 Budgeted Expense BOT Approved 06.26.25	FY 2025-26 Actual Expense as of September 30, 2025
	Salaries & Benefits[3]	$ 43,495,720	$ 41,514,635	$ 9,010,908
	Other Personnel Service	$ 3,714,502	$ 2,572,471	$ 626,895
	General Expenses	$ 24,610,635	$ 39,739,240	$ 10,792,110
	Physical Plant, Operations & Utilities[4]	$ 21,710,888	$ 19,963,770	$ 4,178,432
	Scholarships & Financial Aid	$ 10,716,948	$ 12,223,975	$ 5,591,542
	Library & Other Academic Resources	$ 510,946	$ 1,496,577	$ 224,358
	Student Activity Expenditures	$ 95,380	$ 222,620	$ 37,401
	Athletics Expenditures	$ 1,254,790	$ 810,900	$ 398,171
	Summary of Expenditures Total	$ 106,109,809	$ 118,544,188	$ 30,859,817

1. Estimated annualized Tuition and Fee waivers of $3.7 million included in FY 2025-26 net tuition and fees total, of which $2,404,291 has been granted as of September 30, 2025.

2. Carry forward budget was approved by Board of Trustees on 8.26.25.

3. The S&B amount presented at the 6.26.25 BOT Meeting only included E&G and not all funds.

4. Includes Carry Forward FCO projects, E&G Housing Support, CITF, Deferred Maintenance & PECO projects. For FY 2025-26 this amount only includes physical plant expenses, CITF, Deferred Maintenance & PECO Projects.

New College of Florida
Fiscal Year 2025-2026 Operating & Fixed Capital Outlay Budget
Quarter ended September 30, 2025

E&G Only

Summary of Revenues		FY 2024-25 Actual Revenues Received YEAR END	FY 2025-26 Budgeted Revenue BOT Approved 06.26.25	FY 2025-26 Actual Revenue as of September 30, 2025
	General Revenue[1]	$ 59,924,471	$ 69,300,518	$ 17,791,223
	Tuition and Fees (Net)[2]	$ 4,637,606	$ 5,519,765	$ 2,656,095
	Lottery	$ 2,541,324	$ 2,497,847	$ -
	Summary of Revenues Total	**$ 67,103,401**	**$ 77,318,130**	**$ 20,447,318**

Summary of Expenditures		FY 2024-25 Actual Expenditures YEAR END	FY 2025-26 Budgeted Expense BOT Approved 06.26.25	FY 2025-26 Actual Expense as of September 30, 2025
	Salaries and Benefits	$ 39,545,202	$ 41,146,145	$ 7,698,397
	Other Personnel Service	$ 2,662,176	$ 2,226,908	$ 409,737
	General Expense[3]	$ 24,730,166	$ 33,945,077	$ 7,157,724
	Summary of Expenditures Total	**$ 66,937,544**	**$ 77,318,130**	**$ 15,265,858**

Summary detail of General Expense		FY 2024-25 Actual Expenditures YEAR END	FY 2025-26 Budgeted Expense BOT Approved 06.26.25	FY 2025-26 Actual Expense as of September 30, 2025
	Academic Instruction & Student Support	$ 3,609,716	$ 5,589,037	$ 965,438
	Performance Based Funding - Recruitment & Retention[4]	$ 421,911	$ -	$ -
	Administration	$ 4,039,503	$ 4,713,975	$ 1,711,403
	Physical Plant Operations & Maintenance	$ 2,531,817	$ 10,186,548	$ 535,634
	Housing Support & Hotel Costs	$ 7,135,829	$ 6,348,465	$ 27,953
	Scholarships & Financial Aid	$ 6,991,389	$ 7,107,052	$ 3,917,296
	Summary detail of General Expense Total	**$ 24,730,166**	**$ 33,945,077**	**$ 7,157,724**

1. General revenue legislative appropriations for FY 2025-26 includes an increase in Risk Management funding from the state of $209,333 and Performance Based Funding (PBF) award totaling $9,089,698.

2. Estimated annualized Tuition and Fee waivers of $3.7 million included in FY 2025-26 net tuition and fees total, of which $2,404,291 has been awarded as of September 30, 2025.

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

4. PBF R&R was not legislatively appropriated for FY 2025-26. The remaining balance of NCF's 2023-24 award is included in carry forward.

New College of Florida
Fiscal Year 2025-2026 Operating & Fixed Capital Outlay Budget
Quarter ended September 30, 2025

Auxiliary & Local Funds Only

		FY 2025-26 Budgeted Revenue & Expense YEAR END	FY 2025-26 Budgeted Revenue & Expense BOT Approved 06.26.25	FY 2025-26 Actual Revenue & Expense as of September 30, 2025
Student Activity Fee (Hamilton Center, Student Alliance, Student Government, & Green Fee)	Revenue	$ 301,754	$ 453,300	$ 227,119
	Labor	$ 151,237	$ 230,680	$ 28,175
	Expense	$ 95,380	$ 222,620	$ 37,401
	Expenditure Totals	**$ 246,617**	**$ 453,300**	**$ 65,576**

		FY 2025-26 Budgeted Revenue & Expense YEAR END	FY 2025-26 Budgeted Revenue & Expense BOT Approved 06.26.25	FY 2025-26 Actual Revenue & Expense as of September 30, 2025
Housing Fee	Revenue	$ 5,587,479	$ 6,112,000	$ 3,306,187
	Labor	$ 929,116	$ 793,600	$ 138,011
	Expense	$ 4,772,202	$ 3,760,088	$ 2,796,239
	Expenditure Totals	**$ 5,701,318**	**$ 4,553,688**	**$ 2,934,250**

		FY 2025-26 Budgeted Revenue & Expense YEAR END	FY 2025-26 Budgeted Revenue & Expense BOT Approved 06.26.25	FY 2025-26 Actual Revenue & Expense as of September 30, 2025
Food Service Fee	Revenue	$ 3,279,555	$ 3,918,018	$ 1,702,299
	Labor	$ 122,062	$ 90,200	$ 20,990
	Expense	$ 3,380,934	$ 3,827,818	$ 1,612,862
	Expenditure Totals	**$ 3,502,996**	**$ 3,918,018**	**$ 1,633,852**

New College of Florida
Fiscal Year 2025-2026 Operating & Fixed Capital Outlay Budget
Quarter ended September 30, 2025

		FY 2025-26 Budgeted Revenue & Expense YEAR END	FY 2025-26 Budgeted Revenue & Expense BOT Approved 06.26.25	FY 2025-26 Actual Revenue & Expense as of September 30, 2025
Health Fee	Revenue	$ 174,398	$ 205,260	$ 96,577
	Labor	$ -	$ 86,226	$ -
	Expense	$ 9,550	$ 119,034	$ 100,014
	Expenditure Totals	**$ 9,550**	**$ 205,260**	**$ 100,014**

		FY 2025-26 Budgeted Revenue & Expense YEAR END	FY 2025-26 Budgeted Revenue & Expense BOT Approved 06.26.25	FY 2025-26 Actual Revenue & Expense as of September 30, 2025
Athletics Fee	Revenue	$ 226,721	$ 283,780	$ 127,878
	Labor	$ -	$ -	$ -
	Expense	$ 226,721	$ 282,780	$ 58,206
	Expenditure Totals	**$ 226,721**	**$ 282,780**	**$ 58,206**

		FY 2025-26 Budgeted Revenue & Expense YEAR END	FY 2025-26 Budgeted Revenue & Expense BOT Approved 06.26.25	FY 2025-26 Actual Revenue & Expense as of September 30, 2025
Technology Fee	Revenue	$ 150,613	$ 169,560	$ 86,220
	Labor	$ 108,489	$ -	$ -
	Expense	$ 10,456	$ 169,560	$ 15,516
	Expenditure Totals	**$ 118,945**	**$ 169,560**	**$ 15,516**

New College of Florida
Fiscal Year 2025-2026 Operating & Fixed Capital Outlay Budget
Quarter ended September 30, 2025

		FY 2025-26 Budgeted Revenue & Expense YEAR END	FY 2025-26 Budgeted Revenue & Expense BOT Approved 06.26.25	FY 2025-26 Actual Revenue & Expense as of September 30, 2025
All Other Auxiliaries	Revenue	$ 1,395,621	$ 1,343,906	$ 774,672
	Labor	$ -	$ -	$ 243
	Expense	$ 1,283,852	$ 1,343,609	$ 265,845
	Expenditure Totals	**$ 1,283,852**	**$ 1,343,609**	**$ 266,088**
TOTAL EXPENDITURES ALL AUXILLARIES		**$ 11,089,999**	**$ 10,926,215**	**$ 5,073,502**

New College of Florida
Fiscal Year 2025-2026 Operating & Fixed Capital Outlay Budget
Quarter ended September 30, 2025

Other Fund Sources

		FY 2025-26 Budgeted Revenue & Expense YEAR END	FY 2025-26 Budgeted Revenue & Expense BOT Approved 06.26.25	FY 2025-26 Actual Revenue & Expense as of September 30, 2025
New College Foundation Support	Revenue	$ 3,348,747	$ 4,469,850	$ 485,822
	Executive Salaries	$ 899,850	$ 1,499,850	$ 123,740
	Athletics	$ 1,000,000	$ 1,000,000	$ 202,032
	Scholarships & Enhancements	$ 998,867	$ 1,460,183	$ 512,272
	Chair & Grant Funding	$ 90,030	$ 89,817	$ 184
	Lobbyist*	$ 360,000	$ 420,000	$ -
	Expense Totals	**$ 3,348,747**	**$ 4,469,850**	**$ 838,228**

		FY 2025-26 Budgeted Revenue & Expense YEAR END	FY 2025-26 Budgeted Revenue & Expense BOT Approved 06.26.25	FY 2025-26 Actual Revenue & Expense as of September 30, 2025
Contracts & Grants	Revenue	$ 1,572,294	$ 2,725,353	$ 179,308
	Labor	$ 814,407	$ 446,547	$ 198,885
	Expense	$ 547,399	$ 1,826,469	$ 132,071
	Expense Totals	**$ 1,361,806**	**$ 2,273,016**	**$ 330,956**

		FY 2025-26 Budgeted Revenue & Expense YEAR END	FY 2025-26 Budgeted Revenue & Expense BOT Approved 06.26.25	FY 2025-26 Actual Revenue & Expense as of September 30, 2025
Financial Aid - NON-E&G	Revenue	$ 3,417,327	$ 5,153,250	$ 855,904
	Labor	$ 21,949	$ 36,827	$ 693
	Aid Distributed	$ 3,725,558	$ 5,116,923	$ 1,674,246
	Expense Totals	**$ 3,747,507**	**$ 5,153,750**	**$ 1,674,939**

The lobbyist support is paid directly from the New College Foundation's operating budget.

New College of Florida
The Honors College

Investment Activity for All Funding Sources Effective FY 2025-2026

Month	Month-End Investment Balance	Interest Earnings	Interest Rates SPIA
July, 2025	$20,639,060	$62,310	4.0100%
August	$27,025,199	$85,930	4.3875%
September	$24,783,441	$96,393	4.5013%
October			
November			
December			
January, 2026			
February			
March			
April			
May			
June			
Total		**$244,633**	

Notes:
SPIA: Special Purpose Investment Account - Managed by the State of Florida

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: December 17, 2025

SUBJECT: New College Foundation, Inc. FY25 Financial Audit and 990

BACKGROUND INFORMATION

Pursuant to Regulation 3-7001 New College of Florida Direct Support Organizations all DSO must provide their annual audit information to the Board of Trustees for review.

Supporting Documentation Included: FY25 NCF Foundation, Inc Audit and 990

Facilitators/Presenters: *Christie Fitz-Patrick, Vice President of Finance & Administration*

GOING FURTHER

NEW COLLEGE FOUNDATION, INC.
(A Component Unit of New College of Florida)

FINANCIAL STATEMENTS

JUNE 30, 2025

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MAULDIN & JENKINS
CPAs & ADVISORS

Independent Auditor's Report

Board of Directors
New College Foundation, Inc.
Sarasota, Florida

Report on the Audit of the Financial Statements

Opinion
We have audited the accompanying financial statements of New College Foundation, Inc. (the "Foundation"), a component unit of New College of Florida, as of and for the year ended June 30, 2025, and the related notes to the financial statements, which collectively comprise the Foundation's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the Foundation, as of June 30, 2025, and the respective changes in financial position and cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion
We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Foundation and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements
Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Foundation's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Foundation's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 4 through 10 be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated October 30, 2025, on our consideration of the Foundation's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Foundation's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Foundation's internal control over financial reporting and compliance.

Mauldin & Jenkins, LLC

Bradenton, Florida
October 30, 2025

Management's Discussion and Analysis

(Unaudited)

INTRODUCTION

The following management's discussion and analysis (MD&A) provides an overview of the financial position and activities of New College Foundation, Inc. (the "Foundation") for the fiscal year ended June 30, 2025, with comparative information for fiscal year ending 2024, and should be read in conjunction with the financial statements and notes thereto. This report includes financial statements presented and prepared with the accounting principles and reporting guidelines established by the Governmental Accounting Standards Board (GASB) as this is the presentation used in the Foundation's annual financial report. The Foundation's management has prepared the financial statements and related note disclosures along with the MD&A. The responsibility for the completeness and fairness of this information rests with the Foundation's management.

The Foundation is a 501(c)(3) organization. The Foundation is a Direct Support Organization and a component unit of New College of Florida (the "College"). The Foundation converted from reporting under the Financial Accounting Standards Board (FASB) to reporting under GASB as of July 1, 2018, as mandated by the Florida Legislature for all Direct Support Organizations of the 12 State Universities. The mission of the Foundation is to support the priorities of New College of Florida, Florida's designated Honors College. This is accomplished by securing funds as a result of cultivating and stewarding individuals, foundations, and corporations and through the prudent management of assets.

FINANCIAL HIGHLIGHTS

The Foundation's financial position at June 30, 2025 contained total assets of $57,947,210 and liabilities and deferred inflows of resources of $1,023,154, resulting in a net position of $56,924,056 at June 30, 2025. Net position increased from July 1, 2024 to June 30, 2025 by 16.2%.

The Foundation's financial position at June 30, 2024 contained total assets of $50,064,126 and liabilities and deferred inflows of resources of $1,076,838, resulting in a net position of $48,987,288 at June 30, 2024. Net position increased from July 1, 2023 to June 30, 2024 by 1.9%.

The Foundation's investments showed a return (net of fees) of approximately 13.5% from July 1, 2024 to June 30, 2025 and 7.5% from July 1, 2023 to June 30, 2024.

USING THIS ANNUAL REPORT

The financial statements consist of three basic financial statements: (1) the statement of net position; (2) the statement of revenues, expenses, and changes in net position; and (3) the statement of cash flows. These financial statements are prepared in accordance with GASB accounting principles and guidelines, which establish standards for external financial reporting for public colleges, universities, and other governmental entities. The Foundation is required to prepare its annual report in accordance with GASB due to its formation under Florida Statute 1004.70 and the component unit relationship with the College. These statements present a long-term view of the Foundation's finances.

THE STATEMENT OF NET POSITION

The statement of net position presents the financial position of the Foundation at the end of the fiscal year and includes all assets, liabilities and deferred inflows of resources of $56,924,056. Net position, the difference between total assets and total liabilities and deferred inflows of resources, is an indicator of the current financial condition of the Foundation. The change in net position is an indicator of whether the overall financial condition has improved or worsened during the year. Assets and liabilities are generally measured using current values. One notable exception is capital assets, which are stated at historical costs less an allowance for depreciation.

A summarized comparison of the Foundation's assets, liabilities, deferred inflows of resources and net position at June 30, 2025 and 2024 is presented in the following table:

	For the Years Ended	
	June 30, 2025	**June 30, 2024**
Assets		
Current assets	$ 6,414,567	$ 4,481,300
Capital assets, net	1,009,681	1,055,899
Other noncurrent assets	50,522,962	44,526,927
Total assets	$ 57,947,210	$ 50,064,126
Liabilities		
Current liabilities	$ 501,955	$ 546,942
Noncurrent liabilities	358,467	365,784
Total liabilities	$ 860,422	$ 912,726
Deferred inflows of resources	$ 162,732	$ 164,112
Net position		
Invested in capital assets	$ 705,447	$ 742,939
Restricted	54,238,414	46,470,515
Unrestricted	1,980,195	1,773,834
Total net position	56,924,056	48,987,288
Total liabilities, deferred inflows and net position	$ 57,947,210	$ 50,064,126

Current assets primarily consist of cash, cash equivalents, prepaid expenses and investments. Noncurrent assets consist of net capital assets and endowment investments. A review of the Foundation's statement of net position at June 30, 2025 and June 30, 2024, shows that the Foundation's net position increased by 16.2% from 2024 to 2025.

LOANS FROM DIRECT BORROWINGS

In fiscal year 2021, the Foundation incurred a $340,000 mortgage debt secured by the real estate purchased. The mortgage is at 4.5% for five years, adjusted to 3.25% over the treasury rate for the next five years. The term is ten years, and the amortization period is 25 years.

CAPITAL ASSETS

The Foundation capitalizes assets with a value of $1,000 for financial reporting purposes. As of June 30, 2025, there was $1,009,681 invested in capital assets net of accumulated depreciation. Capital assets of the Foundation at June 30, 2025 and 2024 are presented in the following table:

	For the Years Ended	
Capital assets	**June 30, 2025**	**June 30, 2024**
Nondepreciable capital assets:		
Real estate	$ 421,832	$ 421,832
Total nondepreciable capital assets	$ 421,832	$ 421,832
Depreciable capital assets:		
Buildings	$ 1,520,611	$ 1,520,611
Equipment	132,079	125,756
Total depreciable capital assets	$ 1,652,690	$ 1,646,367
Accumulated depreciation	$ (1,064,841)	$ (1,012,300)
Capital assets, net of depreciation	$ 1,009,681	$ 1,055,899

THE STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION

The statement of revenues, expenses, and changes in net position presents the Foundation's results of operations. In accordance with GASB reporting principles, revenues and expenses are classified as either operating or nonoperating. A summary of the Foundation's revenues, expenses, and changes in net position for the fiscal years ended June 30, 2025 and 2024 is presented in the following table:

	For the Years Ended	
	June 30, 2025	**June 30, 2024**
Operating revenues		
Contributions	$ 6,077,397	$ 1,937,992
Fundraising support and revenue	581,111	494,111
Other revenue	61,143	106,605
Total operating revenues	6,719,651	2,538,708
Less operating expenses	5,725,573	5,481,071
Operating income (loss)	994,078	(2,942,363)
Nonoperating revenues (expenses)		
Investment income, net	447,453	565,444
Unrealized gain (loss) on investments	(1,208,843)	3,905,745
Realized gain (loss) on investments	7,534,571	(1,129,113)
Loss on disposal of assets	(83)	-
Changes in value of trust agreements	(30,508)	(28,738)
Nonoperating income, net	6,742,590	3,313,338
Gain before additions to permanent endowments	7,736,668	370,975
Additions to permanent endowments	200,100	552,100
Increase in net position	7,936,768	923,075
Net position, beginning of year	48,987,288	48,064,213
Net position, end of year	$ 56,924,056	$ 48,987,288
	16.2%	1.9%

THE STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION (CONTINUED)

From fiscal year 2024 to 2025, operating revenue significantly increased by $4,180,943, or 165%, of which, total gifts, contributions and grants increased by $4,139,405, or 214%. The increase is mostly attributable to two major gifts: a $1 million gift for the athletic programs, for which donor the College's future baseball field will be named after, and a $2.5 million gift to establish a new Contemplative and Education Center. Additions to permanent endowments decreased by $352,000 from 2024 to 2025. Investment income showed a significant increase of $3,431,105 from 2024 to 2025, which is attributed to a combination of changing the Foundation's Outsourced Chief Investment Officer (OCIO), thus changed the portfolio holdings, timing of the change and general improvement of investment market conditions.

In fiscal year 2024, the Foundation received new pledges in the amount of $500,000; however, since not all eligibility requirements under GASB have been met, no pledges were recorded. There was no new pledge in fiscal year 2025.

Overall operating expenses increased by $244,502 from 2024 to 2025. This increase consists of an increase of $796,794 in program support and decreases of $286,605 and $265,687 in administrative and fundraising expenses, respectively.

Among the categories of program support expenses, enhancements for programs increased by $815,923 and scholarships and grants increased by $119,075 while college support decreased by $138,204. This decrease is due to absence of donation expenses, totaling $448,038, that occurred in fiscal year 2024. Excluding the infrequent donation expenses from the comparison, college support increased by $309,834 from fiscal year 2024 to 2025. Allocations for scholarships are funded primarily by endowment earnings in accordance with the Foundation's spending policy – awards of up to 3.50%, calculated by using the average of the 20-quarter rolling average balances with the end date of December 31st for each endowment when earnings are available.

THE STATEMENT OF CASH FLOWS

The statement of cash flows provides additional information about the Foundation's financial results by reporting the major sources and uses of cash. Its primary purpose is to provide relevant information about the cash receipts and cash payments of an entity during a period. The statement of cash flows also helps users assess:

- An entity's ability to generate future net cash flows.
- Its ability to meet its obligations as they come due.
- Its need for external financing.

A comparative summary of the statement of cash flows for the Foundation for the fiscal years ended June 30, 2025 and 2024 is shown in the following table:

	For the Years Ended	
	June 30, 2025	**June 30, 2024**
Cash provided (used) by:		
Operating activities	$ 1,044,238	$ (3,041,738)
Investing activities	748,732	1,208,649
Noncapital financing activities	200,100	552,100
Capital and related financing	(17,551)	(21,130)
Net increase (decrease) in cash and cash equivalents	1,975,519	(1,302,119)
Cash and cash equivalents, beginning of the year	4,315,628	5,617,747
Cash and cash equivalents, end of year	$ 6,291,147	$ 4,315,628

The Foundation's liquidity remained stable during the reporting year. For the purpose of cash flows, the Foundation considers cash equivalents to include time deposits, certificates of deposit and all highly liquid debt instruments with original maturities of three months or less. During the fiscal year ended June 30, 2025, cash and cash equivalents increased by $1,975,519. The increase is due to the increase in contributions. The Foundation has adequate funds on hand to pay invoices upon demand and approval.

ECONOMIC FACTORS THAT WILL AFFECT THE FUTURE

The economic position of the Foundation is closely tied to the needs of the College and the investment markets for the endowment.

Investment income plays a key role in generating revenues for the Foundation. Also tied to investment earnings is the ability to provide scholarships and program support to the College through various endowments. The Foundation's investment accounts remain well-diversified and moderately invested, target in, 65% Global Equities, 25% Fixed Income, 5% Real Assets and 5% Diversifying Strategies, within the range established for each investment type per the Foundation's Investment Policy.

The Foundation's Board of Directors and management carefully monitor the status of all endowed funds, particularly those underwater funds in which the total fund balance is less than the corpus, or principal. This deficit can only be overcome through positive investment earnings UPMIFA allows for spending of current interest and dividends. As of June 30, 2025, the Foundation held 67 endowed funds and 15 quasi-endowed funds. Of these funds, none were in an underwater status as of the end of the fiscal year as the investment market conditions improved.

In fiscal year 2025, the Foundation focused on increasing revenue and increasing the total number of individual donors that support the College. Signature focus areas included the 45th annual Clambake event, the Socratic Stage Series and the newly created Mighty Banyan Athletic program. As a direct support organization of the College, the Foundation is committed to the growth plan established by the College and its Board of Trustees and is making major efforts to assist in this growth.

REQUESTS FOR INFORMATION

This financial report is designed to provide a general overview of the New College Foundation, Inc.'s finances for all those with an interest in the Foundation's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to Sydney Gruters, Vice President of Advancement.

New College Foundation, Inc.

STATEMENT OF NET POSITION
JUNE 30, 2025

ASSETS		
CURRENT ASSETS		
Cash	$	6,291,147
Beneficial interest in remainder trusts, net		78,962
Prepaid expenses and other assets		44,458
Total current assets		6,414,567
NONCURRENT ASSETS		
Investments		50,522,962
Capital assets, net		1,009,681
Total noncurrent assets		51,532,643
TOTAL ASSETS	$	57,947,210
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION		
CURRENT LIABILITIES		
Accounts payable and accrued expenses	$	423,335
Gift annuities payable		10,470
Note payable		9,378
Unearned revenue		58,772
Total current liabilities		501,955
NONCURRENT LIABILITIES		
Gift annuities payable, net of current portion		63,611
Note payable, net of current portion		294,856
Total noncurrent liabilities		358,467
DEFERRED INFLOWS OF RESOURCES		
Gift annuities and charitable remainder unitrust		162,732
NET POSITION		
Net investment in capital assets		705,447
Restricted, nonexpendable, endowment		36,046,133
Restricted, expendable		18,192,281
Unrestricted		1,980,195
Total net position		56,924,056
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION	$	57,947,210

See Notes to Financial Statements.

New College Foundation, Inc.

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
FOR THE YEAR ENDED JUNE 30, 2025

OPERATING REVENUES		
Contributions	$	6,077,397
Fundraising support and revenue		581,111
Other revenue		61,143
Total operating revenues		6,719,651
OPERATING EXPENSES		
Program		
Scholarships and grants		649,988
Enhancements for programs		2,877,583
College support		845,272
General and administrative		733,978
Fundraising		618,752
Total operating expenses		5,725,573
Operating income		994,078
NONOPERATING REVENUES (EXPENSES)		
Investment income, net		447,453
Unrealized loss on investments		(1,208,843)
Realized gain on investments		7,534,571
Loss on disposal of assets		(83)
Changes in value of trust agreements		(30,508)
		6,742,590
Gain before permanent endowment contributions		7,736,668
Contributions to permanent endowments		200,100
Change in net position		7,936,768
Net position, beginning of the year		48,987,288
Net position, end of the year	$	56,924,056

See Notes to Financial Statements.

New College Foundation, Inc.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED JUNE 30, 2025

CASH FLOWS FROM OPERATING ACTIVITIES		
Received from private donors	$	5,756,357
Received from other sources		13,216
Payments for College programs		(3,992,432)
Payments to suppliers for goods and services		(732,903)
Net cash provided by operating activities		1,044,238
CASH FLOWS FROM INVESTING ACTIVITIES		
Investment income, net		447,453
Proceeds from sale of investments		40,802,076
Purchase of investments		(40,500,797)
Net cash provided by investing activities		748,732
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
Endowment contributions		200,100
Net cash provided by noncapital financing activities		200,100
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
Purchase of capital assets		(8,825)
Payments on notes payable		(8,726)
Net cash used in capital and related financing activities		(17,551)
Net change in cash		1,975,519
Cash, beginning of year		4,315,628
Cash, end of year	$	6,291,147
Reconciliation of operating income to net cash provided by operating activities		
Operating income	$	994,078
Adjustments to reconcile operating income to net cash provided by operating activities		
Depreciation		60,460
Donated capital assets		(5,500)
Deferred inflow of resources related to gift annuities		(1,380)
Changes in assets and liabilities		
Prepaid expenses and other assets		40,199
Beneficial interest in remainder trusts		2,053
Accounts payable and other accrued expenses		208,780
Unearned revenue		(254,452)
Net cash provided by operating activities	$	1,044,238
Noncash investing activities		
Net unrealized loss on investments	$	1,208,843

See Notes to Financial Statements.

Notes To Financial Statements

NOTE 1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

New College Foundation, Inc. (the "Foundation") is a not-for-profit corporation organized under the laws of the State of Florida and operates exclusively for charitable and educational purposes within the meaning of 501(c)(3) of the Internal Revenue Code. The Foundation's mission is to provide aid in the form of money and other forms of property and services to New College of Florida (the "College"). The Foundation also promotes education and encourages learning and dissemination of information about which the College is involved. As of November 3, 2006, the Foundation has elected to organize and operate as a university direct-support organization as defined in Section 1004.28, Florida Statutes. The Foundation is considered a discrete component unit of the College due to the College's budgetary oversight responsibility and due to the Foundation's significant operational and financial relationships with the College.

Basis of Accounting and Presentation

The Foundation's accounting policies conform to accounting principles generally accepted in the United States of America applicable to colleges and universities as prescribed by the Governmental Accounting Standards Board (GASB).

The accounting and financial reporting treatment is determined by the applicable measurement focus and basis of accounting. Measurement focus indicates the type of resources being measured such as current financial resources or economic resources. The basis of accounting indicates the timing of transactions or events for recognition in the financial statements.

The Foundation's financial statements are presented using the economic resources measurement focus and the accrual basis of accounting. Revenues, expenses, gains, losses, assets, and liabilities resulting from exchange and exchange-like transactions are recognized when the exchange takes place. Revenues, expenses, gains, losses, assets, and liabilities resulting from nonexchange activities are generally recognized when all applicable eligibility requirements, including time requirements, are met.

The statement of net position is presented in a classified format to distinguish between current and noncurrent assets and liabilities. When both restricted and unrestricted resources are available to fund certain programs, it is the Foundation's policy to first apply the restricted resources to such programs followed by the use of the unrestricted resources.

Cash and Cash Equivalents

For purposes of the statement of cash flows, the Foundation considers amounts on hand in checking accounts and money market accounts as cash unless held for the purpose of reinvestment. The Foundation considers all short-term, highly liquid investments with original maturities of 90 days or less to be cash equivalents.

NOTE 1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Investments

Investments in marketable securities with readily determinable fair values and all investments in debt securities are reported at their fair values in the statement of net position. Realized and unrealized gains and losses are included in the statement of revenues, expenses, and changes in net position. Investment income includes interest and dividend income, net of fees, and is included in the statement of revenues, expenses and changes in net position separate from gains and losses. Investment fees were $331,637 for the year ended June 30, 2025.

Pledges Receivable

The Foundation accounts for its pledges receivable in accordance with GASB Statement No. 33, *Accounting and Financial Reporting for Nonexchange Transactions*. GASB Statement No. 33 establishes reporting standards for nonexchange transactions, whereby unrestricted and restricted contributions receivable are recorded in the statement of net position and endowment contributions receivable are excluded from the statement of net position.

Promises to give are recorded at net realizable value. Unconditional promises to give are recognized as contribution revenue in the period received. Conditional promises to give are recognized when the conditions on which they depend are substantially met. An allowance for doubtful accounts is established based on specific assessment of all amounts that remain unpaid following normal payment periods. All amounts deemed to be uncollectible are charged against the allowance for doubtful accounts in the period the determination is made.

Beneficial Interest in Remainder and Perpetual Trusts

The Foundation's split-interest agreements with donors consist of charitable gift annuities and charitable remainder uni-trusts, which are presented on the statement of net position as gift annuities payable and beneficial interest in remainder trusts. Contributions of split-interest agreements are recorded when the Foundation is informed of the contribution and its interest is irrevocable. Assets are invested and payments are made to donors and/or other beneficiaries in accordance with the respective agreements.

Trust assets, for which the Foundation has been designated trustee, totaled $157,851 at June 30, 2025 and are recorded in investments on the statement of net position. The related liabilities under trust agreements totaled $74,081 at June 30, 2025.

The present values of payments to beneficiaries under these charitable gift annuities are calculated using an applicable tax discount rate at year-end of 5% for the year ended June 30, 2025.

NOTE 1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Beneficial Interest in Remainder and Perpetual Trusts (Continued)

Charitable remainder uni-trusts are classified as restricted net position. Once the beneficial interest is passed to the Foundation, the remaining assets are released for unrestricted use. Charitable gift annuities are classified as unrestricted or restricted net position based upon the individual gift agreements as appropriate. Distributions of the annuities are paid from income first then as a release of principal, if necessary.

Gains or losses resulting from changes in actuarial assumptions and accretions of the discount are recorded as changes in the value of trust agreements in the statement of revenues, expenses and changes in net position and resulted in a net loss of $30,508 for the year ended June 30, 2025. The change in the value of trust agreements and the related assets and liabilities are based on estimated maturity of the agreements. Actual results could differ from those estimates.

Unearned Revenue

Amounts received under contracts with third parties are considered unearned revenue until such a time as the Foundation expends amounts on eligible items and recognizes the amount as revenue.

Capital Assets

The Foundation's capital assets consist of land, buildings, furniture, and equipment and are stated at historical cost or acquisition value for donated assets or acquired at nominal cost. The Foundation has a capitalization threshold of $1,000 for capital assets. Depreciation is computed on the straight-line basis over the following estimated useful lives:

Buildings	40 Years
Equipment	3-5 Years

The Foundation owns real estate received through a gift of approximately 188 acres of land on Tidy Island situated in Manatee County, Florida during the year ended June 30, 1984. The conveyance was subject to deed restrictions including that the land not be built upon and that it be used solely for educational, research and study purposes. This property is used as an outdoor classroom by the New College Environmental Studies Program.

Capital assets are reviewed for impairment whenever events or changes in circumstances indicate that the related carrying amount may not be recoverable. When assets are impaired, asset values are reduced for this impairment. There was no impairment recognized on capital assets for the year ended June 30, 2025.

NOTE 1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Deferred Inflows of Resources

In addition to liabilities, the statement of net position will sometimes report a separate section for deferred inflows of resources. This separate financial statement element represents an acquisition of net assets that applies to future periods and so will not be recognized as an inflow of resources (revenue) until that time. The Foundation has one item that meets the criterion for this category related to gift annuity payments. This amount is deferred and recognized as an inflow of resources in the period that the amount becomes available.

Contributions

Contributions are recognized as increases in net position when pledged provided all eligibility requirements have been met, with the exception of contributions to endowments which are recognized when received. Assets donated to the Foundation are recorded at their estimated acquisition value at the date of donation. Revenues associated with irrevocable split-interest agreements are recognized when the resources become applicable to the reporting period.

Donated services are only recorded if the services received create or enhance nonfinancial assets or required specialized skills and would typically need to be purchased if not provided by donation. Other volunteer services are not recorded as revenue and expense since they do not create or enhance financial assets or require specialized skills. In-kind donations for services of approximately $907,560 were recognized in the year ended June 30, 2025, and are included in contributions on the accompanying statement of revenues, expenses and changes in net position.

Net Position

Net position, gains, and losses are classified based on the existence or absence of donor or grantor imposed restrictions. Accordingly, net position and changes therein are classified and reported as follows:

Net Investment in Capital Assets – Net investment in capital assets includes capital assets, net of accumulated depreciation and reduced by any outstanding debt balances that are attributable to the acquisition, construction, or improvement of those assets.

Restricted – Restricted net position includes funds externally restricted by donors that are expendable and nonexpendable endowments. Expendable includes funds that are subject to donor-imposed stipulations that can be fulfilled by actions of the Foundation pursuant to those stipulations, or that expire by passage of time. Nonexpendable endowments includes funds subject to donor-imposed stipulations that they be maintained permanently by the Foundation to use all or part of the related investment return for general or specific purposes in support of the College.

Unrestricted – Unrestricted net position includes funds that do not meet the definition of restricted or invested in capital assets.

NOTE 1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Tax Status

The Foundation is generally exempt from federal income and state income taxes under Section 501(c)(3) of the Internal Revenue Code and comparable state law. The Foundation is required to pay income taxes on the excess of revenues derived from activities unrelated to the tax exempt purpose of the Foundation over the related expenses.

Operating and Nonoperating Activities

The Foundation's operating income includes all revenues and expenses associated with the Foundation's daily activities. Interest and net investment earnings are excluded from operating income and classified as nonoperating revenues. Contributions received for endowments or from state matching funds are also excluded from operating and nonoperating activities and are classified as endowment contributions.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets, deferred inflows of resources and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Subsequent Events

The Foundation has evaluated all subsequent events through October 30, 2025 the date the financial statements were available to be issued.

NOTE 2. COMMITMENTS TO NEW COLLEGE FOR 2024-2025 ACADEMIC YEAR

For the academic year ending June 30, 2025, the Foundation has budgeted to provide direct support to the College as follows:

Academic programs and enhancements	$	3,439,620
Endowed chairs, professorships and fellowships		89,817
New College library and library association		20,413
Scholarship and student grants		500,000
Other		420,000
	$	4,469,850

The Foundation will fulfill this obligation using anticipated endowment income and designated contributions.

NOTE 3. CAPITAL ASSETS

Capital assets activity for the year ended June 30, 2025 is shown as follows:

	Balance June 30, 2024	Increases	Decreases	Balance June 30, 2025
Capital assets not being depreciated:				
Real estate	$ 421,832	$ -	$ -	$ 421,832
Total capital assets not being depreciated	421,832	-	-	421,832
Capital assets being depreciated:				
Buildings	1,520,611	-	-	1,520,611
Equipment	125,756	14,325	(8,002)	132,079
Total capital assets being depreciated	1,646,367	14,325	(8,002)	1,652,690
Less accumulated depreciation for:				
Buildings	(901,419)	(49,156)		(950,575)
Equipment	(110,881)	(11,304)	7,919	(114,266)
	(1,012,300)	(60,460)	7,919	(1,064,841)
Total capital assets being depreciated, net	634,067	(46,135)	(83)	587,849
Total capital assets, net	$ 1,055,899	$ (46,135)	$ (83)	$ 1,009,681

NOTE 4. RESTRICTED NET POSITION

Expendable restricted net position is restricted for scholarships or other similar purposes and totaled $18,192,281 for the year ended June 30, 2025.

Nonexpendable restricted net position (endowments) is donor-directed contributions restricted in perpetuity for a variety of purposes to provide support to the College. Nonexpendable restricted net position totaled $36,046,133 for the year ended June 30, 2025.

The Board of Directors of the Foundation has interpreted the Florida Uniform Prudent Management of Institutional Funds Act (FUPMIFA) as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment fund, absent donor stipulations to the contrary. As a result of this interpretation, the Foundation classifies as nonexpendable restricted net position: (a) the original value of the gift donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund.

The Foundation has adopted investment and spending policies for endowment assets that attempt to protect the principal of the fund, provide consistent long-term income returns and protect the Foundation against long-term inflation trends. The desired investment objective is a long-term real rate of return on assets that is 7.5%-8.0%. The target rate of return for the Foundation has been based upon an analysis of historical returns supplemented with an economic and structural review for each asset class. The objective is based on a ten-year investment horizon, so that interim fluctuations should be viewed with appropriate perspective.

NOTE 4. RESTRICTED NET POSITION (CONTINUED)

Actual returns in any given year may vary from this amount. To satisfy its long-term rate-of-return objectives, the Foundation relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). The Foundation targets a diversified asset allocation that places a greater emphasis on equity-based investments to achieve its long-term return objectives within prudent risk constraints.

The Foundation has a spending policy of annually appropriating for distribution a percentage of its endowment funds based on the average endowment fair value of the five preceding years, as computed on December 31st. In establishing this policy, the Foundation considered the long-term expected return on its endowment. The spending policy established for the year ended June 30, 2025 was 3.50% (1.25% to the College and 2.25% to the Foundation for an administrative fee). This is consistent with the Foundation's objective to maintain the purchasing power of the endowment assets held in perpetuity or for a specified term as well as to provide additional real growth through new gifts and investment return.

NOTE 5. RELATED PARTY TRANSACTIONS

Beginning in November 2013, employees of the Foundation became employees of the College, an affiliated entity, and the Foundation began reimbursing the College for the cost of services received from personnel of the College. Salaries reimbursed to the College totaled $723,761 for the year ended June 30, 2025.

The Foundation received $841,778 of in-kind services for payroll, grounds maintenance and custodial services for the year ended June 30, 2025. In July 2023, the Foundation provided office space for a department of the College. The fair market value of the donated office space and the associated expenses is estimated at $84,613 for the year ended June 30, 2025.

The Foundation provided direct support to the College in the amount of $3,527,571 for the year ended June 30, 2025. Of that amount, $418,960 was provided for lobbyists. At June 30, 2025, the Foundation had an outstanding balance of $321,230 payable to the College.

NOTE 6. NONCURRENT LIABILITIES

The Foundation manages charitable gift annuities. These annuities are irrevocable split-interest agreements where the Foundation is the remainder interest beneficiary that makes distributions to the annuitants. Noncurrent liabilities consist of gift annuities payable as of June 30, 2025. GASB Statement No. 81 established financial reporting standards for irrevocable split-interest to include assets, liabilities, and deferred inflows of resources. The asset is the market value of resources received; the liability is the present value of future payments to annuitants; the deferred inflow of resources is the difference between the asset and the liability. There is also a portion of unearned revenue that is not expected to be recognized as revenue in the upcoming year.

A summary of the changes in the noncurrent liabilities is as follows:

	Balance June 30, 2024	Increases	Decreases	Balance June 30, 2025	Current Portion
Unearned revenue	$ 313,224	$ -	$ (254,452)	$ 58,772	$ 58,772
Gift annuities payable	71,987	2,094	-	74,081	10,470
	$ 385,211	$ 2,094	$ (254,452)	$ 132,853	$ 69,242

NOTE 7. NOTE PAYABLE

During 2021, the Foundation entered into an agreement with a local financial institution to borrow $340,000 to acquire real property in Sarasota, Florida. The note payable is due in 60 monthly payments of $1,902 including interest at 4.50% followed by 59 monthly payments estimated at $1,773 including interest at the prevailing U.S. Treasury Note Yield plus 3.25% with a balloon payment in February 2031 and is secured by certain real property. The balance on the note from a direct borrowing at June 30, 2025 was $304,234. Total principal paid during the year ended June 30, 2025 was $8,726.

Aggregate maturities on the long-term debt at June 30, 2025 are as follows:

	Principal	Interest
2026	$ 9,378	12,932
2027	10,366	10,913
2028	10,733	10,547
2029	11,172	10,108
2030	11,598	9,681
2031	250,987	6,252
	$ 304,234	$ 60,433

NOTE 8. FAIR VALUE MEASUREMENTS

Deposits – Custodial credit risk is the risk that in the event of a bank failure, the Foundation's deposits may not be returned. The Foundation's policy regarding custodial risk is to hold noninvested cash in a financial institution covered by the Federal Deposit Insurance Corporation (FDIC) not exceeding the limit of FDIC coverage.

Noninvested cash in excess of FDIC coverage will be held in a certified Qualified Public Depository (QPD) as identified by the Florida Security for Public Deposits Act, Chapter 280, Florida Statute. At June 30, 2025, the bank balance was approximately $504,496. Of the bank balance, $254,496 was in excess of the amount covered by the FDIC and thus collateralized under the Florida Security for Public Deposits Act.

The Foundation has an account with the State Treasury Special Purpose Investment Account (SPIA). This account represents ownership of a share of the Florida Treasury Investment Pool, not the underlying securities. At June 30, 2025, the Florida Treasury Investment Pool carried a credit rating of AA-f by Standard & Poor's and had an effective duration of 3.33. At June 30, 2025, the Foundation had cash equivalents of $5,869,978 with the State Treasury SPIA.

Investments – The Foundation's investment policy allows for investments in domestic equities, international equities, fixed income and alternatives. For fixed income instruments, the Foundation's investment policy allows for investment in domestic, global, U.S. inflation projected, U.S. high yield, emerging market bonds, short-term bonds, multi-sector bonds, unconstrained bonds, and cash equivalents. For alternative instruments, the Foundation's investment policy allows for private equity, absolute return (hedge funds), real assets and commodities.

The following methods and assumptions were used by the Foundation in estimating the fair value of its financial instruments:

Mutual Funds and Exchange Traded Funds – The fair value is measured based on quoted prices in principal active markets for identical assets as of the valuation date (Level 1).

Investments held by the Foundation are reported at fair value and were as follows at June 30, 2025:

	Level 1	Level 2	Level 3	Net Asset Value	Total at June 30, 2025
Investments					
Cash and cash equivalents	$ 4,121,307	$ -	$ -	$ -	$ 4,121,307
Exchange traded funds	20,890,408	-	-	-	20,890,408
Mutual funds - equities	25,511,247	-	-	-	25,511,247
Total investments	$ 50,522,962	$ -	$ -	$ -	$ 50,522,962

The methods described above may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, while the Foundation believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different estimate of fair value at the reporting date.

NOTE 8. FAIR VALUE MEASUREMENTS (CONTINUED)

Interest Rate Risk – Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment.

Custodial Credit Risk – The Foundation utilizes the services of an investment advisor and several investment managers to manage its portfolio. For an investment, custodial credit risk is the risk that, in the event of a failure of the counterparty, the Foundation will not be able to recover the value of its investment or collateral securities that are in the possession of an outside party. The investment in mutual funds are not categorized as to custodial credit risk as they are not evidenced by securities that exist in physical or book entry form. These mutual funds are not rated by a nationally statistical rating organization. There were no losses due to default by counterparties to investment transactions during the year ended June 30, 2025.

Credit Risk – Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations. The Foundation's investment policy manages credit risk by limiting the Foundation to investment in mutual funds as opposed to direct investment in bonds.

Concentration of Credit Risk – Concentration of credit risk is the risk of loss attributed to the magnitude of a government's investment in a single issuer. The Foundation's investment policy requires that investments are to be diversified to the extent that no more than 7% of the funds may be invested in any one security and a maximum of 5% may be invested in the obligations of a single issuer (excluding U.S. Government and its agencies).

Other Information – For management control, investments are pooled. Gains, losses and investment income from the pool are allocated monthly to the funds that participate in the pool based upon each fund's average monthly balance.

NOTE 9. FUNCTIONAL CLASSIFICATION OF EXPENSES

The expenses recognized by the Foundation in the statement of revenues, expenses and changes in net position are classified by function, that is, the purpose for which they are incurred. The Foundation's expenses based on function classification are as follows as of June 30, 2025:

	Program Services	General and Administrative	Fundraising	Total
Enhancements	$ 2,458,623	$ -	$ -	$ 2,458,623
Lobbyist	418,960	-	-	418,960
Scholarships - College budget	412,783	-	-	412,783
Grants	237,205	-	-	237,205
Salaries	621,985	354,061	197,181	1,173,227
Depreciation	-	60,460	-	60,460
Insurance	6,807	23,116	-	29,923
Interest	14,100	-	-	14,100
Admin fees	-	1,204	-	1,204
Bank service fees	319	8,693	15,671	24,683
Dues and subscriptions	22,014	3,501	2,408	27,923
Professional services	-	11,580	136,212	147,792
Legal fees	-	14,968	-	14,968
Audit fees	-	32,000	-	32,000
In-kind professional services	-	118,017	-	118,017
Postage and shipping	171	1,808	-	1,979
Telephone expense	-	66	-	66
Office supplies	988	3,282	2,000	6,270
Software/software upgrades	8,578	17,961	43,400	69,939
Storage	-	10,218	-	10,218
Equipment	-	8,963	1,340	10,303
Rental	517	3,378	70,706	74,601
Taxes - property	462	335	-	797
Donor cultivation major gifts	49,780	-	456	50,236
Printing	215	465	455	1,135
Utilities - TKC	13,701	8,929	-	22,630
Promotional expense	351	-	-	351
Sponsorship expense	51,544	41,000	-	92,544
Advertising	-	3,301	-	3,301
Catering	5,157	1,182	113,000	119,339
Travel - lodging	1,956	394	-	2,350
Mileage and toll reimbursement	-	356	-	356
Travel - auto rental	79	-	-	79
Conference/educational expense	618	2,511	-	3,129
Gift-in-kind expense	42,912	-	35,852	78,764
Board of Directors expense	3,018	2,229	71	5,318
	$ 4,372,843	$ 733,978	$ 618,752	$ 5,725,573

OTHER INDEPENDENT AUDITOR'S REPORT

MAULDIN & JENKINS
CPAs & ADVISORS

Independent Auditor's Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With *Government Auditing Standards*

Board of Directors
New College Foundation, Inc.
Sarasota, Florida

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of New College Foundation, Inc. (the "Foundation"), a component unit of New College of Florida, as of and for the year ended June 30, 2025, and the related notes to the financial statements, which collectively comprise the Foundation's basic financial statements, and have issued our report thereon dated October 30, 2025.

Report on Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Foundation's internal control over financial reporting (internal control) as a basis for designing the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control. Accordingly, we do not express an opinion on the effectiveness of the Foundation's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Foundation's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Foundation's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Mauldin & Jenkins, LLC

Bradenton, Florida
October 30, 2025

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Form 990 Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.

Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2024

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

A For the 2024 calendar year, or tax year beginning 07/01 , 2024, and ending 06/30 , 20 25

B Check if applicable:
- ☐ Address change
- ☐ Name change
- ☐ Initial return
- ☐ Final return/terminated
- ☐ Amended return
- ☐ Application pending

C Name of organization: NEW COLLEGE FOUNDATION, INC

Doing business as:

Number and street (or P.O. box if mail is not delivered to street address): 5800 BAY SHORE ROAD

Room/suite:

City or town, state or province, country, and ZIP or foreign postal code: SARASOTA, FL 34243-2109

D Employer identification number: 59-0911744

E Telephone number: (941) 487-4801

G Gross receipts $ 47,554,257

F Name and address of principal officer: ADAM KENDALL
SAME AS C ABOVE

H(a) Is this a group return for subordinates? ☐ Yes ☑ No

H(b) Are all subordinates included? ☐ Yes ☐ No

If "No," attach a list. See instructions.

H(c) Group exemption number

I Tax-exempt status: ☑ 501(c)(3) ☐ 501(c) ( ) (insert no.) ☐ 4947(a)(1) or ☐ 527

J Website: NCF.EDU/ALUMNI/FOUNDATION/

K Form of organization: ☑ Corporation ☐ Trust ☐ Association ☐ Other

L Year of formation: 1960

M State of legal domicile: FL

Part I Summary

1	Briefly describe the organization's mission or most significant activities: TO SUPPORT THE PRIORITIES OF NEW COLLEGE OF FLORIDA BY CULTIVATING AND STEWARDING DONORS AND MANAGING ASSETS.		
2	Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.		
3	Number of voting members of the governing body (Part VI, line 1a)	3	17
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	16
5	Total number of individuals employed in calendar year 2024 (Part V, line 2a)	5	10
6	Total number of volunteers (estimate if necessary)	6	16
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0

		Prior Year	Current Year
8	Contributions and grants (Part VIII, line 1h)	2,206,573	5,757,511
9	Program service revenue (Part VIII, line 2g)	42,000	3,500
10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	(261,406)	8,313,578
11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	20,187	3,086
12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	2,007,354	14,077,675
13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	3,040,611	3,108,611
14	Benefits paid to or for members (Part IX, column (A), line 4)		
15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	472,307	449,466
16a	Professional fundraising fees (Part IX, column (A), line 11e)	0	0
b	Total fundraising expenses (Part IX, column (D), line 25) 231,185		
17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	1,448,368	1,343,479
18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	4,961,286	4,901,556
19	Revenue less expenses. Subtract line 18 from line 12	(2,953,932)	9,176,119

		Beginning of Current Year	End of Year
20	Total assets (Part X, line 16)	50,064,126	57,947,210
21	Total liabilities (Part X, line 26)	1,076,838	1,023,154
22	Net assets or fund balances. Subtract line 21 from line 20	48,987,288	56,924,056

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer — Date

ADAM KENDALL, BOARD CHAIR
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN
BRIAN CARTER	BRIAN CARTER	12/05/2025		P00536712

Firm's name: MAULDIN & JENKINS, LLC — Firm's EIN: 58-0692043

Firm's address: 1401 MANATEE AVENUE WEST, SUITE 1200, BRADENTON, FL 34205 — Phone no.: (941) 747-4483

May the IRS discuss this return with the preparer shown above? See instructions ☑ Yes ☐ No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III . . . . . ☑

1 Briefly describe the organization's mission:

THE MISSION OF NEW COLLEGE FOUNDATION IS TO SUPPORT THE PRIORITIES OF NEW COLLEGE OF FLORIDA, FLORIDA'S DESIGNATED HONORS COLLEGE. THIS IS ACCOMPLISHED BY SECURING FUNDS AS A RESULT OF CULTIVATING AND STEWARDING INDIVIDUALS, FOUNDATIONS, AND CORPORATIONS AND THROUGH THE PRUDENT MANAGEMENT OF ASSETS.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? . . . . . ☐ **Yes** ☑ **No**

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? . . . . . ☐ **Yes** ☑ **No**

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses $ 3,137,462 including grants of $ 2,276,868) (Revenue $)

NEW COLLEGE FOUNDATION FUNDING IS PROVIDED FOR ACADEMIC CHAIRS, PROFESSORSHIPS AND FACULTY SALARIES, ALLOWING NEW COLLEGE OF FLORIDA TO ATTRACT FACULTY OF THE HIGHEST CALIBER AND REPUTATION. ALL CLASSES ARE TAUGHT BY FACULTY WITH A PH.D. OR EQUIVALENT DEGREE. FOUNDATION FUNDING ALSO SUPPORTS INNOVATIVE FACULTY RESEARCH AND DEVELOPMENT WHICH LIES AT THE HEART OF ACADEMIC LEADERSHIP.

4b (Code:) (Expenses $ 418,960 including grants of $ 418,960) (Revenue $)

NEW COLLEGE FOUNDATION SUPPORTS FACULTY, STAFF AND STUDENTS AT NEW COLLEGE AND WORKS WITH COMMUITY MEMBERS AND GROUPS ON ISSUES WHICH THE ARTS AND HUMANITIES BEAR. TO CONTINUE TO CULTIVATE DONOR RELATIONSHIPS, NEW COLLEGE FOUNDATION ALSO SUPPORTS OTHER NONPROFIT ORGANIZATIONS.

4c (Code:) (Expenses $ 412,783 including grants of $ 412,783) (Revenue $ 3,500)

THE NEW COLLEGE FOUNDATION PROVIDES SCHOLARSHIP SUPPORT TO NEW COLLEGE STUDENTS, HELPING THEM TO ATTEND NEW COLLEGE OF FLORIDA. THE FINANCIAL SUPPORT THE STUDENTS RECEIVE ALLOWS THEM TO EXPERIENCE A PERSONALIZED APPROACH TO THEIR EDUCATION AND ENABLES THESE ACADEMICALLY TALENTED STUDENTS TO THRIVE AND REALIZE THEIR FULL POTENTIAL, PREPARING THEM TO ASSUME LEADERSHIP ROLES IN THEIR SCHOLARLY, CIVIC, ARTISTIC, AND COMMERCIAL ENDEAVORS.

4d Other program services (Describe on Schedule O.)
(Expenses $ including grants of $) (Revenue $)

4e Total program service expenses 3,969,205

Part IV Checklist of Required Schedules

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? *If "Yes," complete Schedule A*	1	✔	
2	Is the organization required to complete Schedule B, Schedule of Contributors? See instructions	2	✔	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? *If "Yes," complete Schedule C, Part I*	3		✔
4	**Section 501(c)(3) organizations.** Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? *If "Yes," complete Schedule C, Part II*	4	✔	
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? *If "Yes," complete Schedule C, Part III*	5		✔
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? *If "Yes," complete Schedule D, Part I*	6		✔
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? *If "Yes," complete Schedule D, Part II*	7		✔
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D, Part III*	8		✔
9	Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? *If "Yes," complete Schedule D, Part IV*	9		✔
10	Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? *If "Yes," complete Schedule D, Part V*	10	✔	
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? *If "Yes," complete Schedule D, Part VI*	11a	✔	
b	Did the organization report an amount for investments—other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VII*	11b		✔
c	Did the organization report an amount for investments—program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VIII*	11c		✔
d	Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part IX*	11d		✔
e	Did the organization report an amount for other liabilities in Part X, line 25? *If "Yes," complete Schedule D, Part X*	11e	✔	
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? *If "Yes," complete Schedule D, Part X*	11f	✔	
12a	Did the organization obtain separate, independent audited financial statements for the tax year? *If "Yes," complete Schedule D, Parts XI and XII*	12a	✔	
b	Was the organization included in consolidated, independent audited financial statements for the tax year? *If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional*	12b		✔
13	Is the organization a school described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E*	13		✔
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		✔
b	Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? *If "Yes," complete Schedule F, Parts I and IV*	14b		✔
15	Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or other assistance to or for any foreign organization? *If "Yes," complete Schedule F, Parts II and IV*	15		✔
16	Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or other assistance to or for foreign individuals? *If "Yes," complete Schedule F, Parts III and IV*	16		✔
17	Did the organization report a total of more than $15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? *If "Yes," complete Schedule G, Part I.* See instructions	17		✔
18	Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? *If "Yes," complete Schedule G, Part II*	18	✔	
19	Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? *If "Yes," complete Schedule G, Part III*	19		✔
20a	Did the organization operate one or more hospital facilities? *If "Yes," complete Schedule H*	20a		✔
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
21	Did the organization report more than $5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II*	21	✔	

Part IV Checklist of Required Schedules *(continued)*

			Yes	No
22	Did the organization report more than $5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? *If "Yes," complete Schedule I, Parts I and III*	22		✔
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? *If "Yes," complete Schedule J*	23	✔	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? *If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a*	24a		✔
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	**Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? *If "Yes," complete Schedule L, Part I*	25a		✔
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? *If "Yes," complete Schedule L, Part I*	25b		✔
26	Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part II*	26		✔
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? *If "Yes," complete Schedule L, Part III*	27		✔
28	Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions).			
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? *If "Yes," complete Schedule L, Part IV*	28a		✔
b	A family member of any individual described in line 28a? *If "Yes," complete Schedule L, Part IV*	28b		✔
c	A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? *If "Yes," complete Schedule L, Part IV*	28c		✔
29	Did the organization receive more than $25,000 in noncash contributions? *If "Yes," complete Schedule M*	29	✔	
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	30		✔
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	31		✔
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	32		✔
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? *If "Yes," complete Schedule R, Part I*	33		✔
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	34	✔	
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		✔
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? *If "Yes," complete Schedule R, Part V, line 2*	35b		
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	36		✔
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? *If "Yes," complete Schedule R, Part VI*	37		✔
38	Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? **Note:** All Form 990 filers are required to complete Schedule O	38	✔	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V ☐

				Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	47		
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c		✔	

Part V Statements Regarding Other IRS Filings and Tax Compliance *(continued)*

				Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	10		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?		2b	✔	
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?		3a		✔
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation on Schedule O*		3b		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		4a		✔
b	If "Yes," enter the name of the foreign country ---------- See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).				
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		5a		✔
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		5b		✔
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		5c		
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		6a		✔
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		6b		
7	**Organizations that may receive deductible contributions under section 170(c).**				
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?		7a	✔	
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		7b	✔	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		7c		✔
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		7e		✔
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		7f		✔
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		7g		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		7h		
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		8		
9	**Sponsoring organizations maintaining donor advised funds.**				
a	Did the sponsoring organization make any taxable distributions under section 4966?		9a		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		9b		
10	**Section 501(c)(7) organizations.** Enter:				
a	Initiation fees and capital contributions included on Part VIII, line 12	10a			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b			
11	**Section 501(c)(12) organizations.** Enter:				
a	Gross income from members or shareholders	11a			
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b			
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?		12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b			
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**				
a	Is the organization licensed to issue qualified health plans in more than one state? **Note:** See the instructions for additional information the organization must report on Schedule O.		13a		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b			
c	Enter the amount of reserves on hand	13c			
14a	Did the organization receive any payments for indoor tanning services during the tax year?		14a		✔
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation on Schedule O*		14b		
15	Is the organization subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.		15		✔
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.		16		✔
17	**Section 501(c)(21) organizations.** Did the trust, or any disqualified or other person, engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? If "Yes," complete Form 6069.		17		

Part VI **Governance, Management, and Disclosure.** *For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.*

Check if Schedule O contains a response or note to any line in this Part VI . . . . . ☑

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year . . If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.	1a	17		
b	Enter the number of voting members included on line 1a, above, who are independent .	1b	16		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2			✔
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? .	3			✔
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4			✔
5	Did the organization become aware during the year of a significant diversion of the organization's assets? .	5			✔
6	Did the organization have members or stockholders?	6			✔
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a			✔
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b			✔
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?	8a		✔	
b	Each committee with authority to act on behalf of the governing body?	8b		✔	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses on Schedule O*	9			✔

Section B. Policies *(This Section B requests information about policies not required by the Internal Revenue Code.)*

			Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a		✔
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a		✔
b	Describe on Schedule O the process, if any, used by the organization to review this Form 990.			
12a	Did the organization have a written conflict of interest policy? *If "No," go to line 13*	12a	✔	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	✔	
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? *If "Yes," describe on Schedule O how this was done*	12c	✔	
13	Did the organization have a written whistleblower policy?	13	✔	
14	Did the organization have a written document retention and destruction policy?	14	✔	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a	The organization's CEO, Executive Director, or top management official	15a	✔	
b	Other officers or key employees of the organization	15b	✔	
	If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a		✔
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed FL

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☑ Own website ☐ Another's website ☑ Upon request ☐ Other *(explain on Schedule O)*

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records.

THE ORGANIZATION, 5800 BAY SHORE ROAD, SARASOTA, FL 34243-2109, (941) 487-4801

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII . . . . . ☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

• List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.

• List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."

• List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than $100,000 from the organization and any related organizations.

• List all of the organization's **former** officers, key employees, and highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.

• List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) SYDNEY GRUTERS	40.0									
NCF EXECUTIVE DIRECTOR				✔				201,000	0	69,385
(2) CHRISTIE FITZ-PATRICK	1.0									
TREASURER; CHIEF OF STAFF NEW COLLEGE	39.0	✔		✔				0	206,708	40,296
(3) ADAM KENDALL	1.0									
CHAIR		✔		✔				0	0	0
(4) JAMES MCDONALD	1.0									
VICE CHAIR		✔		✔				0	0	0
(5) JJ FERMIN MIRANDA	1.0									
SECRETARY		✔		✔				0	0	0
(6) ALICJA AJ JANSON	1.0									
DIRECTOR		✔						0	0	0
(7) BRIAN MCCARTHY	1.0									
DIRECTOR		✔						0	0	0
(8) DAVID SMITH	1.0									
DIRECTOR		✔						0	0	0
(9) DEBRA JENKS	1.0									
DIRECTOR		✔						0	0	0
(10) DR. LANCE KARP	1.0									
DIRECTOR		✔						0	0	0
(11) ELIZABETH MOORE	1.0									
DIRECTOR		✔						0	0	0
(12) ERIC ROBINSON	1.0									
DIRECTOR		✔						0	0	0
(13) GREG DOUGLAS	1.0									
DIRECTOR		✔						0	0	0
(14) JOSHUA INGRAM	1.0									
DIRECTOR		✔						0	0	0

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees *(continued)*

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15) MARY GRATEHOUSE	1.0									
DIRECTOR		✔						0	0	0
(16) MIKE RAHN	1.0									
DIRECTOR		✔						0	0	0
(17) ROB BILOTT	1.0									
DIRECTOR		✔						0	0	0
(18) STUART CLARRY	1.0									
DIRECTOR		✔						0	0	0
(19)										
(20)										
(21)										
(22)										
(23)										
(24)										
(25)										
1b Subtotal								201,000	206,708	109,681
c Total from continuation sheets to Part VII, Section A								0	0	0
d Total (add lines 1b and 1c)								201,000	206,708	109,681

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization 1

		Yes	No
3	Did the organization list any **former** officer, director, trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual* **3**		✔
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than $150,000? *If "Yes," complete Schedule J for such individual* **4**	✔	
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? *If "Yes," complete Schedule J for such person* **5**		✔

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than $100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
SARASOTA RESTAURANT ENTERPRISES, INC. DBA MICHAEL'S ON EAST, 1212 EAST AVE S., SARASOTA, FL 34239	CATERING	135,867
BALLARD PARTNERS, INC., 201 EAST PARK AVENUE, 5TH FL, TALLAHASSEE, FL 32301	LOBBYING AND PUBLIC AFFAIRS	120,000
OAK STRATEGIES LLC, 1845 EAST PARKWAY, SUITE 6, FLEMING ISLAND, FL 32003	LOBBYING AND PUBLIC AFFAIRS	120,000
CAPITAL CITY CONSULTING LLC, 101 E. COLLEGE AVE, SUITE 502, TALLAHASSEE, FL 32301	LOBBYING AND PUBLIC AFFAIRS	110,504

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization 1

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII . . . . . ☐

					(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512–514
Contributions, Gifts, Grants, and Other Similar Amounts	1a	Federated campaigns	1a					
	b	Membership dues	1b					
	c	Fundraising events	1c	378,074				
	d	Related organizations	1d					
	e	Government grants (contributions)	1e					
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	5,379,437				
	g	Noncash contributions included in lines 1a–1f	1g	$ 45,352				
	h	**Total.** Add lines 1a–1f			5,757,511			
Program Service Revenue			Business Code					
	2a	RENTAL INCOME	531110		3,500	3,500		
	b							
	c							
	d							
	e							
	f	All other program service revenue			0	0	0	0
	g	**Total.** Add lines 2a–2f			3,500			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)			779,090			779,090
	4	Income from investment of tax-exempt bond proceeds						
	5	Royalties						
				(i) Real	(ii) Personal			
	6a	Gross rents	6a					
	b	Less: rental expenses	6b					
	c	Rental income or (loss)	6c	0	0			
	d	Net rental income or (loss)						
				(i) Securities	(ii) Other			
	7a	Gross amount from sales of assets other than inventory	7a	40,802,076				
	b	Less: cost or other basis and sales expenses	7b	33,267,505	83			
	c	Gain or (loss)	7c	7,534,571	(83)			
	d	Net gain or (loss)				7,534,488			7,534,488
	8a	Gross income from fundraising events (not including $ 378,074 of contributions reported on line 1c). See Part IV, line 18	8a	203,037				
	b	Less: direct expenses	8b	208,994				
	c	Net income or (loss) from fundraising events			(5,957)			(5,957)
	9a	Gross income from gaming activities. See Part IV, line 19	9a					
	b	Less: direct expenses	9b					
	c	Net income or (loss) from gaming activities						
	10a	Gross sales of inventory, less returns and allowances	10a					
	b	Less: cost of goods sold	10b					
	c	Net income or (loss) from sales of inventory						
Miscellaneous Revenue			Business Code					
	11a	OTHER INCOME	900003		9,043			9,043
	b							
	c							
	d	All other revenue			0	0	0	0
	e	**Total.** Add lines 11a–11d			9,043			
	12	**Total revenue.** See instructions			14,077,675	3,500	0	8,316,664

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX . . . . . ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	3,108,611	3,108,611		
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	284,913	151,046	85,982	47,885
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	164,553	110,213	21,647	32,693
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits				
10 Payroll taxes				
11 Fees for services (nonemployees):				
a Management				
b Legal	14,968		14,968	
c Accounting	32,000		32,000	
d Lobbying	418,960	418,960		
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	331,637		331,637	
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.)	112,222	0	11,580	100,642
12 Advertising and promotion	146,432	101,675	44,301	456
13 Office expenses	40,022	1,693	34,699	3,630
14 Information technology	69,939	8,578	17,961	43,400
15 Royalties				
16 Occupancy	27,322	14,680	12,642	
17 Travel	2,785	2,035	750	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	14,786	8,793	5,922	71
20 Interest	14,100	14,100		
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	60,460		60,460	
23 Insurance	29,923	6,807	23,116	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a DUES AND SUBSCRIPTIONS	27,923	22,014	3,501	2,408
b				
c				
d				
e All other expenses	0	0	0	0
25 **Total functional expenses.** Add lines 1 through 24e	4,901,556	3,969,205	701,166	231,185
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X . . . . . ☐

				(A) Beginning of year		(B) End of year
Assets	1	Cash—non-interest-bearing		1,048,922	1	421,170
	2	Savings and temporary cash investments		3,266,706	2	5,869,977
	3	Pledges and grants receivable, net		81,015	3	78,962
	4	Accounts receivable, net			4	
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		0	5	0
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		0	6	0
	7	Notes and loans receivable, net			7	
	8	Inventories for sale or use			8	
	9	Prepaid expenses and deferred charges		84,657	9	44,458
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 2,074,522			
	b	Less: accumulated depreciation	10b 1,064,841	1,055,899	10c	1,009,681
	11	Investments—publicly traded securities		38,601,001	11	50,522,962
	12	Investments—other securities. See Part IV, line 11		5,925,926	12	0
	13	Investments—program-related. See Part IV, line 11		0	13	0
	14	Intangible assets			14	
	15	Other assets. See Part IV, line 11		0	15	0
	16	**Total assets.** Add lines 1 through 15 (must equal line 33)		50,064,126	16	57,947,210
Liabilities	17	Accounts payable and accrued expenses		190,611	17	401,558
	18	Grants payable			18	
	19	Deferred revenue		477,336	19	221,504
	20	Tax-exempt bond liabilities			20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D			21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		0	22	0
	23	Secured mortgages and notes payable to unrelated third parties		312,960	23	304,234
	24	Unsecured notes and loans payable to unrelated third parties			24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D		95,931	25	95,858
	26	**Total liabilities.** Add lines 17 through 25		1,076,838	26	1,023,154
Net Assets or Fund Balances		**Organizations that follow FASB ASC 958, check here ☑ and complete lines 27, 28, 32, and 33.**				
	27	Net assets without donor restrictions		1,773,834	27	1,980,195
	28	Net assets with donor restrictions		47,213,454	28	54,943,861
		Organizations that do not follow FASB ASC 958, check here ☐ and complete lines 29 through 33.				
	29	Capital stock or trust principal, or current funds			29	
	30	Paid-in or capital surplus, or land, building, or equipment fund			30	
	31	Retained earnings, endowment, accumulated income, or other funds			31	
	32	Total net assets or fund balances		48,987,288	32	56,924,056
	33	Total liabilities and net assets/fund balances		50,064,126	33	57,947,210

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI . . . . . ☑

1	Total revenue (must equal Part VIII, column (A), line 12)	1	14,077,675
2	Total expenses (must equal Part IX, column (A), line 25)	2	4,901,556
3	Revenue less expenses. Subtract line 2 from line 1	3	9,176,119
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	48,987,288
5	Net unrealized gains (losses) on investments	5	(1,208,843)
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	(30,508)
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	56,924,056

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII . . . . . ☑

			Yes	No
1	Accounting method used to prepare the Form 990: ☐ Cash ☑ Accrual ☐ Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		✔
	If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both.			
	☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
b	Were the organization's financial statements audited by an independent accountant?	2b	✔	
	If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both.			
	☑ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c	✔	
	If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.			
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?	3a		✔
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits	3b		

SCHEDULE A (Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
Attach to Form 990 or Form 990-EZ.
Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2024

Open to Public Inspection

Name of the organization	Employer identification number
NEW COLLEGE FOUNDATION, INC	59-0911744

Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
2 ☐ A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990).)
3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state:
5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
7 ☑ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
8 ☐ A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:
10 ☐ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.

a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**

b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**

c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**

d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**

e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations . . . . . .

g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1–10 above (see instructions))	(iv) Is the organization listed in your governing document? Yes	(iv) No	(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

Part II **Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	6,205,479	2,333,619	3,167,610	2,376,290	5,757,511	19,840,509
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						0
3 The value of services or facilities furnished by a governmental unit to the organization without charge						0
4 **Total.** Add lines 1 through 3	6,205,479	2,333,619	3,167,610	2,376,290	5,757,511	19,840,509
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						5,086,783
6 **Public support.** Subtract line 5 from line 4						14,753,726

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
7 Amounts from line 4	6,205,479	2,333,619	3,167,610	2,376,290	5,757,511	19,840,509
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	539,097	495,266	586,441	958,307	779,090	3,358,201
9 Net income from unrelated business activities, whether or not the business is regularly carried on						0
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)	39,710	50,963	28,828	16,005	9,043	144,549
11 **Total support.** Add lines 7 through 10						23,343,259

12 Gross receipts from related activities, etc. (see instructions) **12** 3,500

13 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

14	Public support percentage for 2024 (line 6, column (f), divided by line 11, column (f))	14	63.20 %
15	Public support percentage from 2023 Schedule A, Part II, line 14	15	51.93 %

16a **33 1/3% support test—2024.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here**. The organization qualifies as a publicly supported organization ☑

b **33 1/3% support test—2023.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

17a **10%-facts-and-circumstances test—2024.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here**. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ☐

b **10%-facts-and-circumstances test—2023.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here**. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ☐

18 **Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ☐

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 **Public support.** (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 **Total support.** (Add lines 9, 10c, 11, and 12.)						

14 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

15	Public support percentage for 2024 (line 8, column (f), divided by line 13, column (f))	15	%
16	Public support percentage from 2023 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17	Investment income percentage for **2024** (line 10c, column (f), divided by line 13, column (f))	17	%
18	Investment income percentage from **2023** Schedule A, Part III, line 17	18	%

19a **33 1/3% support tests—2024.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

b **33 1/3% support tests—2023.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

20 **Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

			Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? *If "No," describe in* ***Part VI*** *how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.*	1		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? *If "Yes," explain in* ***Part VI*** *how the organization determined that the supported organization was described in section 509(a)(1) or (2).*	2		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? *If "Yes," answer lines 3b and 3c below.*	3a		
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? *If "Yes," describe in* ***Part VI*** *when and how the organization made the determination.*	3b		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? *If "Yes," explain in* ***Part VI*** *what controls the organization put in place to ensure such use.*	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? *If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.*	4a		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *If "Yes," describe in* ***Part VI*** *how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.*	4b		
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? *If "Yes," explain in* ***Part VI*** *what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.*	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? *If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in* ***Part VI****, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action;(iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).*	5a		
b	**Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	5b		
c	**Substitutions only.** Was the substitution the result of an event beyond the organization's control?	5c		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? *If "Yes," provide detail in* ***Part VI****.*	6		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? *If "Yes," complete Part I of Schedule L (Form 990).*	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? *If "Yes," complete Part I of Schedule L (Form 990).*	8		
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? *If "Yes," provide detail in* ***Part VI****.*	9a		
b	Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? *If "Yes," provide detail in* ***Part VI****.*	9b		
c	Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? *If "Yes," provide detail in* ***Part VI****.*	9c		
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? *If "Yes," answer line 10b below.*	10a		
b	Did the organization have any excess business holdings in the tax year? *(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)*	10b		

Part IV Supporting Organizations *(continued)*

			Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?			
a	A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?	11a		
b	A family member of a person described on line 11a above?	11b		
c	A 35% controlled entity of a person described on line 11a or 11b above? *If "Yes" to line 11a, 11b, or 11c, provide detail in* ***Part VI****.*	11c		

Section B. Type I Supporting Organizations

			Yes	No
1	Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? *If "No," describe in* ***Part VI*** *how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.*	1		
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? *If "Yes," explain in* ***Part VI*** *how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.*	2		

Section C. Type II Supporting Organizations

			Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? *If "No," describe in* ***Part VI*** *how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).*	1		

Section D. All Type III Supporting Organizations

			Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	1		
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s), or (ii) serving on the governing body of a supported organization? *If "No," explain in* ***Part VI*** *how the organization maintained a close and continuous working relationship with the supported organization(s).*	2		
3	By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? *If "Yes," describe in* ***Part VI*** *the role the organization's supported organizations played in this regard.*	3		

Section E. Type III Functionally Integrated Supporting Organizations

1 *Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (****see instructions****).*

a ☐ The organization satisfied the Activities Test. *Complete* ***line 2*** *below.*

b ☐ The organization is the parent of each of its supported organizations. *Complete* ***line 3*** *below.*

c ☐ The organization supported a governmental entity. *Describe in* ***Part VI*** *how you supported a governmental entity (see instructions).*

			Yes	No
2	Activities Test. ***Answer lines 2a and 2b below.***			
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? *If "Yes," then in* ***Part VI identify those supported organizations and explain*** *how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.*	2a		
b	Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *If "Yes," explain in* ***Part VI*** *the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.*	2b		
3	Parent of Supported Organizations. ***Answer lines 3a and 3b below.***			
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? *If "Yes" or "No," provide details in* ***Part VI****.*	3a		
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? *If "Yes," describe in* ***Part VI*** *the role played by the organization in this regard.*	3b		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in* ***Part VI***). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A—Adjusted Net Income			(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	**1**		
2	Recoveries of prior-year distributions	**2**		
3	Other gross income (see instructions)	**3**		
4	Add lines 1 through 3.	**4**		
5	Depreciation and depletion	**5**		
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	**6**		
7	Other expenses (see instructions)	**7**		
8	**Adjusted Net Income** (subtract lines 5, 6, and 7 from line 4)	**8**		

Section B—Minimum Asset Amount			(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a	Average monthly value of securities	**1a**		
b	Average monthly cash balances	**1b**		
c	Fair market value of other non-exempt-use assets	**1c**		
d	**Total** (add lines 1a, 1b, and 1c)	**1d**		
e	**Discount** claimed for blockage or other factors *(explain in detail in* ***Part VI****)*:			
2	Acquisition indebtedness applicable to non-exempt-use assets	**2**		
3	Subtract line 2 from line 1d.	**3**		
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	**4**		
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	**5**		
6	Multiply line 5 by 0.035.	**6**		
7	Recoveries of prior-year distributions	**7**		
8	**Minimum Asset Amount** (add line 7 to line 6)	**8**		

Section C—Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	**1**	
2	Enter 0.85 of line 1.	**2**	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	**3**	
4	Enter greater of line 2 or line 3.	**4**	
5	Income tax imposed in prior year	**5**	
6	**Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	**6**	

7 ☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

Part V **Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations** *(continued)*

Section D—Distributions			**Current Year**
1	Amounts paid to supported organizations to accomplish exempt purposes	**1**	
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	**2**	
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	**3**	
4	Amounts paid to acquire exempt-use assets	**4**	
5	Qualified set-aside amounts (prior IRS approval required—*provide details in* ***Part VI***)	**5**	
6	Other distributions (*describe in* ***Part VI***). See instructions.	**6**	
7	**Total annual distributions.** Add lines 1 through 6.	**7**	
8	Distributions to attentive supported organizations to which the organization is responsive (*provide details in* ***Part VI***). See instructions.	**8**	
9	Distributable amount for 2024 from Section C, line 6	**9**	
10	Line 8 amount divided by line 9 amount	**10**	

Section E—Distribution Allocations (see instructions)		**(i) Excess Distributions**	**(ii) Underdistributions Pre-2024**	**(iii) Distributable Amount for 2024**
1	Distributable amount for 2024 from Section C, line 6			
2	Underdistributions, if any, for years prior to 2024 (reasonable cause required—*explain in* ***Part VI***). See instructions.			
3	Excess distributions carryover, if any, to 2024			
a	From 2019			
b	From 2020			
c	From 2021			
d	From 2022			
e	From 2023			
f	**Total** of lines 3a through 3e			
g	Applied to underdistributions of prior years			
h	Applied to 2024 distributable amount			
i	Carryover from 2019 not applied (see instructions)			
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4	Distributions for 2024 from Section D, line 7: $			
a	Applied to underdistributions of prior years			
b	Applied to 2024 distributable amount			
c	Remainder. Subtract lines 4a and 4b from line 4.			
5	Remaining underdistributions for years prior to 2024, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, *explain in* ***Part VI***. See instructions.			
6	Remaining underdistributions for 2024. Subtract lines 3h and 4b from line 1. For result greater than zero, *explain in* ***Part VI***. See instructions.			
7	**Excess distributions carryover to 2025.** Add lines 3j and 4c.			
8	Breakdown of line 7:			
a	Excess from 2020 . . .			
b	Excess from 2021 . . .			
c	Excess from 2022 . . .			
d	Excess from 2023 . . .			
e	Excess from 2024 . . .			

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

Part VI

Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

Return Reference - Identifier	Explanation

SCHEDULE A, PART II, LINE 10 - OTHER INCOME

Description	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
(1)	39,710	50,963	28,828	16,005	9,043	144,549
Total	39,710	50,963	28,828	16,005	9,043	144,549

Schedule B (Form 990) (Rev. January 2025) Department of the Treasury Internal Revenue Service	**Schedule of Contributors** **Attach to Form 990, 990-EZ, or 990-PF.** **Go to *www.irs.gov/Form990* for the latest information.**	OMB No. 1545-0047

Name of the organization	**Employer identification number**
NEW COLLEGE FOUNDATION, INC	59-0911744

Organization type (check one):

Filers of:	**Section:**
Form 990 or 990-EZ	☑ 501(c)(3) (enter number) organization
	☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation
	☐ 527 political organization
Form 990-PF	☐ 501(c)(3) exempt private foundation
	☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation
	☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

☐ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling $5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

☑ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (**1**) $5,000; or (**2**) 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than $1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than $1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling $5,000 or more during the year . . . . . $ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

Name of organization
NEW COLLEGE FOUNDATION, INC

Employer identification number
59-0911744

Part I **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1		$ 2,500,000	Person ☑ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)

(a) No.	Name, address, and ZIP + 4	Total contributions	(d) Type of contribution
2		$ 1,000,000	Person ☑ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
3		$ 500,000	Person ☑ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)

(a) No.	Name, address, and ZIP + 4	Total contributions	(d) Type of contribution
4		$ 200,000	Person ☑ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
5		$ 190,568	Person ☑ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
6		$ 150,000	Person ☑ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)

Name of organization
NEW COLLEGE FOUNDATION, INC

Employer identification number
59-0911744

Part II **Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	

Name of organization
NEW COLLEGE FOUNDATION, INC

Employer identification number
59-0911744

Part III ***Exclusively*** **religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than $1,000 for the year from any one contributor.** Complete columns **(a)** through **(e) and** the following line entry. For organizations completing Part III, enter the total of *exclusively* religious, charitable, etc., contributions of **$1,000 or less** for the year. (Enter this information once. See instructions.) $

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

SCHEDULE C (Form 990)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under Section 501(c) and Section 527

Complete if the organization is described below. Attach to Form 990 or Form 990-EZ.
Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2024

Open to Public Inspection

If the organization answered "Yes" on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then:

- Section 501(c)(3) organizations: Complete Parts I-A and I-B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and I-C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes" on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then:

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes" on Form 990, Part IV, line 5 (Proxy Tax) (see separate instructions), or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then:

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of organization	Employer identification number (EIN)
NEW COLLEGE FOUNDATION, INC	59-0911744

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1 Provide a description of the organization's direct and indirect political campaign activities in Part IV. See instructions for definition of "political campaign activities."

2 Political campaign activity expenditures. See instructions . . . . . $

3 Volunteer hours for political campaign activities. See instructions . . . . . .

Part I-B Complete if the organization is exempt under section 501(c)(3).

1 Enter the amount of any excise tax incurred by the organization under section 4955 . . . . . $

2 Enter the amount of any excise tax incurred by organization managers under section 4955 . . . $

3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? . . . . . ☐ Yes ☐ No

4a Was a correction made? . . . . . ☐ Yes ☐ No

b If "Yes," describe in Part IV.

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

1 Enter the amount directly expended by the filing organization for section 527 exempt function activities . . . . . $

2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities . . . . . $

3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b . . . . . $

4 Did the filing organization file **Form 1120-POL** for this year? . . . . . ☐ Yes ☐ No

5 Enter the names, addresses, and EINs of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

	(a) Name	**(b)** Address	**(c)** EIN	**(d)** Amount paid from filing organization's funds. If none, enter -0-.	**(e)** Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					

Part II-A **Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).**

A Check ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).

B Check ☐ if the filing organization checked box A and "limited control" provisions apply.

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals
1a	Total lobbying expenditures to influence public opinion (grassroots lobbying)		
b	Total lobbying expenditures to influence a legislative body (direct lobbying)	418,960	418,960
c	Total lobbying expenditures (add lines 1a and 1b)	418,960	418,960
d	Other exempt purpose expenditures	4,482,596	4,482,596
e	Total exempt purpose expenditures (add lines 1c and 1d)	4,901,556	4,901,556
f	Lobbying nontaxable amount. Enter the amount from the following table in both columns.	395,078	395,078
g	Grassroots nontaxable amount (enter 25% of line 1f)	98,769	98,769
h	Subtract line 1g from line 1a. If zero or less, enter -0-	0	0
i	Subtract line 1f from line 1c. If zero or less, enter -0-	23,882	23,882

IF the amount on line 1e, column (a) or (b) is:	THEN the lobbying nontaxable amount is:
not over $500,000	20% of the amount on line 1e.
over $500,000 but not over $1,000,000	$100,000 plus 15% of the excess over $500,000.
over $1,000,000 but not over $1,500,000	$175,000 plus 10% of the excess over $1,000,000.
over $1,500,000 but not over $17,000,000	$225,000 plus 5% of the excess over $1,500,000.
over $17,000,000	$1,000,000.

j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? ☑ **Yes** ☐ **No**

4-Year Averaging Period Under Section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period

Calendar year (or fiscal year beginning in)		(a) 2021	(b) 2022	(c) 2023	(d) 2024	(e) Total
2a	Lobbying nontaxable amount	416,464	446,938	398,064	395,078	1,656,544
b	Lobbying ceiling amount (150% of line 2a, column (e))					2,484,816
c	Total lobbying expenditures	107,365	113,059	259,456	418,960	898,840
d	Grassroots nontaxable amount	104,116	111,735	99,516	98,769	414,137
e	Grassroots ceiling amount (150% of line 2d, column (e))					621,205
f	Grassroots lobbying expenditures	0	0	0		0

Part II-B **Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).**

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.		(a) Yes	(a) No	(b) Amount
1	During the year, did the filing organization attempt to influence foreign, national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
a	Volunteers?			
b	Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?			
c	Media advertisements?			
d	Mailings to members, legislators, or the public?			
e	Publications, or published or broadcast statements?			
f	Grants to other organizations for lobbying purposes?			
g	Direct contact with legislators, their staffs, government officials, or a legislative body?			
h	Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
i	Other activities?			
j	Total. Add lines 1c through 1i			
2a	Did the activities in line 1 cause the organization to not be described in section 501(c)(3)?			
b	If "Yes," enter the amount of any tax incurred under section 4912			
c	If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d	If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A **Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).**

			Yes	No
1	Were substantially all (90% or more) dues received nondeductible by members?	1		
2	Did the organization make only in-house lobbying expenditures of $2,000 or less?	2		
3	Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year?	3		

Part III-B **Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."**

1	Dues, assessments and similar amounts from members	1	
2	Section 162(e) nondeductible lobbying and political expenditures **(do not include amounts of political expenses for which the section 527(f) tax was paid)**.		
a	Current year	2a	
b	Carryover from last year	2b	
c	Total	2c	
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditures next year?	4	
5	Taxable amount of lobbying and political expenditures. See instructions	5	

Part IV **Supplemental Information**

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (see instructions); and Part II-B, line 1. Also, complete this part for any additional information.

SCHEDULE D (Form 990)
(Rev. January 2025)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
Attach to Form 990.
Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization
NEW COLLEGE FOUNDATION, INC

Employer identification number
59-0911744

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year		
2	Aggregate value of contributions to (during year)		
3	Aggregate value of grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No

Part II Conservation Easements

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).
- ☐ Preservation of land for public use (for example, recreation or education)
- ☐ Preservation of a historically important land area
- ☐ Protection of natural habitat
- ☐ Preservation of a certified historic structure
- ☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

			Held at the End of the Tax Year
a	Total number of conservation easements	2a	
b	Total acreage restricted by conservation easements	2b	
c	Number of conservation easements on a certified historic structure included on line 2a	2c	
d	Number of conservation easements included on line 2c acquired after July 25, 2006, and not on a historic structure listed in the National Register	2d	

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year

4 Number of states where property subject to conservation easement is located

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year $

8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.

(i) Revenue included on Form 990, Part VIII, line 1 $

(ii) Assets included in Form 990, Part X $

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items.

a Revenue included on Form 990, Part VIII, line 1 $

b Assets included in Form 990, Part X $

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply).

- a ☐ Public exhibition
- b ☐ Scholarly research
- c ☐ Preservation for future generations
- d ☐ Loan or exchange program
- e ☐ Other _____

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian, or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table.

		Amount
c Beginning balance	1c	
d Additions during the year	1d	
e Distributions during the year	1e	
f Ending balance	1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII ☐

Part V Endowment Funds

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	44,526,927	42,430,336	39,606,063	48,533,782	38,330,041
b Contributions	200,100	552,100	1,142,107	42,825	459,195
c Net investment earnings, gains, and losses	9,323,506	3,215,264	5,256,792	(5,123,300)	12,925,370
d Grants or scholarships					
e Other expenditures for facilities and programs	3,527,571	1,670,773	3,574,626	3,847,244	3,180,824
f Administrative expenses					
g End of year balance	50,522,962	44,526,927	42,430,336	39,606,063	48,533,782

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a Board designated or quasi-endowment 22.39 %
- b Permanent endowment 71.35 %
- c Term endowment 6.26 %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

		Yes	No
(i) Unrelated organizations?	3a(i)		✔
(ii) Related organizations?	3a(ii)		✔
b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?	3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		421,832		421,832
b Buildings		1,520,611	950,575	570,036
c Leasehold improvements				
d Equipment		132,079	114,266	17,813
e Other				
Total. Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, line 10c, column (B))*				1,009,681

Part VII Investments—Other Securities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. *(Column (b) must equal Form 990, Part X, line 12, col. (B))*		

Part VIII Investments—Program Related

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. *(Column (b) must equal Form 990, Part X, line 13, col. (B))*		

Part IX Other Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, line 15, col. (B))*	

Part X Other Liabilities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) FUNDS HELD ON BEHALF OF OTHERS	21,777
(3) LIABILITIES UNDER TRUST AGREEMENTS	74,081
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, line 25, col. (B))*	95,858

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII . ☑

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements			1	13,662,341
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:				
a	Net unrealized gains (losses) on investments	2a	(1,208,843)		
b	Donated services and use of facilities	2b	946,660		
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII.)	2d	178,486		
e	Add lines **2a** through **2d**			2e	(83,697)
3	Subtract line **2e** from line **1**			3	13,746,038
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	331,637		
b	Other (Describe in Part XIII.)	4b	0		
c	Add lines **4a** and **4b**			4c	331,637
5	Total revenue. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 12.)*			5	14,077,675

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements			1	5,725,573
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:				
a	Donated services and use of facilities	2a	946,660		
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII.)	2d	208,994		
e	Add lines **2a** through **2d**			2e	1,155,654
3	Subtract line **2e** from line **1**			3	4,569,919
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	331,637		
b	Other (Describe in Part XIII.)	4b	0		
c	Add lines **4a** and **4b**			4c	331,637
5	Total expenses. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 18.)*			5	4,901,556

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

SEE STATEMENT

Part XIII

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Return Reference - Identifier	Explanation
SCHEDULE D, PART XI, LINE 2(D) - OTHER REVENUES IN AUDITED FINANCIAL STATEMENTS NOT IN FORM 990	

(a) Description	**(b)** Amount
CHANGE IN VALUE OF TRUST ANNUITY	- 30,508
SPECIAL EVENT EXPENSES	208,994
TOTAL	**178,486**

Return Reference - Identifier	Explanation
SCHEDULE D, PART XII, LINE 2(D) - OTHER EXPENSES IN AUDITED FINANCIAL STATEMENTS NOT IN FORM 990	

(a) Description	**(b)** Amount
SPECIAL EVENT EXPENSES	208,994
TOTAL	**208,994**

Part XIII

Supplemental Information. Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Return Reference - Identifier	Explanation
SCHEDULE D, PART V, LINE 4 - INTENDED USES OF ENDOWMENT FUNDS	THE FOUNDATION'S ENDOWMENT FUNDS ARE TO BENEFIT NEW COLLEGE OF FLORIDA.
SCHEDULE D, PART X, LINE 2 - FIN 48 (ASC 740) FOOTNOTE	THE FOUNDATION IS GENERALLY EXEMPT FROM FEDERAL INCOME AND STATE INCOME TAXES UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE AND COMPARABLE STATE LAW. THE FOUNDATION IS REQUIRED TO PAY INCOME TAXES ON THE EXCESS OF REVENUES DERIVED FROM ACTIVITIES UNRELATED TO THE TAX EXEMPT PURPOSE OF THE FOUNDATION OVER THE RELATED EXPENSES.

SCHEDULE G (Form 990)
(Rev. January 2025)
Department of the Treasury
Internal Revenue Service

Supplemental Information Regarding Fundraising or Gaming Activities

Complete if the organization answered "Yes" on Form 990, Part IV, line 17, 18, or 19, or if the organization entered more than $15,000 on Form 990-EZ, line 6a.
Attach to Form 990 or Form 990-EZ.
Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization
NEW COLLEGE FOUNDATION, INC

Employer identification number
59-0911744

Part I Fundraising Activities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.

1 Indicate whether the organization raised funds through any of the following activities. Check all that apply.

- **a** ☐ Mail solicitations
- **b** ☐ Internet and email solicitations
- **c** ☐ Phone solicitations
- **d** ☐ In-person solicitations
- **e** ☐ Solicitation of nongovernment grants
- **f** ☐ Solicitation of government grants
- **g** ☐ Special fundraising events

2a Did the organization have a written or oral agreement with any individual (including officers, directors, trustees, or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? ☐ **Yes** ☐ **No**

b If "Yes," list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least $5,000 by the organization.

	(i) Name and address of individual or entity (fundraiser)	**(ii)** Activity	**(iii)** Did fundraiser have custody or control of contributions?		**(iv)** Gross receipts from activity	**(v)** Amount paid to (or retained by) fundraiser listed in col. **(i)**	**(vi)** Amount paid to (or retained by) organization
			Yes	**No**			
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
Total							

3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.

Part II **Fundraising Events.** Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than $15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than $5,000.

		(a) Event #1 CLAMBAKE (event type)	(b) Event #2 SOCRATIC (event type)	(c) Other events 1 (total number)	(d) Total events (add col. (a) through col. (c))
Revenue	1 Gross receipts	365,933	91,392	123,786	581,111
	2 Less: Contributions	226,046	35,821	116,207	378,074
	3 Gross income (line 1 minus line 2)	139,887	55,571	7,579	203,037
Direct Expenses	4 Cash prizes				0
	5 Noncash prizes				0
	6 Rent/facility costs	13,997	8,109		22,106
	7 Food and beverages	83,079	16,550		99,629
	8 Entertainment	35,120	450		35,570
	9 Other direct expenses	45,545	6,144		51,689
	10 Direct expense summary. Add lines 4 through 9 in column (d)				208,994
	11 Net income summary. Subtract line 10 from line 3, column (d)				(5,957)

Part III **Gaming.** Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than $15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col. (a) through col. (c))
Revenue	1 Gross revenue				
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	☐ Yes ____ % ☐ No	☐ Yes ____ % ☐ No	☐ Yes ____ % ☐ No	
	7 Direct expense summary. Add lines 2 through 5 in column (d)				
	8 Net gaming income summary. Subtract line 7 from line 1, column (d)				

9 Enter the state(s) in which the organization conducts gaming activities: _____

a Is the organization licensed to conduct gaming activities in each of these states? ☐ Yes ☐ No

b If "No," explain: _____

10a Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year? ☐ Yes ☐ No

b If "Yes," explain: _____

11 Does the organization conduct gaming activities with nonmembers? . . . . . ☐ **Yes** ☐ **No**

12 Is the organization a grantor, beneficiary or trustee of a trust, or a member of a partnership or other entity formed to administer charitable gaming? . . . . . ☐ **Yes** ☐ **No**

13 Indicate the percentage of gaming activity conducted in:

a	The organization's facility	**13a**	%
b	An outside facility	**13b**	%

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name _____

Address _____

15a Does the organization have a contract with a third party from whom the organization receives gaming revenue? . . . . . ☐ **Yes** ☐ **No**

b If "Yes," enter the amount of gaming revenue received by the organization $ _____ and the amount of gaming revenue retained by the third party $ _____

c If "Yes," enter name and address of the third party:

Name _____

Address _____

16 Gaming manager information:

Name _____

Gaming manager compensation $ _____

Description of services provided _____

☐ Director/officer ☐ Employee ☐ Independent contractor

17 Mandatory distributions:

a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? . . . . . ☐ **Yes** ☐ **No**

b Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year . . . . . $

Part IV **Supplemental Information.** Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

SCHEDULE I (Form 990)

(Rev. December 2024)

Department of the Treasury
Internal Revenue Service

Grants and Other Assistance to Organizations, Governments, and Individuals in the United States

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

Attach to Form 990.

Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization

NEW COLLEGE FOUNDATION, INC

Employer identification number

59-0911744

Part I General Information on Grants and Assistance

1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . . . ☑ **Yes** ☐ **No**

2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments.

Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than $5,000. Part II can be duplicated if additional space is needed.

1 **(a)** Name and address of organization or government	**(b)** EIN	**(c)** IRC section (if applicable)	**(d)** Amount of cash grant	**(e)** Amount of noncash assistance	**(f)** Method of valuation (book, FMV, appraisal, other)	**(g)** Description of noncash assistance	**(h)** Purpose of grant or assistance
(1) NEW COLLEGE OF FLORIDA 5800 BAY SHORE ROAD, SARASOTA, FL 34243	90-0057281	GOVT	3,108,611				(SEE STATEMENT)
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table 1

3 Enter total number of other organizations listed in the line 1 table 0

Part III **Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

	(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
1						
2						
3						
4						
5						
6						
7						

Part IV **Supplemental Information.** Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

(SEE STATEMENT)

Part IV

Supplemental Information. Provide the information required in Part I, line 2, Part III, column (b), and any other additional information.

Return Reference - Identifier	Explanation
SCHEDULE I, PART I, LINE 2 - PROCEDURES FOR MONITORING USE OF GRANT FUNDS	ONLY CURRENT STUDENTS OF NEW COLLEGE ARE AWARDED SCHOLARSHIPS FROM NEW COLLEGE FOUNDATION. THESE SCHOLARSHIPS AND STUDENTS ARE MONITORED BY THE NEW COLLEGE FINANCIAL OFFICE. GRANTS ARE AWARDED TO NEW COLLEGE FACULTY MEMBERS AND ARE PAID DIRECTLY TO THE BUSINESS OFFICE OF THE COLLEGE.
SCHEDULE I, PART II , COLUMN H - PURPOSE OF GRANT OR ASSISTANCE	NEW COLLEGE OF FLORIDA: TO SUPPORT NEW COLLEGE OF FLORIDA VIA SCHOLARSHIPS, EDUCATION PROGRAMS, AND FACULTY TRAINING

SCHEDULE J (Form 990)
(Rev. January 2025)
Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
Attach to Form 990.
Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization
NEW COLLEGE FOUNDATION, INC

Employer identification number
59-0911744

Part I Questions Regarding Compensation

			Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items. ☐ First-class or charter travel ☐ Housing allowance or residence for personal use ☐ Travel for companions ☐ Payments for business use of personal residence ☐ Tax indemnification and gross-up payments ☐ Health or social club dues or initiation fees ☐ Discretionary spending account ☐ Personal services (such as maid, chauffeur, chef)			
b	If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain	1b		
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?	2		
3	Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III. ☑ Compensation committee ☐ Written employment contract ☐ Independent compensation consultant ☑ Compensation survey or study ☐ Form 990 of other organizations ☐ Approval by the board or compensation committee			
4	During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:			
a	Receive a severance payment or change-of-control payment?	4a		✔
b	Participate in or receive payment from a supplemental nonqualified retirement plan?	4b		✔
c	Participate in or receive payment from an equity-based compensation arrangement?	4c		✔
	If "Yes" to any of lines 4a–c, list the persons and provide the applicable amounts for each item in Part III.			
	Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5–9.			
5	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:			
a	The organization?	5a		✔
b	Any related organization?	5b		✔
	If "Yes" on line 5a or 5b, describe in Part III.			
6	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:			
a	The organization?	6a		✔
b	Any related organization?	6b		✔
	If "Yes" on line 6a or 6b, describe in Part III.			
7	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III	7		✔
8	Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III	8		✔
9	If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	9		

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)–(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

	(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)–(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
			(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1	SYDNEY GRUTERS NCF EXECUTIVE DIRECTOR	(i)	201,000	0	0	69,385	0	270,385	0
		(ii)	0	0	0	0	0	0	0
2	CHRISTIE FITZ-PATRICK TREASURER; CHIEF OF STAFF NEW COLLEGE	(i)	0	0	0	0	0	0	0
		(ii)	201,000	0	5,708	18,500	21,796	247,004	0
3		(i)							
		(ii)							
4		(i)							
		(ii)							
5		(i)							
		(ii)							
6		(i)							
		(ii)							
7		(i)							
		(ii)							
8		(i)							
		(ii)							
9		(i)							
		(ii)							
10		(i)							
		(ii)							
11		(i)							
		(ii)							
12		(i)							
		(ii)							
13		(i)							
		(ii)							
14		(i)							
		(ii)							
15		(i)							
		(ii)							
16		(i)							
		(ii)							

SCHEDULE M (Form 990)

Department of the Treasury
Internal Revenue Service

Noncash Contributions

Complete if the organizations answered "Yes" on Form 990, Part IV, line 29 or 30.
Attach to Form 990.
Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2024

Open to Public Inspection

Name of the organization
NEW COLLEGE FOUNDATION, INC

Employer identification number
59-0911744

Part I Types of Property

		(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1	Art—Works of art	✔	2	9,500	MARKET VALUE
2	Art—Historical treasures				
3	Art—Fractional interests				
4	Books and publications				
5	Clothing and household goods				
6	Cars and other vehicles				
7	Boats and planes				
8	Intellectual property				
9	Securities—Publicly traded				
10	Securities—Closely held stock				
11	Securities—Partnership, LLC, or trust interests				
12	Securities—Miscellaneous				
13	Qualified conservation contribution—Historic structures				
14	Qualified conservation contribution—Other				
15	Real estate—Residential				
16	Real estate—Commercial				
17	Real estate—Other				
18	Collectibles				
19	Food inventory				
20	Drugs and medical supplies				
21	Taxidermy				
22	Historical artifacts				
23	Scientific specimens				
24	Archeological artifacts				
25	Other (AUCTION ITEMS)	✔	12	35,852	MARKET VALUE
26	Other ( )				
27	Other ( )				
28	Other ( )				

			Yes	No
29	Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part V, Donee Acknowledgement	29	0	
30a	During the year, did the organization receive by contribution any property reported on Part I, lines 1 through 28, that it must hold for at least 3 years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period?	30a		✔
b	If "Yes," describe the arrangement in Part II.			
31	Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?	31	✔	
32a	Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?	32a		✔
b	If "Yes," describe in Part II.			
33	If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II.			

Part II

Supplemental Information. Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

Return Reference - Identifier	Explanation
SCHEDULE M, PART I - EXPLANATIONS OF REPORTING METHOD FOR NUMBER OF CONTRIBUTIONS	ART - WORKS OF ART - NUMBER OF CONTRIBUTIONS OTHER - AUCTION ITEMS NUMBER OF CONTRIBUTIONS

SCHEDULE O (Form 990)

(Rev. January 2025)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

Attach to Form 990 or Form 990-EZ.

Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization
New College Foundation, Inc

Employer identification number
59-0911744

Return Reference - Identifier	Explanation
FORM 990, PART I, LINE 1 - DESCRIPTION OF ORGANIZATION MISSION	TO SUPPORT THE PRIORITIES OF NEW COLLEGE OF FLORIDA BY CULTIVATING AND STEWARDING DONORS AND MANAGING ASSETS.
FORM 990, PART III, LINE 1 - DESCRIPTION OF ORGANIZATION MISSION	THE MISSION OF NEW COLLEGE FOUNDATION IS TO SUPPORT THE PRIORITIES OF NEW COLLEGE OF FLORIDA, FLORIDA'S DESIGNATED HONORS COLLEGE. THIS IS ACCOMPLISHED BY SECURING FUNDS AS A RESULT OF CULTIVATING AND STEWARDING INDIVIDUALS, FOUNDATIONS, AND CORPORATIONS AND THROUGH THE PRUDENT MANAGEMENT OF ASSETS.
FORM 990, PART VI, LINE 11B - REVIEW OF FORM 990 BY GOVERNING BODY	THE ANNUAL AUDIT WAS CONDUCTED BY AN INDEPENDENT CPA FIRM. THE FIRM PRESENTED THE AUDIT REPORT TO THE AUDIT COMMITTEE AND PROVIDED THE OPPORTUNITY FOR FEEDBACK AND QUESTIONS WITH COMMITTEE MEMBERS. THE AUDIT COMMITTEE VOTED TO RECOMMEND THE AUDIT TO THE FULL BOARD. THE AUDIT WAS PRESENTED TO THE FULL BOARD AND A MOTION WAS MADE AND APPROVED TO APPROVE THE AUDIT AND TO FILE THE 990 BASED ON THE AUDITED FINANCIAL DATA. THE 990 IS REVIEWED AND APPROVED BY THE CHAIR OF THE NEW COLLEGE FOUNDATION BOARD OF DIRECTORS.
FORM 990, PART VI, LINE 12C - CONFLICT OF INTEREST POLICY	A NEW CONFLICT OF INTEREST STATEMENT IS REQUIRED TO BE COMPLETED AND SIGNED BY ALL BOARD MEMBERS ANNUALLY. THESE FORMS ARE AVAILABLE FOR REVIEW UPON REQUEST OF THE CHAIR OF THE BOARD OF DIRECTORS.
FORM 990, PART VI, LINE 15A - PROCESS TO ESTABLISH COMPENSATION OF TOP MANAGEMENT OFFICIAL	THE COMPENSATION OF THE EXECUTIVE DIRECTOR IS REVIEWED AND RECOMMENDED BY THE PRESIDENT OF NEW COLLEGE OF FLORIDA. COMPENSATION OF OTHER OFFICERS AND KEY EMPLOYEES OF THE ORGANIZATION ARE REVIEWED AND RECOMMENDED BY THE EXECUTIVE DIRECTOR AND APPROVED BY THE PRESIDENT OF THE COLLEGE. IN BOTH CASES, COMPARATIVE DATA, STATE OF FLORIDA SALARY GUIDELINES, AND INDUSTRY STANDARDS ARE USED IN THE DECISION-MAKING PROCESS.
FORM 990, PART VI, LINE 15B - PROCESS TO ESTABLISH COMPENSATION OF OTHER OFFICERS OR KEY EMPLOYEES	COMPENSATION OF OTHER OFFICERS AND KEY EMPLOYEES OF THE ORGANIZATION ARE REVIEWED AND RECOMMENDED BY THE EXECUTIVE DIRECTOR AND APPROVED BY THE PRESIDENT OF THE COLLEGE. IN BOTH CASES, COMPARATIVE DATA, STATE OF FLORIDA SALARY GUIDELINES, AND INDUSTRY STANDARDS ARE USED IN THE DECISION-MAKING PROCESS.
FORM 990, PART VI, LINE 19 - REQUIRED DOCUMENTS AVAILABLE TO THE PUBLIC	ALL DOCUMENTS ARE AVAILABLE UPON REQUEST.
FORM 990, PART XI, LINE 9 - OTHER CHANGES IN NET ASSETS OR FUND BALANCES	**(a)** Description / **(b)** Amount CHANGE IN VALUE OF TRUST AGREEMENTS - 30,508 **TOTAL** **- 30,508**
FORM 990, PART XII, LINE 2C - CHANGE OF OVERSIGHT PROCESS OR SELECTION PROCESS	THE AUDIT COMMITTEE REVIEWED AND APPROVED THE DRAFT AUDIT AND RECOMMENDED FOR FULL BOARD APPROVAL PRIOR TO ISSUANCE.

SCHEDULE R (Form 990)

(Rev. January 2025)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
Attach to Form 990.
Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization
NEW COLLEGE FOUNDATION, INC

Employer identification number
59-0911744

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
(1) NEW COLLEGE OF FLORIDA (90-0057281) 5800 BAY SHORE ROAD, SARASOTA, FL 34243	EDUCATION	FL	501(C)(1)				✔
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							

Part III **Identification of Related Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512—514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations? Yes	(h) No	(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner? Yes	(j) No	(k) Percentage ownership
(1)												
(2)												
(3)												
(4)												
(5)												
(6)												
(7)												

Part IV **Identification of Related Organizations Taxable as a Corporation or Trust.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity? Yes	(i) No
(1) (SEE STATEMENT)									
(2)									
(3)									
(4)									
(5)									
(6)									
(7)									

Part V **Transactions With Related Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

			Yes	No
Note: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.				
1	During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II–IV?			
a	Receipt of **(i)** interest, **(ii)** annuities, **(iii)** royalties, or **(iv)** rent from a controlled entity	1a		✔
b	Gift, grant, or capital contribution to related organization(s)	1b	✔	
c	Gift, grant, or capital contribution from related organization(s)	1c		✔
d	Loans or loan guarantees to or for related organization(s)	1d		✔
e	Loans or loan guarantees by related organization(s)	1e		✔
f	Dividends from related organization(s)	1f		✔
g	Sale of assets to related organization(s)	1g		✔
h	Purchase of assets from related organization(s)	1h		✔
i	Exchange of assets with related organization(s)	1i		✔
j	Lease of facilities, equipment, or other assets to related organization(s)	1j	✔	
k	Lease of facilities, equipment, or other assets from related organization(s)	1k		✔
l	Performance of services or membership or fundraising solicitations for related organization(s)	1l		✔
m	Performance of services or membership or fundraising solicitations by related organization(s)	1m		✔
n	Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	1n	✔	
o	Sharing of paid employees with related organization(s)	1o	✔	
p	Reimbursement paid to related organization(s) for expenses	1p	✔	
q	Reimbursement paid by related organization(s) for expenses	1q	✔	
r	Other transfer of cash or property to related organization(s)	1r		✔
s	Other transfer of cash or property from related organization(s)	1s		✔

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

	(a) Name of related organization	(b) Transaction type (a—s)	(c) Amount involved	(d) Method of determining amount involved
(1)				
(2)				
(3)				
(4)				
(5)				
(6)				

Part VI **Unrelated Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512—514)	(e) Are all partners section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	
(1)													
(2)													
(3)													
(4)													
(5)													
(6)													
(7)													
(8)													
(9)													
(10)													
(11)													
(12)													
(13)													
(14)													
(15)													
(16)													

Part IV **Identification of Related Organizations Taxable as a Corporation or Trust** (continued)

(a) Name, address and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C-corp, S-corp or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
(1) CHARITABLE REMAINDER UNITRUST - 1	TRUST	FL	NEW COLLEGE	TRUST				✓	

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: December 17, 2025

SUBJECT: New College Development Corp FY25 Financial Audit and 990

BACKGROUND INFORMATION

Pursuant to Regulation 3-7001 New College of Florida Direct Support Organizations all DSO must provide their annual audit information to the Board of Trustees for review.

Supporting Documentation Included: FY25 NCDC Audit and 990

Facilitators/Presenters: *Christie Fitz-Patrick, Vice President of Finance & Administration*

GOING FURTHER

NEW COLLEGE OF FLORIDA DEVELOPMENT CORPORATION

FINANCIAL STATEMENTS

JUNE 30, 2025 AND 2024

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MAULDIN & JENKINS
CPAs & ADVISORS

Independent Auditor's Report

Board of Directors
New College of Florida Development Corporation
Sarasota, Florida

Report on the Audit of the Financial Statements

Opinion
We have audited the accompanying financial statements of New College of Florida Development Corporation (the "Development Corporation"), a component unit of New College of Florida, as of and for the years ended June 30, 2025 and 2024, and the related notes to the financial statements, which collectively comprise the Development Corporation's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Development Corporation, as of June 30, 2025 and 2024, and the changes in its financial position and cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion
We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Development Corporation and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements
Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Development Corporation's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Development Corporation's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Development Corporation's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 4 through 8 be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated October 21, 2025, on our consideration of the Development Corporation's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Development Corporation's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Development Corporation's internal control over financial reporting and compliance.

Mauldin & Jenkins, LLC

Bradenton, Florida
October 21, 2025

Management's Discussion and Analysis

Overview of the Financial Statements and Financial Analysis

This section of the New College of Florida Development Corporation's (the "Development Corporation") annual financial report presents a discussion and analysis of the financial performance of the Development Corporation during the fiscal years ended June 30, 2025 and 2024. It provides an analytical overview of the financial activities during the fiscal years ended June 30, 2025 and 2024, with the 2023 fiscal year data presented for comparative purposes. This discussion should be read in conjunction with the financial statements and related notes. Responsibility for the completeness and fairness of this information rests with the Development Corporation's management.

This annual report consists of a series of financial statements, prepared in accordance with the Governmental Accounting Standards Board ("GASB") Statement No. 34, *Basic Financial Statements and Management Discussion and Analysis for State and Local Governments,* and GASB Statement No. 35, *Basic Financial Statements and Management Discussion and Analysis for Public Colleges and Universities, as amended.* The Development Corporation is considered a Business-Type Activity ("BTA") under the provision and reporting model of GASB Statement No. 34 and No. 35. It is prepared under the accrual basis of accounting, whereby revenues and assets are recognized when the service is provided and expenses and liabilities are recognized when goods or services are received, regardless of when cash is exchanged.

Financial Highlights

As a condition for the financing of the new dorms, New College of Florida (the "College") entered into a ground lease with the New College of Florida Property Corporation (the "Property Corporation"). The College leases the respective project land on its campus to the Property Corporation, which assigned all of its interests in the lease to the Development Corporation. The property covered by the Master Ground Lease, together with improvements (i.e., student housing) thereon, is leased back by the College to manage and operate through the Master Operating Lease and Facilities Sublease and Management Agreement. The master lease shall terminate on the date which the certificates and any related obligations are paid in full. Revenues from student housing are pledged to pay rent to the Development Corporation or its assignees equal to the debt service on the long-term debt, as well as any operating costs.

The Housing complex is managed and operated by the College's Department of Housing and Residence Life and consists of the following facilities:

- A 74-bed apartment style student residential facility (Dort Hall-opened 1998).
- A 76-bed apartment style student residential facility (Goldstein Hall-opened 1999).
- A 43-bed dorm style student residential facility (B Dorm Hall-opened 1966).
- A 213-bed apartment style student residential facility (V-Z Halls-opened 2007).

During the 2024-2025 academic year, the College retired three residential facilities: Johnson Hall, Bates Hall, and Rothenberg Hall. To support ongoing housing needs, B Dorm Hall was brought back online. Additionally, the College secured agreements with the University of South Florida Sarasota-Manatee (USF) for 90 beds and with nearby hotels for 133 beds to provide supplemental student housing.

Statements of Net Position

The statements of net position present the assets (current and noncurrent), deferred outflows of resources, liabilities (current and noncurrent), and net position (assets plus deferred outflows of resources minus liabilities) as of the end of the fiscal years. The purpose of the statement of net position is to present to the reader of the financial statements a fiscal snapshot of the Development Corporation at June 30, 2025 and 2024.

From the data presented, readers of the statements of net position are able to determine the assets available to continue operations of the Development Corporation. In addition, they are also able to determine how much the Development Corporation owes vendors and other parties. For 2025, 2024, and 2023 as noted below, the decrease in total assets is primarily due to the reduction in the Investment in Direct Financing Lease. The increase in current liabilities reflects an increase in the current portion of long-term debt payable. Noncurrent liabilities have decreased due to a decrease in long-term debt payable. The changes in total assets, deferred outflows of resources and liabilities resulted in an overall decrease in net position of $2,492 from 2024 to 2025, and $2,492 from 2023 to 2024. Over time, the changes in net position provide an indication of the overall financial condition of the Development Corporation. The following is a condensed version of the statement of net position as of June 30, 2025, 2024, and 2023:

Net Position of the Development Corporation

Years Ended June 30,	2025	2024	2023
Current Assets	$ 1,878,198	$ 1,880,733	$ 1,876,313
Noncurent Assets	16,470,681	17,592,428	18,670,715
Total Assets	$ 18,348,879	$ 19,473,161	$ 20,547,028
Current Liabilities	$ 1,309,434	$ 1,273,716	$ 1,232,582
Noncurrent Liabilities	16,763,172	17,920,680	19,033,189
Total Liabilities	18,072,606	19,194,396	20,265,771
Total Net Position, restricted	$ 276,273	$ 278,765	$ 281,257

Statements of Revenues, Expenses and Changes in Net Position

Changes in net position of the Development Corporation, as presented on the statements of net position, are based on the activity presented in the statements of revenues, expenses and changes in net position. The purpose of the statements is to show the operating and nonoperating revenues earned by the Development Corporation, the operating and nonoperating expenses incurred by the Development Corporation, and any other revenues, expenses, gains, and losses earned or incurred by the Development Corporation. Operating revenues represent rental income received from the College and operating expenses represent expenses paid for debt service on outstanding bonds payable. Operating revenues during 2025 fiscal year decreased 7.23% over the 2024 level and 2.89% between 2024 and 2023. On the following page is a condensed version of the changes in net position for the years ended June 30, 2025, 2024, and 2023.

Changes in Net Position of the Development Corporation

Years Ended June 30,	2025	2024	2023
Operating Revenues	$ 624,030	$ 672,660	$ 692,687
Operating Expenses	(624,030)	(672,660)	(692,687)
Nonoperating Revenues and Expenses, net	(2,492)	(2,492)	(2,492)
Change in Net Position	(2,492)	(2,492)	(2,492)
Net Position, Beginning of Year	278,765	281,257	283,749
Net Position, End of Year	$ 276,273	$ 278,765	$ 281,257

Statement of Cash Flows

The statements of cash flows present detailed information about the cash activity of the Development Corporation during the fiscal years ended June 30, 2025 and 2024. The statements are divided into two parts. The first part deals with operating cash flows and shows the net cash used in the operating activities of the Development Corporation. The second deals with cash flows from capital and related financing activities.

The major source of funds included in operating activities is student residence, net rental income received from the College and interest paid on debt. The largest outflow of funds in the capital financing group includes principal payments on debt. The following includes condensed information from the statements of cash flows for the years ended June 30, 2025, 2024, and 2023.

Cash Flows of the Development Corporation

Years Ended June 30,	2025	2024	2023
Net Cash Provided by Operating Activities	$ 1,714,890	$ 1,702,020	$ 1,692,484
Net Cash Used in Capital and Related Financing Activities	(1,714,890)	(1,702,020)	(1,692,484)

Capital Assets and Debt Administration

The Development Corporation issued Series 2006 Certificates of Participation ("COPS") in the amount of $30,110,000 during April 2006. The COPS are to be repaid from housing system revenues of the College. At June 30, 2025 and 2024, the total amount of debt to be repaid was $17,950,000 and $19,065,000, respectively. COPS are presented net of the unamortized discount in the statements of net position.

In order to hedge its interest rate risk on the variable rate debt, the Development Corporation entered into an interest rate swap agreement, which effectively fixed the interest for a ten-year period which was due to expire July 1, 2016. The Swap agreement was amended in 2016 in order to match the terms of the debt as noted below.

Due to the increased cost of renewing the Letter of Credit secured by SunTrust Bank, the Development Corporation requested and received proposals for alternative options to restructure the Series 2006 COPS from qualified financial institutions. The proposal submitted by SunTrust Bank to purchase and hold the Series 2006 Certificates for its own account for a period of at least ten years, presented the most favorable terms. In order to remarket the original Series 2006 COPS to SunTrust Bank, it was necessary to amend and restate the Series 2006 Supplemental Trust agreement and the Series 2006 Lease to provide for the direct purchase of the Series 2006 COPS by SunTrust Bank. The Series 2006 COPS were remarketed on April 9, 2012, as a non-bank qualified tax-exempt variable facility with an interest rate equal to 77% of the sum of the 30-day London Interbank Offered Rate ("LIBOR") index plus 185 basis points. The amended swap agreement was for a ten-year period, which expired in April of 2022. The swap provided an effectively fixed rate as follows: 77% of the 30-day LIBOR is fixed at 3.30%, plus 77% of 1.85% equaling 1.4245%. The sum of these two components provided a total effective fixed interest rate of 4.7245%.

With the enactment of the Federal Tax Cuts and Jobs Act, the Development Corporation's tax-exempt bond did not have the same value as it did prior to this act due to the corporate maximum tax rate being reduced to 21% from 35%. As such, SunTrust adjusted the interest rate on the SWAP to be 77% of the 30-day LIBOR, fixed at 3.30%, plus 93.584% of 1.85%, equaling 1.7313%. The sum of these two components provided a total effective fixed interest of 5.0313%.

Effective April 1, 2022, the Development Corporation restructured the existing variable rate COPS as allowed under the master trust indenture. The existing COPS were restructured as a non-bank qualified tax-exempt plain refinancing with an interest rate of 3.330%. The existing maturity and principal payment requirements were not modified.

Factors Impacting Future Periods

The most significant factor in the Development Corporation's economic position relates to the College's ability to recruit and retain high quality students to live in the student resident facilities. Being able to maintain a high occupancy rate (96% or higher) is critical for the housing operations to be able to fully cover the annual debt costs.

Outlined below, are the student residence facilities' annual average occupancy statistics, for the past ten years. In five of the ten years, the occupancy rate exceeded the 96% target.

Year Ended June 30, (Fall Semester)	Enrolled Students	Housing Capacity	Average Number of Students Living in Housing	Occupancy Rate
2016	863	638	638	100%
2017	861	638	637	99%
2018	836	638	657	103%
2019	807	638	621	97%
2020	706	638	566	89%
2021	646	629	353	56%
2022	633	629	471	75%
2023	671	629	527	79%
2024	712	586 (*)	556	95%
2025	860	629(**)	560	89%

(*) During the 2023-2024 academic year, some residential facilities were taken off-line resulting in a decreased capacity by 278 beds. The College accommodated the displaced students utilizing 235 off campus hotels.

(**) During the 2024-2025 academic year, the College entered into an agreement with the University of South Florida Sarasota-Manatee (USF) campus to occupy 90 beds in their housing facilities. This and a 43-bed remodeled dormitory building coming back online, allowed New College to reduce the contracted hotel rooms from 235 to 133 beds.

For the 2025-2026 academic year, New College continues to advance the transformation strategy initiated in 2023-2024. As a result, the College has received a significantly higher number of enrollment deposits from incoming first-year and transfer students compared to previous years. The projected enrollment for Fall 2025 is approximately 900 students.

Requests for Information

This financial report is designed to provide a general overview of the New College of Florida Development Corporation's finances for all those with an interest. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Development Corporation at 5800 Bay Shore Road, Sarasota, Florida 34243.

New College of Florida Development Corporation

STATEMENTS OF NET POSITION
JUNE 30, 2025 AND 2024

	2025	2024
ASSETS		
Current assets		
Due from New College of Florida	$ 149,434	$ 158,716
Note receivable, current	1,728,764	1,722,017
	1,878,198	1,880,733
Other assets		
Note receivable, less current portion	15,734,117	16,565,864
Due from New College of Florida	736,564	1,026,564
	16,470,681	17,592,428
TOTAL ASSETS	$ 18,348,879	$ 19,473,161
LIABILITIES AND NET POSITION		
Current liabilities		
Accrued interest payable	$ 149,433	$ 158,715
Current maturities of long-term debt	1,160,000	1,115,000
	1,309,433	1,273,715
Long-term liabilities		
Long-term debt, net of unamortized discount	16,763,173	17,920,681
TOTAL LIABILITIES	18,072,606	19,194,396
NET POSITION		
Restricted	276,273	278,765
TOTAL LIABILITIES AND NET POSITION	$ 18,348,879	$ 19,473,161

See Notes to Financial Statements.

New College of Florida Development Corporation

STATEMENTS OF REVENUES, EXPENSES AND CHANGES IN NET POSITION
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2025	2024
Operating revenues		
Net income from New College of Florida	$ 624,030	$ 672,660
Total operating revenues	624,030	672,660
Operating expenses		
Interest expense	599,890	637,020
Other expenses	24,140	35,640
Total operating expenses	624,030	672,660
Operating income	-	-
Nonoperating expense		
Amortization of bond discount	2,492	2,492
Total nonoperating expense	2,492	2,492
Change in net position	(2,492)	(2,492)
Net position, beginning of the year	278,765	281,257
Net position, end of the year	$ 276,273	$ 278,765

See Notes to Financial Statements.

New College of Florida Development Corporation

STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2025	2024
CASH FLOWS FROM OPERATING ACTIVITIES		
Income from housing operations	$ 1,739,030	$ 1,737,660
Payments for goods and services	(24,140)	(35,640)
Net cash provided by operating activities	1,714,890	1,702,020
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
Interest paid on debt	(599,890)	(637,020)
Principal payments on debt	(1,115,000)	(1,065,000)
Net cash used in capital and related financing activities	(1,714,890)	(1,702,020)
Net change in cash	-	-
Cash, beginning of year	-	-
Cash, end of year	$ -	$ -
Reconciliation of operating income to net cash provided by operating activities		
Operating income	$ -	$ -
Adjustments to reconcile operating income to net cash provided by operating activities		
Interest paid on debt	599,890	637,020
Amortization of lease	825,000	790,000
Changes in assets and liabilities		
Due from New College of Florida	299,282	283,867
Accrued interest payable	(9,282)	(8,867)
Net cash provided by operating activities	$ 1,714,890	$ 1,702,020

See Notes to Financial Statements.

Notes To Financial Statements

NOTE 1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

New College of Florida Development Corporation (the "Development Corporation") was created on November 4, 2005 by the New College of Florida Board of Trustees. The Development Corporation is a direct support organization and component unit of New College of Florida (the "College") and is a not-for-profit corporation organized under the provisions of Florida Statutes, Chapter 617, as a direct support organization of the College as defined by Florida Statutes 1004.28. The Development Corporation was established to provide aid in the form of money and other forms of property and services to the College. The Development Corporation also has the authority to issue revenue bonds, certificates of participation, or other forms of indebtedness upon the approval of the College's Board of Trustees, as well as to enter into agreements to finance, design, construct, lease, lease-purchase, and purchase and/or operate facilities necessary and desirable to serve the needs of the College.

Specifically, the operations consist of contracting for the design and construction of student residential housing and the issuance of bonded debt to finance such construction. As such, the Development Corporation supervises and accounts for the respective construction. With the completion of the student residential housing, the Development Corporation transferred the value of the completed buildings to the College to operate in return for a direct financing lease ("Master Operating Lease"). Accordingly, the College leases the respective facility from the Development Corporation in an amount equal to the net rental proceeds. These net rental proceeds are then used to service the outstanding debt and pay for the operating costs of the Development Corporation. The Development Corporation issued Certificates of Participation, Series 2006 ("COPS") in the amount of $30,110,000 during the year ended June 30, 2006 and were remarketed on April 14, 2012 and April 1, 2022. The proceeds were used to pay for construction and renovation of student residences as well as to service the related debt and to refinance certain outstanding obligations of the College.

During the 2024–2025 academic year, the College was forced to permanently retire the Johnson Hall, Bates Hall, and Rothenberg Hall residential facilities. In addition, the modular units that had been acquired to offset some of the lost residential capacity sustained damage from Hurricanes Helene and Milton and have likewise been retired from service.

To mitigate the residential capacity shortage, the College reconditioned and brought B Dorm Hall back online and secured agreements with the University of South Florida Sarasota-Manatee (USF) and nearby hotels to provide supplemental student housing.

The governing body of the Development Corporation is its Board of Directors (the "Board"). The Board is composed of at least five but no more than seven Directors. The Development Corporation is managed, supervised, and controlled by its Board subject to applicable law and the powers and duties reserved in the New College Board of Trustees and the President of the College.

NOTE 1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Based on the application of the criteria described in the Governmental Accounting Standards Board ("GASB") Codification of Governmental Accounting and Financial Reporting standards, the Development Corporation is included within the financial statements of the College as a blended component unit for the years ended June 30, 2025 and 2024.

Basis of Accounting and Presentation

The Development Corporation's accounting policies conform to accounting principles generally accepted in the United States of America applicable to colleges and universities as prescribed by the Governmental Accounting Standards Board (GASB).

The accounting and financial reporting treatment is determined by the applicable measurement focus and basis of accounting. Measurement focus indicates the type of resources being measured such as current financial resources or economic resources. The basis of accounting indicates the timing of transactions or events for recognition in the financial statements.

The Development Corporation's financial statements are presented using the economic resources measurement focus and the accrual basis of accounting. Revenues, expenses, gains, losses, assets, and liabilities resulting from exchange and exchange-like transactions are recognized when the exchange takes place. Revenues, expenses, gains, losses, assets, and liabilities resulting from nonexchange activities are generally recognized when all applicable eligibility requirements, including time requirements, are met.

The statements of net position is presented in a classified format to distinguish between current and noncurrent assets and liabilities. When both restricted and unrestricted resources are available to fund certain programs, it is the Development Corporation's policy to first apply the restricted resources to such programs followed by the use of the unrestricted resources.

Cash

When applicable, amounts reported as cash consist of cash in demand accounts and unexpended bond proceeds held by a trustee. Cash in demand accounts are held in banks qualified in accordance with the provisions of Chapter 280, Florida Statutes, as a public depository. Deposits are fully collateralized by a mutual collateral pool as provided by Florida Statutes.

Note Receivable

The note receivable whose assets are restricted is recorded by the Development Corporation at the capitalized amount of the completed student residences and renovation projects, which approximates the sum of the minimum lease payments of the Master Operating Lease.

For the years ended June 30, 2025 and 2024, no depreciation expense was recorded as the Development Corporation held no assets used in its operations.

NOTE 1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Due from the College

The amount due from the College represents the amount transferred to escrow on behalf of the College to refund the 1996B and 1998 bonds as outlined in the COPS, series 2006. The amount due from the College is being repaid at the same rate that the outstanding amount of principal on the COPS is being repaid.

Long-Term Debt

Long-term debt includes principal amounts of COPS issued, which are reported net of the unamortized discount. The unamortized discount is being amortized over the life of COPS using the straight-line method. The use of the straight-line method is not materially different from the interest method for the years ended June 30, 2025 and 2024.

Net Position

Net position, gains, and losses are classified based on the existence or absence of donor or grantor imposed restrictions. Accordingly, net position and changes therein are classified and reported as follows:

Restricted – Restricted net position is reserved for the construction projects and purpose of the Development Corporation by the bondholder.

Net Income from New College of Florida

Net income from New College of Florida relates to payments received on the Master Ground Lease further discussed in Note 2. Net income from New College of Florida is recognized when earned under the terms of the Master Ground Lease and consists of the following components for the years ended June 30:

	2025	2024
Cash Income from Housing Operations	$ 1,748,312	$ 1,746,527
Change in Due from New College of Florida	(9,282)	(8,867)
Principal Payments Made	(1,115,000)	(1,065,000)
Net Lease Income from New College of Florida	$ 624,030	$ 672,660

Tax Status

The Development Corporation is generally exempt from federal income and state income taxes under Section 501(c)(3) of the Internal Revenue Code and comparable state law. The Development Corporation is not classified as a private foundation within the meaning of Section 509(a) of the IRC but is a corporation described under section 509(a)(3). The IRC provides for taxation of unrelated business income under certain circumstances.

NOTE 1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Use of Estimates

The preparation of financial statements in accordance with accounting principles generally accepted in the United States of America ("US GAAP") requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Subsequent Events

Management has evaluated subsequent events through October 21, 2025 the date the financial statements were available to be issued.

The corresponding charges for supplemental housing continue to be recorded as Housing Revenues. This arrangement has persisted into the 2025–2026 academic year and does not currently appear to affect the College's ability to meet its obligations under the Note Receivable.

NOTE 2. NOTE RECEIVABLE

As a condition of the financing arrangement, the College entered into a ground lease with the New College of Florida Property Corporation (the "Property Corporation"). The College leases the respective project land on its campus to the Property Corporation, which assigned all of its interests in the lease to the Development Corporation. The Property covered by the Master Ground Lease together with the improvements (i.e. student housing) thereon is leased back to the College to manage and operate through the Master Operating Lease and Facilities Sublease and Management Agreement. The payments on the lease are equal to the amount of the annual debt service requirements of the related bond debt and operating costs of the Development Corporation. The lease shall terminate on the date on which all certificates and obligations under any related financing documents are paid in full, at which time title passes to the College. The Development Corporation classifies this agreement as a note receivable.

NOTE 2. NOTE RECEIVABLE (CONTINUED)

At June 30, 2025, aggregate future minimum note payments are $21,696,666, with $4,233,785 in unearned income and a net value of $17,462,881. At June 30, 2024, aggregate future minimum note payments are $23,418,684, with $5,130,803 of unearned income and a net value of $18,287,881. Future minimum amounts to be received are as follows:

	Aggregate Future Minimum Note Payments
2026	$ 1,728,764
2027	1,748,638
2028	1,756,763
2029	1,768,098
2030	1,782,477
Thereafter	12,911,926
	$ 21,696,666

These aggregate future minimum note payments approximate the schedule of annual debt service requirements as adjusted for reductions in the amounts due from the College for the refunded bonds.

NOTE 3. LONG-TERM LIABILITIES

Bonds payable activity for the year ended June 30, 2025 were as follows:

	Beginning Balance	Additions	Payments	Ending Balance	Amounts Due Within One Year
COPS, Series 2006	$ 19,065,000	$ -	$ (1,115,000)	$ 17,950,000	$ 1,160,000
Less Unamortized Discount	(29,319)	-	2,492	(26,827)	-
	$ 19,035,681	$ -	$ (1,112,508)	$ 17,923,173	$ 1,160,000

Bonds payable activity for the year ended June 30, 2024 were as follows:

	Beginning Balance	Additions	Payments	Ending Balance	Amounts Due Within One Year
COPS, Series 2006	$ 20,130,000	$ -	$ (1,065,000)	$ 19,065,000	$ 1,115,000
Less Unamortized Discount	(31,811)	-	2,492	(29,319)	-
	$ 20,098,189	$ -	$ (1,062,508)	$ 19,035,681	$ 1,115,000

On April 7, 2006, the Development Corporation issued a variable rate COPS, series 2006 in the amount of $30,110,000. The proceeds derived from the sale of the COPS were used to finance the acquisition, construction, renovation, and equipping of apartment-style student residence facilities. The COPS mature in 2036 and were issued at a discount of $74,748.

NOTE 3. LONG-TERM LIABILITIES (CONTINUED)

In April 2012, the Development Corporation, through a resolution of the Board, restructured the existing variable rate COPS as allowed under the master trust indenture. The existing COPS were restructured as a non-bank qualified tax-exempt variable facility (New College of Florida Development Corporation Series 2012 conversion) with an interest rate of 77% of the sum of the 30-day LIBOR plus 185 basis points. Effective April 1, 2018, the variable interest related to the conversion increased approximately 94% the sum of the 30-day LIBOR plus 185 basis points, which was 1.92% at June 30, 2021.

The revised swap agreement associated with the original restructuring is for ten years and expired on April 1, 2022. However, the existing maturity and principal payment requirements pursuant to the original 2006 debt issuance were not restructured.

On April 1, 2022, the Development Corporation, through a resolution of the Board, restructured the existing variable rate COPS as allowed under the master trust indenture. The existing COPS were restructured as a non-bank qualified tax-exempt plain refinancing (New College of Florida Development Corporation Series 2022 refunding) with an interest rate of 3.330%. The existing maturity and principal payment requirements pursuant to the original 2006 debt issuance were not restructured.

Revenues from the student residence facilities of the College are pledged to pay rent to the Development Corporation or its assignees equal to the debt service on the debt.

The table that follows represents debt service payments on the fixed rate debt as of June 30, 2025:

	Principal	Interest	Net Cash Flows
2026	$ 1,160,000	$ 568,764	$ 1,728,764
2027	1,220,000	528,637	1,748,637
2028	1,270,000	486,763	1,756,763
2029	1,325,000	443,098	1,768,098
2030	1,385,000	397,477	1,782,477
2031-35	7,910,000	1,228,687	9,138,687
2036-37	3,680,000	93,240	3,773,240
	$ 17,950,000	$ 3,746,666	$ 21,696,666

Total interest expense incurred for the years ended June 30, 2025 and 2024, was approximately $600,000 and $637,000, respectively.

OTHER INDEPENDENT AUDITOR'S REPORT

MAULDIN & JENKINS
CPAs & ADVISORS

Independent Auditor's Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*

Board of Directors
New College of Florida Development Corporation
Sarasota, Florida

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of New College of Florida Development Corporation (the "Development Corporation"), a component unit of New College of Florida, as of and for the year ended June 30, 2025, and the related notes to the financial statements, which collectively comprise the Development Corporation's basic financial statements, and have issued our report thereon dated October 21, 2025.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Development Corporation's internal control over financial reporting (internal control) as a basis for designing the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Development Corporation's internal control. Accordingly, we do not express an opinion on the effectiveness of the Development Corporation's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Development Corporation's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Development Corporation's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Mauldin & Jenkins, LLC

Bradenton, Florida
October 21, 2025

PUBLIC DISCLOSURE COPY

Form 990 Return of Organization Exempt From Income Tax

OMB No. 1545-0047

2024

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.

Go to *www.irs.gov/Form990* for instructions and the latest information.

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

A For the 2024 calendar year, or tax year beginning 07/01 , 2024, and ending 06/30 , 20 25

B Check if applicable:
- ☐ Address change
- ☐ Name change
- ☐ Initial return
- ☐ Final return/terminated
- ☐ Amended return
- ☐ Application pending

C Name of organization: NEW COLLEGE OF FLORIDA DEVELOPMENT CORPORATION

Doing business as:

Number and street (or P.O. box if mail is not delivered to street address): 5800 BAY SHORE ROAD

Room/suite:

City or town, state or province, country, and ZIP or foreign postal code: SARASOTA, FL 34243

D Employer identification number: 20-4398131

E Telephone number: (941) 487-4323

G Gross receipts $: 624,030

F Name and address of principal officer: CHRISTIE FITZ-PATRICK
SAME AS C ABOVE

H(a) Is this a group return for subordinates? ☐ Yes ☑ No

H(b) Are all subordinates included? ☐ Yes ☐ No
If "No," attach a list. See instructions.

H(c) Group exemption number:

I Tax-exempt status: ☑ 501(c)(3) ☐ 501(c) ( ) (insert no.) ☐ 4947(a)(1) or ☐ 527

J Website: NA

K Form of organization: ☑ Corporation ☐ Trust ☐ Association ☐ Other

L Year of formation: 2005

M State of legal domicile: FL

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities: DIRECT SUPPORT ORGANIZATION TO PROVIDE AID IN THE FORM OF MONEY AND OTHER FORMS OF PROPERTY AND SERVICES TO NEW COLLEGE OF FLORIDA, A MEMBER OF THE FLORIDA STATE UNIVERSITY SYSTEM.

2 Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.

3	Number of voting members of the governing body (Part VI, line 1a)	3	6
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	2
5	Total number of individuals employed in calendar year 2024 (Part V, line 2a)	5	0
6	Total number of volunteers (estimate if necessary)	6	6
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0

Revenue

		Prior Year	Current Year
8	Contributions and grants (Part VIII, line 1h)	0	0
9	Program service revenue (Part VIII, line 2g)	672,660	624,030
10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	0	0
11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0	0
12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	672,660	624,030

Expenses

13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	0	0
14	Benefits paid to or for members (Part IX, column (A), line 4)	0	
15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	0	0
16a	Professional fundraising fees (Part IX, column (A), line 11e)	0	0
b	Total fundraising expenses (Part IX, column (D), line 25) 0		
17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	675,152	626,522
18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	675,152	626,522
19	Revenue less expenses. Subtract line 18 from line 12	(2,492)	(2,492)

Net Assets or Fund Balances

		Beginning of Current Year	End of Year
20	Total assets (Part X, line 16)	19,473,161	18,348,879
21	Total liabilities (Part X, line 26)	19,194,396	18,072,606
22	Net assets or fund balances. Subtract line 21 from line 20	278,765	276,273

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer — Date: 11/25/25

CHRISTIE FITZ-PATRICK, EXECUTIVE DIRECTOR
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN
BRIAN CARTER	BRIAN CARTER	11/04/2025		P00536712

Firm's name: MAULDIN & JENKINS, LLC — Firm's EIN: 58-0692043

Firm's address: 1401 MANATEE AVENUE WEST, SUITE 1200, BRADENTON, FL 34205 — Phone no.: (941) 747-4483

May the IRS discuss this return with the preparer shown above? See instructions ☑ Yes ☐ No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III . . . . . ☐

1 Briefly describe the organization's mission:

DIRECT SUPPORT ORGANIZATION TO PROVIDE AID IN THE FORM OF MONEY AND OTHER FORMS OF PROPERTY AND SERVICES TO NEW COLLEGE OF FLORIDA, A MEMBER OF THE FLORIDA STATE UNIVERSITY SYSTEM.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? . . . . . ☐ Yes ☑ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? . . . . . ☐ Yes ☑ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses $ 602,382 including grants of $ 0) (Revenue $ 624,030)

PROVIDING FINANCING FOR THE CONSTRUCTION AND RENOVATION OF EDUCATIONAL AND STUDENT HOUSING FOR NEW COLLEGE OF FLORIDA, A MEMBER OF THE FLORIDA STATE UNIVERSITY SYSTEM.

4b (Code:) (Expenses $ including grants of $) (Revenue $)

4c (Code:) (Expenses $ including grants of $) (Revenue $)

4d Other program services (Describe on Schedule O.)
(Expenses $ including grants of $) (Revenue $)

4e Total program service expenses 602,382

Part IV Checklist of Required Schedules

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? *If "Yes," complete Schedule A*	1	✔	
2	Is the organization required to complete Schedule B, Schedule of Contributors? See instructions	2		✔
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? *If "Yes," complete Schedule C, Part I*	3		✔
4	**Section 501(c)(3) organizations.** Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? *If "Yes," complete Schedule C, Part II*	4		✔
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? *If "Yes," complete Schedule C, Part III*	5		✔
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? *If "Yes," complete Schedule D, Part I*	6		✔
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? *If "Yes," complete Schedule D, Part II*	7		✔
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D, Part III*	8		✔
9	Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? *If "Yes," complete Schedule D, Part IV*	9		✔
10	Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? *If "Yes," complete Schedule D, Part V*	10		✔
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? *If "Yes," complete Schedule D, Part VI*	11a		✔
b	Did the organization report an amount for investments—other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VII*	11b		✔
c	Did the organization report an amount for investments—program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VIII*	11c		✔
d	Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part IX*	11d	✔	
e	Did the organization report an amount for other liabilities in Part X, line 25? *If "Yes," complete Schedule D, Part X*	11e		✔
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? *If "Yes," complete Schedule D, Part X*	11f		✔
12a	Did the organization obtain separate, independent audited financial statements for the tax year? *If "Yes," complete Schedule D, Parts XI and XII*	12a	✔	
b	Was the organization included in consolidated, independent audited financial statements for the tax year? *If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional*	12b		✔
13	Is the organization a school described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E*	13		✔
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		✔
b	Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? *If "Yes," complete Schedule F, Parts I and IV*	14b		✔
15	Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or other assistance to or for any foreign organization? *If "Yes," complete Schedule F, Parts II and IV*	15		✔
16	Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or other assistance to or for foreign individuals? *If "Yes," complete Schedule F, Parts III and IV.*	16		✔
17	Did the organization report a total of more than $15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? *If "Yes," complete Schedule G, Part I.* See instructions	17		✔
18	Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? *If "Yes," complete Schedule G, Part II*	18		✔
19	Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? *If "Yes," complete Schedule G, Part III*	19		✔
20a	Did the organization operate one or more hospital facilities? *If "Yes," complete Schedule H*	20a		✔
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
21	Did the organization report more than $5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II*	21		✔

Part IV Checklist of Required Schedules *(continued)*

			Yes	No
22	Did the organization report more than $5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? *If "Yes," complete Schedule I, Parts I and III*	22		✔
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? *If "Yes," complete Schedule J*	23	✔	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? *If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a*	24a	✔	
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		✔
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		✔
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		✔
25a	**Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? *If "Yes," complete Schedule L, Part I*	25a		✔
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? *If "Yes," complete Schedule L, Part I*	25b		✔
26	Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part II*	26		✔
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? *If "Yes," complete Schedule L, Part III*	27		✔
28	Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions).			
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? *If "Yes," complete Schedule L, Part IV*	28a		✔
b	A family member of any individual described in line 28a? *If "Yes," complete Schedule L, Part IV*	28b		✔
c	A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? *If "Yes," complete Schedule L, Part IV*	28c		✔
29	Did the organization receive more than $25,000 in noncash contributions? *If "Yes," complete Schedule M*	29		✔
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	30		✔
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	31		✔
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	32		✔
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? *If "Yes," complete Schedule R, Part I*	33		✔
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	34	✔	
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		✔
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? *If "Yes," complete Schedule R, Part V, line 2*	35b		
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	36		✔
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? *If "Yes," complete Schedule R, Part VI*	37		✔
38	Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? **Note:** All Form 990 filers are required to complete Schedule O	38	✔	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V ☐

				Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	0		
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c			

Part V Statements Regarding Other IRS Filings and Tax Compliance *(continued)*

			Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return **2a** 0			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b		
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?	3a		✔
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation on Schedule O*	3b		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		✔
b	If "Yes," enter the name of the foreign country ---------- See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		✔
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		✔
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c		
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a		✔
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b		
7	**Organizations that may receive deductible contributions under section 170(c).**			
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?	7a		✔
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c		✔
d	If "Yes," indicate the number of Forms 8282 filed during the year **7d**			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		✔
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		✔
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8		
9	**Sponsoring organizations maintaining donor advised funds.**			
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b		
10	**Section 501(c)(7) organizations.** Enter:			
a	Initiation fees and capital contributions included on Part VIII, line 12 **10a**			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities **10b**			
11	**Section 501(c)(12) organizations.** Enter:			
a	Gross income from members or shareholders **11a**			
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.) **11b**			
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?	12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year **12b**			
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**			
a	Is the organization licensed to issue qualified health plans in more than one state?	13a		
	Note: See the instructions for additional information the organization must report on Schedule O.			
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans **13b**			
c	Enter the amount of reserves on hand **13c**			
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a		✔
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation on Schedule O*	14b		
15	Is the organization subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15		✔
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16		✔
17	**Section 501(c)(21) organizations.** Did the trust, or any disqualified or other person, engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? If "Yes," complete Form 6069.	17		

Part VI **Governance, Management, and Disclosure.** *For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.*

Check if Schedule O contains a response or note to any line in this Part VI . . . . . ☑

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year . . If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.	1a	6		
b	Enter the number of voting members included on line 1a, above, who are independent .	1b	2		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2			✔
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? .	3			✔
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4			✔
5	Did the organization become aware during the year of a significant diversion of the organization's assets? .	5			✔
6	Did the organization have members or stockholders?	6			✔
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a		✔	
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b		✔	
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?	8a		✔	
b	Each committee with authority to act on behalf of the governing body?	8b			✔
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses on Schedule O*	9			✔

Section B. Policies *(This Section B requests information about policies not required by the Internal Revenue Code.)*

			Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a		✔
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	✔	
b	Describe on Schedule O the process, if any, used by the organization to review this Form 990.			
12a	Did the organization have a written conflict of interest policy? *If "No," go to line 13*	12a	✔	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	✔	
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? *If "Yes," describe on Schedule O how this was done*	12c	✔	
13	Did the organization have a written whistleblower policy?	13	✔	
14	Did the organization have a written document retention and destruction policy?	14	✔	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a	The organization's CEO, Executive Director, or top management official	15a		✔
b	Other officers or key employees of the organization	15b		✔
	If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a		✔
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed NONE

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☐ Own website ☐ Another's website ☑ Upon request ☐ Other *(explain on Schedule O)*

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records.

MELISSA SHIPPEE, 5800 BAY SHORE ROAD, SARASOTA, FL 34243, (941) 487-4323

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII . . . . . ☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than $100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) RICHARD CORCORAN	0.2									
CHAIR	40.0	✔		✔				0	1,048,891	57,646
(2) FITZ-PATRICK CHRISTIE	0.2									
EXECUTIVE DIRECTOR	40.0			✔				0	206,708	40,296
(3) SHIPPEE MELISSA	3.8									
SECRETARY/TREASURER	40.0	✔		✔				0	181,415	58,796
(4) GRUTERS SYDNEY	0.2									
DIRECTOR	40.0	✔						0	201,000	0
(5) RANCOURT DAVID	0.2									
DIRECTOR	40.0	✔						0	201,000	0
(6) CHRISTALDI RON	0.2									
VICE CHAIR	0.0	✔		✔				0	0	0
(7) MCDONALD JAMES	0.2									
DIRECTOR	0.0	✔						0	0	0
(8)										
(9)										
(10)										
(11)										
(12)										
(13)										
(14)										

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees *(continued)*

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15)										
(16)										
(17)										
(18)										
(19)										
(20)										
(21)										
(22)										
(23)										
(24)										
(25)										
1b **Subtotal**								0	1,839,014	156,738
c **Total from continuation sheets to Part VII, Section A**								0	0	0
d **Total (add lines 1b and 1c)**								0	1,839,014	156,738

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization 0

		Yes	No
3	Did the organization list any **former** officer, director, trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual* 3		✔
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than $150,000? *If "Yes," complete Schedule J for such individual* 4	✔	
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? *If "Yes," complete Schedule J for such person* 5		✔

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than $100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
NONE		

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization 0

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII . . . . . ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512–514
Contributions, Gifts, Grants, and Other Similar Amounts	1a	Federated campaigns	1a				
	b	Membership dues	1b				
	c	Fundraising events	1c				
	d	Related organizations	1d				
	e	Government grants (contributions)	1e				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f				
	g	Noncash contributions included in lines 1a–1f	1g	$			
	h	**Total.** Add lines 1a–1f		0			
Program Service Revenue			Business Code				
	2a	HOUSING OPERATIONS	611710	624,030	624,030		
	b						
	c						
	d						
	e						
	f	All other program service revenue . .		0	0	0	0
	g	**Total.** Add lines 2a–2f		624,030			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)					
	4	Income from investment of tax-exempt bond proceeds					
	5	Royalties					
			(i) Real	(ii) Personal			
	6a	Gross rents . .	6a				
	b	Less: rental expenses	6b				
	c	Rental income or (loss)	6c	0	0		
	d	Net rental income or (loss)					
			(i) Securities	(ii) Other			
	7a	Gross amount from sales of assets other than inventory	7a				
	b	Less: cost or other basis and sales expenses .	7b				
	c	Gain or (loss) . .	7c	0	0		
	d	Net gain or (loss)					
	8a	Gross income from fundraising events (not including $ _____ of contributions reported on line 1c). See Part IV, line 18 . . .	8a				
	b	Less: direct expenses	8b				
	c	Net income or (loss) from fundraising events . . .					
	9a	Gross income from gaming activities. See Part IV, line 19 .	9a				
	b	Less: direct expenses	9b				
	c	Net income or (loss) from gaming activities					
	10a	Gross sales of inventory, less returns and allowances . . .	10a				
	b	Less: cost of goods sold . . .	10b				
	c	Net income or (loss) from sales of inventory					
Miscellaneous Revenue			Business Code				
	11a						
	b						
	c						
	d	All other revenue		0	0	0	0
	e	**Total.** Add lines 11a–11d		0			164
	12	**Total revenue.** See instructions		624,030	624,030	0	0

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX . . . . . ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees				
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages				
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits				
10 Payroll taxes				
11 Fees for services (nonemployees):				
a Management				
b Legal				
c Accounting	16,000		16,000	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	8,000		8,000	
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.)	0	0	0	0
12 Advertising and promotion				
13 Office expenses				
14 Information technology				
15 Royalties				
16 Occupancy				
17 Travel				
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest	599,890	599,890		
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	2,492	2,492		
23 Insurance				
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a MISCELLANEOUS	140		140	
b				
c				
d				
e All other expenses	0	0	0	0
25 **Total functional expenses.** Add lines 1 through 24e	626,522	602,382	24,140	0
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X . . . . . ☐

			(A) Beginning of year		(B) End of year
Assets	1	Cash—non-interest-bearing		1	
	2	Savings and temporary cash investments		2	
	3	Pledges and grants receivable, net		3	
	4	Accounts receivable, net		4	
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons	0	5	0
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)	0	6	0
	7	Notes and loans receivable, net		7	
	8	Inventories for sale or use		8	
	9	Prepaid expenses and deferred charges		9	
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D — 10a: 0			
	b	Less: accumulated depreciation — 10b: 0	0	10c	0
	11	Investments—publicly traded securities		11	
	12	Investments—other securities. See Part IV, line 11	0	12	0
	13	Investments—program-related. See Part IV, line 11	0	13	0
	14	Intangible assets		14	
	15	Other assets. See Part IV, line 11	19,473,161	15	18,348,879
	16	**Total assets.** Add lines 1 through 15 (must equal line 33)	19,473,161	16	18,348,879
Liabilities	17	Accounts payable and accrued expenses	158,715	17	149,433
	18	Grants payable		18	
	19	Deferred revenue		19	
	20	Tax-exempt bond liabilities	19,035,681	20	17,923,173
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons	0	22	0
	23	Secured mortgages and notes payable to unrelated third parties		23	
	24	Unsecured notes and loans payable to unrelated third parties		24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D	0	25	0
	26	**Total liabilities.** Add lines 17 through 25	19,194,396	26	18,072,606
Net Assets or Fund Balances		**Organizations that follow FASB ASC 958, check here ☐ and complete lines 27, 28, 32, and 33.**			
	27	Net assets without donor restrictions		27	
	28	Net assets with donor restrictions	278,765	28	276,273
		Organizations that do not follow FASB ASC 958, check here ☐ and complete lines 29 through 33.			
	29	Capital stock or trust principal, or current funds		29	
	30	Paid-in or capital surplus, or land, building, or equipment fund		30	
	31	Retained earnings, endowment, accumulated income, or other funds		31	
	32	Total net assets or fund balances	278,765	32	276,273
	33	Total liabilities and net assets/fund balances	19,473,161	33	18,348,879

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI . . . . . ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	624,030
2	Total expenses (must equal Part IX, column (A), line 25)	2	626,522
3	Revenue less expenses. Subtract line 2 from line 1	3	(2,492)
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	278,765
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	0
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	276,273

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII . . . . . ☑

			Yes	No
1	Accounting method used to prepare the Form 990: ☐ Cash ☑ Accrual ☐ Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		✔
	If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both.			
	☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
b	Were the organization's financial statements audited by an independent accountant?	2b	✔	
	If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both.			
	☑ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c	✔	
	If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.			
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?	3a		✔
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits	3b		

SCHEDULE A (Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
Attach to Form 990 or Form 990-EZ.
Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2024

Open to Public Inspection

Name of the organization	Employer identification number
NEW COLLEGE OF FLORIDA DEVELOPMENT CORPORATION	20-4398131

Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
2 ☐ A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990).)
3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state:
5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
7 ☐ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
8 ☐ A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:
10 ☐ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
12 ☑ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.

a ☑ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
f Enter the number of supported organizations 1
g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1–10 above (see instructions))	(iv) Is the organization listed in your governing document? Yes	(iv) No	(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
(A) NEW COLLEGE OF FLORIDA	90-0057281	2. SCHOOL. SECTION 170(B)(1)(A)(II).	✔		0	0
(B)						
(C)						
(D)						
(E)						
Total					0	0

Part II **Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") . . .						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . .						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 **Total.** Add lines 1 through 3 . . .						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 **Public support.** Subtract line 5 from line 4						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 **Total support.** Add lines 7 through 10						

12 Gross receipts from related activities, etc. (see instructions) 12

13 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** . . . . . ☐

Section C. Computation of Public Support Percentage

14 Public support percentage for 2024 (line 6, column (f), divided by line 11, column (f)) . . . . 14 %

15 Public support percentage from 2023 Schedule A, Part II, line 14 . . . . . 15 %

16a **33 1/3% support test—2024.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here**. The organization qualifies as a publicly supported organization . . . . . ☐

b **33 1/3% support test—2023.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization . . . . . ☐

17a **10%-facts-and-circumstances test—2024.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization . . . . . ☐

b **10%-facts-and-circumstances test—2023.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization . . . . . ☐

18 **Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions . . . . . ☐

Part III Support Schedule for Organizations Described in Section 509(a)(2)
(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 **Public support.** (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 **Total support.** (Add lines 9, 10c, 11, and 12.)						

14 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

15	Public support percentage for 2024 (line 8, column (f), divided by line 13, column (f))	15	%
16	Public support percentage from 2023 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17	Investment income percentage for **2024** (line 10c, column (f), divided by line 13, column (f))	17	%
18	Investment income percentage from **2023** Schedule A, Part III, line 17	18	%

19a **33 1/3% support tests—2024.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

b **33 1/3% support tests—2023.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

20 **Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

			Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? *If "No," describe in* ***Part VI*** *how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.*	1	✔	
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? *If "Yes," explain in* ***Part VI*** *how the organization determined that the supported organization was described in section 509(a)(1) or (2).*	2		✔
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? *If "Yes," answer lines 3b and 3c below.*	3a		✔
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? *If "Yes," describe in* ***Part VI*** *when and how the organization made the determination.*	3b		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? *If "Yes," explain in* ***Part VI*** *what controls the organization put in place to ensure such use.*	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? *If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.*	4a		✔
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *If "Yes," describe in* ***Part VI*** *how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.*	4b		
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? *If "Yes," explain in* ***Part VI*** *what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.*	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? *If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in* ***Part VI****, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action;(iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).*	5a		✔
b	**Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	5b		
c	**Substitutions only.** Was the substitution the result of an event beyond the organization's control?	5c		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? *If "Yes," provide detail in* ***Part VI.***	6		✔
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? *If "Yes," complete Part I of Schedule L (Form 990).*	7		✔
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? *If "Yes," complete Part I of Schedule L (Form 990).*	8		✔
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? *If "Yes," provide detail in* ***Part VI.***	9a		✔
b	Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? *If "Yes," provide detail in* ***Part VI.***	9b		✔
c	Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? *If "Yes," provide detail in* ***Part VI.***	9c		✔
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? *If "Yes," answer line 10b below.*	10a		✔
b	Did the organization have any excess business holdings in the tax year? *(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)*	10b		

Part IV Supporting Organizations *(continued)*

			Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?			
a	A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?	11a		✔
b	A family member of a person described on line 11a above?	11b		✔
c	A 35% controlled entity of a person described on line 11a or 11b above? *If "Yes" to line 11a, 11b, or 11c, provide detail in* ***Part VI****.*	11c		✔

Section B. Type I Supporting Organizations

			Yes	No
1	Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? *If "No," describe in* ***Part VI*** *how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.*	1	✔	
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? *If "Yes," explain in* ***Part VI*** *how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.*	2		✔

Section C. Type II Supporting Organizations

			Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? *If "No," describe in* ***Part VI*** *how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).*	1		

Section D. All Type III Supporting Organizations

			Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	1		
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s), or (ii) serving on the governing body of a supported organization? *If "No," explain in* ***Part VI*** *how the organization maintained a close and continuous working relationship with the supported organization(s).*	2		
3	By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? *If "Yes," describe in* ***Part VI*** *the role the organization's supported organizations played in this regard.*	3		

Section E. Type III Functionally Integrated Supporting Organizations

1 *Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (****see instructions****).*

a ☐ The organization satisfied the Activities Test. *Complete* ***line 2*** *below.*

b ☐ The organization is the parent of each of its supported organizations. *Complete* ***line 3*** *below.*

c ☐ The organization supported a governmental entity. *Describe in* ***Part VI*** *how you supported a governmental entity (see instructions).*

			Yes	No
2	Activities Test. ***Answer lines 2a and 2b below.***			
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? *If "Yes," then in* ***Part VI identify those supported organizations and explain*** *how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.*	2a		
b	Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *If "Yes," explain in* ***Part VI*** *the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.*	2b		
3	Parent of Supported Organizations. ***Answer lines 3a and 3b below.***			
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? *If "Yes" or "No," provide details in* ***Part VI****.*	3a		
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? *If "Yes," describe in* ***Part VI*** *the role played by the organization in this regard.*	3b		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in* ***Part VI***). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A—Adjusted Net Income			(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1		
2	Recoveries of prior-year distributions	2		
3	Other gross income (see instructions)	3		
4	Add lines 1 through 3.	4		
5	Depreciation and depletion	5		
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7	Other expenses (see instructions)	7		
8	**Adjusted Net Income** (subtract lines 5, 6, and 7 from line 4)	8		

Section B—Minimum Asset Amount			(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a	Average monthly value of securities	1a		
b	Average monthly cash balances	1b		
c	Fair market value of other non-exempt-use assets	1c		
d	**Total** (add lines 1a, 1b, and 1c)	1d		
e	**Discount** claimed for blockage or other factors *(explain in detail in* ***Part VI****)*:			
2	Acquisition indebtedness applicable to non-exempt-use assets	2		
3	Subtract line 2 from line 1d.	3		
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4		
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6	Multiply line 5 by 0.035.	6		
7	Recoveries of prior-year distributions	7		
8	**Minimum Asset Amount** (add line 7 to line 6)	8		

Section C—Distributable Amount				Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1		
2	Enter 0.85 of line 1.	2		
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3		
4	Enter greater of line 2 or line 3.	4		
5	Income tax imposed in prior year	5		
6	**Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6		

7 ☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

Part V **Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations** *(continued)*

Section D—Distributions			**Current Year**
1	Amounts paid to supported organizations to accomplish exempt purposes	1	
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2	
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3	
4	Amounts paid to acquire exempt-use assets	4	
5	Qualified set-aside amounts (prior IRS approval required—*provide details in* ***Part VI***)	5	
6	Other distributions (*describe in* ***Part VI***). See instructions.	6	
7	**Total annual distributions.** Add lines 1 through 6.	7	
8	Distributions to attentive supported organizations to which the organization is responsive (*provide details in* ***Part VI***). See instructions.	8	
9	Distributable amount for 2024 from Section C, line 6	9	
10	Line 8 amount divided by line 9 amount	10	

Section E—Distribution Allocations (see instructions)		**(i) Excess Distributions**	**(ii) Underdistributions Pre-2024**	**(iii) Distributable Amount for 2024**
1	Distributable amount for 2024 from Section C, line 6			
2	Underdistributions, if any, for years prior to 2024 (reasonable cause required—*explain in* ***Part VI***). See instructions.			
3	Excess distributions carryover, if any, to 2024			
a	From 2019			
b	From 2020			
c	From 2021			
d	From 2022			
e	From 2023			
f	**Total** of lines 3a through 3e			
g	Applied to underdistributions of prior years			
h	Applied to 2024 distributable amount			
i	Carryover from 2019 not applied (see instructions)			
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4	Distributions for 2024 from Section D, line 7: $			
a	Applied to underdistributions of prior years			
b	Applied to 2024 distributable amount			
c	Remainder. Subtract lines 4a and 4b from line 4.			
5	Remaining underdistributions for years prior to 2024, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, *explain in* ***Part VI.*** See instructions.			
6	Remaining underdistributions for 2024. Subtract lines 3h and 4b from line 1. For result greater than zero, *explain in* ***Part VI.*** See instructions.			
7	**Excess distributions carryover to 2025.** Add lines 3j and 4c.			
8	Breakdown of line 7:			
a	Excess from 2020 . . .			
b	Excess from 2021 . . .			
c	Excess from 2022 . . .			
d	Excess from 2023 . . .			
e	Excess from 2024 . . .			

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

SCHEDULE D (Form 990)
(Rev. January 2025)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
Attach to Form 990.
Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization
NEW COLLEGE OF FLORIDA DEVELOPMENT CORPORATION

Employer identification number
20-4398131

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year		
2	Aggregate value of contributions to (during year)		
3	Aggregate value of grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No

Part II Conservation Easements

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

☐ Preservation of land for public use (for example, recreation or education)
☐ Preservation of a historically important land area
☐ Protection of natural habitat
☐ Preservation of a certified historic structure
☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

		Held at the End of the Tax Year
a	Total number of conservation easements	2a
b	Total acreage restricted by conservation easements	2b
c	Number of conservation easements on a certified historic structure included on line 2a	2c
d	Number of conservation easements included on line 2c acquired after July 25, 2006, and not on a historic structure listed in the National Register	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year

4 Number of states where property subject to conservation easement is located

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year $

8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.

(i) Revenue included on Form 990, Part VIII, line 1 $

(ii) Assets included in Form 990, Part X $

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items.

a Revenue included on Form 990, Part VIII, line 1 $

b Assets included in Form 990, Part X $

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply).

a ☐ Public exhibition
b ☐ Scholarly research
c ☐ Preservation for future generations
d ☐ Loan or exchange program
e ☐ Other _____

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? . . ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian, or other intermediary for contributions or other assets not included on Form 990, Part X? . . . . . ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table.

		Amount
c	Beginning balance	1c
d	Additions during the year	1d
e	Distributions during the year	1e
f	Ending balance	1f

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII . . . . ☐

Part V Endowment Funds

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

		(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a	Beginning of year balance					
b	Contributions					
c	Net investment earnings, gains, and losses					
d	Grants or scholarships					
e	Other expenditures for facilities and programs					
f	Administrative expenses					
g	End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

a Board designated or quasi-endowment _____ %
b Permanent endowment _____ %
c Term endowment _____ %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

		Yes	No
(i)	Unrelated organizations?	3a(i)		
(ii)	Related organizations?	3a(ii)		
b	If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?	3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

	Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a	Land				
b	Buildings				
c	Leasehold improvements				
d	Equipment				
e	Other				
Total.	Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, line 10c, column (B))*				

Part VII Investments—Other Securities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. *(Column (b) must equal Form 990, Part X, line 12, col. (B))*		

Part VIII Investments—Program Related

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. *(Column (b) must equal Form 990, Part X, line 13, col. (B))*		

Part IX Other Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1) INVESTMENT IN DIRECT FINANCING LEASE	17,462,881
(2) DUE FROM NEW COLLEGE OF FLORIDA	885,998
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, line 15, col. (B))*	18,348,879

Part X Other Liabilities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, line 25, col. (B))*	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII . ☐

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements			1	624,030
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:				
a	Net unrealized gains (losses) on investments	2a			
b	Donated services and use of facilities	2b			
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII.)	2d	0		
e	Add lines **2a** through **2d**			2e	0
3	Subtract line **2e** from line **1**			3	624,030
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b	0		
c	Add lines **4a** and **4b**			4c	0
5	Total revenue. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 12.)*			5	624,030

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements			1	626,522
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:				
a	Donated services and use of facilities	2a			
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII.)	2d	0		
e	Add lines **2a** through **2d**			2e	0
3	Subtract line **2e** from line **1**			3	626,522
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b	0		
c	Add lines **4a** and **4b**			4c	0
5	Total expenses. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 18.)*			5	626,522

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

SEE STATEMENT

Part XIII

Supplemental Information. Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Return Reference - Identifier	Explanation
SCHEDULE D, PART X, LINE 2 - PART X, LINE 2:	THE DEVELOPMENT CORPORATION IS GENERALLY EXEMPT FROM FEDERAL INCOME AND STATE INCOME TAXES UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE AND COMPARABLE STATE LAW. THE DEVELOPMENT CORPORATION IS NOT CLASSIFIED AS A PRIVATE FOUNDATION WITHIN THE MEANING OF SECTION 509(A) OF THE IRC BUT IS A CORPORATION DESCRIBED UNDER SECTION 509(A)(3). THE IRC PROVIDES FOR TAXATION OF UNRELATED BUSINESS INCOME UNDER CERTAIN CIRCUMSTANCES.

SCHEDULE J
(Form 990)
(Rev. January 2025)
Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
Attach to Form 990.
Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization
NEW COLLEGE OF FLORIDA DEVELOPMENT CORPORATION

Employer identification number
20-4398131

Part I Questions Regarding Compensation

			Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items. ☐ First-class or charter travel ☑ Housing allowance or residence for personal use ☐ Travel for companions ☐ Payments for business use of personal residence ☐ Tax indemnification and gross-up payments ☐ Health or social club dues or initiation fees ☐ Discretionary spending account ☐ Personal services (such as maid, chauffeur, chef)			
b	If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain	1b	✔	
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?	2	✔	
3	Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III. ☐ Compensation committee ☑ Written employment contract ☐ Independent compensation consultant ☐ Compensation survey or study ☐ Form 990 of other organizations ☑ Approval by the board or compensation committee			
4	During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:			
a	Receive a severance payment or change-of-control payment?	4a		✔
b	Participate in or receive payment from a supplemental nonqualified retirement plan?	4b		✔
c	Participate in or receive payment from an equity-based compensation arrangement?	4c		✔
	If "Yes" to any of lines 4a–c, list the persons and provide the applicable amounts for each item in Part III.			
	Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5–9.			
5	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:			
a	The organization?	5a		✔
b	Any related organization?	5b		✔
	If "Yes" on line 5a or 5b, describe in Part III.			
6	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:			
a	The organization?	6a		✔
b	Any related organization?	6b		✔
	If "Yes" on line 6a or 6b, describe in Part III.			
7	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III	7		✔
8	Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III	8		✔
9	If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	9		

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)–(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

	(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)–(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
			(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1	RICHARD CORCORAN CHAIR	(i)	0	0	0	0	0	0	0
		(ii)	699,000	200,000	149,891	35,850	21,796	1,106,537	0
2	FITZ-PATRICK CHRISTIE EXECUTIVE DIRECTOR	(i)	0	0	0	0	0	0	0
		(ii)	201,000	0	5,708	18,500	21,796	247,004	0
3	SHIPPEE MELISSA SECRETARY/TREASURER	(i)	0	0	0	0	0	0	0
		(ii)	177,485	0	3,930	37,000	21,796	240,211	0
4	GRUTERS SYDNEY DIRECTOR	(i)	0	0	0	0	0	0	0
		(ii)	201,000	0	0	0	0	201,000	0
5	RANCOURT DAVID DIRECTOR	(i)	0	0	0	0	0	0	0
		(ii)	201,000	0	0	0	0	201,000	0
6		(i)							
		(ii)							
7		(i)							
		(ii)							
8		(i)							
		(ii)							
9		(i)							
		(ii)							
10		(i)							
		(ii)							
11		(i)							
		(ii)							
12		(i)							
		(ii)							
13		(i)							
		(ii)							
14		(i)							
		(ii)							
15		(i)							
		(ii)							
16		(i)							
		(ii)							

Part III

Supplemental Information. Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

Return Reference - Identifier	Explanation
SCHEDULE J, PART I, LINE 1A - HOUSING ALLOWANCE OR RESIDENCE FOR PERSONAL USE	HOUSING ALLOWANCE PROVIDED PER TERMS OF BOARD APPROVED EMPLOYMENT CONTRACT.

SCHEDULE K (Form 990)
(Rev. January 2025)
Department of the Treasury
Internal Revenue Service

Supplemental Information on Tax-Exempt Bonds

Complete if the organization answered "Yes" on Form 990, Part IV, line 24a. Provide descriptions, explanations, and any additional information in Part VI.
Attach to Form 990.
Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization
NEW COLLEGE OF FLORIDA DEVELOPMENT CORPORATION

Employer identification number
20-4398131

Part I Bond Issues

	(a) Issuer name	(b) Issuer EIN	(c) CUSIP #	(d) Date issued	(e) Issue price	(f) Description of purpose	(g) Defeased		(h) On behalf of issuer		(i) Pooled financing	
							Yes	No	Yes	No	Yes	No
A	NEW COLLEGE OF FLORIDA DEVELOPMENT CORPORATION	20-4398131	64359NAAD	04/09/2012	28,975,000	CONSTRUCTION & REFUND BONDS						
B												
C												
D												

Part II Proceeds

		A	B	C	D
1	Amount of bonds retired	6,845,000			
2	Amount of bonds legally defeased	0			
3	Total proceeds of issue	28,975,000			
4	Gross proceeds in reserve funds	0			
5	Capitalized interest from proceeds	0			
6	Proceeds in refunding escrows	2,926,564			
7	Issuance costs from proceeds	99,000			
8	Credit enhancement from proceeds	0			
9	Working capital expenditures from proceeds	0			
10	Capital expenditures from proceeds	25,949,436			
11	Other spent proceeds	0			
12	Other unspent proceeds	0			
13	Year of substantial completion	2008			

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
14	Were the bonds issued as part of a refunding issue of tax-exempt bonds (or, if issued prior to 2018, a current refunding issue)?	✔							
15	Were the bonds issued as part of a refunding issue of taxable bonds (or, if issued prior to 2018, an advance refunding issue)?	✔							
16	Has the final allocation of proceeds been made?	✔							
17	Does the organization maintain adequate books and records to support the final allocation of proceeds?	✔							

Part III Private Business Use

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Was the organization a partner in a partnership, or a member of an LLC, which owned property financed by tax-exempt bonds?		✔						
2	Are there any lease arrangements that may result in private business use of bond-financed property?		✔						
3a	Are there any management or service contracts that may result in private business use of bond-financed property?		✔						
b	If "Yes" to line 3a, does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts relating to the financed property?								
c	Are there any research agreements that may result in private business use of bond-financed property?		✔						
d	If "Yes" to line 3c, does the organization routinely engage bond counsel or other outside counsel to review any research agreements relating to the financed property?								
4	Enter the percentage of financed property used in a private business use by entities other than a section 501(c)(3) organization or a state or local government	0.00 %		%		%		%	
5	Enter the percentage of financed property used in a private business use as a result of unrelated trade or business activity carried on by your organization, another section 501(c)(3) organization, or a state or local government	0.00 %		%		%		%	
6	Total of lines 4 and 5	0.00 %		%		%		%	
7	Does the bond issue meet the private security or payment test?		✔						
8a	Has there been a sale or disposition of any of the bond-financed property to a nongovernmental person other than a 501(c)(3) organization since the bonds were issued?		✔						
b	If "Yes" to line 8a, enter the percentage of bond-financed property sold or disposed of	%		%		%		%	
c	If "Yes" to line 8a, was any remedial action taken pursuant to Regulations sections 1.141-12 and 1.145-2?								
9	Has the organization established written procedures to ensure that all nonqualified bonds of the issue are remediated in accordance with the requirements under Regulations sections 1.141-12 and 1.145-2?	✔							

Part IV Arbitrage

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Has the issuer filed Form 8038-T, Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate?	✔							
2	If "No" to line 1, did the following apply?								
a	Rebate not due yet?								
b	Exception to rebate?								
c	No rebate due?								
	If "Yes" to line 2c, provide in Part VI the date the rebate computation was performed								
3	Is the bond issue a variable rate issue?	✔							

Part IV Arbitrage *(continued)*

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
4a	Has the organization or the governmental issuer entered into a qualified hedge with respect to the bond issue?		✔						
b	Name of provider								
c	Term of hedge								
d	Was the hedge superintegrated?								
e	Was the hedge terminated?								
5a	Were gross proceeds invested in a guaranteed investment contract (GIC)?								
b	Name of provider								
c	Term of GIC								
d	Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied?								
6	Were any gross proceeds invested beyond an available temporary period?								
7	Has the organization established written procedures to monitor the requirements of section 148?								

Part V Procedures To Undertake Corrective Action

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
Has the organization established written procedures to ensure that violations of federal tax requirements are timely identified and corrected through the voluntary closing agreement program if self-remediation isn't available under applicable regulations?	✔							

Part VI Supplemental Information. Provide additional information for responses to questions on Schedule K. See instructions.

SCHEDULE O (Form 990)

(Rev. January 2025)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

Attach to Form 990 or Form 990-EZ.

Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization

New College of Florida Development Corporation

Employer identification number

20-4398131

Return Reference - Identifier	Explanation
FORM 990, PART I, LINE 1 - DESCRIPTION OF ORGANIZATION MISSION:	DIRECT SUPPORT ORGANIZATION TO PROVIDE AID IN THE FORM OF MONEY AND OTHER FORMS OF PROPERTY AND SERVICES TO NEW COLLEGE OF FLORIDA, A MEMBER OF THE FLORIDA STATE UNIVERSITY SYSTEM.
FORM 990, PART VI, LINE 7A - MEMBERS OR STOCKHOLDERS ELECTING MEMBERS OF GOVERNING BODY	THE DIRECTORS OF THE CORPORATION ARE ELECTED IN THE FOLLOWING MANNER: (A) ONE DIRECTOR IS APPOINTED BY THE CHAIR OF NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES; (B) ONE DIRECTOR IS THE PRESIDENT OF NEW COLLEGE OF FLORIDA; (C) ONE DIRECTOR IS APPOINTED BY THE PRESIDENT OF NEW COLLEGE OF FLORIDA; (D) TWO DIRECTORS ARE APPOINTED BY THE PRESIDENT AND CHIEF EXECUTIVE OFFICER OF THE NEW COLLEGE OF FLORIDA FOUNDATION, INC., A FLORIDA NOT FOR PROFIT CORPORATION; (E) UP TO TWO ADDITIONAL DIRECTORS MAY BE ELECTED AT THE ANNUAL MEETING OF THE BOARD OF DIRECTORS BY THE CURRENT MEMBERS OF THE BOARD OF DIRECTORS.
FORM 990, PART VI, LINE 7B - DECISIONS REQUIRING APPROVAL BY MEMBERS OR STOCKHOLDERS	ANY AMENDENTS TO THE ARTICLES OF INCORPORATION OR THE BYLAWS MUST BE APPROVED BY THE BOARD OF TRUSTEES OF NEW COLLEGE OF FLORIDA.
FORM 990, PART VI, LINE 8B - DOCUMENTATION OF MEETINGS HELD BY COMMITTEES OF GOVERNING BODY	THE ORGANIZATION DOES NOT HAVE ANY COMMITTEES THAT HAVE AUTHORITY TO ACT ON BEHALF OF THE BOARD.
FORM 990, PART VI, LINE 11B - REVIEW OF FORM 990 BY GOVERNING BODY	THE ORGANIZATION REVIEWS THE 990 WITH MEMBERS OF THE GOVERNING BODY AT THEIR ANNUAL MEETING PRIOR TO FILING THE 990 WITH THE IRS.
FORM 990, PART VI, LINE 12C - CONFLICT OF INTEREST POLICY	ALL BOARD MEMBERS AND INTERESTED PERSONS ARE REQUIRED TO DISCLOSE TO THE BOARD ANY POTENTIAL CONFLICTS OF INTEREST. EACH DIRECTOR, OFFICER AND BOARD MEMBER MUST ANNUALLY SIGN A STATEMENT WHICH AFFIRMS THEY ARE UNAWARE OF ANY CONFLICTS OF INTEREST.
FORM 990, PART VI, LINE 19 - REQUIRED DOCUMENTS AVAILABLE TO THE PUBLIC	ALL REQUIRED DISCLOSURES ARE MADE AVAILABLE UPON REQUEST.
FORM 990, PART VI, SECTION A, LINE 7A: -	THE DIRECTORS OF THE CORPORATION ARE ELECTED IN THE FOLLOWING MANNER: (A) ONE DIRECTOR IS APPOINTED BY THE CHAIR OF NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES; (B) ONE DIRECTOR IS THE PRESIDENT OF NEW COLLEGE OF FLORIDA; (C) ONE DIRECTOR IS APPOINTED BY THE PRESIDENT OF NEW COLLEGE OF FLORIDA; (D) TWO DIRECTORS ARE APPOINTED BY THE PRESIDENT AND CHIEF EXECUTIVE OFFICER OF THE NEW COLLEGE OF FLORIDA FOUNDATION, INC., A FLORIDA NOT FOR PROFIT CORPORATION; (E) UP TO TWO ADDITIONAL DIRECTORS MAY BE ELECTED AT THE ANNUAL MEETING OF THE BOARD OF DIRECTORS BY THE CURRENT MEMBERS OF THE BOARD OF DIRECTORS.
FORM 990, PART VI, SECTION A, LINE 7B: -	ANY AMENDENTS TO THE ARTICLES OF INCORPORATION OR THE BYLAWS MUST BE APPROVED BY THE BOARD OF TRUSTEES OF NEW COLLEGE OF FLORIDA.
FORM 990, PART VI, SECTION A, LINE 8B: -	THE ORGANIZATION DOES NOT HAVE ANY COMMITTEES THAT HAVE AUTHORITY TO ACT ON BEHALF OF THE BOARD.
FORM 990, PART VI, SECTION B, LINE 11B: -	THE ORGANIZATION REVIEWS THE 990 WITH MEMBERS OF THE GOVERNING BODY AT THEIR ANNUAL MEETING PRIOR TO FILING THE 990 WITH THE IRS.
FORM 990, PART VI, SECTION B, LINE 12C: -	ALL BOARD MEMBERS AND INTERESTED PERSONS ARE REQUIRED TO DISCLOSE TO THE BOARD ANY POTENTIAL CONFLICTS OF INTEREST. EACH DIRECTOR, OFFICER AND BOARD MEMBER MUST ANNUALLY SIGN A STATEMENT WHICH AFFIRMS THEY ARE UNAWARE OF ANY CONFLICTS OF INTEREST.
FORM 990, PART VI, SECTION C, LINE 19: -	ALL REQUIRED DISCLOSURES ARE MADE AVAILABLE UPON REQUEST.
FORM 990, PART XII, LINE 2C -	THE PROCESS REMAINS UNCHANGED FROM THE PRIOR YEAR.
FORM 990, PART XII, LINE 2C - CHANGE OF OVERSIGHT PROCESS OR SELECTION PROCESS	THE PROCESS REMAINS UNCHANGED FROM THE PRIOR YEAR.

SCHEDULE R (Form 990)

(Rev. January 2025)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
Attach to Form 990.
Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization
NEW COLLEGE OF FLORIDA DEVELOPMENT CORPORATION

Employer identification number
20-4398131

Part I **Identification of Disregarded Entities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					

Part II **Identification of Related Tax-Exempt Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
(1) NEW COLLEGE OF FLORIDA (90-0057281) 5800 BAY SHORE ROAD, SARASOTA, FL 34243	STATE UNIVERSITY	FL	115		N/A		✔
(2) NEW COLLEGE FOUNDATION INC (59-0911744) 5800 BAY SHORE ROAD, SARASOTA, FL 34243	SUPPORT NEW COLLEGE OF FLORIDA	FL	501(C)(3)	7	N/A		✔
(3)							
(4)							
(5)							
(6)							
(7)							

Part III **Identification of Related Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512–514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations? Yes	(h) No	(i) Code V–UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner? Yes	(j) No	(k) Percentage ownership
(1)												
(2)												
(3)												
(4)												
(5)												
(6)												
(7)												

Part IV **Identification of Related Organizations Taxable as a Corporation or Trust.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity? Yes	(i) No
(1)									
(2)									
(3)									
(4)									
(5)									
(6)									
(7)									

Part V **Transactions With Related Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

			Yes	No
1	During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II–IV?			
a	Receipt of **(i)** interest, **(ii)** annuities, **(iii)** royalties, or **(iv)** rent from a controlled entity	1a		✔
b	Gift, grant, or capital contribution to related organization(s)	1b		✔
c	Gift, grant, or capital contribution from related organization(s)	1c		✔
d	Loans or loan guarantees to or for related organization(s)	1d	✔	
e	Loans or loan guarantees by related organization(s)	1e		✔
f	Dividends from related organization(s)	1f		✔
g	Sale of assets to related organization(s)	1g		✔
h	Purchase of assets from related organization(s)	1h		✔
i	Exchange of assets with related organization(s)	1i		✔
j	Lease of facilities, equipment, or other assets to related organization(s)	1j	✔	
k	Lease of facilities, equipment, or other assets from related organization(s)	1k		✔
l	Performance of services or membership or fundraising solicitations for related organization(s)	1l		✔
m	Performance of services or membership or fundraising solicitations by related organization(s)	1m		✔
n	Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	1n		✔
o	Sharing of paid employees with related organization(s)	1o		✔
p	Reimbursement paid to related organization(s) for expenses	1p		✔
q	Reimbursement paid by related organization(s) for expenses	1q		✔
r	Other transfer of cash or property to related organization(s)	1r		✔
s	Other transfer of cash or property from related organization(s)	1s		✔

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

	(a) Name of related organization	(b) Transaction type (a—s)	(c) Amount involved	(d) Method of determining amount involved
(1)				
(2)				
(3)				
(4)				
(5)				
(6)				

Part VI **Unrelated Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512—514)	(e) Are all partners section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	
(1)													
(2)													
(3)													
(4)													
(5)													
(6)													
(7)													
(8)													
(9)													
(10)													
(11)													
(12)													
(13)													
(14)													
(15)													
(16)													

491

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: December 17, 2025

SUBJECT: Approval of 2025 Campus Master Plan Update

PROPOSED BOARD ACTION

Public Hearing for the Adoption of the 2025 Campus Master Plan Update.

BACKGROUND INFORMATION

Per Florida Statute 1013.30 “University campus master plans and campus development agreements”, all state universities are required to create a Campus Master Plan(CMP) and update the CMP every ten years. This CMP must have a 10-year minimum horizon.

The process for updating the CMP and receiving community input has been under development since May 2022 when the New College Challenge initiative was launched. Since that time there have been multiple community collaborative sessions that have been held to receive input on the plan.

The draft 2025 Campus Master Plan Update has also been presented to the public at multiple meetings, as required by Florida Statute 1013.30. These meetings include an informal information session (“open house”) on July 15, 2025, a First Public Hearing on July 22, 2025, an additional campus information session on the plan on August 26, 2025 and a 90-day agency review from August 18, 2025 – November 16, 2025. Multiple individual meetings have occurred with several groups during this process. As required by Florida Statute 1013.30, the Second Public Hearing will be held in conjunction with the adoption of the 2025 Campus Master Plan Update by the university Board of Trustees on December 17, 2025.

The 90-day review period produced many comments from local governments and affected agencies. The Board materials include a “Comment and Response Packet”, which includes all comments and staff responses. The final version of the 2025 Campus Master Plan Update, which incorporates all responses, was published on the New College Campus Master Plan website on December 8, 2025.

Implementation Plan

Once adopted, the 2025 Campus Master Plan Update will be posted as the current CMP on the New College Campus Master Plan website. Notice that the 2025 Campus Master Plan Update has been adopted will be forwarded within 30 days after adoption to any affected person that submitted comments on the draft 2025 Campus Master Plan Update, including where the final adopted 2025 Campus Master Plan Update can be found. This notice begins a 30-day challenge period. Upon adoption of the 2025 Campus Master Plan Update, NCF and our host local governments, the City of Sarasota and Manatee County, will begin negotiation of new Campus Development Agreements (CDA).

The 2025 Campus Master Plan Update is a visionary document that outlines high-level strategies to manage campus resources and plan for growth.

Supporting Documentation Included:

1. 2025 Campus Master Plan Update;
2. Master Plan Comments and Responses;
3. Agency Comments Received;

4. Educational Plant Survey, New College of Florida, 2024-2029;
5. New College of Florida Business / Strategic Plan 2024-2029; and
6. New College of Florida, 2025 Levels of Service Analysis in Support of an Updated Campus Development Agreement

Facilitators/Presenters: *Christie Fitz-Patrick, Vice President of Finance & Administration; Bill Clague, Counsel; Glenn Darling, President / Principal Architect, Hall Darling Design Studio*



New College of Florida
The Honors College

CAMPUS MASTER PLAN

ADOPTED OCTOBER 31, 2015

UPDATED DECEMBER 8, 2025



Richard Corcoran - *New College of Florida President*

MESSAGE & VISION

Letter from the President on Campus Master Plan Mission & Vision

The New College Campus Master Plan serves as both a snapshot of our current state and a vision of our future aspirations. The Florida Legislature instituted campus master plan requirements to ensure university accountability and responsible stewardship of our communities and natural resources. To that end, I am proud to put forth this latest update to the New College Campus Master Plan. This update is essential as we experience unprecedented growth in our student body and must adapt and expand our campus to meet the needs of students, faculty, and staff.

Our campus is made up of four distinct smaller campuses, and this plan will develop the character and utility of each. The result will be a campus befitting a world-class small liberal arts college, furthering our goal to establish New College as the preeminent liberal arts college in America. This update to the campus master plan leverages the advantages of New College's uniquely gorgeous location on Sarasota Bay and the presence of rapidly growing communities in Sarasota and Manatee counties, which will benefit from a thriving public liberal arts college.

Here's how the plan will be put into action:

- **West Campus:** Maximize as a center of residential life and academics. Add student housing to increase waterfront access. Transform Dort Promenade into a vibrant artery of living and learning.
- **East Campus:** Open the campus wider to the community with athletic facilities and mixed-use property. Re-imagine the iconic architecture of I.M. Pei and the Palm Court to connect New College's history with its future. Continue to support Mighty Banyans sporting events to foster camaraderie and pride.
- **South Campus:** Improve functional use with a new boathouse, beach enhancements for recreation, and better pedestrian routes along the shoreline. Restore the historic Caples Mansion aesthetically and house the new Marine Mammal Science master's degree program.
- **North Campus:** Establish the Freedom Institute on a previously unused portion of the Powel Crosley Estate. Create a destination for scholarly debate and intellectual exploration, serving as a beacon for those who value freedom of speech, the robust exchange of ideas, and vigorous debate.

The result of this campus master plan will be a liberal arts college that is more desirable to students, more appreciative of its natural treasures, and better fortified for the challenges of 21st-century higher education.

Richard Corcoran

President, New College of Florida

New College of Florida
The Honors College

EDUCATIONAL PHILOSOPHY

Throughout the history of New College, four principles have defined the College's educational philosophy. The principles are as follows:

1. **Student-Driven Learning:** Placing the onus on students to actively shape their education and pursue their intellectual curiosity.
2. **Collaborative Inquiry:** Viewing education as a dynamic partnership between engaged students and faculty in the pursuit of knowledge.
3. **Demonstrated Mastery:** Recognizes and values genuine skill acquisition and understanding as the primary measure of progress.
4. **In-Depth Exploration:** Encouraging students to delve deeply into their chosen fields and conduct significant independent work.



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TRANSPORTATION + INFRASTRUCTURE + LANDSCAPE + CONSERVATION

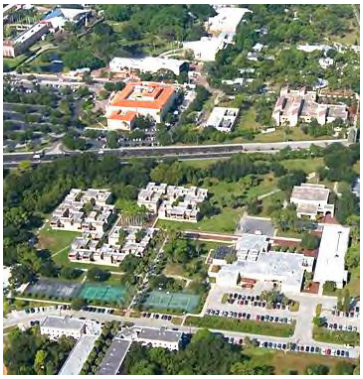
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SECTION 1

CAMPUS MASTER PLAN OVERVIEW

2025 UPDATE



CHAPTER
01
INTRODUCTION

The master plan principles reflect the key concerns which were established as a result of analysis and input provided during the 2005-2025 update process. These principles affirm the direction of the campus master plan guiding its development.

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CHAPTER
02
HISTORY

This chapter describes the approach to the previous campus master plan updates, and the focus of this master plan.

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CHAPTER
03
GUIDING PRINCIPLES

This chapter outlines key principles of the master plan—resiliency, growth, conservation, and off-campus development—based on early planning and community input. Together, they guide the college's long-term vision.

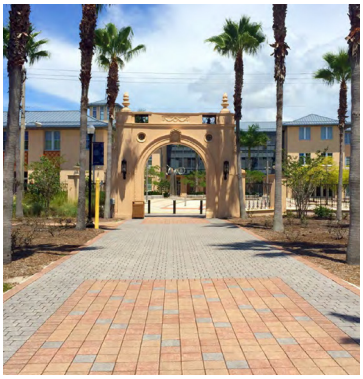
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CHAPTER
04
THE PLAN

The core of this chapter describes the seven principal ideas on which the Campus Master Plan is built, outlining the future program for each campus, it also establishes design controls that will be utilized during plan implementation.

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CHAPTER
05
PLAN COMPONENTS

Completion of the plan requires the specific input of a variety of technical disciplines. This chapter summarizes the approach for each, including conservation/preservation, architecture, landscape, transportation, resiliency and utility/civil infrastructure.

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CHAPTER
06
CAMPUS PROGRAM

This chapter includes details on the campus program, the monitoring and evaluation process to implement the campus master plan, hypothetical campus development phasing, and information about the student body and academics.

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The appendix provides information about future land use, low impact development, housing, capital improvements, and intergovernmental coordination.

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COASTAL MANAGEMENT
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SECTION 01

CAMPUS MASTER PLAN OVERVIEW



HISTORY OF NEW COLLEGE & CAMPUS MASTER PLANNING

In 1993, the Florida Legislature instructed the Florida Board of Regents, which oversees the operation of the State University System, to prepare and adopt campus master plans for each institution within the State University System. The rationale was that, while these institutions contribute substantially to their host communities, campus activities create demands on community services, infrastructure, and natural resources, that should be addressed through proper planning.

The resulting campus master plans clearly defined the physical growth projected by the institutions, ensured governmental coordination between the institution and the host communities, and provided a basis upon which to appropriately assess and mitigate the impacts of future growth and development.

The first New College of Florida (NCF) campus master plan adopted in 1995 addressed the facilities and land needs of what was then a single institution made of two academic entities – the USF program and New College. Goals, objectives and policies for campus development applied to both institutions collectively when they were constituent parts of the USF system. Concurrency agreements with the host communities were based on the development of the entire campus holdings.

The plan update adopted June 23, 2000, encompassed the entire holdings of the USF regional campus at the time, including some 140 acres in four areas (the main east and west campuses, the South Campus, and the Crosley property to the north). With the change of governance, it was determined that the core academic and support functions of USF Sarasota/Manatee (S/M) campus would best be located in a freestanding configuration on the Crosley site, in close proximity to the existing campus.

As part of a major reorganization of Florida's public education system in 2001, New College severed its ties with USF, became the eleventh independent school in the Florida State University System, and adopted its current name, New College of Florida. The next plan update adopted on June 22, 2005, addressed the effects of developing the Crosley Campus for USF S/M core facilities and provides the framework for concurrency negotiations with Manatee County. In 2005, the campus "footprint" issues were reconciled and USF S/M and New College continued to jointly occupy academic and common spaces on the campus.

Plans adopted in 1995, 2000 and 2005 followed the specific rules dealing with Campus Master Plans found in Florida Administrative Code (FAC) Chapter 6C-21. The plans contained 18 elements, each with data and analysis, map figures, and Goals, Objectives and Policies, as required.

In 2010, the Florida Legislature repealed Chapter 6C-21 FAC, leaving Florida Statute Chapter 1013.30 governing Campus Master Plans. In 2011, the State University System of Florida Board of Governors (previously known as the Board of Regents) adopted a Regulation Development Procedure and all rules previously adopted by the Board were readopted as regulations. At this time, Florida Statutes 1013.30 and the Board of Governors regulations Chapter 21 govern Campus Master Plans.

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OUR MISSION:
TO BE THE BEST CLASSICAL LIBERAL ARTS COLLEGE IN AMERICA.





CHAPTER.01

INTRODUCTION

INTRODUCTION

MASTER PLAN PROCESS 2005 - 2008

The Campus Master Plan adopted in 2005 only partly addressed New College's recent separation from USF. During the summer and fall of 2005, New College engaged in a collaborative planning effort that considers the challenges that come with this independence, and allows New College to meet its long-range needs. Overall, this plan was intended to establish a future form for the College that first and foremost furthers its academic mission. The master plan that emerged is responsive to the communities that the college serves, and will guide its orderly growth over the next 20 years.

There are few documents which are more comprehensive or informative than an effective master plan. The process of framing such a plan places a premium on gauging needs of various kinds, including assessment of existing facilities and the demand for new ones, response to experienced growth and anticipation of future changes. It also facilitates the adjustment of existing and often outdated plans.

The creation of a useful master plan requires understanding the nature of an institution, projecting its future needs, and setting out a method of satisfying them. For New College, the master planning effort required a balancing of its traditions with an informed inquiry into its future. The College has operated its campus over the course of the last five decades and has absorbed successive generations of academic and physical change. This experience gives the plan an appropriate context, reflective character and historical perspective.

The six month-long effort conducted by the Folsom Group and Moule-Polyzoides Architects was designed to seek comments from all parties with an interest in the College's future. This process allowed the College and the design team to consider a variety of points of view, understand special needs and attempt to reconcile distinct interests.

It was determined the Campus Master Plan would:

- Guide the physical development of New College for the next 20 years, integrating the fiscal planning already being done with future capital campaigns;
- Prioritize the construction of projects;
- Enhance the campus's physical identity both within the campus and to the outside community;
- Provide illustrative visions for the plan, in recognition that the plan is a development tool rather than a set of architectural designs.

The 2005-2008 amendment addressed the needs of New College and provided the framework for concurrency negotiations with the City of Sarasota. It re-evaluated the recommendations of the 2005 plan to reflect current issues and concerns. The New College Board of Trustees adopted that Campus Master Plan on June 14, 2008.

Florida Statutes require all state universities to enter into a campus development agreement with the local government where they are situated. The prior campus development agreement with the City of Sarasota, which had been adopted on June 23, 2000, needed to be updated. A Level of Service Analysis was conducted in 2010 and finalized in 2012. The updated campus development agreement was signed on January 18, 2013.

PLAN UPDATE 2015

In 2015, an update to the Master Plan was conducted under the direction of New College staff. The Evaluation and Appraisal Report conducted in 2013 identified focus areas for this Campus Master Plan update.

In accordance with Board of Trustees and with direction of College staff, the following revisions were included in the 2015 plan:

- **"PLAN TO PLAN" TASKS (2015)**
  The "Plan to Plan" tasks were incorporated into this 2015 Plan Update. The Campus Landscape Plan that was recommended in the 2008 and adopted on January 11, 2011 Plan was integrated.

- **PLAN AGREEMENT (2020)**
  A new Campus Development Agreement was executed on October 21, 2020, establishing updated terms between New College and local government to guide future campus growth and planning efforts.

PLAN UPDATE 2025

Hall Darling Design Studio, PA with the assistance of BGE, Inc. and support from Genesis Engineering Group, LLC updated the plan in 2025.

"PLAN TO PLAN TASKS"

All tasks have been addressed in Section 2: Goals, Objectives and Policies of this plan. Additionally, topics relating to the West Campus, Mixed-use areas, and Foundation Architecture are described in Chapter 4 of this plan. Energy Policy is described in Chapter 5, and Future Growth Objectives are described in Chapter 6.

- The appendix in this 2025 Plan has been restructured to address future land use, low impact development, housing, capital improvements, and intergovernmental coordination.

DATA & ANALYSIS

Campus base map and current aerial image of the campus have been updated, including recent boundary adjustments, incorporation of the Car Museum site, new buildings shown and Viking Complex removed.

Options for locating new campus housing were investigated. Future plans were revisited to reconsider the Village Center based on the Sarasota-Bradenton Airport (SRQ) Runway Protection Zone. The Campus Design Control section was updated, including plan alignments and axial terminations, and analysis of significant college vistas. Known or anticipated capital improvement projects are included in Utilities/Civil Plan Component.

- Discrepancies between Section 1 and Section 2 of the Master Plan have been reconciled.

POLICY INITIATIVES

The implementation section in Chapter 6 has been reviewed and reworked to create a manageable system to make continuous progress in plan implementation. A methodology to implement the master plan and comply with 21.202 (1) c.4 (procedures for monitoring and evaluation of the campus master plan) has been included.

CONTEXT AREA

The New College of Florida campus is located south of the Sarasota-Manatee County line, between Sarasota Bay and the Sarasota-Bradenton International Airport. Tamiami Trail divides the campus along a north-south axis. The area west of Tamiami Trail is further divided by Bay Shore Road. The College is comprised of three campuses, known as East, West, South, and North.

In late 2012, 13 acres of land that are leased to New College by the SRQ Airport was annexed into the City of Sarasota. That land brought the entire New College campus area in the City limits. New College's planning context area includes both nearby areas the college is likely to affect as well as neighboring areas that are likely to affect the college. Neighboring educational institutions, the airport, nearby motels, the Shell gas station, and neighborhoods to the north and south are all part of the context area.

The Context Map shows the New College campus boundary, the City of Sarasota, and Manatee County boundaries, adjacent institutions and neighborhoods, existing building footprints, and the SRQ Runway Protection Zone. Additional information about leased lands can be found in the Appendix under Future Land Use.





SOURCE: SARASOTA AND MANATEE COUNTY GIS

BOUNDARY MAP

- NEW COLLEGE
- USF
- FSU
- AIRPORT
- NEIGHBORHOOD ASSOCIATIONS
- CITY OF SARASOTA BOUNDARY

N



CHAPTER 02

HISTORY





Campus buildings completed during phased noted in text

Campus buildings in-place as of start of phase noted in text

N

EMERGENCE: 1960

At the time of New College's incorporation on October 11, 1960, the campus was more of an idea than a place. Although a conceptual framework of the institution had been defined, its physical framework was still a work-in-progress. The focus of land acquisition was a series of parcels abutting the Sarasota-Bradenton Airport, along U.S. Route 41, and reaching to Sarasota Bay. The assembly of the principal campus lands took place during most of the decade of the 1960s and in some cases, well beyond. Considering this process, it is not surprising that the character of the College's parcels differ in significant ways.

Three major areas came to characterize New College as it exists today. Among the most dramatic and earliest parcels acquired by New College was the 21 acre former Charles Ringling Estate, located west of the Airport and fronting Sarasota Bay. The Charles Ringling Estate and another waterfront parcel adjacent to the Uplands neighborhood eventually came to define the heart of the 'West Campus.' On the eastern edge, the boundary of the 'East Campus' was defined by the Airport. This situated the campus so that it was bisected by both U.S. 41 and Bay Shore Road. A separate parcel created a smaller, detached campus fragment at the Caples house to the south.

The diverse collection of land holdings and existing buildings offered few of the well-defined places and buildings which might be expected on a college campus. The most coherent set of buildings, the Charles Ringling Estate, provided memorable and scenic views of the Sarasota Bay. The conversion of the Charles Ringling house to College Hall and the Hester Ringling Sanford house to Cook Hall allowed these buildings to remain facing the Bay in a dramatic manner, and to serve long-term College uses.

Other historic buildings which later became part of the West Campus included a Carriage House (later renamed Robertson Hall), the Social Sciences building, the Barn (later Four Winds Café), Parkview House, and Bon Seigneur Hall all are used today, following conversion to College uses. On the area which later became the South Campus, structures which predated New College were Caples Mansion and the Carriage House.

On the East Campus, a parcel leased for 99 years from the Airport was home to former World War II Air Force buildings which had served as space for small businesses and affordable housing prior to the College's arrival. The small wooden buildings would be demolished in the first years of the campus's building efforts.

Overall, due to the wide variety of land configurations and built structures, the College's newly acquired properties offered much promise but little coherence as a setting for an educational institution.

FOUNDATION:

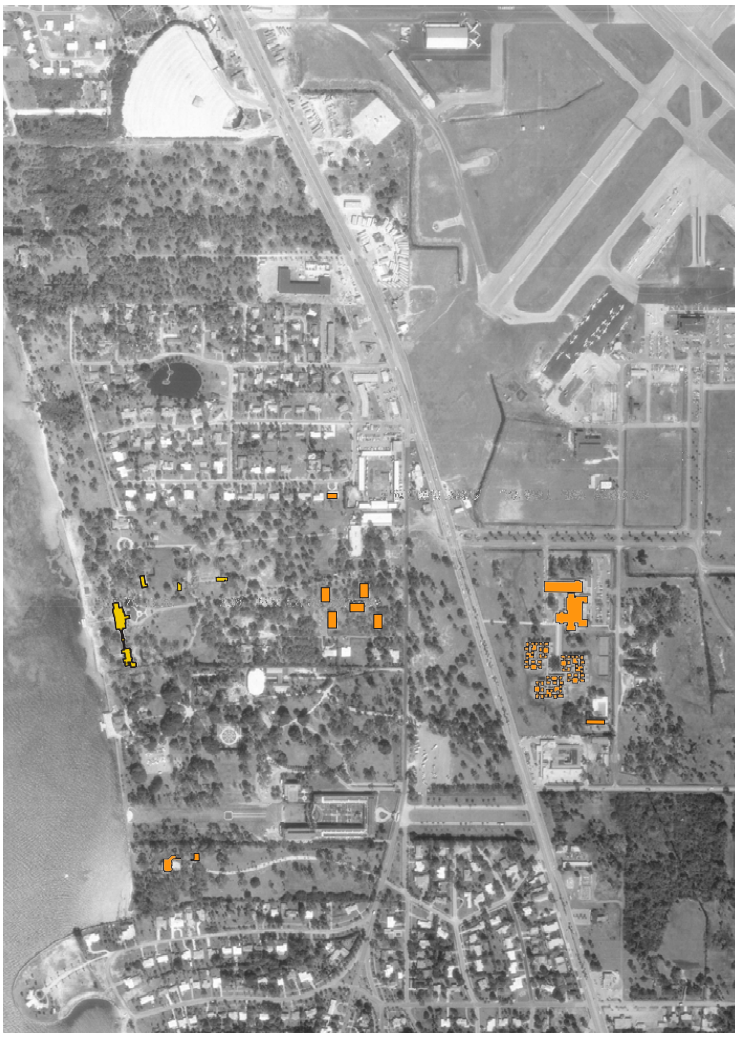
1960 - 1974

By 1963, the College's land acquisitions and funding allowed its first serious planning efforts. As Classes began in the Charles Ringling house in 1964, I.M. Pei began master planning for the East Campus.

It was originally envisioned that when the West Campus was completed, all student dormitories and classes would be moved there. The East Campus would then be converted to a college-oriented inn, a conference center for continuing education, and limited college related service businesses.

The Pei master plan's first phase included three student dormitories, completed in 1965, which the architect described as a "Grecian or Mediterranean village." The buildings created the Palm Court, a gathering area protected from the noise and traffic of U.S. 41.

The Hamilton Center and Classrooms followed in a second phase, opening in 1967. Pei's poured-in-place concrete architectural vocabulary reflected his strong commitment to modern design, despite the campus's existing historic structures on the West Campus. The nature of Pei's buildings offer a number of lessons. Although the Pei plan created common space between the new dormitory buildings, their concrete construction emphasized aesthetic qualities over comfort. From the outside, they appeared as objects in space, with their principal rooms internalized. Pei himself complained that there was little appreciation for the buildings from the students; the buildings ultimately seemed severe compared to the informality of student life.



Although Pei discussed a West Campus master plan, that portion of work was never completed. Initially, he proposed three radical ideas for the West Campus:

1) to fill in 30 acres of the shallow bay in front of the Uplands to create new buildable land for two eighteen story towers; 2) to purchase the Crosley estate, the Edith Ringling Sanford House, and the Caples estate; and 3) to demolish the Charles Ringling estate (College Hall), and replace it with a much taller building.

By 1969 five new West Campus buildings, the Palmer dormitory 'letter' buildings, were completed by other architects. Without a master plan the West Campus faced its own challenges. Ultimately, the low budget Palmer buildings posed long-term maintenance problems. Following completion of the Palmer buildings, construction efforts were curtailed during the austere years of the early 1970s as the College struggled to achieve financial stability.

For a small institution, the construction of over 150,000 sf during the 1960s was both significant and financially challenging. During the course of a decade, the College was able to obtain land, build new dormitories and classrooms, graduate its first students, and establish a record of excellence. Despite these significant steps forward, a comprehensive master plan for the campus remained unaddressed.



Campus buildings completed during phased noted in text

Campus buildings in-place as of start of phase noted in text

TRANSITION:

1976 - 1990

The 1975 merger of New College and the University of South Florida, brought on by financial necessities, commenced a period of difficulty for the College and its changing leadership.

During most of this time the College's building efforts subsided. By the mid-1980s, however, a new flurry of building activity was underway, indicating both a greater sense of direction and financial capacity.

Significant projects were completed for both the Pei and West Campus areas, including the largest campus building, the 75,000 sf Jane Bancroft Cook Library and a pedestrian bridge over US 41 (1985), the Sudakoff Lecture and Conference Center (1985), the Physical Plant (1989), and the Fitness Center (1989). Despite a slow start, by the end of the decade, the College had completed over 100,000 sf of new facilities.

During this phase, Robert Barylski, Associate Dean and Director of the campus, contributed a number of practical ideas to address the need for more comprehensive planning. Barylski spoke of the need to unify and equally develop the Pei and West Campuses, seeking to avoid isolation of the East Campus.

He also favored the preservation of historic buildings, use of the South Campus for fine arts activity, protection of the bay-front, and completion of a pedestrian bridge to link the Pei and West Campus. Overall, he sought to "guarantee that the [campus] will forever remain a place of outstanding natural beauty."

Despite such ideas, the administrative changes which accompanied New College's merger with USF ultimately did not result in coherent planning. This was partly based upon the significant differences between two distinct institutional approaches. USF's approach catered to more mature commuter students; the institution was controlled by the State of Florida, and its main focus was thousands of students on multiple campuses. In contrast, New College catered to its idiosyncratic, self-directed, honors and residential college model; its far more intimate approach simply addressed far different needs.

Unfortunately, site planning during this phase tended to treat buildings as isolated and often uncoordinated objects. Low building budgets continued to reflect financial limitations, resulting in shortened building life-spans. Another serious issue persisted: a comprehensive master plan had never emerged which could insure the College's future as a coherent and unified place. Incremental development continued to be the rule, rather than the exception. While discussions of environmental and historical sensitivity, inter-campus linkages, and overall place-making offered hope, the need for a more comprehensive approach remained unaddressed.

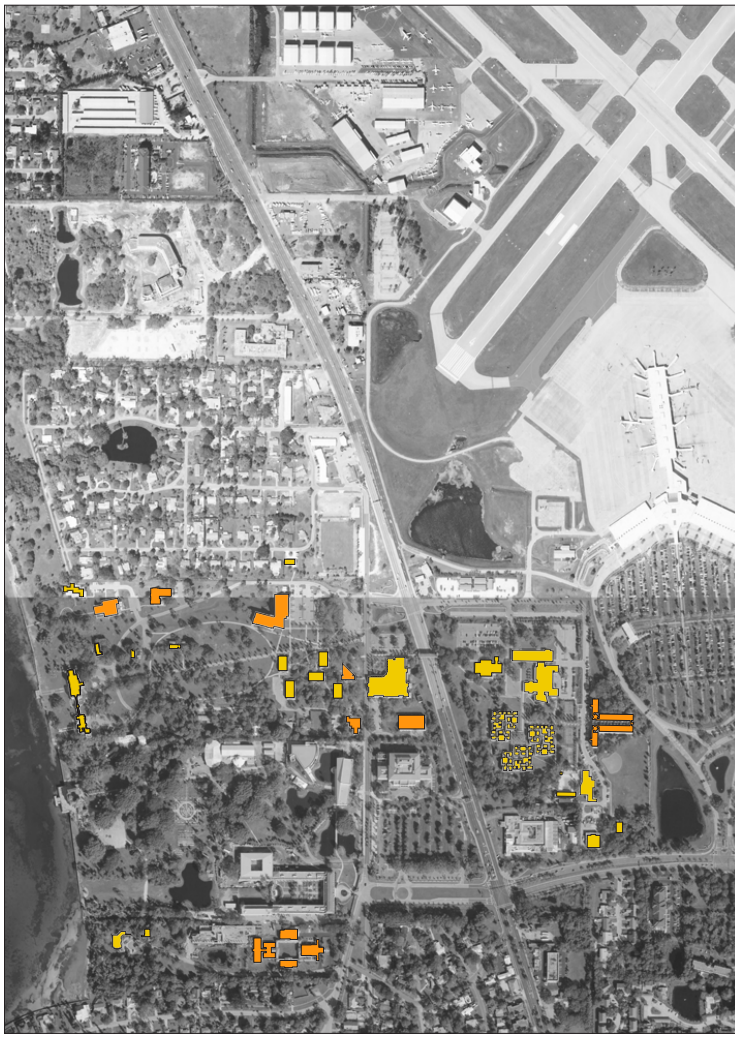
CONSOLIDATION:
1991 - 2006

By the 1990s, the campus owned a substantial number of land parcels and buildings, celebrated its thirtieth birthday and enjoyed increased stability. A number of significant projects were completed during this phase, including the Dort and Goldstein Residence Halls (1997-98), Wellness Center (1996), Rolland V. Heiser Natural Sciences Complex (1999), Pritzker Marine Biology Laboratory (2000) and the Keating Center (2004); on the South Campus, the Fine Arts Complex (1992). New student residence halls were in design during this phase (2006-07).

Despite this progress, disparities in educational philosophy had never been resolved between New College's intimate educational approach and USF's large institutional model. Not surprisingly, these differences in culture precipitated a separation between the two institutions.

While New College continued to share the Sudakoff Center, Jane Bancroft Cook Library, book store, and special administrative and funding arrangements with USF, it largely resumed an independent existence. New College was re-energized by this independence.

The state of New College's campus during this phase reflected a series of unresolved physical challenges. Fortunately, during the decade from 1990 to 2000, over 130,000 sf of new construction was completed to serve various needs.



Greater density now characterizes the East Campus, and there is potential for significant added West Campus development. Unfortunately, recent building activity continued to address localized conditions rather than campus-wide place-making or comprehensive planning. Some new buildings are now sited in sensitive, natural zones on the West Campus.

In 2001, New College achieved independence as the 11th member of the State University System and is designated by the Florida Legislature as the "Honors College for the State of Florida." Relocation of the USF S/M campus to a new site gave expression to a bold new master plan in 2005. The College faces a series of significant challenges for the future; including the needs to address place-making as a primary objective, to develop plans for growth, to develop linkages between distinct campus areas, to focus on high quality and efficient resource management in construction, to address a myriad of landscape issues, and to reinforce a pedestrian environment.

The College's remarkable record of academic excellence, extraordinary natural beauty, and commitment to social interaction and environmental responsibility are significant foundations for campus place-making. The College must embrace these strengths if it is to fulfill its substantial ambitions for building a campus of lasting character and quality.

NEW COLLEGE OF FL

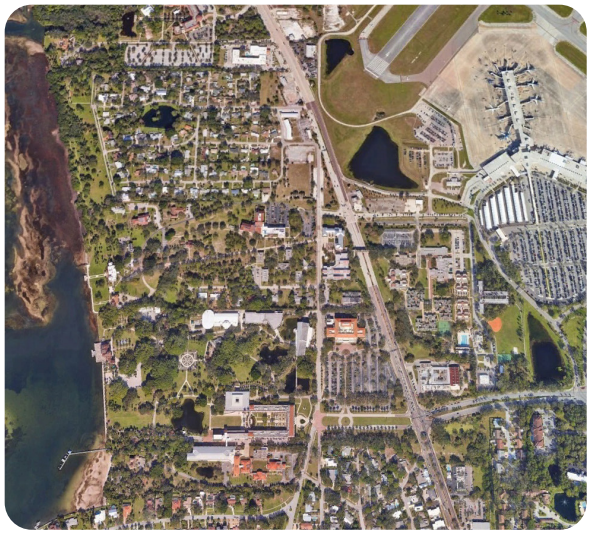
CHAPTER 03

GUIDING PRINCIPLES

GUIDING **PRINCIPLES**

This chapter identifies college-wide principles that constitute the framework and continued vision to complete the 2035 plan. Subjects such as the approach to resiliency, growth, conservation, and off-campus development are addressed here.

These principles reflect both master plan analysis completed in the early stages of the process as well as extensive campus and public comments received during the 2008 and 2023 charrettes. The strategies are noted as follows:



CAMPUS AERIAL - 2025

01 SUPPORT THE PHYSICAL WELL-BEING OF THE CAMPUS COMMUNITY

The College's role as a place of education includes the opportunity to create a cohesive, close-knit community. The College's physical environment should offer safe, appealing, attractive and open places which encourage people to engage in study, debate, and meaningful interaction.

02 INCREASE INTERACTION BETWEEN FACULTY AND STUDENTS

The mainstay of New College's success has been a liberal arts education which offers regular contact between faculty and students. As the campus grows and changes, its character should respect and enhance this quality, which represents one of New College's deepest traditions and strengths.

03 DESIGN SMALL SCALE FACILITIES FOR A SMALL COLLEGE

The individually-directed style of academic activity at New College works best when the opportunity for informal exchange exists. Architecture should embrace that scale of interaction, and effectively serve the educational needs of small, intimate groups of students and faculty. For this reason, smaller buildings and varied spaces will best serve New College in the future.

04 INCREASE WALKABILITY AND REDUCE PARKING

This principle promotes the enhancement of a pedestrian-friendly environment by new or strengthened pedestrian connections between the North, South, West, and East campuses, and by the limiting of vehicular traffic and parking in the most central and prominent campus areas.

05 INCREASE THE DIVERSITY OF THE LANDSCAPE

The New College campus enjoys an abundance of open space and scenic vistas. An opportunity exists to diversify the palette of landscape for both resiliency and botanical variety. This approach allows both formal and informal landscapes to contribute to the beauty of the campus and define outdoor living spaces at multiple scales.

06 COMPREHENSIVELY MANAGE CAMPUS RESOURCES - HISTORIC, NATURAL, AND BUILT

As the College grows, the need to alter the existing campus will become more and more evident. For this reason, the College must find ways to address the many kinds of challenges it faces, including the need to preserve, remodel, reconfigure, remove or replace dysfunctional buildings or buildings with limited horizons. Natural resources and the existing landscape must also be conserved and designed to provide outdoor settings for instruction, recreation, and social interaction.

07 DESIGN BUILDINGS AND LANDSCAPE FOR ENVIRONMENTAL PERFORMANCE AND EFFICIENCY

The notion of "greening" the campus includes both the enhancement of existing landscape as well as implementation of prudent conservation measures through facility design. This principle acknowledges the importance of a robust environmental program and the adoption of efficient resource management building standards that can be flexibly applied to campus buildings and maintenance.

08 MIX HOUSING AND RECREATIONAL USES

On a small educational campus, there are tremendous opportunities to encourage interaction by either closely locating uses or mixing uses. Buildings can be designed that vertically incorporate more than one use in them, such as housing and places of instruction. Horizontal mixed-use is also a desirable campus ingredient. Uses in buildings can be brought together next to each other, with often very desirable results, as in the adjacency between housing, social and recreational facilities. Sources of funding for new structures may determine if mixing uses is appropriate.

09 ENCOURAGE REGULAR COMMUNICATION WITH NEIGHBORS

This principle seeks means to better physically integrate the College with the surrounding community and to enhance contact with neighbors on issues of mutual interest. This may include, but is not limited to, encouraging and cooperating with neighborhood-compatible development approaches.

10 MINIMIZE LONG-TERM MAINTENANCE REQUIREMENTS

Colleges and universities are some of the longest-lived institutions in the U.S. Given this long-term view, building and planning for minimal long-term maintenance is an essential survival strategy which can yield significant financial benefits. This principle anticipates building high-quality resilient buildings and landscapes which endure for the long- term.

11 ESTABLISH AN IMPLEMENTATION PROTOCOL FOR THE PLAN

A key outcome of the master plan process is that new program requirements will require new, specific projects. A primary means of undertaking new projects should be a project protocol, which identifies the issues which every project should address, to ensure it is well-coordinated with the master plan's goals and with the existing campus context. The Board of Trustees will serve as the principal means for the College's approval, implementation and stewardship of the Master Plan.

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W. RUNWAY PROTECTION ZONE (RPZ)

X. BAY SHORE ROAD

4.4 | CAMPUS DESIGN CONTROLS

4.4.1. PLAN ALIGNMENTS & FRONTAGES

4.4.2. AXIAL TERMINATIONS

4.4.3. CAMPUS VISTAS

4.4.4. MASSING CONFIGURATIONS

4.4.5. A FOUNDATION ARCHITECTURE

4.4.6. ARCHITECTURAL TYPES

7 BIG IDEAS

The Campus Master Plan describes an approach to the long-term physical configuration of New College. This will be carried out through many kinds of projects; each project will contribute to the incremental completion of the campus. This section of the Master Plan describes the seven big ideas that will prioritize the execution and guide the design of each project, big or small, through 2035.

01
DESIGN FOR INTERACTIVE LEARNING

A fundamental aspect of New College's approach is the embrace of a highly interactive and independently directed education. This emphasizes many kinds of learning approaches and educational sharing. In support of this goal, the campus should facilitate mixing, particularly in non-scheduled, less structured contexts so that informal interaction leads to integrating learning from various sources.

Inviting indoor and outdoor spaces in a variety of sizes and configurations should serve the needs of students, faculty, administrators and community members. Spaces should be provided throughout the campus and beyond it which can allow interaction with the surrounding community.

02
ARCHITECTURE APPROPRIATE TO PLACE

Sarasota's pleasant climate, the region's rich architectural traditions, and the College's scenic bay front location offer a tremendous opportunity to practice a cohesive and regionally appropriate architectural expression. Since the College is relatively young and has developed incrementally, it does not currently have a fully developed architectural vocabulary.

The next stage of the College's development will add significant density, emphasize place-making, include buildings of greater permanence and efficiency, and create greater physical cohesiveness for the campus. New College's future buildings should embrace a Florida architectural aesthetic which reflects the College's location and values.

03
MULTIFACETED AND BEAUTIFUL LANDSCAPE

The natural setting of New College is one of its most valuable long-term assets, and demands design sensitivity and long-term stewardship. The campus landscape is a social amenity, an aesthetic presence and a source of potential regeneration. The object of the plan is to provide a level of design that strengthens native landscape, establishes the places for social interaction, and heightens the presence and beauty of nature on campus.

A more in depth review of the landscape was completed in 2009 and this review produced a separate detailed landscape master plan dated January 11, 2011. The ideas of the landscape master plan were incorporated into this document under the 2015 master plan update. These ideas were further reviewed and modified under the 2025 master plan update.

04
MOBILITY BEYOND THE CAR

New College's educational approach includes on-campus housing for a majority of its students, to create a highly interactive community. The transportation plan will provide a high quality, pedestrian-friendly environment. The improvement of pedestrian and bicycle paths, encouragement of transit alternatives, reduction of parking, removal of cars from central campus areas, and use of on-street parking (to promote street safety) will serve this end.

Cars which remain on campus will be carefully managed to insure they do not intrude on pedestrian activity, and incrementally should be relocated to the perimeter of the campus. Overall, pedestrian and bicycle links can efficiently service New College's internal campus zones and connect it to all of its neighbors, USF, the Ringling Museum, the Airport, etc.

05

STEWARDSHIP OF HISTORIC PLACES AND NATURAL PROCESSES

The New College campus includes a number of historic landscapes and buildings. Prominent among the West Campus's historic buildings is the Charles Ringling house, which offers a ceremonial place of gathering and recalls the beginnings of development on this site. In recognition of the status of this and other historic structures, New College should establish a long-term management strategy for their preservation.

The plan should include a survey for each structure and identification of appropriate strategies to insure protection. Similarly, a variety of landscapes have been identified as sensitive, historic or worthy of protection. A historic tree and landscape survey should be undertaken and integrated into future planning and maintenance procedures.

06

CATALYST FOR A NEW ACADEMIC ECONOMY

Many historic colleges and universities have developed in conjunction with surrounding commercial districts and cultural institutions. The University of Virginia and Princeton University each embrace commercial areas that contribute significantly to the collegiate experience.

The New College planning effort offers an opportunity to take a proactive approach to transforming the surrounding commercial areas. These areas include sites along US 41 and the Ringling/Asolo property. These sites offer unique opportunities and such projects can also make a significant contribution to the success of the New College plan and provide ongoing financial resources that can support the long-term stability of the institution.

07

ENERGY EFFICIENCY

New College places a high importance on Leadership in Energy and Environmental Design (LEED), the college's five new residence halls adhere to LEED requirements, and the Academic Center and Heiser building addition both have achieved LEED Gold certification by the U.S. Green Building Council.

New College has continued removal exotic invasive grasses and replaced them with native Florida ground covers that reduce the expense of mowing and create a more multifaceted and natural landscape in the center of campus.





Campus Plan - 2035

PROGRAM ELEMENTS

The projects listed in the table are not listed in terms of importance; they are listed solely to make their identification on the accompanying campus map easy

PROPOSED NEW NCF DEVELOPMENTS

EXISTING NCF BUILDINGS TO REMAIN

PROPOSED NEW BUILDINGS IN 2015 PLAN, REMOVED OR RECONFIGURED IN CURRENT PLAN

PROGRAM ELEMENTS			
NO.	***FACILITY***	***RENOV.***	***NEW***
1	FREEDOM INSTITUTE & EDUCATIONAL CONTEMPLATIVE CENTER		*X*
2	ADMIN / STUDENT SERVICES BUILDING		*X*
3	FUTURE OUTDOOR CLASSROOMS		*X*
4	GREENHOUSE		*X*
5	ACADEMIC BUILDINGS		*X*
6	STUDENT HOUSING		*X*
7	STUDENT SERVICES BUILDING		*X*
8	PARKING / FUTURE PARKING		*X*
9	PARKING STRUCTURE		*X*
10	BAY SHORE ROAD TRAFFIC IMPROVEMENTS	*X*	
11	CHILLER PLANT ADDITION	*X*	
12	GYMNASIUM / MIXED-USE		*X*
13	SOCCER / LACROSSE FIELD		*X*
14	BASEBALL STADIUM COMPLEX		*X*
15	SOFTBALL COMPLEX		*X*
16	PICKLEBALL COURTS		*X*
17	FITNESS CENTER ADDITION	*X*	
18	TENNIS COURTS		*X*
19	MAINTENANCE / BOILER FACILITY	*X*	
20	NEW FACILITY BUILDING		*X*
21	PEI DORM ADAPTIVE REUSE	*X*	
22	POLICE BUILDING IMPROVEMENTS	*X*	
23	FUTURE BOATHOUSE		*X*
24	RECREATION / OPEN SPACE		*X*
25	PERFORMANCE PLATFORM		*X*
26	BEACH VOLLEYBALL COURTS		*X*

FOCUS ON SPECIFIC AREAS

WEST CAMPUS

This section, Plan Focus, describes design improvements in the form of discreet, yet coordinated clusters of projects. These are concentrated in particular areas of the campus to establish place-making as a fundamental strategy in campus design. The future overall improvement in the appearance and livability of the campus depends on the successful execution of these multi-faceted projects.

Since the West Campus remains mostly undeveloped, it is critically important that future plans consider ways of preserving its best qualities. The desire to preserve this portion of the campus must be balanced with the fact that parts of the West Campus are located at the physical center of New College's land holdings. This is particularly true of the areas located between the Cook Library and the Heiser Natural Sciences Center.

For practical reasons, it makes sense to seek a balance between the desire to develop such areas, and the need to respect the compelling natural landscapes near the bay front.



AREAS OF FOCUS

In the following pages, these areas on the campus are highlighted and described more in detail:

- A WEST CAMPUS ACADEMIC AREA
- B DORT PROMENADE
- C WEST CAMPUS WATERFRONT AREA
- D UPLANDS BAYFRONT AREA (NATURAL PRESERVE AREA)
- E RECREATION / OPEN SPACE
- F HOUSING
- G NEW PARKING STRUCTURE / PARKING AREA



ILLUSTRATIVE CAMPUS PLAN - WEST CAMPUS

- ACADEMICS
- ADMINISTRATIVE / STUDENT SERVICES / FACILITIES
- PARKING STRUCTURE
- RESIDENTIAL
- MIXED - USE
- RECREATION / ATHLETICS
- ACADEMICS / MIXED-USE
- NCF PROPERTY BOUNDARY
- PROPOSED NEW BUILDINGS IN 2015 PLAN REMOVED OR RECONFIGURED IN CURRENT PLAN

N

FOCUS ON SPECIFIC AREAS

WEST CAMPUS

A WEST CAMPUS ACADEMIC AREA

This place is envisioned as 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 variety of land parcels, equally accessible from the South Campus, existing East Campus, and water front areas of the West Campus
- It enjoys scenic vistas toward the West Campus landscape and Sarasota Bay
- It is located at a higher elevation, out of reach of critical storm surge areas.

This area is conceived as a highly walkable, vibrant outdoor place, whose resilient buildings, landscape and interactive spaces are the foundation of New College's academic community. It is also recommended that no new campus development be permitted within the storm surge (velocity) zone, and that all West Campus building proposals be reviewed for their relationship to the surge zone.

A variety of improvements are proposed:

- A formal quadrangle serves as the center of a grouping of new West 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;
- Improvements to Bay Shore Road include traffic calming, 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.
- 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. (Cont'd on 4:13)

B DORT PROMENADE

The plan preserves a significant portion of adjacent, inland areas as a native landscape, place of resiliency and storm-water management, and useful pedestrian amenity. Currently a limited number of buildings exist in this area, and further development of this area will be moderated due to the potential for storm surges and the desire to preserve this compelling landscape.

A series of meandering trails serve to differentiate the edge of the regenerative landscape from traditional turf areas. The tree canopy will include both preserved and new specimens. Shaped swales and other storm- water system adjustments will help direct and control water movement.

C WEST CAMPUS WATERFRONT AREA

This is one of the most unique and desirable features of the campus. The plan preserves the bay front and links directly to the adjacent regenerative area. Also similar to the regenerative gardens, further development of this area will be moderated due to the potential for storm surges. Currently a limited number of buildings exist in this area, including College Hall/Cook Hall, the Pritzker Laboratory, and other smaller buildings. An expansive open space and view areas to the Sarasota Bay will remain a significant amenity for students and visitors. A new view point or “kissing spot” is located at the water’s edge, North of College Hall and West of Robertson Hall. This entire area will be integrated into a much longer water’s edge trail which connects the Caples and Ringling Museum lands (to the south) with the College’s Uplands parcels (to the north).

D UPLANDS BAYFRONT AREA (NATURAL PRESERVE AREA)

New College’s bay shore land (situated on the west side of the Uplands neighborhood and north of College Hall) is a substantial natural preserve resource that offers potential as an amenity and study area. It also serves as one of the links in the envisioned north-south pedestrian way, which connects the South Campus to the Uplands. Similar to the West Campus restoration areas, the Uplands Bayfront area features a meandering path, a lush tree canopy, and native plant varieties, creating a flexible natural green space that supports both ecological value and recreational use.

E RECREATION / OPEN SPACE

The waterfront, currently underutilized for recreation, is slated for significant improvements to become a vibrant community and campus asset. Proposed additions include a new dock/pier, the creation of multi-use trails connecting to South Campus, and recreational fields. Furthermore, the design incorporates flexible and adaptable elements that can be easily arranged to support various activities, such as providing open space for major waterfront events near College Hall, establishing a dedicated waterfront outdoor classroom, and facilitating a performance platform north of the College Hall recreation area. This entire area will be open and accessible to meet both recreational and broader community space needs.



FOCUS ON SPECIFIC AREAS

WEST CAMPUS

For illustrative purposes, key areas are described with the following illustrative renderings/photos and descriptions.

MAIN ENTRY

Campuses are usually differentiated from their surroundings by monumental and symbolic structures at the point of entry. Campus buildings also help reinforce the idea that academic institutions reflect a society's highest educational aspirations. New College's current entry will benefit from such an approach, creating a strong identity which reinforces the College's location on US 41.

A new campanile is highly visible from US 41 and establishes a clear point of entry for the West Campus. A corner plaza serves as a meeting place to welcome and direct visitors. Each of these elements helps distinguish New College's role as an academic institution and creates a memorable public impression.



Campus Entry



Existing Gateway Arch

DORT ARCH

Some of the richest campus spaces are created by the careful framing of outdoor spaces as formal quadrangles and elegant academic yards. A frame helps establish prominent destinations and gathering spaces, highlights axes, and differentiates formal and informal spaces. This also establishes a hierarchy of campus structure and memorable experiences.

At New College, there is an opportunity to artfully integrate an existing frame (and symbol of the College), the West Campus's Dort Arch into the new design. The plan incorporates the arch into a prominent grouping of new and existing West Campus buildings. The arch's planned role is consistent with its traditional function as a symbol of the College.

MAIN QUADRANGLE

In a traditional campus plan, the careful assemblage of spaces builds expectations, stimulates curiosity, and helps direct users. People tend to characterize outdoor spaces as completely unconstrained, nearly all memorable public spaces utilize defined edges to constrain activity and establish character. In sympathy with this convention, the plan for the West Campus quadrangle clearly defines a series of edges with a series of new buildings.

A large quadrangle is enclosed at the east edge by the arch, and on the north and south sides by formal building facades and arcades. These elements both guide pedestrian activity and provide shelter. Looking from west to east, one will see the opening "arms" of the West Campus buildings and the main quadrangle.



Vision of Main Quad

GREENHOUSE

The construction of the new greenhouse is a significant development for the college. The location of the greenhouse is located on the North property line of the West Campus to the East of the Keating Center. The design prioritizes energy efficiency, resiliency, and functionality.

Split into two sections, the greenhouse will accommodate a variety of plant species, experiments, and educational activities. Students will have hands-on opportunities to study plant growth, conduct experiments, and explore ecological interactions. The greenhouse will enhance New College's commitment to experiential learning and interdisciplinary research.



Greenhouse



Vision of Student Housing

STUDENT HOUSING

As part of its ongoing development, the college is embarking on a project to construct new student housing facilities. The new housing facilities aim to address the growing student population and provide comfortable living spaces. These facilities will enhance the overall campus experience for students by offering modern amenities and fostering a sense of community.

The design will blend functionality with aesthetics, reflecting the college's commitment to excellence. Architectural elements should harmonize with the existing campus landscape. Apartment-style living arrangements could be a strategy used to provide privacy and comfort. The use of Common areas, lounges, and study spaces will encourage interaction and collaboration.

HOUSING COURTYARD

The new student housing development will feature multiple small courtyards, each serving as a shared outdoor space for relaxation, social connection, and community building. Located within each housing cluster, these courtyards will include shaded seating, native landscaping, and walkable pathways to foster comfort and interaction.

Designed to complement the campus aesthetic, the courtyards balance privacy with a sense of community. They will enhance residential life by supporting vibrancy, informal gatherings, and a strong sense of belonging.



Small Courtyard Visualization

FOCUS ON SPECIFIC AREAS

EAST CAMPUS

The East Campus includes the most mature and urban portions of New College. Age and incremental development have contributed to the evolution of a series of unresolved conditions both inside and outside campus boundaries which the master plan can help mitigate.

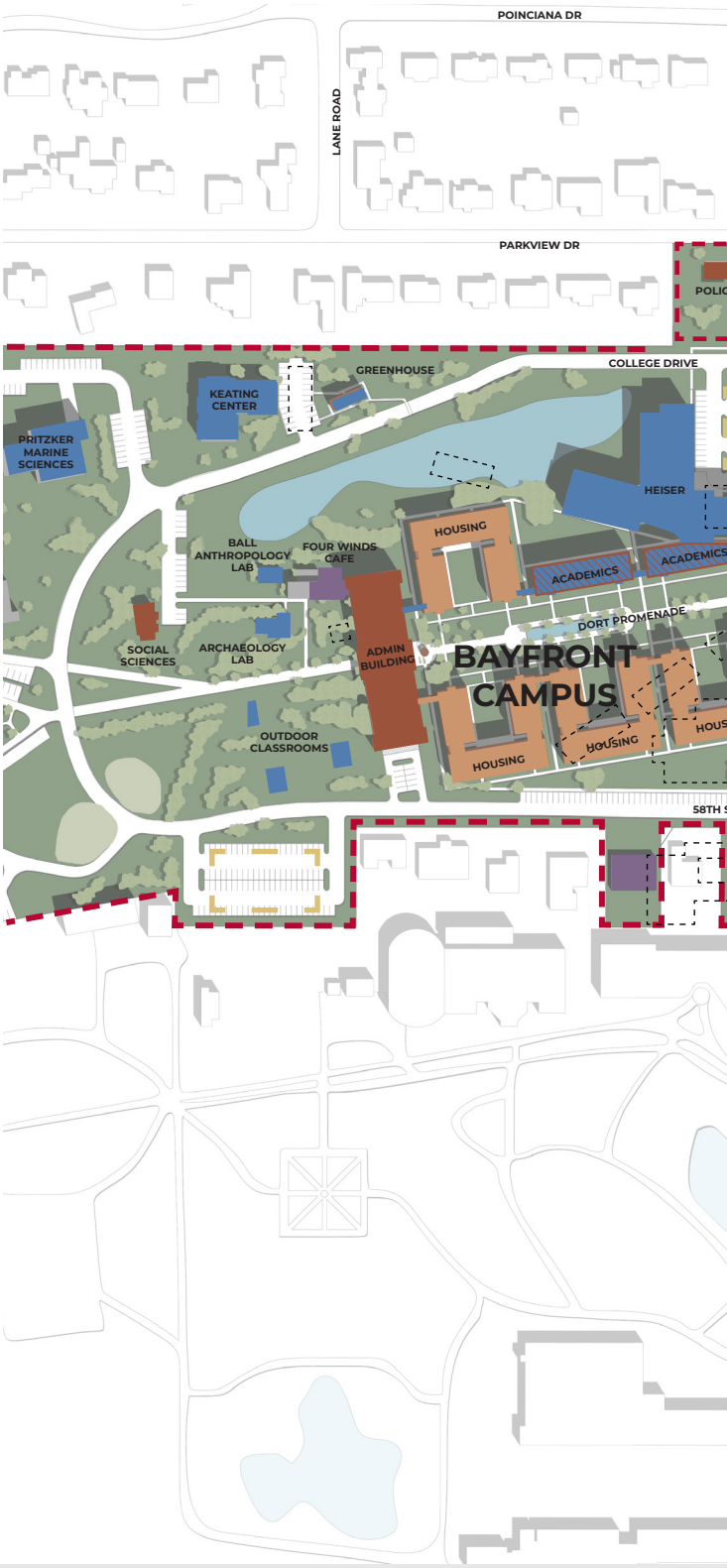
Among these issues are the College's entry at General Spaatz Drive, which currently is an unattractive, dead-end, former airport access road; unresolved campus spaces which blend parking and gathering activities; lack of clarity of pedestrian circulation; underdeveloped campus landscape; a general lack of coherence of campus space due to incremental development; and, the need for a stronger sense of connection between the East and West Campuses.

As designated in the accompanying plan graphic, the East Campus property occupies land that is part of a long term lease agreement with SRQ airport. The College should continue to pursue acquisition of this property from SRQ Airport.

AREAS OF FOCUS

In the following pages, these areas on the campus are highlighted and described more in detail:

- H NEW GYMNASIUM / MIXED-USE DEVELOPMENT
- I PEI ACADEMIC / RESIDENTIAL AREA / PALM COURT
- J ATHLETIC / RECREATION AREA
- K US 41 / TAMIAMI TRAIL CORRIDOR
- L NEW BASEBALL STADIUM COMPLEX
- M NEW PICKLEBALL COURTS
- N EXISTING POOL & FITNESS CENTER
- O NEW SOFTBALL FIELD AND STANDS
- P NEW TENNIS COURT AREA
- Q PARKING STRUCTURE & OUTDOOR PARKING AREA
- R STUDENT HOUSING





ILLUSTRATIVE CAMPUS PLAN - EAST CAMPUS

- ACADEMICS
- ADMINISTRATIVE / STUDENT SERVICES / FACILITIES
- PARKING STRUCTURE
- RESIDENTIAL
- MIXED - USE
- RECREATION / ATHLETICS
- ACADEMICS / MIXED-USE
- NCF PROPERTY BOUNDARY
- PROPOSED NEW BUILDINGS IN 2015 PLAN, REMOVED OR RECONFIGURED IN CURRENT PLAN

EAST CAMPUS ENTRY AREA

The East Campus plan offers the opportunity to significantly improve a variety of conditions. The planned upgrade of General Spaatz Drive will dovetail with the master plan's strategy to beautify and upgrade New College's east entry. General Spaatz Drive can be transformed into an attractive pedestrian access to the airport from campus, which is useful to the College community.

In terms of built fabric, this master plan proposes buildings facing General Spaatz. Such fabric would supplement the landscape and roadway improvements noted above, reestablishing a strong sense of entry for the College.

I PEI ACADEMIC / RESIDENTIAL AREA / PALM COURT

East Campus Residential area - The East Campus serves an important function as the current center of social activity for New College, and is the primary location of student residence halls. Its future development must be carefully integrated into the master plan. This area includes a number of aging buildings, including the oldest buildings constructed for the College, which are now fifty years old. Due to their high density, significant landscape improvements offer great opportunities for positive change and overall beautification. The plan includes the following improvements:

- Conversion of selected hardscape areas to green quadrangles to enhance social interaction and appeal
- Reorganization of internal paths to improve walking and bicycling within the East Campus
- Improvement of pathways which link the edges of the East Campus, and other paths linking the airport and other destinations
- Renewal, repair, and reconfiguration of a wide variety of formal and informal landscapes to transform the hardscape now dominating in many parts of the east campus
- Continuation and reinforcement of the practice of landscape screening east campus edges
- Further development of stormwater retention ponds

J ATHLETIC / RECREATION AREA

This area of the campus serves as a place for competitive sports and recreation for students and a transition edge to the Airport/University Parkway, and US 41. A new gymnasium, baseball stadium, softball stadium, soccer stadium are proposed for this site. An addition to the current fitness center which serves the pool will also serve the adjacent tennis courts. As with other areas of the east campus the reorganization of the primary and secondary pathways, added courtyards and fountains, internal and peripheral landscape and hardscape, and storm-water management can provide significant improvement.

Recreation areas are located east of the facilities management complex in a drainage area with widely varying topography. Improvements could include planting shade trees in the open space plazas and creating bicycle enclosures with landscape screening to focus the view on other more attractive site amenities such as seating.

K

US 41 / TAMIAMI TRAIL CORRIDOR / UNIVERSITY

New College's east and west campuses both have significant exposure to this primary roadway. Despite the length of this exposure, New College's presence is relatively shielded from view, and its location is not obvious. In addition, automotive speeds on US 41 are not conducive to pedestrian or bicycle crossings. There is significant potential to improve New College's relationship to this corridor, through the following means:

- 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 East Campus connecting the bridge access to the proposed new baseball stadium. These improvements would provide a separated 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
- Addition of College signage at the southeast corner of US 41, visible from both sides
- Coordination with FDOT, City of Sarasota and Manatee County on Corridor Improvements to ensure compatibility with architectural styles and landscape. Reduction of speed limit to 45mph to accommodate complete streets improvements and further connect the campus and community.

M

N

O

P

RECREATION / OPEN SPACE

The active recreation complex is located on East Campus. It includes two tennis courts, one basketball court, a softball diamond, swimming pool, and a multi-purpose sports field.

Recent recreation-oriented additions to the campus include student housing with interior courtyards, a new basketball court and relocation of tennis courts. Recreation areas are not developed with amenities and are largely under used. The multi-purpose field could be used to host venues requiring large open areas.

Recreation areas are located east of the facilities management complex in a drainage area with widely varying topography. Improvements could include planting shade trees in the open space plazas and creating bicycle enclosures with landscape screening to focus the view on other more attractive site amenities such as seating.

For illustrative purposes, key areas are described with the following illustrative renderings/photos and descriptions.

PEI STUDENT RESIDENCE HALLS

The Pei dormitories, the original structures built by the College, continue to serve as a vital center for student life. Part of this vitality is related to continuation of long-standing traditions, which emphasize the adjacent Palm Court's use for social activity.

In addition to retaining the Palm Court, the plan enhances and expands the surrounding network of East Campus pedestrian paths. The plan also included a thorough renovation and/or alteration of the Pei buildings in order to bring them up to the standards or adaptively re-use the structures into a new program. This will ensure the continued use and enjoyment of this area of campus.



Existing Pei Buildings

EAST CAMPUS QUADRANGLE

The heart of the East Campus is an existing, paved pedestrian plaza whose edges are set by the Hamilton Center, Sudakoff Center, and Pei dormitories. The plan envisions enhancement of this court by converting it to a landscaped quadrangle. This will create a significant new gathering place, which will link with existing major pedestrian circulation paths and visual axes. A network of other upgraded pedestrian paths and landscape projects will serve the pedestrian environment of the East Campus, and offer a variety of sizes and configurations



Existing Hamilton Center

PEDESTRIAN WALKS & PUBLIC SPACES

Due to the maturity and density of the East Campus along with the new Athletic Complex, renewal and reconfiguration of existing paths and landscape are important measures. An important focus will be to provide direct and attractive routes of varying sizes, redesign and/or renewal of existing landscape, and replacement of hardscape areas with previous surfaces and plants.

These measures are intended to insure:

1. An appealing pedestrian network forms the primary means of movement
2. Effective resource management is fully integrated.
3. Automobiles are accommodated at campus perimeters and treated as an alternative to the primary pedestrian and bicycle network.



Existing East Campus Pedestrian Walk

EXISTING “LETTER DORMS” V, W, X, Y AND Z

These dormitories are located along the existing path from the Pei dormitories to the Dort/Goldstein dormitories. By improving the adjacent pathways and renewing landscape, the dormitory buildings reinforce the master plan’s fundamental emphasis on pedestrian-oriented character.







INTEGRATION OF NEW ATHLETICS PROGRAM

The master plan for the addition of athletics programs at New College of Florida’s East Campus represents an exciting expansion that embraces the institution’s commitment to holistic student development and community engagement. With the introduction of baseball, basketball, 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.

The plan envisions the thoughtful integration of athletic facilities within the campus landscape, ensuring seamless harmony between academic and extracurricular pursuits. Located strategically across the campus, state-of-the-art athletic venues will provide dedicated spaces for each sport.

The Baseball Stadium will be a focal point at the corner of 41 and University Parkway, designed to meet National Association of Intercollegiate Athletics standards and equipped with modern amenities including seating for spectators, team dugouts, press box, concessions, and a scoreboard. At the North end of the East Campus the combined Soccer and Lacrosse Field will feature top-quality turf, ample seating, and lighting for evening games, creating a vibrant atmosphere for competitive matches and community events.

The Softball Complex will offer a similar level of excellence, with well-maintained fields, dugouts, and spectator areas designed to accommodate the unique requirements of softball games and tournaments. Each facility will prioritize accessibility and resiliency, incorporating eco-friendly materials and energy-efficient systems wherever possible.

In addition to the athletic venues, the master plan includes support facilities such as locker rooms, training rooms, classrooms and administrative offices to ensure the smooth operation of the athletics program. These facilities will be strategically located near the respective fields, promoting convenience and efficiency for athletes and staff. The adaptive re-use of the Pei Dorm structures will continue to be studied for the best fit of program and student life on campus.

FOCUS ON SPECIFIC AREAS

SOUTH CAMPUS

The South Campus is unique among New College's landholdings. Since it is not physically connected to the rest of the campus, it faces the challenge of separation from the East and West campuses. Despite this arrangement, the South Campus function as an arts and cultural center is well suited to its institutional neighbors, the Ringling Museum and the Asolo Performing Arts Center.

The potential for sharing cultural assets can be a distinct advantage for college arts programs. The South Campus is virtually complete in its capacity to accommodate future academic buildings and activities. Recommendations for its future development will focus, therefore, on enhancements and completion of existing conditions, facilities, landscapes and infrastructure.

One key strategy for the future of the South campus will be to strengthen existing pedestrian and bicycle links to other campus areas via University Parkway, Bay Shore Road and bayfront trails. A second strategy will be to enrich landscapes and resilient features within the South Campus. A third strategy will be to enhance waterfront areas for the enjoyment of sailing and other activities.

AREAS OF FOCUS

In the following pages, these areas on the campus are highlighted and described more in detail:

- S SOUTH CAMPUS
- T SHORELINE BEACH LINKAGE
- U RECREATION / OPEN SPACE



Caples Mansion



Caples Fine Arts Complex



Caples Bay Front Complex



Vision of Future Boathouse



ILLUSTRATIVE CAMPUS PLAN - SOUTH CAMPUS

- ACADEMICS
- ADMINISTRATIVE / STUDENT SERVICES / FACILITIES
- PARKING STRUCTURE
- RESIDENTIAL
- MIXED - USE
- RECREATION / ATHLETICS
- ACADEMICS / MIXED-USE
- NCF PROPERTY BOUNDARY
- PROPOSED NEW BUILDINGS IN 2015 PLAN, REMOVED OR RECONFIGURED IN CURRENT PLAN



SOUTH CAMPUS

The long dimension of the South Campus extends from Bay Shore Road to Sarasota Bay, nearly matching that of the West 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.

A new Boat House / Academic Structure is proposed in the location South of the Caples Mansion. New stormwater retention areas will accommodate the future building.

SHORELINE BEACH LINKAGE

New College's extensive bay shore access includes three major parcels at the bayfront, including the South Campus, the West Campus, and the Uplands areas. New College can provide continuous access to the waterfront and between these parcels by encouraging 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.

RECREATION / OPEN SPACE

The sailing club and boat yard is located on South 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 West 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.



FOCUS ON SPECIFIC AREAS

NORTH CAMPUS

The North Campus will be home to the new Freedom Institute for New College of Florida. Situated along the Bay Front, the building boasts stunning views of the surrounding nature, with a serene green shoreline area that offers a peaceful and inspiring environment.

In addition to its academic spaces, the new North Campus will feature ample support parking to accommodate future lectures, events, and other activities held at the facility.

V

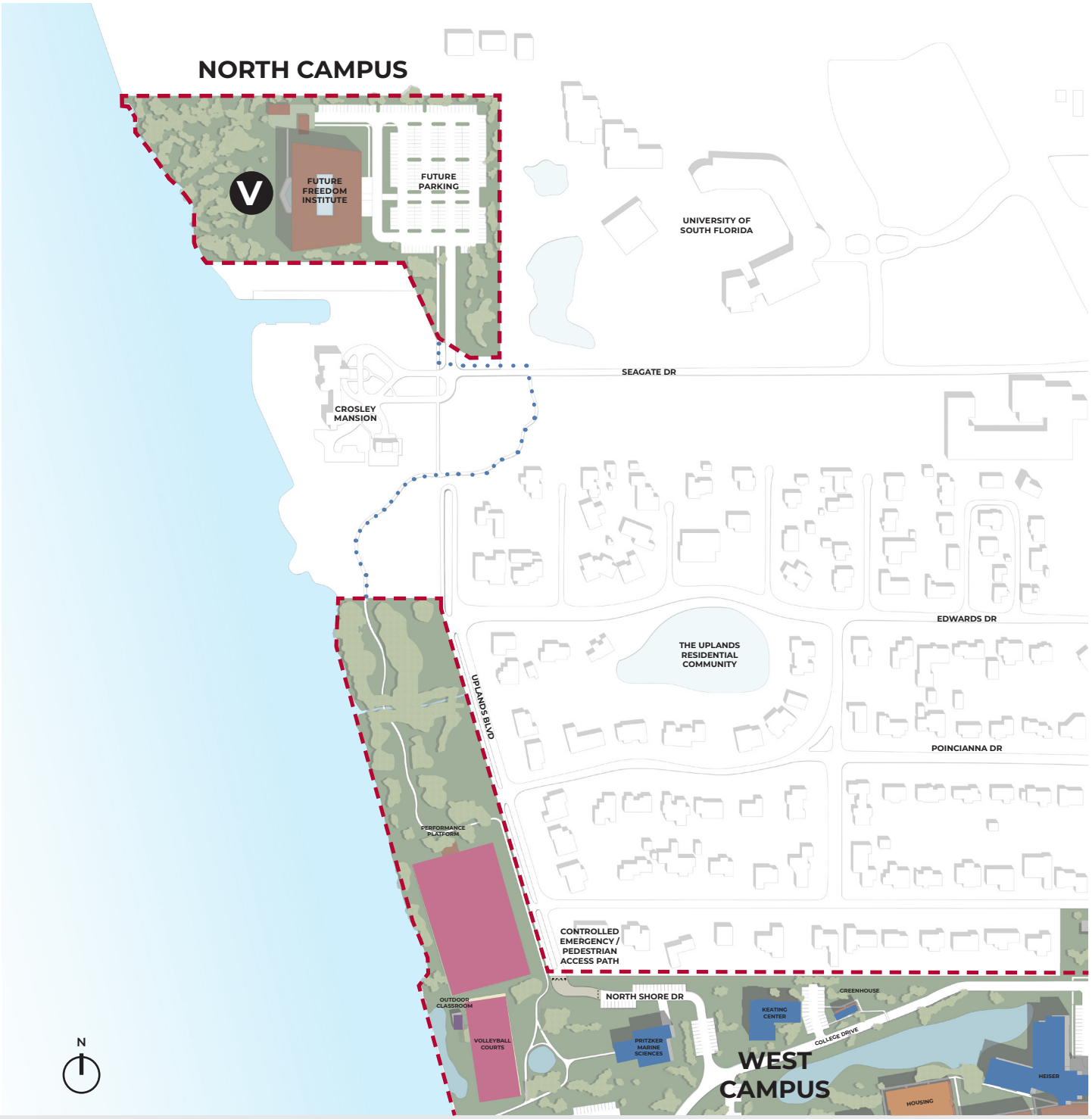
FREEDOM INSTITUTE

The Freedom Institute will stand as a beacon of intellectual discovery and community collaboration, a space where ideas can flourish and innovation can take root. With its forward-thinking design, the building will house a variety of dynamic spaces, including classrooms, seminar rooms, and expansive conference halls. These versatile environments will be the setting for academic lectures, workshops, and public events that invite open dialogue, reflection, and the exchange of knowledge. Whether hosting a small seminar or a large-scale conference, the Freedom Institute will be a vibrant hub where learning and exploration thrive.

Beyond its physical presence, the Freedom Institute will stand as a testament to the core mission of New College's dedication to advancing academic freedom, fostering educational innovation, and nurturing collaborative, student-guided learning. As it takes shape, the institute will become a vital cornerstone of the college's unwavering commitment to cultivating an intellectual community rooted in respect, intellectual challenge, and the shared pursuit of knowledge. It will be a dynamic space where ideas come alive and where the spirit of exploration thrives.

EDUCATIONAL CONTEMPLATIVE CENTER

The Educational Contemplative Center will provide students a place to worship and hold faith or spiritual events, as well as act as a venue for graduates and the local community to host weddings, ceremonies, pertinent student club meetings, and contemplative and prayer services.



ILLUSTRATIVE CAMPUS PLAN - SOUTH CAMPUS

EXISTING PATH TO FREEDOM INSTITUTE

- ACADEMICS
- ADMINISTRATIVE / STUDENT SERVICES / FACILITIES
- PARKING STRUCTURE
- RESIDENTIAL
- MIXED - USE
- RECREATION / ATHLETICS
- ACADEMICS / MIXED-USE
- NCF PROPERTY BOUNDARY
- PROPOSED NEW BUILDINGS IN 2015 PLAN, REMOVED OR RECONFIGURED IN CURRENT PLAN

FOCUS ON SPECIFIC AREAS

RUNWAY PROTECTION ZONE & BAY SHORE ROAD

W RUNWAY PROTECTION ZONE (RPZ)

A Runway Protection Zone (RPZ) is a three-dimensional trapezoidal area off the end of the runway that serves to enhance the protection of people and property on the ground in the event an aircraft lands or crashes beyond the runway end. For this reason, an RPZ has limitations on obstructions below the approach surface in order to provide safety areas and obstacle free areas.

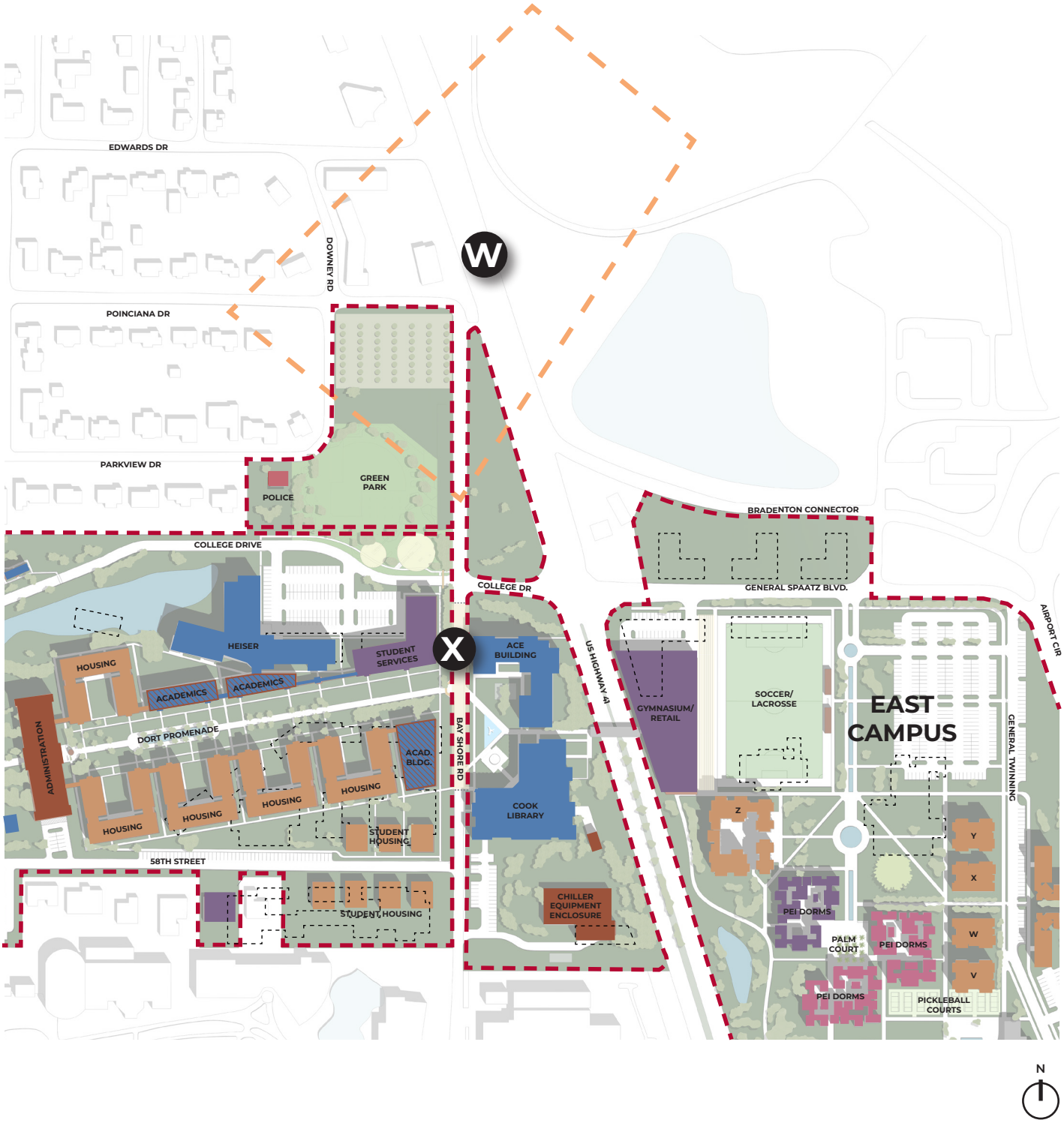
A small portion of the campus is located in the Sarasota-Bradenton International Airport (SRQ) RPZ for the approach to Runway 4/22. This Campus Master Plan Update 2025 proposes no new buildings in the RPZ.

The Sarasota Manatee Aviation Authority (SMAA) governing board airport zoning regulations adopted pursuant to Ch. 333, Florida Statutes, Section 5.8., prohibit: “Any new incompatible uses, activities, or construction within SRQ’s RPZ’s, including uses, activities, or construction within said zones which are incompatible with normal airport operations or endanger public health, safety, and welfare by resulting in congregations of people, emissions of light or smoke, or attraction of birds, as determined by standards and recommendations contained in Federal Advisory Administration (FAA) Advisory Circular 150/5300-13.” Any future construction near SRQ will require close coordination with SMAA.

AREAS OF FOCUS

In the following pages, these areas on the campus are highlighted and described more in detail:

- W RUNWAY PROTECTION ZONE
- X BAY SHORE ROAD



ILLUSTRATIVE CAMPUS PLAN - RPZ AND BAY SHORE ROAD

- ACADEMICS
- ADMINISTRATIVE / STUDENT SERVICES / FACILITIES
- PARKING STRUCTURE
- RESIDENTIAL
- MIXED - USE
- RECREATION / ATHLETICS
- ACADEMICS / MIXED-USE
- NCF PROPERTY BOUNDARY
- PROPOSED NEW BUILDINGS IN 2015 PLAN, REMOVED OR RECONFIGURED IN CURRENT PLAN
- RPZ BOUNDARY

FOCUS ON SPECIFIC AREAS

BAY SHORE ROAD

X

BAY SHORE ROAD

New College and the City of Sarasota have mutually settled on the dimensions for the Bay Shore Road right-of-way. An exhaustive title search and field investigation has established a 40-foot wide right-of-way between General Spaatz Boulevard and Ringling Plaza. Currently, the west side of Bay Shore Road remains unimproved, with a narrow strip between the edge of pavement and the campus wall. The narrow strip has several overhead utility poles. Paved vehicle lanes are 11-feet wide and there are no designated bicycle lanes. The existing condition is shown in the top figure.

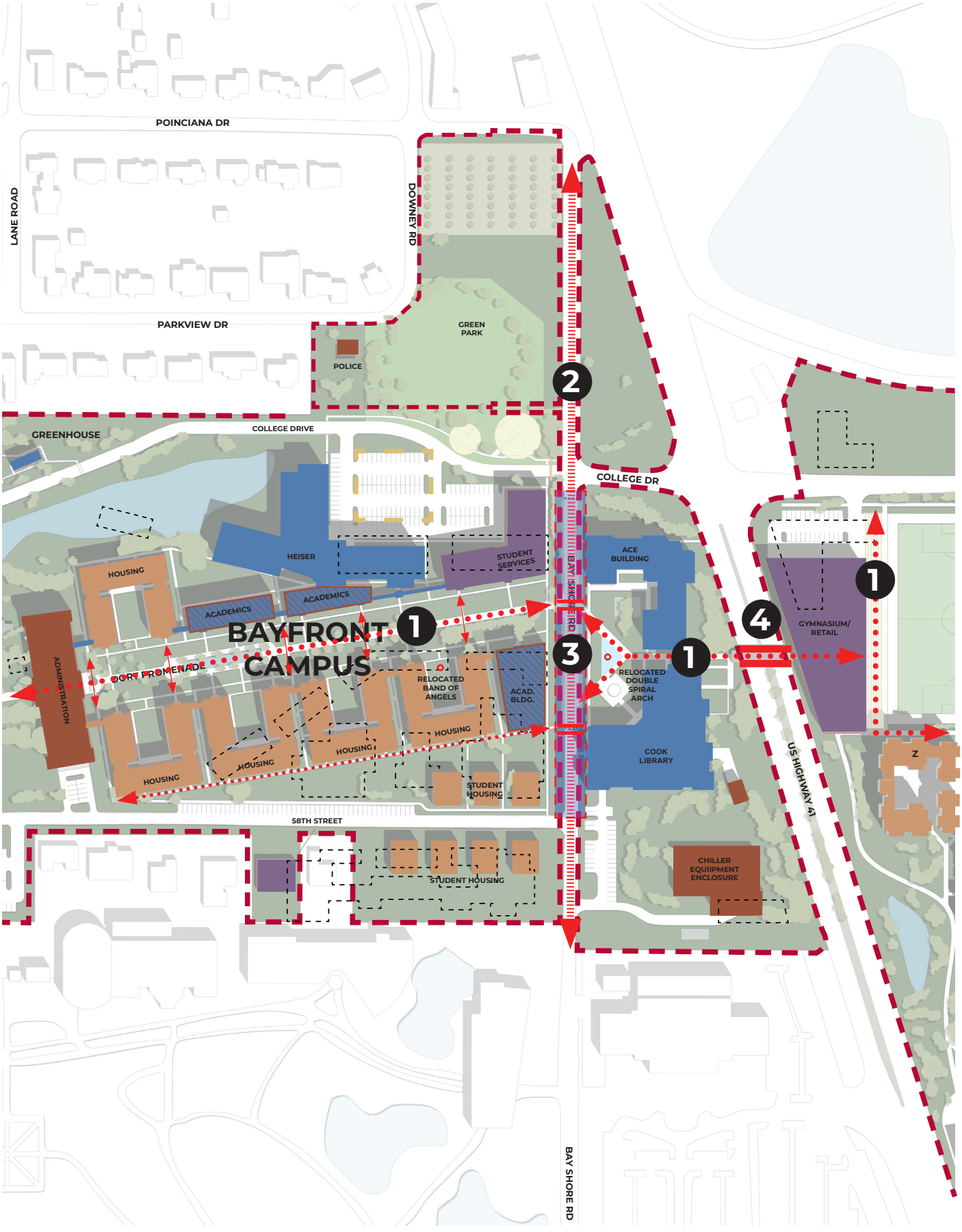
As discussed in greater detail in a later section, New College intends to study several options for improving the Bay Shore Road corridor. These options will include creating a multi-modal approach to the corridor to consider pedestrian, bicycle/scooter, as well as automobiles.

For auto traffic, the focus will be on creating traffic calming measures to slow overall vehicular speeds, including narrower travel lanes, raised speed tables or crosswalks, medians, on-street parking and other physical measures to create visual clues for drivers to reduce speed. This will help enhance the safety and overall experience for all users of the corridor, promoting a more pedestrian-friendly environment that aligns with New College's commitment to resiliency and creating a cohesive connection between the campus and surrounding community."

Combined with changes to the vehicle travel lanes, improvements to the pedestrian space along the corridor will be included. Improvements for movement parallel to the street with sidewalks and bike lanes will be studied along with options for creating safe crossing points at appropriate locations. One of these is at the existing arch location. The plan is for the arch to be maintained with repairs as needed. Any improvements along the street will maintain space around the arch and will recognize its importance as the symbolic center of campus.

AREAS OF FOCUS

1. PEDESTRIAN CIRCULATION
2. VEHICULAR CIRCULATION
3. TRAFFIC CALMING AREA
4. PEDESTRIAN BRIDGE


POINCIANA DR
LANE ROAD
DOWNEY RD
PARKVIEW DR
GREEN PARK
POLICE
GREENHOUSE
COLLEGE DRIVE
COLLEGE DR
HEISER
STUDENT SERVICES
HOUSING
ACADEMICS
ACADEMICS
BAYFRONT CAMPUS
ADMINISTRATION
PORT PROMENADE
RELOCATED BAND OF ANGELS
ACAD. BLDG.
HOUSING
HOUSING
HOUSING
HOUSING
STUDENT HOUSING
58TH STREET
STUDENT HOUSING
BAY SHORE RD
ACE BUILDING
RELOCATED DOUBLE SPIRAL ARCH
COOK LIBRARY
CHILLER EQUIIPMENT ENCLOSURE
GYMNASIUM/ RETAIL
US HIGHWAY 41
BAY SHORE RD
1
2
3
1
4
1

THE PLAN

CAMPUS DESIGN CONTROLS

One of the most important assets of urban design is the relationship among buildings. In recent generations, architects have often designed buildings exclusively as singular, isolated objects.

On college campuses, including New College's, this has often meant the arraying of new buildings with no visible formal relationship to their surroundings. For this reason, many buildings at New College look disconnected from each other. It is critical that the master plan identify key building relationships as a guide for the future development of the campus.

Prior to 1950, campus buildings were built in a manner that maximized their expressive power as individual objects and fully integrated them into a harmonious overall campus form. This is a model to which the New College campus must return. There are five particular criteria that, when properly controlled and integrated into a design, encourage compatibility between individual campus buildings. Every new or remodeled building on the campus should be subject to review based on these criteria:

01 Plan Alignments & Frontages

02 Axial Terminations

03 Campus Vistas

04 Massing Configurations

05 A Foundation Architecture

06 Architectural Types

01 PLAN ALIGNMENTS & FRONTAGES

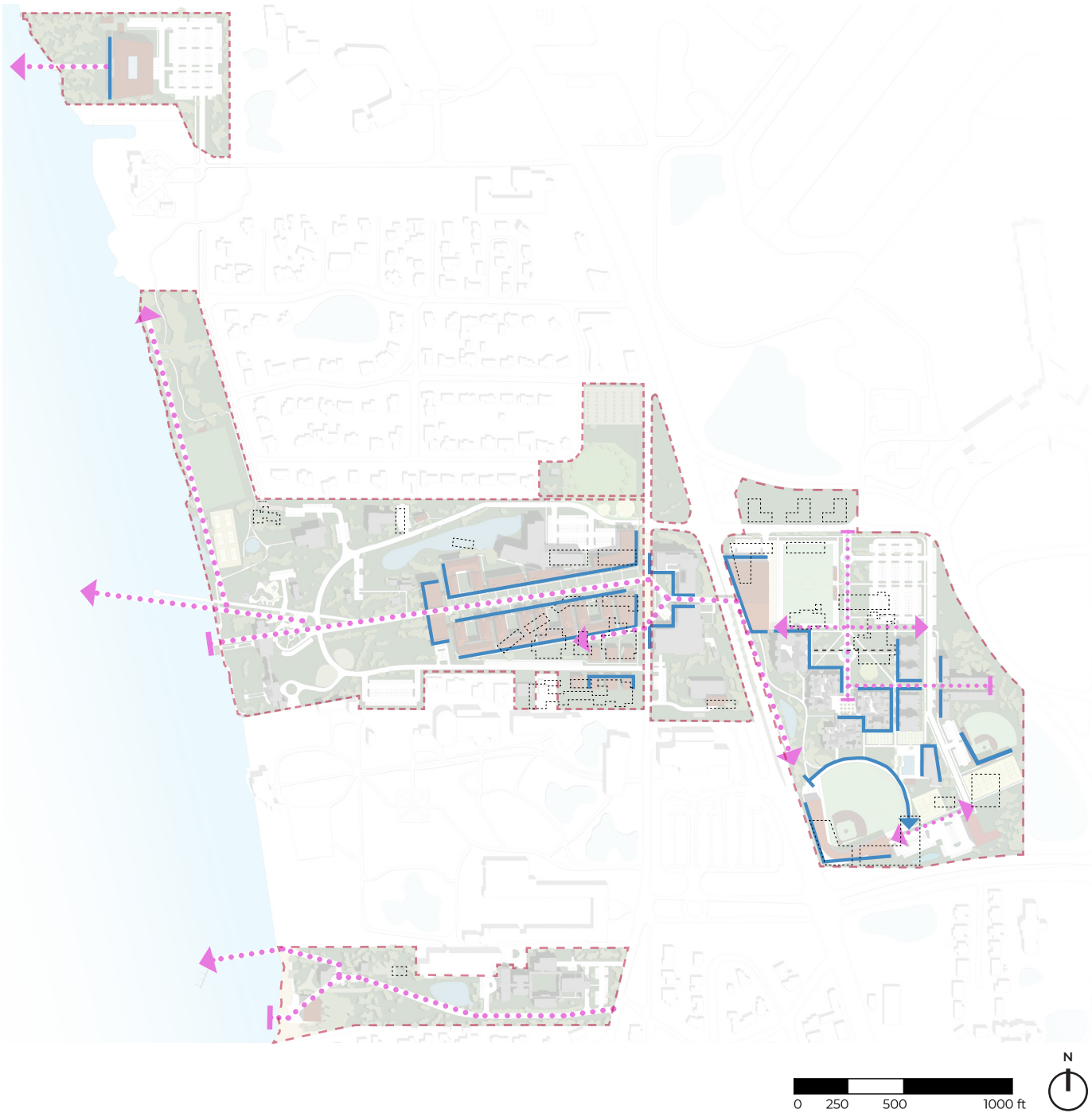
The alignment of buildings, paths, and landscape elements are vital because they reflect the fundamental order of a campus plan. They define the character of public space, which is the space between buildings. This public space is the most important physical dimension of a campus.

Alignments are typically organized equidistant to the centerline of a thoroughfare or public space. As a consequence, alignments determine locational order of buildings next to or along each other by keeping them properly set back from that centerline. Also, (and most importantly) alignments relate buildings located across from each other by holding them to common dimensions or mutually reinforcing formal inflections, such as coordinated massing in height and width, repeating building wings, etc.

One of the plan's strategies is to reinforce, and in some cases reconfigure existing campus features. These include both existing and defined walkways and view corridors. Special care must be exercised with the placement of new buildings so that they reinforce the best of existing alignments and repair or establish others where they should exist. Each future project will contribute to the form of each of these places by repairing or defining a new the proper location of buildings and landscape. Each individual project can contribute to the long-term strengthening of the form of the campus.

On the New College campus, there are seven principal places defined by the alignment of buildings (east or west location noted), as described in the accompanying drawing:

- Main campus entrance at US 41 (E/W)
- Main quadrangle and regenerative landscape alignment (W)
- Palmer Court (N)
- 58th Street corridor (N/S)
- General Dougher Place to lawn corridor (E)
- Palm Court (E)
- East Campus south lawn - Dort/Goldstein corridor (E)



ALIGNMENTS & FRONTAGES PLAN

- AXIS
- AXIAL TERMINATION
- FRONTAGE / ALIGNMENT
- PROPOSED NCF DEVELOPMENTS
- EXISTING NCF BUILDINGS
- PROPOSED NEW BUILDINGS IN 2015 PLAN, REMOVED OR RECONFIGURED IN CURRENT PLAN

02 AXIAL TERMINATIONS

There is no more emphatic way to illustrate the importance of a building than to place it at the end of an important compositional axis. On a campus, the lining up of regular buildings prepares the important places at the termination of such axes for receiving buildings of unique programs and unusual forms, such as libraries, gymnasiums, student centers, etc. In most cases, axial terminations occur at monumental buildings. Other axes extend to open on urban spaces.

The axial organization of New College's plan begins with its east and west campus entrances, both of which require significant reinforcement. An axis at the west campus quadrangle passes through the gateway arch and terminates at the Cook Library. Major north-south cross axes exist at Bay shore Drive, and General Dougher Place.

A variety of other important axes exist. The pedestrian bridge axis forms a critical pedestrian linkage, like General Spaatz Drive, and terminates on the Gymnasium Complex. The existing Dort/Goldstein axis establishes a strong east-west alignment, and the "Letter Dorms" V, W, X, Y have been arranged to reinforce this pattern. The Pei dormitories receive the Dort/Goldstein and General Dougher axes.

There are many other smaller-scale, localized axial terminations. In each case, it is critical that the way in which buildings address major spaces, receive axes, and relate to the scale of surrounding buildings reinforces the fabric of the campus and its public space so that they are both modulated, experienced, understood and used.

The plan proposes preserving all existing terminations and adds three more. These are illustrated in the adjacent diagram:

- The bridge axis which terminates into a sculpture
- A new building terminating the General Dougher Drive north axis
- The eastern terminus of 58th street at new focal point

03 CAMPUS VISTAS

Significant campus vistas are preserved and/or enhanced by the master plan. On the West Campus the new proposed buildings west of the Heiser building are positioned carefully in relation to College Drive. This allows the long view towards the Bay to be preserved as one enters the campus. The new buildings proposed west of the Palmer Court are angled to the southwest to open and enhance the broad view of the Dort Promenade and main quadrangle.

04 MASSING CONFIGURATIONS

The following criteria aim to direct attention to aspects of design that move buildings away from self-centeredness and autonomy and toward dependence on a formal structure of the existing and envisioned campus.

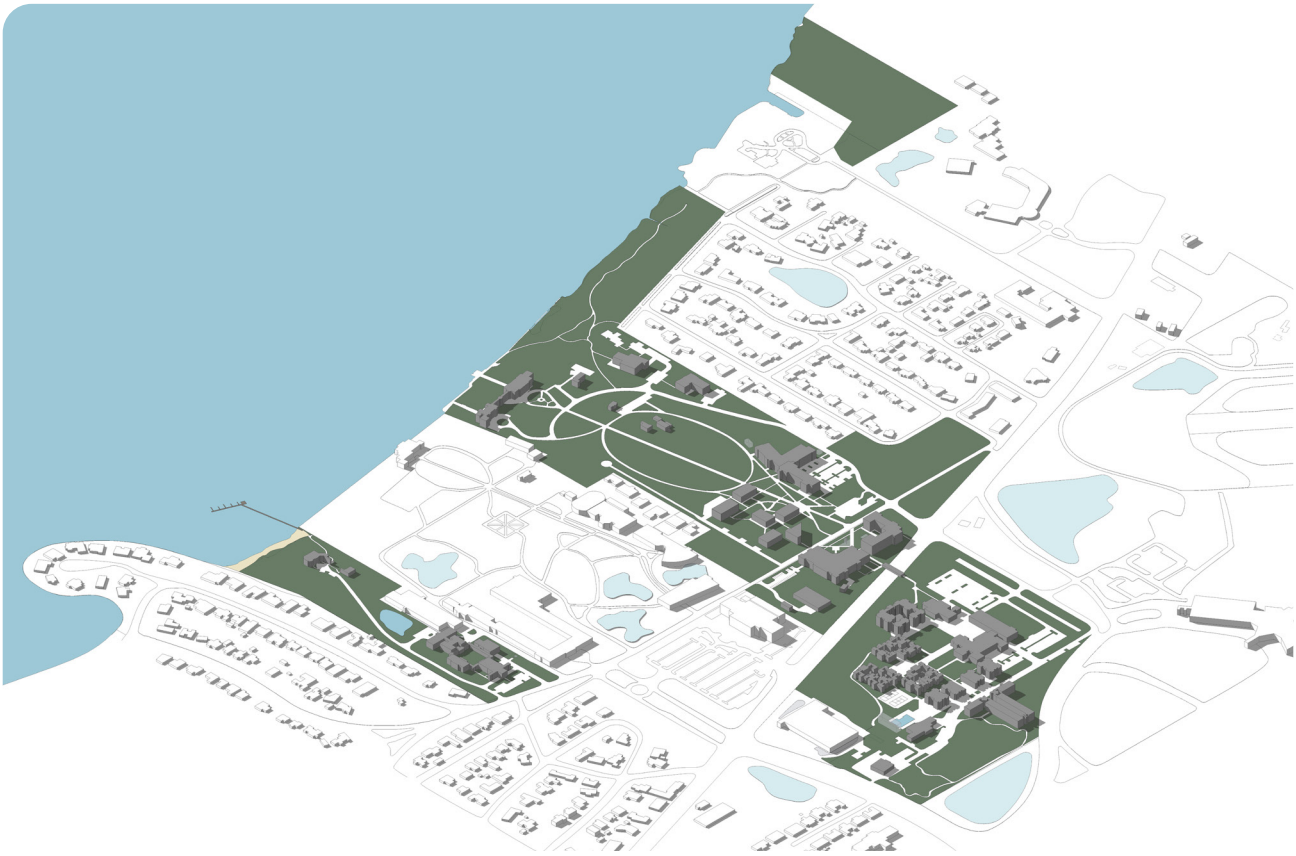
The first objective of each future building project should be the ongoing construction of the New College campus as a whole. This can be accomplished by addressing the following questions:

- Is the building designed with respect to the footprint, height, profile and mass of its neighbors and the campus?
- Is the building properly oriented to the natural conditions of its campus site, sun exposure, topography, water runoff, etc.?
- Is the building designed to contribute to the space figure of the campus and to the differences among its various places?
- Is the building entered and serviced based on the patterns of entry and service prevalent in its surroundings?
- Is the building designed with a ground floor and appropriate frontages that direct its interior space to adjacent courtyards, quads and gardens?
- Is the building designed so that the scale of its facades generate the character of adjacent courtyards, quads and gardens?

The massing model shown on the following pages illustrates a first basic form for all projects anticipated on the campus to 2035. Although the final architectural designs for these projects will not be configured entirely as shown, this model should be treated as a living tool. It should be used by future architects at New College to illustrate the reasons for the massing of their buildings in response to the master plan controls outlined above.

CAMPUS DESIGN CONTROLS

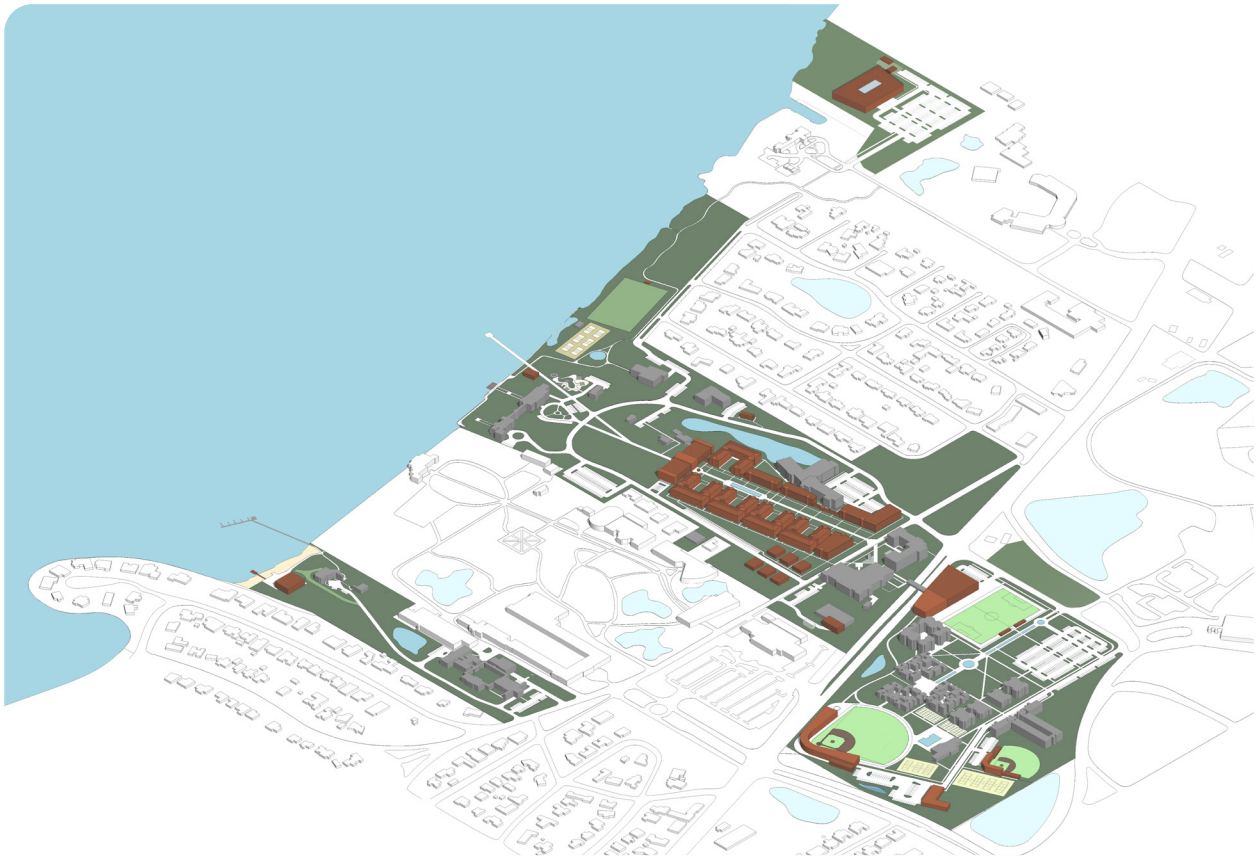
MASSING CONFIGURATIONS



EXISTING CAMPUS - 2025

The massing of the existing campus includes a variety of building sizes, shapes and sites. A series of principles summarize the development of these components:

- Buildings on the campus reflect a limitation of height, no taller than two floors
- Buildings have articulation of form which is not consistent with a prescribed pattern
- Buildings have sloped and flat roofs of varying types
- Buildings tend to be grouped most densely in the East Campus; axial relationships are incidental and not consistently applied; buildings in the West Campus reflect incremental development pattern which have little or no relation to each other
- Building volumes are consistently oriented to serve hardscape areas in the Pei designed spaces; coordination with natural landscape and pedestrian landscapes is less resolved



CAMPUS VISION - 2035

The massing of the proposed campus includes buildings whose sizes, shapes, and sites are consistent with the scale and organization of the existing campus. The characteristics of these components are as follows:

- Buildings on the campus reflect a limitation of height, no taller than two to three floors, except where vertical elements reach 4 floors
- New buildings form the main quadrangle (East Campus); there should be no violation of heights indicated
- Buildings have articulation of form and are intended to be sensitive to local context and provide appropriate height variation
- Buildings will respect the major axes as view corridors.

Three related projects address the vision:

1. Buildings surrounding the main quadrangle offering massing which forms aligned edges and frames views to the regenerative landscape
2. Buildings surrounding the south quadrangle offering massing which forms aligned edges and frames views to the east and west
3. Buildings at the campus entry offer massing which forms aligned edges and frames the entries to the West / East Campus on General Spaatz Drive

A FOUNDATION ARCHITECTURE

THE NEED FOR A FOUNDATION ARCHITECTURE

Similar to other institutions, New College's physical assets must serve it for many generations to come. Since the College is a relatively young institution, it possesses fewer buildings which are built specifically for the campus and created as long-term assets. As the College has matured, it continues to enjoy substantial academic strength. Its challenge and opportunity will be to establish an architectural legacy which can match and enhance its outstanding academic record. This legacy can be thought of as the foundation of its campus, and its foundation architecture.

Colleges and universities hold a public trust, similar to governments, museums, or libraries. Their physical campuses are vital reflections of their missions, with foundational architecture expressing their unique purpose and integrity. To effectively fulfill their promise, each institution must strategically define its architectural direction well in advance of new building efforts, a crucial step even if construction occurs only every few years.

New College's architecture needs to reflect such a long term commitment to both place- making and high quality buildings. The College's approach must emphasize long-lived buildings and spaces which will serve as its most important physical assets. This fabric must be carefully crafted, then protected and preserved; it will become the essence of the College. The quality of New College's architecture must reflect the highest aspirations of the institution. Care in execution must differentiate it from strictly functional, common, and everyday building.

A DEFINITION OF FOUNDATION ARCHITECTURE

In order to further refine the use of the term foundation architecture, one can refer to a key historic source. Vitruvius, the Roman writer, architect, and engineer of the first century BC wrote of three important attributes of architecture - *firmitas, utilitas, venustas*. Architectural historians define these terms as strength, usefulness, and delight.

The reference to strength reflects the need for substantial and durable construction; the reference to usefulness underlines the importance of the building serving the needs of its users; the reference to delight recognizes that great design must display beauty and charm. Vitruvius' definition encourages one to think of architecture as both functional and as an extension of the human spirit. In addition to Vitruvius' three characteristics, one can add two others, namely that architecture must reinforce the "whole" of the institution as a place (such as a campus), and reflect the institution's mission. The extension of these qualities can be summarized in five elements of foundation architecture, as follows:

- It is built of substantial materials and reflects a commitment to permanence
- It offers utility and security to its users
- It is an extension of the human spirit and a source of delight for its users
- It contributes to the whole of the campus as a place
- It reflects the long-term mission and goals of the institution

These characteristics must guide the philosophy of New College's efforts so that each new building contributes to the body of a well-designed campus.

KEY **ACTIONS**

Four approaches should be reflected in all design efforts going forward, as follows:

01

A COMMITMENT TO FOUNDATION ARCHITECTURE

As an institution, a College is by its nature an institution which is established for the long term. In order for foundation architecture to take root, building programs must focus on coherence rather than incidental development. It is critical that each new building be considered for its contribution to foundation architecture and its respect for the overall master plan context, including scale, form, material and character.

New College must establish a strong commitment in the short term and pursue that commitment in the long term in order to reinforce the meaningful characteristics of the current campus and further develop the new places which are proposed in this master plan.

02

BUILDING FOR THE LONG TERM

As long-term institutional assets, college and university buildings must be seen as fundamentally different from market-rate building fabric. The economic models for New College's buildings should be seen as distinct from commercial development, which use short-term depreciation schedules to justify short- and medium-term life spans. In contrast, college and university buildings are required to function for the long term.

New College's buildings should be planned and budgeted for a minimum 50-year life span. This requires that buildings are both stout in construction quality and flexible in configuration. Similar to older, well constructed building fabric in cities, new buildings can and must be flexibly designed to encourage mixed uses and allow future adaptability. This ensures continued utility and contributes to long-term economic viability and resiliency.

03

ARTICULATION OF ARCHITECTURAL CHARACTER

The most powerful image of a campus is established by a coordinated approach to the character of its buildings. Although there is no desire to duplicate building designs, all new buildings must respect a common set of architectural sensibilities regarding massing, form, material and detail.

This principle requires the College to monitor the relationship between the master plan and proposed buildings. The College must continue in the development of a long-term architectural vision and help explain why the vision creates substantial value for the campus and is vital and well-suited to New College's interests.

04

INTEGRATION OF REGIONAL TRADITIONS AND MATERIALS

Buildings which acknowledge their own place, time and local traditions tend to become valued cultural objects. A key strategy to create legacy buildings must be to establish a connection with these traditions by utilizing forms and materials which are familiar, high quality, and regionally-available. Shaded overhangs, breezeways, operable windows where appropriate, and pedestrian- scale arcades are architectural forms which can be key components of such a vocabulary. Integration of resilient design must also be critical parts of this approach.

Each of these actions must be at the heart of New College's building programs as a part of a long-term commitment to architectural excellence.

CAMPUS DESIGN CONTROLS

ARCHITECTURAL TYPES

Architectural form is generated by a variety of different building types and uses within and adjacent to the New College campus. This section describes each of these types and provides guidance for future development.

CIVIC

Buildings which serve social, governmental, and other public functions are considered civic. Given the campus's highly visible entry, a new civic building has been built at the General Spaatz entry as a memorable place. This class of architectural form is monumental in scale and reflects the pride of its community. As the focus of social activity, this building helps frame the terminus of the college's entry axis. It embraces a major plaza, and otherwise strongly relates to important public spaces.

Examples of civic buildings often incorporate permanent, regionally-available materials and regionally-inspired ornament, and have important entries and fenestration. Sections may include generous, taller than normal ceilings which allow transoms and large windows. When such buildings are located adjacent to New College, heights should be limited to two to three floors, tower elements not to exceed four floors.

ACADEMIC

The nature of a campus is substantially related to the quality and form of its academic buildings. Academic buildings reflect an institution's commitment to its mission and serve a symbolic role. This building type carries a substantial burden on most campuses by providing classrooms, faculty offices, and major internal gathering spaces.

The form of academic buildings is often monumental; academic buildings are analogous to civic buildings for campuses. In section ground floors tend to be tall to accommodate lecture halls and large classroom windows. In elevation they often incorporate large windows to allow natural light in classrooms. They tend to be monumental, permanent, and are often based upon regional traditions. In terms of construction, they are typically built for long life and feature substantial and finely detailed materials; quality of construction is a primary issue.

On New College's campus this class of building will ideally be small to medium scale, two to three floors, and incorporate generous amounts of natural light.

RESIDENTIAL

Residential buildings are often distinguished by features which balance the need for independence with the social advantages of living in a community. In elevation, this balance is often expressed by exterior features such as porches and balconies which maintain separation from, yet allow communication with, those in public spaces.

Other usual design features are generous-sized fenestration for air and natural light and more intimate scales than other building types. Pedestrian linkages to major paths serve successful residential fabric. Variations in residential housing designs emphasize different attitudes towards informality, convenience, privacy and family needs. Student residential buildings tend to incorporate centralized entries which serve internal corridors and over-scaled living rooms for group-use. Faculty housing models tend to incorporate individual entries, small yards or common spaces, and are organized as condominiums.

These characteristics reflect the preference for autonomy and privacy. Similar to other building types on the New College's campus, two to three floor buildings are appropriate. Variations of massing and sloping rooflines can add interest and identity.

COMMERCIAL

Mixed-use complexes adjacent to campus will include commercial buildings which can serve neighboring residential and campus communities. In section, these structures are distinguished by a minimal or no-setback from ample public sidewalks, and often incorporate arcades to provide shelter for shoppers. They tend to be two to three floors and may have street-facing attached balconies above the first floor. In elevation they often utilize brick construction with a parapet and exposed trusses.

In dense areas commercial buildings are arranged in a contiguous fashion (only a demising wall separates one address from the next) creating a continuous building face over the length of a city block. They also offer the opportunity for mixing uses with retail below and living spaces above. Parking is accommodated by centralized “park-once” garages and on-street parallel or angled parking. In each case a consolidated point of auto entry and near-universal street parking minimize the need for multiple separate driveways. Service is typically provided from a rear alley, leaving the sidewalk free for continuous safe flow of pedestrian traffic.

SPORTS & RECREATIONAL BUILDINGS

Sports and Recreation complexes are to be provided on the East Campus. These buildings will serve the campus community with a possibility of mixed public use. The athletic buildings and support structures for the campus epitomize a holistic approach to sports facilities, catering to a variety of athletic pursuits including basketball, soccer, baseball, softball, tennis and other recreational activities.

The architecture is to embody both functionality and aesthetic appeal, seamlessly integrating with the campus landscape while providing state-of-the-art amenities for athletes and spectators. Each athletic facility should feature distinct structures for each sport, designed to meet the specific requirements of their respective activities. Indoor facilities for basketball boast spacious courts equipped with modern lighting, sound systems, and spectator seating, fostering an atmosphere conducive to competition and camaraderie.

Outdoor fields for soccer, baseball, and softball are meticulously designed with high-quality turf, well-maintained dugouts, and spectator stands, ensuring optimal playing conditions and an enjoyable viewing experience. Support structures including locker rooms, equipment storage facilities, and concession stands are strategically positioned on the East Campus to enhance accessibility and convenience for athletes and visitors. The architectural design should emphasize resiliency through the use of eco-friendly materials and energy-efficient systems.

PARKING STRUCTURES

Parking structures for the college campus embodies a strategic design that harmonizes functionality with resiliency and aesthetic appeal. Its architecture integrates multiple levels of parking decks, efficiently utilizing vertical space while minimizing its footprint on the campus grounds. The structures should feature a blend of durable materials, such as reinforced concrete and steel, ensuring longevity and structural integrity. Emphasizing accessibility, the design incorporates wide aisles, clearly marked pedestrian walkways, and designated areas for disabled parking.

Natural light and ventilation are optimized through strategically placed openings and architectural features, reducing the reliance on artificial lighting and ventilation systems. The facade may incorporate elements of the campus’s architectural style, fostering a cohesive visual identity. Moreover, the parking structure may integrate green spaces and landscaping, promoting resiliency and providing a welcoming atmosphere for students, faculty, and visitors alike. Through thoughtful planning and design, the parking structure serves as more than a utilitarian space but as an integral component of the campus environment, reflecting the institution’s values and commitment to excellence in design and functionality.



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CHAPTER 05
PLAN COMPONENTS

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The Campus Master Plan has been described in previous chapters as a comprehensive undertaking with implementation strategies, engaging the plan in a variety of technical disciplines simultaneously. In this chapter it will be presented as a series of strategies phrased in the particular terms of each individual discipline. Overall coordination and internal consistency of the actions within each discipline are necessary for a coherent and effective campus development process.

Plan Components are explored in this chapter. Each are framed as tasks and/or strategies. For example, a landscape strategy could become part of a building-centered project, or be implemented as a single landscape-driven project. The following is an introduction into the strategies for the six key plan components.

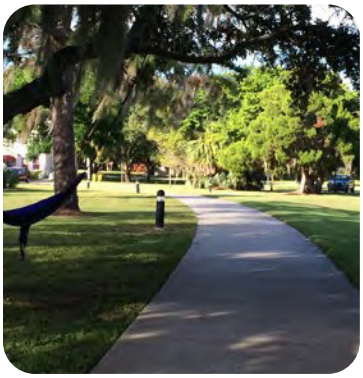


PLAN COMPONENT

01 CONSERVATION/PRESERVATION

The protection of campus resources requires a series of policies which address both valued landscapes and historic buildings. This section recognizes the significant role of existing natural places and their value as investments already made. It seeks to conserve them and to ensure their continued use by students, faculty, staff and alumni. This section also presents a list of preservation measures and directs attention to standards for historic building rehabilitation as a management resource.

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PLAN COMPONENT

02 LANDSCAPE

The New College campus is a precious natural resource. The 2011 Landscape Master Plan, which is incorporated by reference into this plan, embraces a wide variety of projects which will enhance the landscape and pedestrian character and experience of the campus. Strategies and projects aim to capitalize on natural resources and to both create new outdoor spaces as well as to enhance the space between existing buildings. This strategy recognizes landscape as an active ingredient in the academic and social mission of the College.

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PLAN COMPONENT

03 ARCHITECTURE

A master plan is to a great extent driven by its architectural components. The construction and maintenance of facilities of all kinds is the development engine of a campus. This section identifies new and renovation projects and establishes the standards for their completion. It does so by introducing a protocol for project initiation that includes all disciplines necessary to raise architecture to the challenge of building a coherent and harmonious campus one project at a time.

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PLAN COMPONENT

04 TRANSPORTATION

This section describes an effort to balance automobile usage and pedestrian activity as part of a campus enhancement approach. Strategies and projects aim to expand the pedestrian network to the entire campus by enhancing connectivity between campuses and adjacent institutions. The principal design changes will be to minimize roads and parking areas in pedestrian areas of the campus and encourage bicycling, walking and using public transportation.

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PLAN COMPONENT

05 RESILIENCY

The nature of New College as a long-term institution creates the opportunity to integrate efficiency and ecological responsibility into the operation of the campus for both buildings and grounds. This section outlines means of achieving both financial and resource benefits of campus-wide resiliency approaches. Four simple implementation steps are proposed that can improve the resiliency of the campus.

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PLAN COMPONENT

06 UTILITIES / CIVIL

The utility and civil infrastructure has been typically constructed in a piecemeal fashion as part of individual building projects over the last five decades. This section proposes the completion of a new, comprehensive, technical master plan to fully update other systems. It focuses on adjustments to the existing stormwater, potable water and sanitary sewer systems to serve new and existing buildings. It includes a list of capital improvement projects planned along with solid waste services.

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PLAN COMPONENTS

CONSERVATION & PRESERVATION

One of the most recognizable parts of the College is dominated by I.M. Pei's original East Campus buildings, the first constructed by New College. Another very different but key part of the College on the West Campus is the Charles Ringling Mansion, now College Hall and related support buildings and extensive landscape areas which frame its dramatic waterfront location.

The West Campus was built much earlier, includes some traditional design and is sited along the waterfront. A third part of the College is the south location of the South Campus, that also enjoys a waterfront site. The East Campus is located immediately adjacent to the existing airport and urban fabric and is modern in its design vocabulary. Each location offers very different natural and man-made resources.



FOUR KEY STRATEGIES

Considering the variation in these environments and resources the plan recommends four key strategies, as follows:

01 PRESERVE HISTORIC STRUCTURES

Although New College is not primarily known for its historic fabric, the preservation of key historic buildings is an important step in solidifying the character of the College. In order to properly maintain and move forward with master planning activities, there must be recognition of historic resources. College Hall, for instance, maintains a highly visible relationship to the Ringling Museum, the Cà d'Zan, waterfront and plays a ceremonial role in campus life; it serves a vital part in establishing the character of the West Campus.

Historic structures associated with the Caples and Ringling families were listed in the National Register of Historic Places in 1982 as the Caples'-Ringlings' Estates Historic District (site file #82001039). Historic preservation efforts should focus on the sensitive maintenance, renovation and restoration of these properties. The 1994 Caples-Ringling Estates Preservation Plan Project for the West Campus of New College prepared by Carl Abbott FAIA Architects/Planners in association with Stevenson Architects should be reviewed and updated as part of an ongoing effort to preserve the historic resources of the College.

CAPLES'-RINGLINGS' ESTATES NATIONAL HISTORIC DISTRICT

Contributing structures within the Caples'-Ringlings' Estates Historic District on the campus of New College include the following:

- College Hall (1926)
- Cook Hall (1926)
- Robertson Hall (1925)
- Barn / Four Winds Café (1925)
- Social Sciences Building (1925)
- Caples Mansion and the Carriage House (1930)

02

CONSERVE VALUED NATURAL LANDSCAPES

A significant contributor to the appeal of the campus is the landscape on the West Campus. A topic of great significance to the future of the physical campus is the careful treatment, management, and conservation of this natural landscape. In recognition of this issue, the plan seeks to use buildings to frame, and retain a portion of the West Campus open space as a regenerative landscape.

Any new development should include a survey of mature/historic trees and significant view corridors, sensitive integration of storm water and other resilient systems, and management of landscape to favor native and drought tolerant plants. The emphasis on this effort should be to protect existing landscape while integrating sensitive new designs which are noted in great detail in the College's 2011 Landscape Master Plan as incorporated into this plan.

To ensure compliance with F.A.C. 1013.30(9)(b), New College will document the total acreage and percentage of designated natural areas, open space, and landscape buffers within the campus. These values will serve as a baseline for tracking any future modifications to open space, and any reduction exceeding ten percent (10%) of the established total will require a formal Master Plan amendment. This tracking approach strengthens transparency and ensures ongoing protection of existing natural and conservation areas across all campus zones, including the North Campus.

➤ LANDSCAPE RESTORATION AREA

The Central Lawn on the West Campus is designated as a Landscape Restoration Area. This is an open space for recreation and for promoting a regenerative landscape. Native plantings, pedestrian amenities, and utilities may occur in this space.

➤ UPLANDS BAYFRONT

Generally, the College campus is characterized as a pine flatwood area biological community and wildlife. The Uplands Bayfront is open space for recreational and potentially providing opportunities for research. Trails and outdoor classroom activities may occur in this space.

03

RESPECT STORM VELOCITY ZONE AND BUILD STORM-COMPATIBLE BUILDINGS

The College's location on the bayfront offers a vast resource for enjoyment of a natural place.

The preservation of areas on the westerly portions of the West Campus and South Campus will guarantee that this is used in the long-term. It is also critical to avoid building in the coastal velocity zone to avoid the threat of storm surges.

Although New College may choose, at its own discretion to continue using westerly and low-lying buildings for appropriate purposes, it is recommended that special emergency procedures be integrated into the operation of these buildings. This plan envisions that areas within the coastal velocity zone be used as primarily appropriate for open spaces, to including native coastal vegetation, existing trees, and other natural features. New West Campus buildings beyond the bayfront and low-lying areas should be limited to storm-hardened structures. Ideally, all campus buildings should be storm hardened and suitable as shelters to avoid the need for evacuation during major storm events.

➤ EVACUATION SHELTERS

The May 2022 New College Emergency Operations Plan (EOP) was prepared to integrate the responses of all available College resources and increase the level of emergency preparedness on campus. The EOP describes the roles and responsibilities of departments and employees in protecting life and property, in responding to the needs of those affected, and in disseminating accurate and timely information to the campus and the public.

When sheltering is required, the College will evacuate students to designated off-campus shelters. For post storm and non-wind events, other space may be considered.

The coastal high hazard area (CHHA) is defined as those areas seaward of the Coastal Construction Control Line and Federal Emergency Management Agency (FEMA) designated V Zones, whichever is more restrictive. Lands within the CHHA have experienced or are predicted to experience damage from storm surge, waves or erosion from storm driven water. The City's Coastal Construction Code and Zoning Code regulate development and addresses flood hazard concerns in the coastal area.

In 2001, College Hall, Cook Hall, Robertson Hall, and Caples Mansion, located within Flood Zone V, were connected to the City's sanitary sewer system to eliminate any potential exposure of septic tanks during a tidal surge. Due to the waterfront location of portions of Campus, more restrictive guidelines will be required to be met during future planning efforts. New facilities on the West Campus may not be located within the designated CHHA.

➤ FEMA VELOCITY ZONE

Where buildings are constructed on the West Campus, there is a storm requirement to respect minimum finished floor elevations. This includes required elevations provided by the updated FEMA maps that become effective in March 2027. These elevations are shown on FEMA maps for 100-year flood zones as well as velocity zones.

Three zones (with progressive sub areas) are identified: VE (velocity zones with base flood elevations), AE (100-year flood zones with base flood elevations) and X (above the 500-year flood zone). The zones identify the greatest threat at the western edge at the Sarasota Bayfront; this threat diminishes as ground elevations reach higher levels near US 41. All future construction should include careful review of updated FEMA flood zone and velocity maps.


NORTH CAMPUS
WEST CAMPUS
EAST CAMPUS
SOUTH CAMPUS
Sarasota Bay
VE (EL 12)
X
VE (EL 13)
AE (EL 8)
VE (EL 11)
AE (EL 9)
AE (EL 10)
AE (EL 8)
VE (EL 13)
X
AE (EL 9)
VE (EL 12)
471,000
472,000
473,000
474,000
475,000
476,000
477,000
478,000
1,112,000
1,111,000
1,110,000
1,109,000
1,108,000
Legend
Parcels
SFHA / Flood Zone Boundary
Limit of Moderate Wave Action
Flood Zone
VE
AE
X
Notes:
1. Background Imagery Date (Source): 4/20/2022 (Maxar)
2. Graticule units are in feet.
3. National Flood Hazard data effective March 27, 2024
4. Base flood elevations are referenced to the North American Vertical Datum of 1988 (NAVD88)
0
360
720
1,440 Feet
NAD 1983 2011 StatePlane Florida West FIPS 0902 Ft US
Map Scale: 1:9,116

04

INTEGRATE RESILIENT SYSTEMS INTO CAMPUS

A significant focus of the plan is the integration of comprehensive resource conservation strategies relating to site design, stormwater, buildings, and landscapes. This commitment will affect many areas of campus operation, protection of natural features, construction of adaptable buildings, and building for the long term (minimum 50 year life).

All new buildings and landscapes should be conceived as highly resource efficient and resilient. New construction should also recognize the enormous benefit of daylighting, protecting water quality and wildlife habitat.

NATURAL COASTAL FEATURES

Due to the unique location and historical characteristics of the campus, a number of natural features are identified within the campus property. Sarasota Bay forms the western boundary of the campus. The Florida Department of Environmental Protection has designated the Sarasota Bay as Outstanding Florida Water, and is therefore afforded the highest degree of protection by the State. In addition, the Bay has been recognized as meriting special attention under the Estuary Management Provision of the 1987 amendment to the Clean Water Act. The region is home to a wide variety of marine life, including manatees, mullet, dolphins, spotted sea trout, snook, redfish, stone crab, blue crab and bait shrimp. The area features outstanding fishing, boating and wildlife viewing. Stormwater improvements for the West Campus will be needed to improve the quality of runoff before it is discharged into Sarasota Bay.

On the north end of campus, a large grass flat is located seaward of the Uplands residential subdivision. Some of the seagrass flat is under the control of the College. A creek bisects the Uplands residential subdivision on the north side of campus, flowing from a lake into Sarasota Bay. Saltmarsh cordgrass, scattered mangroves, and a mixed hammock exist along the creek. In this area is the Uplands Preserve open space area and beach along the bayfront. There is another beach on the South Campus.

The Campus Master Plan envisions providing stormwater facilities to improve the quality of the existing system on the West Campus. These alterations should improve the stormwater runoff into Sarasota Bay in keeping with City and the Southwest Florida Water Management District (SWFWMD) requirements regarding on-site attenuation and correction of older systems. As the marine sciences research program uses the bayfront consideration should be given to protecting the identified seagrass area to the north of the campus and native estuarine beach plants at the South Campus from the impacts of vessels and research.

ESTUARY CONDITIONS

The western boundary of the College is Sarasota Bay which is a subtropical estuary. The largest grass flat or seagrass bed on the mainland shore in Sarasota Bay exists to the west of the campus. Some of the grass flat is under the control of the College. It is the only grass flat on the mainland shore of the bay, and at least three species of seagrass are found there: turtle grass, shoal grass and widgeon grass. The grass flat and mangrove area is an important foraging zone for wading birds such as the great blue heron, snowy egret, brown pelican, wood stork, roseate spoonbill and white ibis. Ecology and biology classes use the grass flat for research.

These seagrass beds trap sediments, absorb nutrients and provide a diverse habitat and food source for marine species. The life of the beds depends on the impact of development and their associated activities. Physical impacts and reduced light level have the greatest effect on the survival of the seagrass beds. Non-point pollution from stormwater drainage can increase water turbidity due to suspended particles contained in the runoff. The campus drainage system does include outfalls into Sarasota Bay. Any

future development on-campus should follow City requirements regarding the on-site attenuation with consideration of correcting older drainage systems.

The campus community participates in the Sarasota Bay Estuary Program to develop strategies to protect and improve the Bay. In 1992, the Program provided funding for a seawall removal project located at the shoreline of the South Campus. The project was the removal of a 325-foot-long crumbling seawall to stabilize the shoreline, resulting in the restoration of a natural estuarine beach with exotics and native vegetation. Students from the Environmental Studies Program monitored the project. The Uplands Preserve, located west of Uplands Boulevard, contains another campus beach that is part of an open space area.

The Charles Ringling mansion and its gravity seawall, constructed in 1925-26, weathered tides and storms for 85 years until the seawall was on the verge of collapse. With funding from the State of Florida, the old seawall was replaced in 2012 to restore the aesthetic of the Ringling Historic District but with more modern materials. In addition to the beautiful balustrade along Sarasota Bay, the restoration includes an intertidal lagoon with a sloping shoreline and additional intertidal habitat, providing New College students better access to study the natural environment.

COASTAL RESILIENCE

Cummins | Cederberg, Inc. performed a Coastal Resilience Analysis specific to coastal hazards in support of this Master Plan Update. The Recommendations from that Analysis concluded that the New College of Florida's campus location along the Sarasota Bay presents some degree of flood risks and vulnerabilities to the upland assets within the coastal zone associated with seasonal high tides, and storm surge. The following considerations and recommendations are identified for use in updating the 2025 Master Plan in support of smart growth and development with preserving sensitive areas to improve resiliency:

- Seasonal high tides generally refer to exceptionally high tides. Four of the five seasonal high tides observed over the Project's 25-year water level history were found to have occurred since 2017.
- The Master Plan should continue to emphasize importance of appropriate siting and design associated with future development with respect to existing and future flood risks and vulnerabilities associated with seasonal high tides, rainfall, storm surge and their combined effects.

PLAN COMPONENTS

LANDSCAPE

The conceptual landscape plan for the campus was adopted into the Campus Master Plan in 2015. The Landscape Master Plan documents existing campus conditions and provided direction for future projects that will enhance and provide reuse of existing places within the campus. The Campus Master Plan should assist future capital improvement project designers by referencing important features and establishing prototypical treatments for landscape elements on the campus.

Notably, the Campus Master Plan describes its intention as to "more accurately define New College's relationship with the campus landscape." This Plan seeks to establish the framework for implementing new and maintaining existing landscapes in the context of "a continuously evolving understanding of resiliency and stewardship".

A component of the Plan includes results from a previous survey of both students and alumni, with some common themes emerging, including:

- A need for a shade canopy along walkways and in gathering spaces
- Oak and pine trees should be the primary tree species
- Preference for a natural, undisturbed "old Florida" landscape over manicured settings, while also recognizing that aesthetics in general is important
- Native plants requiring limited irrigation are preferred
- Exotic Palms are perceived as offering little value to wildlife with limited shade and high costs
- Lack of an overall sense of design across the campus
- Open spaces lacking character

THE LANDSCAPE MASTER PLAN DESIGNATES SEVERAL CORE STRATEGIES, INCLUDING:

- Benefits in campus aesthetics and user comfort
- Appropriate circulation enhancements
- A reduction of landscape maintenance in specific areas
- The encouragement of wildlife in targeted areas
- Upholding the resilient mission of the college
- An increase in donors and student recruitment
- Implementations that carry a long-term growth curve



VIEW TOWARDS BAYFRONT



CAMPUS SHADE TREES



PLAZA LANDSCAPING

- Greater merchandising and identity opportunities
- Preserve specific elements within the campus landscape
- A more diverse use of various landscape elements

The goal of the New College Campus is to create a unified spatial environment that blends with and complements the campus setting. The approved plan identifies a systematic approach for landscape improvements that consider both short- and long-term implications at a macro level. Any of the recommendations must be balanced with the annually adopted Capital Improvement Program funding allocations. In accordance with New College's desire to leverage outdoor learning opportunities and properly manage all areas of the landscape throughout the campus, smaller short-range landscape improvement projects that can be implemented in the short term will contribute greatly to overarching aesthetic, educational and operational goals.

The New College Campus benefits from a substantial mixed forested upland tree canopy over most of the campus. The tree canopy adds to the user's sense of place, improves biological variety occurring on the campus and requires protection in order to ensure its long-term survival. Recognizing that this living resource will change over time means that the College needs to plan for its maintenance and development. to improve existing vegetative communities through the removal of ecologically undesirable vegetation.

It is the intent of New College to remove all non-native invasive plants, whether grasses, shrubs or trees, which are identified on the most recent Florida Exotic Pest Plant Council Invasive Plant List (online at www.fleppc.org/list/list.htm) from the campus grounds. As these species are located on the campus, coordination with the Florida Department of Environmental Protection and other appropriate governmental entities is needed to ensure the proper removal and disposal of these exotic species.

A campus wide tree survey and tree management strategy will guide the extent of the tree work required to assure the long-term health and safety of existing campus trees. These will continue to serve as a basis for the development of a long-term tree maintenance program which will include planned new tree planting and maintenance of mixed-age plantings.

The University of Florida (IFAS Extension Service) has developed the Florida-Friendly Landscaping ™ Program that is supported by and sponsored in part by the Florida Department of Environmental Protection. This program is described as matching the right plant with the right place and providing the right care at the right time; covering the range from site analysis, plant selection, proper installation, and long-term maintenance practices.

9 PRINCIPLES

The program is based on 9 principles, including:

1. Right Plant, Right Place
2. Water Efficiently
3. Fertilize Appropriately
4. Mulch
5. Attract Wildlife
6. Manage Yard Pest Responsibly
7. Recycle Yard Waste
8. Reduce Stormwater Runoff
9. Protect the Waterfront

This program should be implemented across all campus properties to ensure a resilient landscape that will continue to add to the overall campus aesthetics and contribute to preserving the natural environment to the extent possible. This program should be used in each future project to evaluate the landscape proposed and should also be balanced with preserving historic resources across the campus and their historic context.

PLAN COMPONENTS

ARCHITECTURE

BACKGROUND

The existing New College campus offers compelling and multifunctioned design possibilities for both natural beauty and a vibrant, urban character. It is unique due to the unusual qualities of its land parcels, each of which offers striking physical differences.

The most compelling natural influence is the west campus's Sarasota Bayfront location. This portion of the campus offers quiet, contemplative spaces, the beauty of natural landscapes and waterfront vistas, and lower elevation areas which must respect the potential for storm surges. The buildings along the bayfront are distinguished and historic. They constitute the formal heart and current public image of the campus.

Closer to Bay Shore Road are located the bulk of the academic buildings. These are randomly sited and their incremental character results in a confusing array of objects in need of a unifying theme. It is this theme, a consistent fabric and a readable figure of public space and landscape that this plan needs to establish. This will become over time the identity and the place that is the New College. The emphasis on placing a majority of new buildings in this area allows them to reside in a central, easily accessible location, as well as to avoid exposure to potential storm surges near the bayfront.

The South Campus, located a short walk to the south on Bay Shore Road, is physically separated from the west campus. Its length equals that of the west campus although the campus is much narrower. Due to the separation of the two west campus areas, Bay Shore Road serves a vital role as a connector. New College shares Bay Shore Road with its gracious neighbor, the Ringling Museum. Given the separation of New College's parcels, it is natural to explore the potential for added beachfront and inland pedestrian pathways and other mutually beneficial arrangements with the Ringling Museum.

Similar to the way in which natural features define the west campus, man-made features define the mature and dense east campus. Among these features are U.S. Route 41 which bisects the campus; University Parkway which defines the southern edge; and the Sarasota- Bradenton Airport which defines the northern and eastern campus edges. Each of these influences tend to create hard edges and reinforce the notion of a separated campus area. The east campus currently includes New College's major residential and academic buildings, which are connected to the west campus by a single pedestrian/service bridge and two at-grade crosswalks on U.S. 41.

Due to such geographic separations and "hard edges," an important goal for the master plan is unification of New College's "three campuses." Strategies such as facilitation of pedestrian movement and creation of centrally located destinations can substantially address this challenge. Although the campus geography will likely remain intact, architecture can play a key role in transforming New College's balkanized character.

STRATEGIES

New buildings should be centrally located relative to the “three campuses” Although campus density is highest in the east campus, the physical center of New College’s land parcels exists in the lower density west campus, near Bay Shore Road and Cook Library.

The establishment of this location as the focus of future development will provide both the capacity and central location to serve long-term College needs. As the east campus approaches its maximum capacity, the west campus can provide new building locations which are adjacent to the most scenic and central portions of campus.

CREATE COMPELLING ACADEMIC SPACES

Using this strategy, the master plan proposes a new grouping of buildings to form a central quadrangle and supporting facilities.

REINFORCE THE PEDESTRIAN NETWORK

The new buildings could be conveniently accessed from a secondary, lightweight pedestrian bridge which could connect the existing east campus, as well as enhanced pedestrian and bicycle paths at Bay Shore Road, to connect the South Campus, and to internally access all three campus areas.

RESPECT SURGE ZONES FOR SAFETY

Due to safety concerns, west campus development will respect the surge velocity zone and feature attractive, highly resilient regenerative landscapes at lower elevations and exposed waterfront areas.

ADDRESS PROGRAMMATIC GOALS

The master plan’s architectural strategies address six overarching concerns: creation of significant capacity for future growth; linkage of disparate campus parcels to emphasize the primacy of academic community; creation of pedestrian- and bicycle-friendly amenities for safety, convenience and enjoyment; integration of resiliency measures for buildings and infrastructure; and use of design strategies which respect the risks of coastal surges.

ARCHITECTURAL APPROACH

Architecture is the central ingredient of a campus plan, and this plan is no exception. The magnitude, location, and capital expense of building facilities drive the campus planning process. Chapter 4 described the principal ingredients of the Plan as Seven Big Ideas, Focus on Specific Areas, Design Controls, and Standards. For all practical purposes, these are also the key architectural strategies that the College will pursue over the next 20 years.

KEY ARCHITECTURAL STRATEGIES

01

SEVEN BIG IDEAS

This strategy suggests that there are seven priority issues that will drive architectural projects at New College.

02

FOCUS ON SPECIFIC AREAS

This strategy aims to take advantage of future investments of time and money to put into place the most concentrated, visible physical change to the campus. It directs development to particular places on campus, to finish incomplete precincts, to repair malformed ones and to begin new ones.

03

DESIGN CONTROLS

These are the architectural code items that will steer the architects of future buildings on campus to work constructively at New College, ensuring that new buildings will be sympathetic to the existing campus and incrementally contribute to the coherence of the campus as a whole.

Plan Alignments, Axial Terminations, Architectural Frontages, Compositional & Material Patterns and Massing Configurations are devices formulated to address key existing conditions and newly proposed plan.

If used imaginatively, they can generate campus buildings which will strengthen the campus and create compelling new spaces.

04

STANDARDS

At the completion of the master plan process, the College will need to coordinate the plan with regulatory agencies at the state and local levels. This strategy outlines the regulations that will guide and control campus development and how they should be implemented.

ESTABLISHMENT OF A PROJECT INITIATIVE PROTOCOL

To take advantage of the campus building opportunities inherent in every project small or large, there will be a standard format for initiating all projects on campus.

Projects are intended to accomplish the following goals:

- ✔ Incorporate needed program space
- ✔ Identify program goals
- ✔ Respect the role of valued buildings and landscapes
- ✔ Integrate related master plan projects connected to the project site and immediate surroundings

The project protocol should be applied to professional disciplines (or neighborhood interests) as noted in the following section.



CONSERVATION/PRESERVATION

(Applies to buildings which are identified as contributing historic structures)

- Before any construction takes place, conduct a detailed survey of the original building's interior and exterior to determine the character-defining features and catalog any existing historic fabric
- Removal of character-defining features and historic fabric should be avoided
- Utilize Secretary of Interior Standards for treatment of both existing structure rehabilitation efforts and design of new additions
- Provide design of an addition which is compatible in terms of massing, scale and placement while remaining differentiated
- Consider connection points and reversibility for any addition where new construction is proposed to directly adjoin the historic structure
- Avoid damaging points of connection to the historic building or covering character-defining features



ARCHITECTURE

- Complete a needs survey and program confirmation with users and administration
- Clarify and organize internal circulation of existing building with addition
- Organize footprint according to master plan diagram
- Survey ADA status of the existing building; confirm that existing/planned facilities will conform to requirements
- Where appropriate integrate mixed uses into buildings, horizontally or vertically

LANDSCAPE

- Provide outdoor areas for interaction and discussion
- Improve pathways and provide pedestrian-friendly amenities
- Confirm integration of master plan landscape improvements and paths systems with new designs
- Where landscape or hardscape modifications are contemplated, incorporate measures for maximum permeability/infiltration
- Integrate a native plants program and use of non-invasive plant species, within appropriate areas

TRANSPORTATION

- Provide bicycle racks and bike pathways well integrated into design
- Provide functional transit connections both on and off campus
- Confirm existing parking quantity will support intended uses
- Remove existing parking and roads per incremental traffic/landscape/pedestrian improvements plans; integrate appropriate landscape improvements

CIVIL & UTILITY INFRASTRUCTURE

- Undertake pending subsurface utility upgrades which may be appropriate to coincide with project
- Upgrade pending electrical upgrades which may be appropriate to coincide with project

RESILIENCY

- Establish resiliency goals for the project, using the Scope of Resilient Design and Project Performance guidelines in the resiliency section of the plan
- Review and incorporate resilient work by other disciplines which can be accomplished as part of the project. Engage other disciplines early in the process



PROPOSED ARCHITECTURAL PROJECTS & USES

The above figure illustrates the extent of architectural development and the various uses over the next twenty years of the master plan.

- ACADEMICS
- ADMINISTRATIVE / FACILITIES
- PARKING STRUCTURE
- RESIDENTIAL
- MIXED - USE
- RECREATION / ATHLETICS
- NCF PROPERTY BOUNDARY
- PROPOSED NEW BUILDINGS IN 2015 PLAN, REMOVED OR RECONFIGURED IN CURRENT PLAN

PLAN COMPONENTS

TRANSPORTATION

Approximately 87% of all incoming students and 74% of the overall student body live on campus. This is in sharp contrast to the prior two decades, when New College was a separate unit within the University of South Florida Sarasota/Manatee (USF S/M) and there was more of an emphasis on catering to the greater numbers of USF S/M commuter students.

The Campus Master Plan has a goal to maintain a 75% overall on-campus student housing ratio.



TRANSPORTATION DEMAND MANAGEMENT STRATEGIES

New College is committed to continued reductions in vehicle use. Transportation Demand Management strategies are to be implemented, including:

- Restricting parking to the campus perimeters and “park-once” lots to discourage the proliferation of independent lots and structures throughout the campus
- Focusing on the development of pedestrian-oriented areas
- Enhancing landscape and pedestrian amenities where parking and roads are removed
- Selectively removing or reconfiguring remaining roads to function as an effective circulation network and emphasizing “park-once” strategies
- Restricting the speed of cars within the campus, on thoroughfares adjacent to campus and providing pedestrian amenities adjacent to roadways
- Promoting a more pedestrian- and public transportation-friendly link between the campus and adjacent neighborhoods
- Providing bicycle racks and locks, well-designed routes and establishing shower/changing areas in a variety of locations on campus to facilitate internal New College campus bicycle usage
- Creating incentives for USF S/M students to walk to New College and leave cars on the USF S/M campus
- Implementing pedestrian and bicycle route and user enhancements such as route lighting, upgraded walking surfaces, accessible and attractive places for refreshment, bicycle racks at shared facilities, emergency call boxes, and a bicycle loan program

CIRCULATION

The system of existing campus roadways, paths and walkways within the West, East, North and South Campuses is generally effective and well developed. This system allows safe and free movement and enhances major public spaces and buildings. The campus master plan identifies enhancements as new buildings and common spaces are developed.

However, since the last Master Plan update, there have been some recent, emerging modes of transportation that did not exist, or were at least in widespread use just a few years ago and have become more popular with the rise of smart phones and related apps. Most of these revolve around the concept of ridesharing, with one-way rides arranged through mobile phone apps. For vehicle transportation, services such as Uber and Lyft have emerged as commonly used substitutes for traditional taxicab services.

Similarly, shared services for bicycles and scooters have been rapidly expanding as additional alternatives.

Given the increasing availability of rideshare, the campus Master Plan is updated to incorporate these new modes of transportation.

This is based on the following:

- Defining corridors within the campus to separate modes of transportation
- Preserve a central core that is restricted to pedestrians only
- Provide an outer “ring” of vehicular circulation, connected directly to parking facilities
- Provide a multi-use path network that is separate from both the vehicular circulation and the pedestrian corridors (10’ minimum width)
- Designate specific pickup and drop-off locations for vehicular rideshare services
- Provide facilities for personal bike racks and corrals or defined parking areas for shared bikes and scooters
- Interconnect the transportation corridors with appropriate facilities.



PLAZA LANDSCAPING



PLAZA LANDSCAPING

PEDESTRIAN AND MULTIMODAL TRANSPORTATION OPTIONS

➤ SUCCESSFUL QUALITIES OF CAMPUS PATHS

On East Campus, the primary focus of student life, pedestrian movement mainly depends upon promenades and large open spaces, with minimal emphasis on paths. On the West Campus, the Dort Promenade walkway and Bay Shore Road serve as primary routes. The pedestrian bridge connects east and west campus areas.

Two important aspects of this system are worth highlighting:

1. First, in many cases existing paths and walkways guide pedestrians to buildings directly, addressing the utilitarian aspect of pedestrian travel.
2. Second, the system is at its best when it visually enhances pedestrian journeys.

➤ CHALLENGES RELATED TO CAMPUS PATHS

Three significant challenges face the existing pedestrian system:

1. The system sometimes fails to establish a balance between automobile and pedestrian uses by clearly separating the two.
2. The path network needs to better connect the separated campuses. An improvement of these aspects of the system would encourage unencumbered, safe pedestrian movement and discourage the internal use of motor vehicles. In general, enhancement of the system of paths should also address the need for amenities to facilitate use.
3. A variety of other paths require attention, including routes to new buildings on campus, and those which can address smaller, localized unresolved conditions.

STRATEGIES

The plan significantly upgrades the pedestrian system by providing linkages establishing new paths. This includes a coherent system of paths, walks, and trails, as well as amenities such as seating, bicycle facilities, lighting, graphic signage and removal/relocation/ screening of intrusive utilities.

KEY IMPROVEMENTS

The objective of this section is the completion of a comprehensive, safe and visually attractive system for pedestrian movement. All of these improvements should be carried out to the Americans with Disabilities Act (ADA) standards, as necessary:

➤ MAJOR ENHANCEMENT OF GENERAL SPAATZ BOULEVARD

The exterior face of the College, its linkage to surrounding neighborhoods, and the walking route along General Spaatz Boulevard to the Airport are highly visible pedestrian components of the campus. The renewal of these, including new sidewalks, a median, small scale landscape, and large trees are important enhancements to the image of the College.

IMPROVEMENT OF LINKS BETWEEN COLLEGE CAMPUSES

A significant need exists for improvement of the bridge which connects West and East Campuses. Fundamental to this is the proposal to attach an additional structure to the existing bridge in order to separate pedestrian, golf cart and bicycle movement. In addition, the bridge will be improved by realignment of the east side ramp, upgrading walking surfaces and landscapes, and providing New College signage visible from both sides of US 41. Additionally, upgraded pavers at the pedestrian crosswalks and re-timed signals will add safety and convenience to on-grade pedestrian crossings across US 41.

PROVIDE WELL-INTEGRATED PEDESTRIAN WALKWAYS TO SERVE NEW BUILDINGS

The master plan design includes new buildings in a variety of contexts. A critical issue will be the integration of existing and new pedestrian paths to the buildings. Pedestrian amenities to serve a variety of local conditions - Pedestrian improvement projects will be undertaken to upgrade a broad range of existing conditions. The plan highlights the potential for pedestrian links to both specific building projects and in some cases independent of them. This will include seating areas, safety lighting, covered walks, tree canopies to reinforce existing and proposed promenades and similar enhancements.

PEDESTRIAN AMENITIES TO SERVE A VARIETY OF LOCAL CONDITIONS

Pedestrian improvement projects will be undertaken to upgrade a broad range of existing conditions. The plan highlights the potential for pedestrian links to both specific building projects and in some cases independent of them. This will include seating areas, safety lighting, covered walks, tree canopies to reinforce existing and proposed promenades and similar enhancements.

ESTABLISH A HIERARCHY OF PATHS

A coherent network of pedestrian paths will ensure the availability of safe, efficient and scenic routes through the campus. To this end, a system of two path types is provided as follows:

TYPE 1 WALKWAY

Large scale paths connecting primary campus destinations, have upgraded pedestrian finishes, serve principal buildings and destinations, require coordination with service/emergency access, and have major landscape features and elements

TYPE 2 WALKWAY

Small scale, informal, meandering and reflective paths which offer greatest sense of separation from busy areas of campus.

ENCOURAGE BICYCLE USE

The relatively compact size of New College makes the use of bicycles a natural choice and one which has been an important means of transportation for past students. The use of bicycles also helps ensure pedestrian safety by reducing the presence of automobiles. The design of low speed, limited width streets with on-street parking will also allow sharing between bicycles and automobiles. Bicycle amenities such as racks for locking bicycles, commuter showers, and well-lit paths will promote convenience and safety.

Several pedestrian and bicycle projects are shown in the Proposed Bicycle and Pedestrian Plan.

PUBLIC TRANSPORTATION

Recently rebranded as Breeze, the Sarasota County Transit system provides service to New College through Bus Route 99 “Sarasota/SRW/Bradenton” connecting from downtown Bradenton to a stop near the Sarasota City Hall, generally following along Highway 41. There are two stops adjacent to the New College Campus, one along Highway 41 and the other on General Spaatz Blvd. Standard Breeze routes operate from 5:00 a.m. to 11:00 p.m., Monday through Saturday, with Sunday service from 6:00 a.m. to 10:00 p.m. Fares are waived for New College Staff and Students.

SPECIFIC MEASURES TO BE IMPLEMENTED AS FOLLOWS:

- Focus on the development of a multimodal transportation network that will support a variety of mobility options in a logical and safe manner.
- Enhance landscape and pedestrian amenities where parking and roads are removed.
- Selectively remove or reconfigure remaining roads to function as an effective circulation network, and emphasize “park-once” strategies.
- Restrict the building of roads and parking to areas outside the central campus pedestrian zones.
- Restrict the speed of cars within campus, on thoroughfares adjacent to campus, and provide pedestrian and alternative mobility amenities.
- Coordinate all improvements with landscape plans (shown elsewhere in this document).
- Reorganize stormwater collection systems at vacated parking and hardscape areas to improve stormwater infiltration and diversion to landscape irrigation uses.



PROPOSED TRANSPORTATION & PARKING PLAN

Future conditions are conceptual. Detailed technical analysis will be required to identify specific improvements.

1. Reconfigure Bay Shore Road with wider sidewalks, bike lanes, landscaping, street trees, street lights and underground electric. On-street parking north and south of Dort Promenade crossing may be considered at time of design
2. Limit speeds on all internal campus roads to 20mph or less
3. Proposed Connection (completed)
4. Provide new pervious surface parking with tree preservation as appropriate
5. Walkable street & traffic roundabout at US 41/University Pkwy intersection
6. Bus stop shelters (coordinate with BREEZE & MCAT)
7. Provide new parking
8. Future Parking Structure

- NCF PROPERTY BOUNDARIES
- PROPOSED NEW BUILDINGS IN 2015 PLAN, REMOVED OR RECONFIGURED IN CURRENT PLAN
- PROPOSED NEW NCF DEVELOPMENTS
- EXISTING NCF BUILDINGS TO REMAIN
- PROPOSED FUTURE PARKING STRUCTURE
- FUTURE PARKING
- EXISTING PARKING TO REMAIN
- B BUS STOP
- NEW CONTROLLED EMERGENCY / PEDESTRIAN ACCESS PATH

AUTOMOBILE CIRCULATION

Traffic strategies related to resiliency is a key component of the vision provided in the Campus Master Plan. The transportation plan for the campus is based on a series of adjustments to the existing infrastructure of roads, parking lots and on modifications to current transportation policies.

The College campus is organized in a unique way relative to usual practices for colleges and universities. First, the campus provides on-campus housing for the majority of New College students and would like to continue this tradition over the long term. This allows many students to forego owning an automobile. Typically about 50% to 70% of students at residential colleges own automobiles. Second, for students who own automobiles, many remain parked and are driven infrequently. Third, a significant opportunity exists for faculty and staff to live adjacent to campus. These three characteristics tend to make immediate access to automobiles a less critical concern on a day-to-day basis. Since the Sarasota area remains a very automobile-oriented environment, however, it will be important for students, faculty, and staff to have access to convenient transportation.

As described in Chapter 4, 58th Street is proposed to connect with College Drive, and Bay Shore Road is proposed to be widened to add on-street parking, bicycle lanes and pedestrian improvements within the right-of-way.

BAY SHORE ROAD

To improve pedestrian safety and provide better connectivity across the eastern section of the West Campus, the College intends to evaluate several options for Bay Shore Road. This evaluation will study the interaction between vehicle traffic, pedestrians, and other modes of transportation with the goal to create a safe environment for students moving throughout this area of campus.

These options could include a redesign of the current pavement section to accommodate vehicular traffic while introducing traffic efficiency measures to slow vehicle speeds through this corridor. Beyond just speed bumps, there are many devices that have been successfully introduced across the United States that can slow traffic while providing a pleasant pedestrian experience.

Various states and metropolitan planning organizations across the US have developed “Complete Streets” policies to accommodate multi-modal users within the transportation infrastructure. These policies have been shown to improve safety, provide better access, and improve the interconnection of various modes of movement. In addition to addressing safety concerns, the Complete Street approach has been demonstrated to provide the further benefit of improving the aesthetic value and “feel” of the linear space.

Some cities in the US have taken this a step further and started to incorporate ideas for traffic calming based on the ‘Woonerf’ or “living street” in specific, targeted areas, often connected to a new development project. Originally developed in the Netherlands, this approach creates a common, shared corridor for pedestrians, low speed vehicles, and other modes for movement (bicycles, scooters, etc.) There are ranges of techniques that can be used one of the main goals is to eliminate the segregated travel lanes and are most commonly used on streets with relatively low traffic volumes.

The future, detailed study of Bay Shore Road will look to these examples for creating an improved corridor in this section of campus. De-emphasizing the vehicular travel corridor in favor of implementing measures to reduce vehicle speeds and improve safety for other modes of transportation will be the goal. Some ideas that will be studied will include:

SPECIFIC MEASURES TO BE IMPLEMENTED AS FOLLOWS:

- Narrowing vehicle travel lanes, especially at pedestrian crossing locations
- Incorporating dedicated bicycle lanes
- Adding on-street parking
- Traffic efficiency measures such as speed tables, raised medians, or other physical measures
- Changes in surface texture and other visual devices
- Incorporating landscape plantings to reinforce the physical form of the street and to improve the overall appearance of the area
- Incorporating street geometry changes to emphasize the existing arch and maintaining this feature as the symbolic center of the campus

ACKNOWLEDGE THE RELATIONSHIP BETWEEN PARKING AND RESILIENCY

It is critical to reduce parking and roadways as a fundamental campus resiliency strategy, with the following benefits:

- Reduction of pervious surfaces, minimizing stormwater runoff
- Reduction of heat-sink effects caused by pavement
- Reduction of vehicle use and associated emissions
- Encouragement of pedestrian and bicycle commuting

PARKING

From the previous Master Plan update in 2015, there were approximately 1200 semester and annual parking permits issued by New College. Of these, roughly 400 were for faculty and staff, 550 for students, and 250 others. Utilizing these numbers and projecting for student enrollment growth from 700 to 1200, the number of permits issued will increase through the future. From the previous ratios, there would need to be approximately 2,000 parking spaces on campus; around 650 for faculty/staff, 950 for students, and 400 others.

Parking issues on the South Campus are understood to be minor; the only issue relates to events held at the Sainer Pavilion performance hall, which seats 250-300 but only provides 47 parking spaces. Patrons park where they can utilize Ringling Museum overflow parking lot as needed. Parking appears to be adequate on the East Campus currently, but this could change based on the addition of athletic facilities and the need to host on-campus games. This will be mitigated by the addition of a structured parking deck in the northwest corner of the East Campus. This parking deck would also replace some surface parking lost to the development of new buildings.

FIRE DEPARTMENT ACCESS

Proposed campus building developments shall provide Fire Department Access and Water Supply as required by the current edition of the Florida Fire Prevention Code, applicable local and state ordinances, and in consultation with the local Fire Marshall and Authority Having Jurisdiction (AHJ).

PLAN COMPONENTS

RESILIENCY

Colleges and universities are among the oldest institutions in the United States, and academic institutions at the highest level emphasize methods of operation which will insure their permanence. New College's academic standing and attitude toward the future reflects an intention to follow this model as an ongoing and permanent institution. Although the growth of web-based learning indicates a new alternative to "bricks and mortar" educational institutions, there is little indication that this will significantly alter the role of the campus as a teaching instrument for high quality, well-established institutions such as New College.

Campuses are traditional places of academic exchange and interaction and home to the long-standing traditions associated with college and university life. For established institutions this approach has required and will continue to demand a long-term outlook on architecture and campus planning. The implication of this approach is that New College will continue to be well served by an emphasis on high-quality buildings and infrastructure, which offer long life spans of 50 years at a minimum.

Resiliency is the power to endure and recover. It involves sustaining oneself long-term by efficiently using current resources and proactively preparing for an unpredictable future. Fundamentally, it signifies a mindful and integrated approach to resource utilization for lasting resiliency.

For an existing campus, resiliency must be seen as a long-term commitment which will be incrementally accomplished and involve a variety of disciplines. This chapter summarizes both the potential benefits of a campus resiliency effort and the specific, multidisciplinary projects which are anticipated.

BENEFITS OF RESILIENT DESIGN

In addition to providing the sense of stability which is appropriate for an educational institution, high quality, long-life-span buildings and infrastructure ultimately can yield significant benefits. There are at least three major benefits of such an approach:

✓ CAPITAL COST SAVINGS OVER THE LONG TERM

The College's status, as an institution with a long-term vision requires that it build and operate buildings to last many decades. In practice, New College has done an outstanding job of establishing high academic standards and tremendous long-term prospects. In terms of buildings, however, the challenges of New College's first decades have limited construction to buildings, which have predominantly short-term life spans.

Given this history (and future), it is strongly recommended that fundraising focus on far more substantial buildings. These buildings should be consistent with a construction standard of 50 years. Policy directives and financial commitments will be required in order to seize this opportunity.

✓ OPERATIONAL COST SAVINGS OVER THE LONG TERM

Operations will be one of the most significant costs to the College in the coming century. When the operational costs of buildings, landscape and utilities are considered, resource efficiency becomes a critically important issue. The decision to invest in resource efficiency for building, landscape, utility/civil systems, and transportation operational strategies will give the College a long- term financial advantage.

This offers the significant opportunity to limit the College's exposure to unpredictable increases in energy, water and other resource costs. It also offers the opportunity to minimize staff costs associated with maintenance of heating and cooling machinery which utilizes such resources and to harness free resources such as solar orientation and capture of stormwater runoff for landscape irrigation.

✓ ENHANCEMENT OF CAMPUS APPEAL AND USABILITY

A third benefit is related to the nature of the campus as a place of gathering and interaction. As noted in other areas of this document, the quality of academic life is closely associated with opportunities for interaction. Outdoor gathering spaces serve an important function in this mission. This will encourage outdoor student and faculty activity and minimize the role of automobiles, contributing to a more pleasant campus environment. Ultimately, the strategy significantly contributes to the campus' desirability as a place for learning in a low-energy consuming environment.

PLAN COMPONENTS

RESILIENCY

SCOPE OF RESILIENT DESIGN

The following is a list of measures to be considered by every designer and incorporated into their work on an “as possible” basis by the College.

SITE

- Erosion and sedimentation control
- Landscape
- Access to public transportation
- Reduced heat island impacts
- Minimizing light pollution
- Storage and collection of recyclables

ENERGY EMISSIONS

- Energy demand reduction
- High performance envelope design
- Solar shading
- Daylighting, lighting and lighting controls
- Natural ventilation with A/C system
- High performance HVAC systems
- Direct digital controls and energy management systems
- Building commissioning
- Energy supply opportunities
- Building integrated photovoltaics
- On site cogeneration
- Additional chilled water plant
- Emissions controls
- Non-ozone depleting refrigerants
- Ultra-low NOx boilers

WATER EFFICIENCY

- Landscape irrigation
- Storm water reduction control & infiltration
- Low-and no-flow plumbing fixtures

MATERIALS & CONSTRUCTION

- Construction waste management program
- Recycled content materials and products
- Local and regional materials and products
- Salvaged materials and products
- Certified wood products
- Storage and collection of recyclables

INDOOR QUALITY

- Indoor pollutant source control
- Low V.O.C. emitting materials
- Location of outside air intakes
- HVAC system measures
- Daylighting and views
- Thermal Comfort
- Operable windows

OPERATIONS & MAINTENANCE

- Site & exterior management
- Existing building commissioning
- Additional monitoring of building systems
- Green housekeeping and cleaning programs
- Operational waste management program

PROJECT PERFORMANCE

New and renovated high performance buildings will normally incorporate as many of into their design the following resiliency measures as is feasible:

- Permanence in construction
- Passive heating and cooling
- Water and sewage recycling
- Natural ventilation
- Natural lighting
- Rainwater harvesting and/or green roofs
- Use of materials of low embodied energy
- Highly insulated shell
- Limited resource consumption (50% of testing)
- Florida-Friendly landscape design
- On-site power generation



Regenerative Landscaping



Stormwater Management



Landscape-based Stormwater Management



On-Site Power Generation



Recycling Programs



Infrastructure Efficiency

01

PROJECT-BASED APPROACH

Each project should incorporate a listing of possible design measures specific to its site, program and budget. In the effort to discern which of these measures to implement, priority should be given to items that require a low initial capital outlay for significant short- and middle-term financial benefits. The budgeting process should begin far enough in advance so as to facilitate additional revenue searches (i.e. grants, fundraising) for the purpose of increasing the quality and hence the longevity of project, also including added design features that produce long term payback but require higher upfront investment.

02

EMPHASIS ON INTERDISCIPLINARY COOPERATION

Engineers should be responsible for introducing active design measures at a project appropriate level. Architects should be responsible for incorporating into their projects passive design measures and coordinating the active systems suggested by collaborating engineers. Consultant design teams should be working together with the College to assess the efficacy of proposed resiliency measures. All of these efforts will assist in editing out measures of excessive cost or marginal benefit.

03

LEED TRAINING FOR KEY FACILITIES STAFF

As more projects begin to be implemented on the New College campus, facilities management staff members should be trained to be able to engage and direct consultants on design questions regarding sustainability.

04

MONITORING OF RESOURCE EXPENDITURES AND OPERATIONS

Over time, the incorporation of resiliency measures into maintenance work and new construction at the College should result in a significant reduction of utility bills and maintenance expenditures. The best way to assess the impact of resiliency practices on campus would be to organize an annual audit of energy, water expenditures and to monitor their volume based on established benchmarks.

05 IMPROVE WASTE REDUCTION AND RECOVERY PROGRAM

It is critical that New College improve systems to manage, reduce and recover waste.

06 RESILIENT DEMONSTRATION PROJECTS

As a public institution, New College understands the necessity to produce a place the public is proud of, as well as a place that is socially responsible. To this end, New College strives to be a leader in advocating for resiliency by serving as a vibrant model to the larger community, in such a way that the New College community will be able to point out “showcase” examples of efficient resource management designs on their campus.

The most recent addition to campus is the Academic Center (ACE) and the adjacent Robert and Beverly Koski Academic Plaza. ACE was awarded Gold LEED certification in the fall of 2011 for a number of resilient features:

- Toilets flush using residual rainwater from the roof and A/C condensate
- Specially designed tanks built-in under the adjoining Koski Plaza collect storm water
- Special CO2 room sensors measure air quality and adjust the A/C system accordingly
- High-efficiency windows let in natural light
- Pavers and high reflective roofing materials reflect sunshine
- More than 85 percent of construction site debris was recycled

Five residence halls (Letter Dorms “V, W, X, Y, and Z”) opened in 2007 also adhere to LEED requirements. They feature flat and gabled roofs and floor-to-ceiling windows in their common areas to make good use of Florida’s abundant year-round sunshine.

PLAN COMPONENTS

UTILITIES / CIVIL

Utilities and civil infrastructure projects respond to the need to both enhance and expand the campus infrastructure over time. Although this master plan principally addresses highly visible elements such as buildings and landscape, infrastructure improvements are a critical part of the performance of the campus.

FOUR KEY STRATEGIES

Four strategies can summarize the recommendation for utilities and civil measures, as follows:

01 TECHNICAL MASTER PLAN

Since the emphasis of a Campus Master Plan is to provide an overall vision of the proposed capital improvements rather than specific detailed engineering design plans, it is recommended that a phased technical master plan be created in order to support the long-term civil and utility infrastructure of the campus. This should occur in those campus sub-areas where future capital improvement project funding is programmed. The Campus Master Plan includes conceptual stormwater accommodation and utility system exhibits that depict the current mainline locations that provide service to the campus.

These conceptual basins and mainline locations should be protected in future capital improvement project decision-making. It is recommended that the technical plan assess grading and storm drainage, domestic water and sanitary sewer systems in greater detail to confirm their capacities and operating needs as they directly relate to a planned capital improvement project, as well as the sub-area of campus affected by the planned improvement. In this way the detailed funded capital improvement project impacts can be identified as part of an area wide condition.

02 INTERDISCIPLINARY COORDINATION

To ensure efficiency and cost effectiveness, infrastructure work should be coordinated with other master plan disciplines. In this way, infrastructure improvements can be incrementally completed and coincide with other focused master plan efforts.

03 FACILITIES RECOMMENDATIONS

Infrastructure and maintenance strategies require significant coordination with existing conditions and facilities management analysis. The list of current infrastructure recommendations was obtained from facilities management, which should be both prioritized and coordinated with new master plan projects listed in the annual capital improvement program update approved by the Board of Trustees.

04 STORMWATER SYSTEM

As new buildings and landscapes are created, there is an extraordinary opportunity to integrate resiliency measures into the stormwater system. The plan includes a conceptual stormwater system within distinct campus areas, which will be executed incrementally to coordinate with new building and landscape projects.

The City of Sarasota and Manatee County each have regulations that govern stormwater management for new site development within their respective jurisdictions. The overarching design criteria for this is established by the Southwest Florida Water Management District (SWFWMD) provided by the District's Permit Information Manual. Stormwater design for individual projects are evaluated at the time of permit application relative to site specific requirements. The stormwater system characteristics are detailed in the accompanying diagram, with each campus described below.

WEST CAMPUS

The concept for this portion of the system must be well coordinated with ecologically oriented regenerative landscapes. Currently, existing drainage from the West Campus area outfalls to Sarasota Bay, and consists of open surface water ponds, swales and closed underground storm drains.

The existing stormwater system also includes open drainage features/watercourses along the north and south side of the campus. Enhancement of the existing, open drainage basins along the north and south side of the system would allow it to function more efficiently with minimal modification. In addition, a stormwater pond and saltwater marsh area have been constructed in the northwest portion of this campus. The two existing outfalls from the West Campus could both be redirected to the stormwater pond area which could then outfall to the saltwater marsh area.

There may also be opportunities to "daylight" a portion or all of one or both of these primary stormwater pipes. It is also recommended that Low Impact Development (LID) strategies including bioretention, Florida friendly landscaping, permeable pavers, green walls, green roofs, tree-box filters, rain gardens, curb-less parking islands and cisterns be considered to address stormwater runoff close to its source in the built areas of the campus. More information on LID is available in the Appendix.

EAST CAMPUS

Currently, drainage from the central campus area outfalls to the U.S. 41 storm sewer system. The existing drainage infrastructure consists of open surface water ponds, drainage ditches and closed underground storm drains. The plan for the central campus proposes both on-site bioretention and a regional stormwater management facility located north of College Drive. This entire system could be inter-connected to the FDOT drainage system possibly provide for additional regional benefits which could be credited to the College. Such improvements may help address any shortfall in on-site stormwater for the East Campus. Low Impact Development strategies similar to those shown for West Campus are proposed.

Under existing conditions, drainage from the East Campus area outfalls to a large stormwater pond north of the campus within the Sarasota-Bradenton Airport. The existing drainage infrastructure consists of open drainage ditches and closed underground storm drains. The stormwater infrastructure in the East Campus area has not been surveyed, which is recommended. The eastern portion of the campus historically contained an elongated wetland slough system that ran from south to north and has been altered.

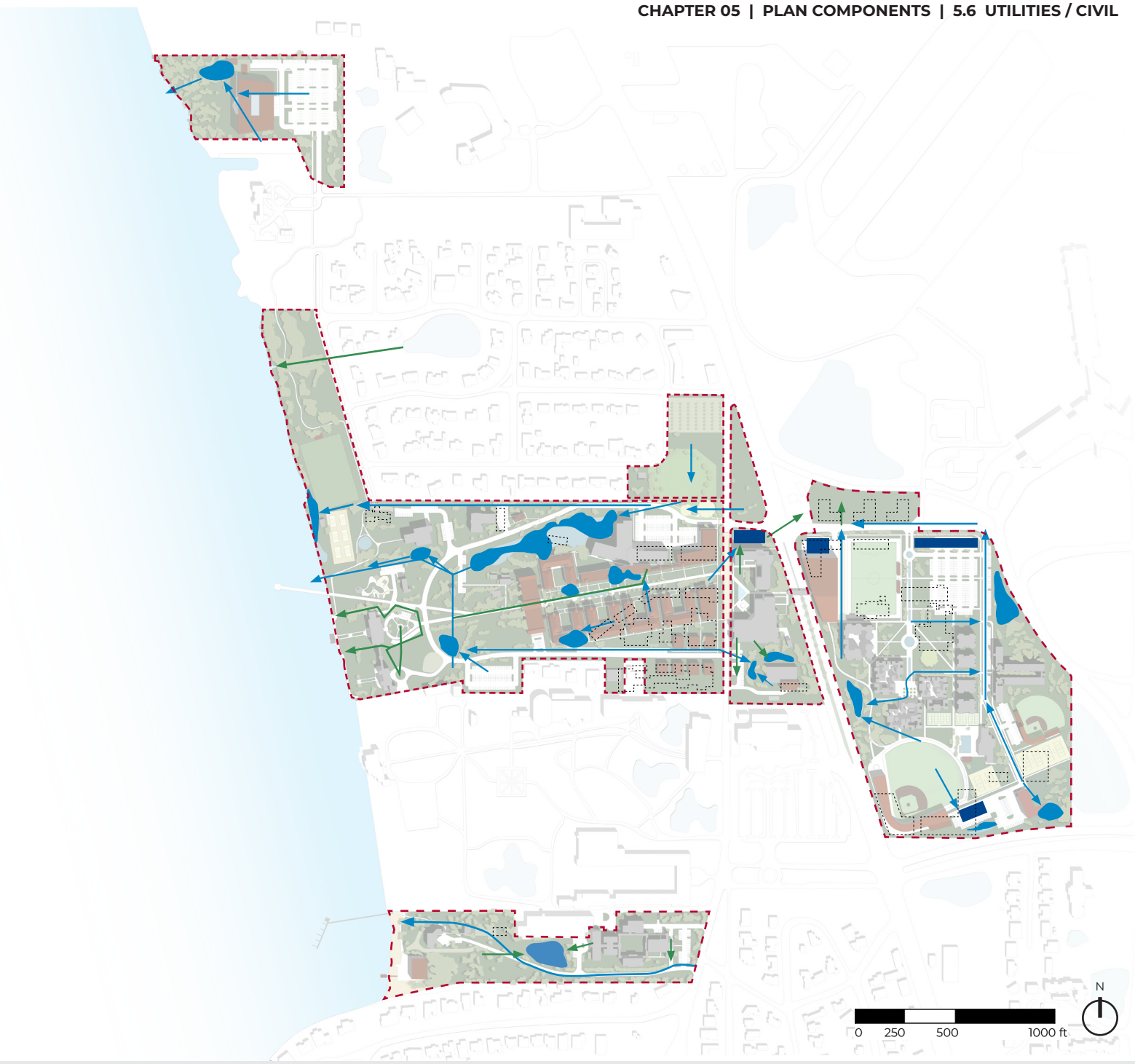
It is recommended that to improve the system in this area, a water level and overflow structure be constructed to enhance the wetland area and provide a more direct outfall to the north during major storm events. The plan anticipates that the east-west ditch located along the north side of the East Campus will be enclosed or removed and relocated due to maintenance and aesthetic problems. It is also recommended that the College work with the Sarasota Bradenton Airport Authority to create a stormwater environmental area to address joint issues in this area. Low Impact Development strategies similar to those shown for west and central campus are proposed.

NORTH CAMPUS

Similar to the West Campus, this area's location adjacent to Sarasota Bay requires an approach to stormwater management that is incorporated with the existing landscape. Incorporating Low Impact Development strategies will be important to the design of the stormwater system on the North Campus to accommodate any improvements.

SOUTH CAMPUS

Currently, drainage from the South Campus area outfalls to Sarasota Bay. The existing drainage infrastructure consists of an open surface water ponds and closed underground storm drains. Stormwater from the South Campus is presently served by a small but unsightly pond. Improvements to increase the amount of stormwater capacity should be reviewed in further detail.



PROPOSED STORMWATER SYSTEM

Future conditions are conceptual. Detailed technical analysis will be required to identify specific improvements.

- EXISTING STORMWATER CORRIDOR
- FUTURE STORMWATER CORRIDOR
- FUTURE RETENTION AREA
- NCF PROPERTY BOUNDARIES
- PROPOSED NEW BUILDINGS IN 2015 PLAN, REMOVED OR RECONFIGURED IN CURRENT PLAN
- PROPOSED NEW NCF DEVELOPMENTS
- EXISTING NCF BUILDINGS TO REMAIN

PLAN COMPONENTS

POTABLE WATER & SANITARY SYSTEMS

POTABLE WATER & SANITARY SYSTEMS

The College is served with potable water and wastewater provided by the City of Sarasota and Manatee County. These systems are detailed in the accompanying figures and described below.

As additional facilities are anticipated, additional analysis will be needed to evaluate the localized impact to the affected portion of campus and to identify if specific improvements are necessary. This analysis as part of a technical plan will assess long-term infrastructure and utility needs in greater detail, to confirm capacities and operating requirements.

POTABLE WATER

The existing potable water distribution and wastewater collection-conveyance systems serving the College were previously evaluated for LOS concurrency capacity. The reductions in potable water demand and wastewater flow generation due to the relocation of the University of South Florida students and faculty in 2006 have left additional capacity to serve an increase in future student enrollment. Existing City of Sarasota potable water distribution and wastewater collection systems serving the campus areas have sufficient capacity to continue service provision to the College for the duration of the Campus Development Agreement and even beyond the 20-year long-range scenario of the Campus Master Plan.

For the north campus, it is anticipated that potable water and wastewater for any new buildings will be provided by Manatee County. Evaluation of specific water and wastewater system components for future classroom and student residences may be warranted on a case-by-case basis.

Additional efforts to reduce potable water use in the chillers by using existing permitted well water will yield further capacity in the potable water system for future student enrollment and facilities. Other efforts in these utility service reductions are encouraged.

SANITARY SEWER

Collectively, the wastewater flows generated by the combination of privately-owned and City-maintained lift stations on the New College Campus. Flow discharge into the City of Sarasota wastewater system and potable water projections were deemed in the 2016 Analysis to be a significant net flow rate reduction from the amount previously generated with the combined USF/New College campus, with water demand reduced by just over 23,000 gallons per day and wastewater demand reduced by over 17,600 gpd due to reductions in the New College Facilities.

The 8-inch force main on Bay Shore Road flows southward into the gravity collection system of the City's Lift Station No. 21. Lift Station No. 21 discharges the wastewater from New College and the gravity collection system through a 10-inch force main by means of two 950-gpm pumps to the gravity collection system of Lift Station No. 9 that then discharges via two 850-gpm pumps and one 1700-gpm pump through a 14-inch force main southward to the City of Sarasota Master Pump Station No. 10. Campus Systems.

CAMPUS SYSTEMS

The College is served with potable water and wastewater provided by the City of Sarasota. These systems are detailed in the accompanying figures, and described below.

WEST CAMPUS

The majority of the College classrooms and faculty offices are located on the West Campus. These buildings are served with potable water via a 6-inch water line on Bay Shore Road that also connects to a 10-inch water main on the East Campus, providing a string water distribution loop. The various classroom buildings and one student residence building have individual master water meters that provide monitoring of usage on a monthly basis.

The structures of the former Viking Motel on the north end of Bay Shore Road, which provided student housing, have been transferred to the USF Sarasota-Manatee Campus, reducing the demand for water and sewer service on the West Campus infrastructure. Potable water service with fire protection is provided to each building or group of buildings through a water meter via 6-inch water lines internal to the campus and along 58th Street, creating an internal water distribution loop.

A chiller building and cooling water system located on the south side of the Jane Bancroft Cook Library is currently served by a master water meter. Reduction of potable water usage would occur through the connection to an existing permitted irrigation well within 150 feet of the chiller structure. This would significantly reduce potable water usage on the College, while retaining the water meter as a back-up supply source.

Wastewater service is provided through collection of on-campus gravity sewer mains to two private (New College) lift stations and one City of Sarasota-maintained lift station discharging to an 8-inch force main on Bay Shore Road. Further evaluation of the lift stations may be required as additional facilities are anticipated.

For potential new construction on parcels to the north of the West Campus, sanitary sewer and potable water is available from Manatee County. For potable water, a 6" main line extends to the south from Longbay Blvd and into the Uplands neighborhood. Similarly, sanitary sewer is available via existing Manatee County infrastructure. The Uplands neighborhood is currently served by an existing lift station at the north end of Uplands Blvd. Further north, an existing gravity sewer line is located along Eagle's Nest Lane. The existing lift station in the Uplands neighborhood connects to the gravity sewer on Eagle's Nest Lane via a 6" force main. Existing sewer service for the Crosley Estate connects into this force main from the Uplands pump station. For the purposes of this document, the plan assumes that a future technical study will be needed to evaluate the details of sanitary sewer capacity for development on the parcels extending to the north from the West Campus.

It should be noted that, with the proposed reconfiguration of buildings on the West campus and the addition of student housing, the projected wastewater discharge for this portion of campus does increase significantly. Further evaluation of the lift stations and the overall sanitary sewer network on this portion of the campus will be required as these additional facilities are constructed.

EAST CAMPUS

The East Campus contains the vast majority of on-campus student housing along with the community pool, fitness center, two instructional classroom buildings, the college's maintenance facility, and a boiler plant. The East Campus is provided with potable water through a 12-inch water main on University Parkway with a 10-inch water main crossing US 41 north of the pedestrian bridge into the East Campus and connecting to an existing 6-inch water line on Bay Shore Road. The classroom buildings and student residences have individual master water meters that provide monitoring of usage on a monthly basis.

The wastewater from each building is collected through a central gravity main collection system to the City of Sarasota Lift Station No. 51. This 200-gpm lift station pumps and discharges the wastewater flow through a 6-inch force main crossing University Parkway and into a gravity collection system that flows to the City of Sarasota Lift Station No. 21. Additional evaluation of the lift station and pumps will be necessary when additional facility construction is anticipated.

SOUTH CAMPUS

The South Campus comprises the Fine Arts Complex and faculty offices located between Bay Shore Road and Sarasota Bay, immediately south of the John Ringling Museum. The new classroom buildings and auditorium that compose the Fine Arts Complex are served by one master meter. The two historic Caples house and garage structures providing classroom and faculty offices are on a separate meter, connected to an internal 6-inch water distribution line with fire protection. This water line is connected to the 8-inch water line on Bay Shore Road. Chilled water was recently supplied to South Campus following completion of the chiller plant addition by FSU for construction of the FSU Ringling Education Building.

Wastewater service is provided by an internal gravity collection system to New College-maintained Lift Station No. 4, which discharges into the City of Sarasota's 8-inch force main and wastewater system. Further evaluation of the lift station may be required as additional facilities are anticipated.

NORTH CAMPUS

Per the Manatee County GIS System, utility infrastructure for both potable waster and wastewater are located on or adjacent to the North Campus parcel. There is an existing gravity sanitary sewer main located along Longbay Blvd. to the north of the campus property, with an existing manhole located near the intersection of Longbay and Eagles Nest Lane. A force main extending from the south to this manhole connects two existing lift stations to the gravity sewer from both the Crosley Estate facility and The Uplands neighborhood. Per record drawings on file with Manatee County, there is an existing 6" PVC potable water line that extends through the middle of the North Campus parcel, running in a generally north-south direction from Seagate Drive to Longbay Blvd. Analysis of specific capacities of the adjacent infrastructure and flow requirements will need to be made once plans for the North Campus facilities are developed.

PLANNED IMPROVEMENTS

Among the first priorities of the technical master plan should be integration of key improvements recommended by the Facilities Department. These are summarized as follows:

POTABLE WATER

- Complete planned trunk line for West Campus, Pritzker, College Hall, Cook Hall,and 58th Street
- Complete upgraded trunk line for Pritzker to Utility building, via north & East Campus edges

SANITARY SEWER

- Complete new sewer line to Caples Carriage House
- Replace sewer lines north of Pei Court #2
- Replace Hamilton Center sewer grinder pump
- Complete trunk line along north border of West Campus



CHILLED & STEAM WATER

- Complete planned trunk line - Pritzker to 58th St.
- College Hall – chilled water system
- Cook Hall – chilled water system



TELECOMMUNICATIONS

- Complete planned trunk line - Pritzker to 58th St.



STRUCTURAL

- Dort Arch repair/reinforcement
- Caples historic buildings - repair structure
- Carriage House - engineering study (cracks)/structural repair
- Sudakoff - roof inspection study
- Utilities building - east of Cook - replace roof



ARCHITECTURAL

- Cook Hall - repair/replace doors/windows
- Social Science - outside walls, windows & doors



PLUMBING

- Social Science - replace built-in systems
- Social Science - repair plumbing systems



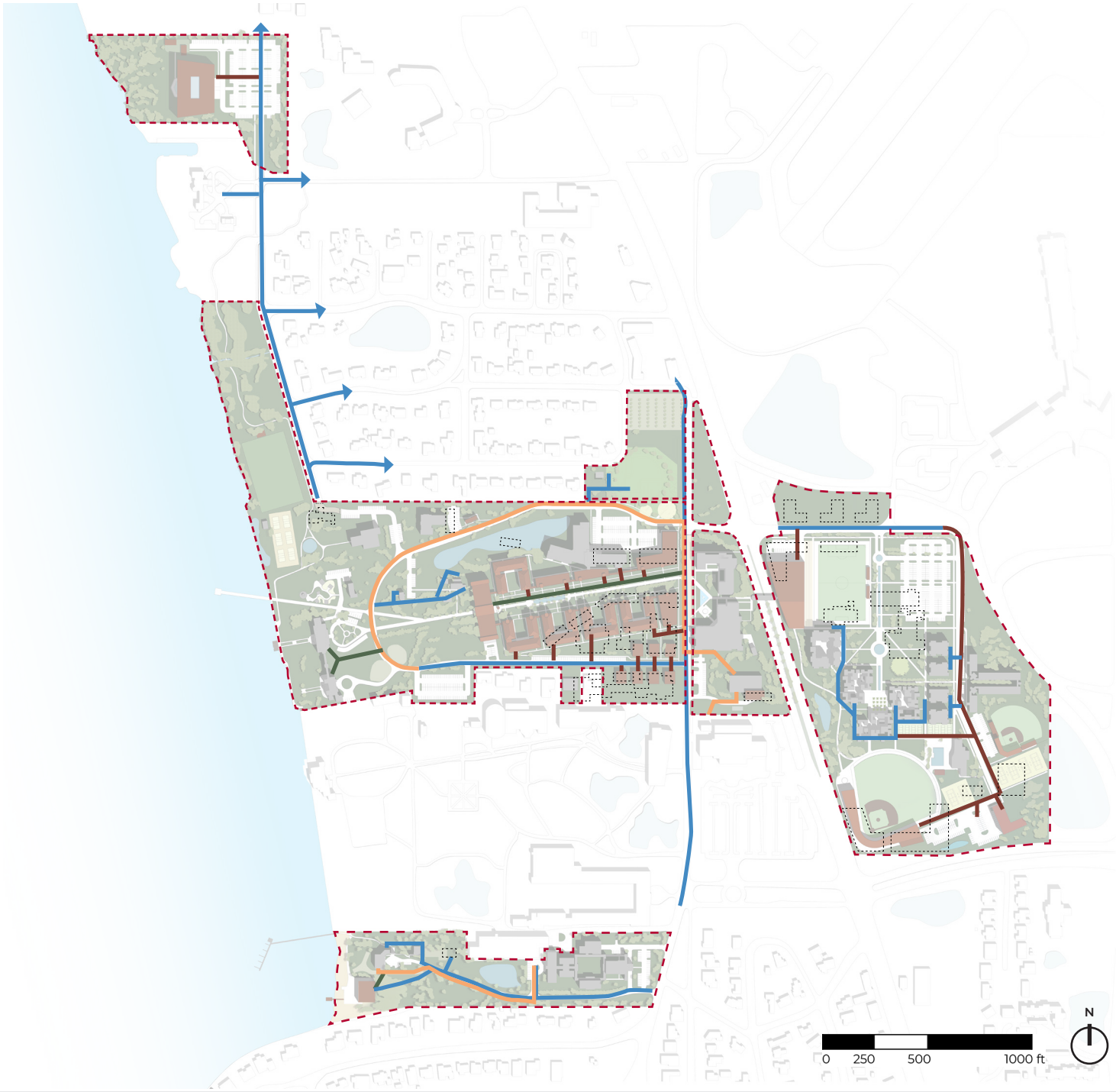
MECHANICAL

- Boiler room - fire alarm dialer/protect
- Library - HVAC controls
- Bon Seigneur - minor HVAC renovation
- Social Science - replace built-in systems



ELECTRICAL

- Complete planned trunk line - Bay Shore Road to E. campus utility bldg.
- Caples all buildings - fire alarm dialer/protect
- Carriage House - fire alarm dialer/protect
- College Hall - electrical system
- Library - parking lot lighting
- Social Science - replace built-in systems



PROPOSED POTABLE WATER SYSTEM

Future conditions are conceptual. Detailed technical analysis will be required to identify specific improvements.

- PROPOSED NEW BUILDINGS IN 2015 PLAN, REMOVED OR RECONFIGURED IN CURRENT PLAN
- PROPOSED NEW NCF DEVELOPMENTS
- EXISTING NCF BUILDINGS TO REMAIN
- FUTURE NEW / UPGRADED POTABLE WATER LINE
- EXISTING POTABLE WATER LINE
- EXISTING CHILLER LINE
- POSSIBLE CORRIDOR FOR FUTURE LOOP CONNECTION
- FUTURE CHILLER LINE

SOLID WASTE

The City of Sarasota has an LOS standard for its solid waste collection system that shall provide collection and disposal of 6.9 pounds of waste per day per capita to ensure adequate and safe solid-waste services.

The City is required to ensure safe and accessible locations of recycling and solid waste receptacles. The City of Sarasota also is required to continue to coordinate with Sarasota County to ensure adequate allocation of landfill space by the County for the City's projected needs, including investigation of alternative methods of disposal such as resource recovery and recycling.

NEW COLLEGE STRIVES TO:

1. Lessen impacts from waste management practices
2. Reduce the amount and toxicity of wastes that are purchased and disposed
3. Reuse, recycle, and compost the maximum amount of materials
4. Become a leader, promoter, and teacher of resiliency

The City does not own or operate any disposal facilities. The City has entered into an agreement with Waste Management, Inc., to maintain and operate a transfer station located within the City Limits for both Solid Waste collected by the Solid Waste Management Division and Recyclables collected from residential households. Disposal of municipal solid waste is governed by an inter-local agreement between the City and Sarasota County that provides for the disposal at the County's Central Sarasota Landfill.

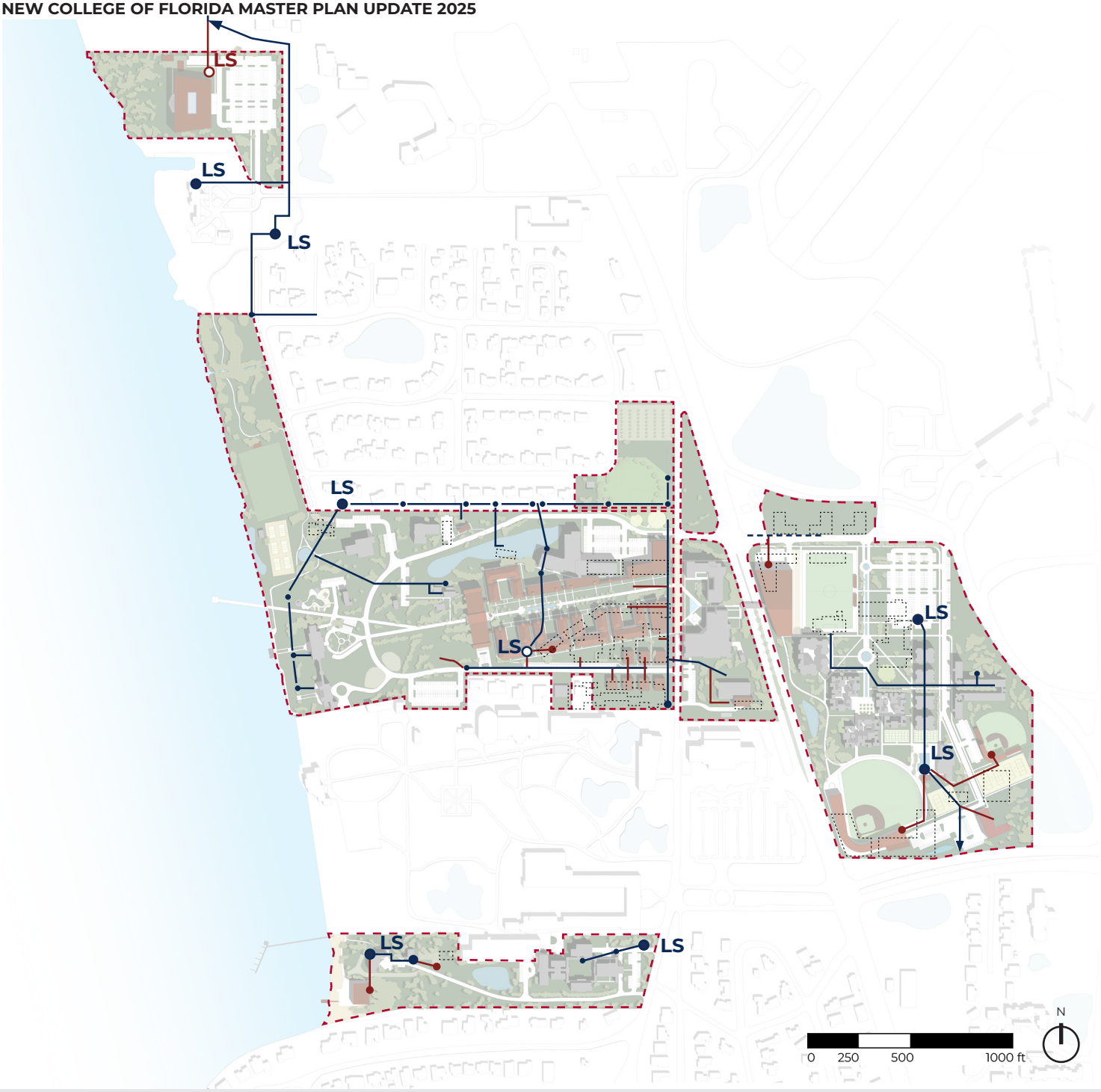
In June 1998, the Central County Solid Waste Disposal Complex was opened. This facility consists of approximately 550 acres of landfill area. It is projected in Sarasota County's Comprehensive plan to serve the County's needs through 2038.

There has been a significant reduction in the prior vested LOS impacts related to the reduction in the number of students with the physical separation of New College and USF. This will effectively provide 50 years or more of solid waste capacity to New College.

For the north campus area, solid waste disposal will be provided by Manatee County. The County has established a level of service for a landfill disposal rate of four and one-half (4.5) pounds per capita. Collection and disposal are contracted through a private solid waste vendor, with disposal at the Lena Road Landfill. As of 2023, published reports indicate a 15-year anticipated capacity at that landfill, with work ongoing to provide for additional capacity.

Several 96-gallon receptacles clearly labeled for either trash or recycling have been located in the housing areas, accessible, yet hidden from public view. The lids will be interchangeable so that when recycling increases and trash collection decreases, only the receptacle lids will need be replaced. These large receptacles will be transferred to compactors by custodians. It is anticipated that the amount of waste recycled will increase over time due to the ease of the single stream service.

The North Campus will be served by Manatee County for solid waste and recycling services. The County is required to ensure safe and accessible locations for both recycling and solid waste receptacles. Coordination with Manatee County will ensure adequate allocation of landfill space to meet the projected needs of the North Campus, including continued exploration of alternative disposal methods such as resource recovery and recycling.



PROPOSED SANITARY SEWER SYSTEMS

Future conditions are conceptual. Detailed technical analysis will be required to identify specific improvements.

- NCF PROPERTY BOUNDARIES
- PROPOSED NEW BUILDINGS IN 2015 PLAN, REMOVED OR RECONFIGURED IN CURRENT PLAN
- PROPOSED NEW NCF DEVELOPMENTS
- EXISTING NCF BUILDINGS TO REMAIN
- LS EXISTING LIFT STATION
- EXISTING MANHOLE
- LS NEW LIFT STATION
- NEW MANHOLE
- EXISTING SANITARY SEWER LINE
- FUTURE NEW/UPGRADED SANITARY SEWER LINE




New College
THE HONORS COLLEGE of Florida

CAMPUS PROGRAM

6.1 CAMPUS MASTER PLAN PROPOSED BUILDING LAYOUT

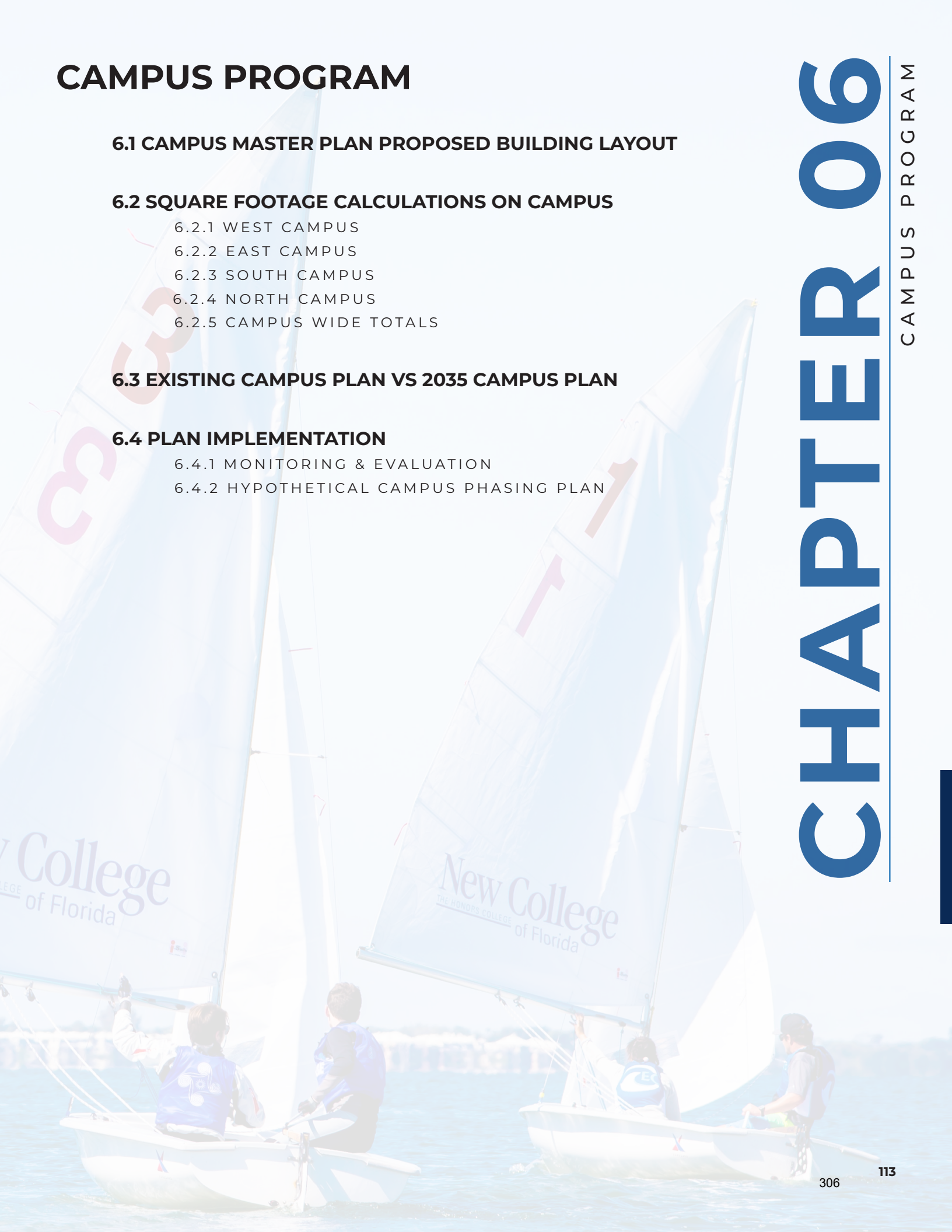
6.2 SQUARE FOOTAGE CALCULATIONS ON CAMPUS

- 6.2.1 WEST CAMPUS
- 6.2.2 EAST CAMPUS
- 6.2.3 SOUTH CAMPUS
- 6.2.4 NORTH CAMPUS
- 6.2.5 CAMPUS WIDE TOTALS

6.3 EXISTING CAMPUS PLAN VS 2035 CAMPUS PLAN

6.4 PLAN IMPLEMENTATION

- 6.4.1 MONITORING & EVALUATION
- 6.4.2 HYPOTHETICAL CAMPUS PHASING PLAN

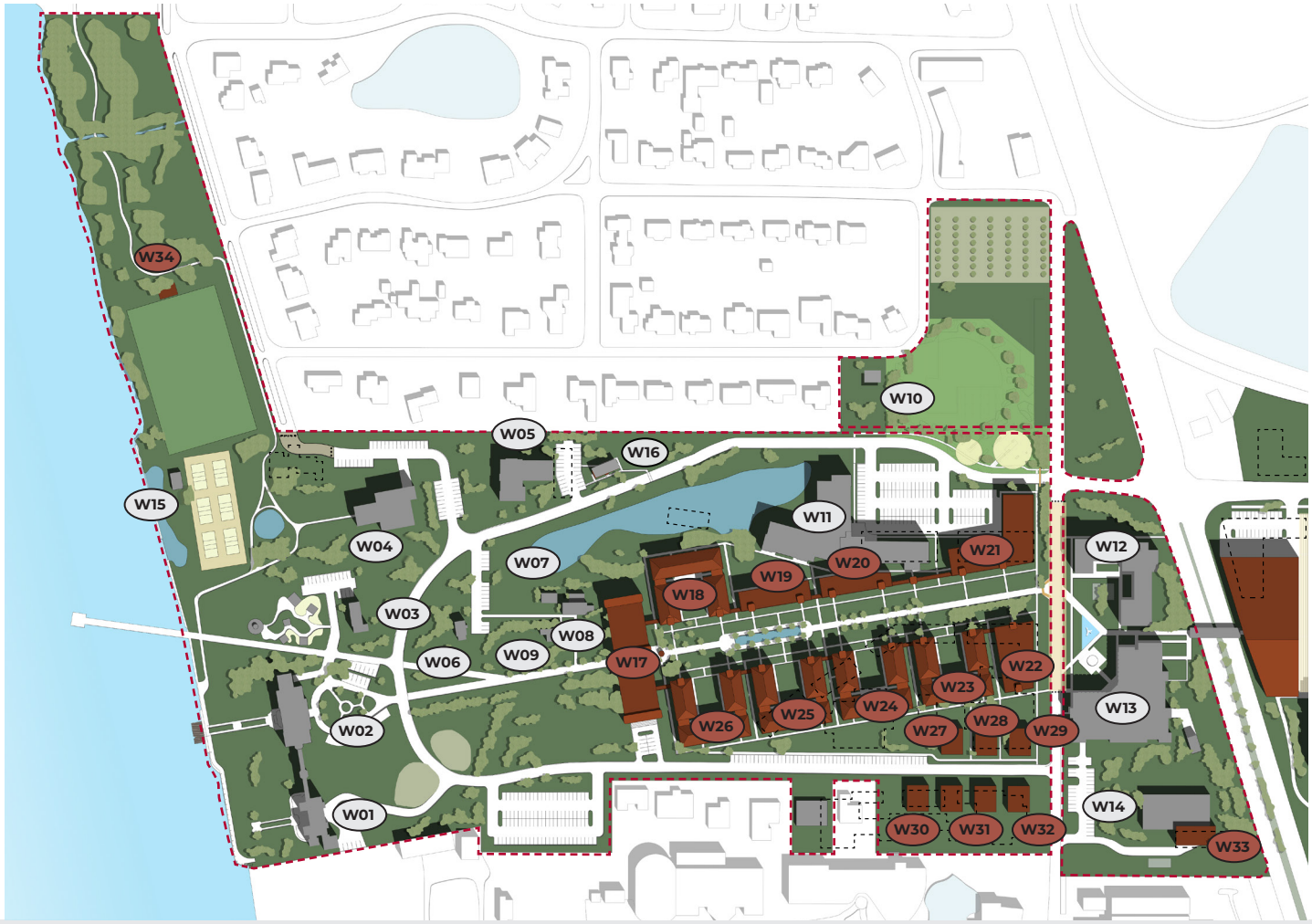


CAMPUS PROGRAM

WEST CAMPUS PROGRAM

PROJECT-BASED APPROACH

Each project should incorporate a listing of possible design measures specific to its site, program and budget. In the effort to discern which of these measures to implement, priority should be given to items that require a low initial capital outlay for significant short- and middle-term financial benefits. The budgeting process should begin far enough in advance so as to facilitate additional revenue searches (i.e. grants, fundraising) for the purpose of increasing the quality and hence the longevity of project, also including added design features that produce long term payback but require higher upfront investment.



CAMPUS PRELIMINARY PROGRAM KEY

N

- PROPOSED NEW NCF DEVELOPMENTS
- EXISTING NCF BUILDINGS TO REMAIN
- W01 NUMBER CORRESPONDS TO TABLE
- BUILDING IN 2015 MASTER PLAN, REMOVED FROM CURRENT PLAN
- NCF PROPERTY BOUNDARIES

ZONE 1 | WEST CAMPUS BUILDINGS

#	BUILDING NAME	2025 STATUS	EXISTING BLDG SF	BLDG RENO SF	BLDG DEMO SF	NEW BLDG SF	TOTAL @ BUILD-OUT SQ FT	# FLOORS
W01	COOK HALL	EXISTING TO REMAIN	12,047	0	0	0	12,047	EXISTING
W02	COLLEGE HALL	EXISTING TO REMAIN	21,441	0	0	0	21,441	EXISTING
W03	ROBERTSON HALL	EXISTING TO REMAIN	3,681	0	0	0	3,681	EXISTING
W04	PRITZKER LABORATORY	EXISTING TO REMAIN	8,920	0	0	0	8,920	EXISTING
W05	KEATING CENTER	EXISTING TO REMAIN	7,000	0	0	0	7,000	EXISTING
W06	SOCIAL SCIENCE	EXISTING TO REMAIN	1,794	0	0	0	1,794	EXISTING
W07	SARASOTA ANTHROPOLOGY LAB	EXISTING TO REMAIN	652	0	0	0	652	EXISTING
W08	FOUR WINDS CAFE	EXISTING TO REMAIN	1,402	0	0	0	1,402	EXISTING
W09	ARCHAEOLOGY LAB	EXISTING TO REMAIN	1,771	0	0	0	1,771	EXISTING
W10	POLICE BUILDING	EXISTING TO RENOVATE	2,033	2,033	0	0	2,033	EXISTING
W11	HEISER NATURAL SCIENCES BUILDING	EXISTING TO REMAIN	36,214	0	0	0	36,214	EXISTING
W12	ACADEMIC CENTER BUILDING (ACE)	EXISTING TO REMAIN	35,787	0	0	0	35,787	EXISTING
W13	COOK LIBRARY	EXISTING TO REMAIN	74,731	0	0	0	74,731	EXISTING
W14	CHILLER EQUIPMENT ENCLOSURE	EXISTING TO REMAIN	3,535	0	0	0	3,535	EXISTING
W15	CHICKEE OUTDOOR CLASSROOM	EXISTING TO REMAIN	1,296	0	0	0	1,296	EXISTING
W16	GREENHOUSE	NEW	1,038	0	0	0	1,038	1
W17	FUTURE ADMINISTRATION / STUDENT SERVICES BUILDING	NEW	0	0	0	75,936	75,936	3
W18	FUTURE HOUSING 01	NEW	0	0	0	54,075	54,075	3
W19	FUTURE ACADEMIC / ADMIN BUILDING 01	NEW	0	0	0	22,623	22,623	3
W20	FUTURE ACADEMIC / ADMIN BUILDING 02	NEW	0	0	0	15,318	15,318	3
W21	FUTURE STUDENT SERVICES BUILDING	NEW	0	0	0	55,260	55,260	3
W22	FUTURE ACADEMIC BUILDING 03	NEW	0	0	0	39,000	39,000	3
W23	FUTURE HOUSING 02	NEW	0	0	0	54,075	54,075	3
W24	FUTURE HOUSING 03	NEW	0	0	0	54,075	54,075	3
W25	FUTURE HOUSING 04	NEW	0	0	0	54,075	54,075	3
W26	FUTURE HOUSING 05	NEW	0	0	0	54,075	54,075	3
W27	FUTURE HOUSING 06	NEW	0	0	0	9,000	9,000	3
W28	FUTURE HOUSING 07	NEW	0	0	0	9,000	9,000	3
W29	FUTURE HOUSING 08	NEW	0	0	0	9,000	9,000	3
W30	FUTURE HOUSING 09	NEW	0	0	0	9,000	9,000	3
W31	FUTURE HOUSING 10	NEW	0	0	0	9,000	9,000	3
W32	FUTURE HOUSING 11	NEW	0	0	0	9,000	9,000	3
W33	FUTURE CHILLER ADDITION	NEW	0	0	0	4,010	4,010	1
W34	FUTURE PERFORMANCE PLATFORM	NEW	0	0	0	800	800	1
DEMO	PALMER BUILDINGS	EXISTING TO DEMO (PHASE I)	41,939	0	41,939	0	0	EXISTING
DEMO	BON SEIGNEUR	EXISTING TO DEMO (PHASE I)	4,188	0	4,188	0	0	EXISTING
	2025 SUBTOTAL WEST CAMPUS		**259,469**	**2,033**	**46,127**	**537,322**	**750,664**	
	2015 SUBTOTAL WEST CAMPUS		*271,365*	*0*	*51,675*	*315,153*	*534,843*	

CAMPUS PROGRAM

EAST CAMPUS PROGRAM



CAMPUS PRELIMINARY PROGRAM KEY

- PROPOSED NEW NCF DEVELOPMENTS
- EXISTING NCF BUILDINGS TO REMAIN
- E01 NUMBER CORRESPONDS TO TABLE
- BUILDING IN 2015 MASTER PLAN, REMOVED FROM CURRENT PLAN
- NCF PROPERTY BOUNDARIES

ZONE 2 | EAST CAMPUS BUILDINGS

#	BUILDING / DESCRIPTION	2025 STATUS	EXISTING BLDG SF	BLDG RENOV SF	BLDG DEMO SF	NEW BLDG SF	TOTAL AT BUILD-OUT SF	# FLOORS
E01	Z RESIDENCE HALL	EXISTING TO REMAIN	25,407	0	0	0	25,407	EXISTING
E02	PEI 1 - UNDISCLOSED USE	EXISTING TO RENOVATE	24,482	24,482	0	0	24,482	2
E03	PEI 2 - UNDISCLOSED USE	EXISTING TO RENOVATE	24,482	24,482	0	0	24,482	2
E04	PEI 3 - UNDISCLOSED USE	EXISTING TO RENOVATE	24,213	24,213	0	0	24,213	2
E05	"Y" RESIDENCE HALL	EXISTING TO REMAIN	11,448	0	0	0	11,448	EXISTING
E06	"X" (SEARING) RESIDENCE HALL	EXISTING TO REMAIN	11,447	0	0	0	11,447	EXISTING
E07	"W" (PETERSON) RESIDENCE HALL	EXISTING TO REMAIN	11,448	0	0	0	11,448	EXISTING
E08	"V" RESIDENCE HALL	EXISTING TO REMAIN	11,447	0	0	0	11,447	EXISTING
E09	GOLDSTEIN RESIDENCE HALL	EXISTING TO REMAIN	24,396	0	0	0	24,396	EXISTING
E10	DORT RESIDENCE HALL	EXISTING TO REMAIN	24,396	0	0	0	24,396	EXISTING
E11	FITNESS CENTER	EXISTING TO RENOVATE	8,390	8,390	0	0	8,390	EXISTING
E12	FITNESS CENTER POOL HOUSE	EXISTING TO REMAIN	298	298	0	0	298	EXISTING
E13	HAMILTON BOILER PLANT	EXISTING TO REMAIN	2,904	0	0	0	2,904	EXISTING
E15	FUTURE ATHLETIC COMPLEX / RETAIL	NEW	0	0	0	56,918	56,918	2
E15.1	FUTURE ATHLETIC COMPLEX / TERRACE	NEW	0	0	0	25,450	25,450	2
E16	FUTURE BASEBALL BUILDING	NEW	0	0	0	47,342	47,342	2
E17	FUTURE SOFTBALL BUILDING	NEW	0	0	0	7,720	7,720	2
E18	FUTURE MAINTENANCE BUILDING	NEW	0	0	0	8,556	8,556	2
DEMO	PHYSICAL PLANT PPD	EXISTING TO DEMO (PHASE II)	5,390	0	5,390	0	0	EXISTING
DEMO	HAMILTON CENTER	EXISTING TO DEMO (PHASE II)	24,778	0	24,778	0	0	EXISTING
DEMO	HAMILTON CLASSROOM	EXISTING TO DEMO (PHASE II)	15,399	0	15,399	0	0	EXISTING
DEMO	SUDAKOFF LECTURE & CONFERENCE CTR	EXISTING TO DEMO (PHASE II)	12,216	0	12,216	0	0	EXISTING
DEMO	CAR MUSEUM	EXISTING TO DEMO (CURRENT)	58,454	0	58,454	0	0	EXISTING
DEMO	CAR MUSEUM SHOP	EXISTING TO DEMO (CURRENT)	3,287	0	3,287	0	0	EXISTING
	2025 SUBTOTAL EAST CAMPUS		**324,282**	**81,865**	**119,524**	**145,986**	**350,744**	
	2015 SUBTOTAL EAST CAMPUS		*326,342*	*73,177*	*61,741*	*343,400*	*608,001*	

EAST CAMPUS - RECREATION / ATHLETICS

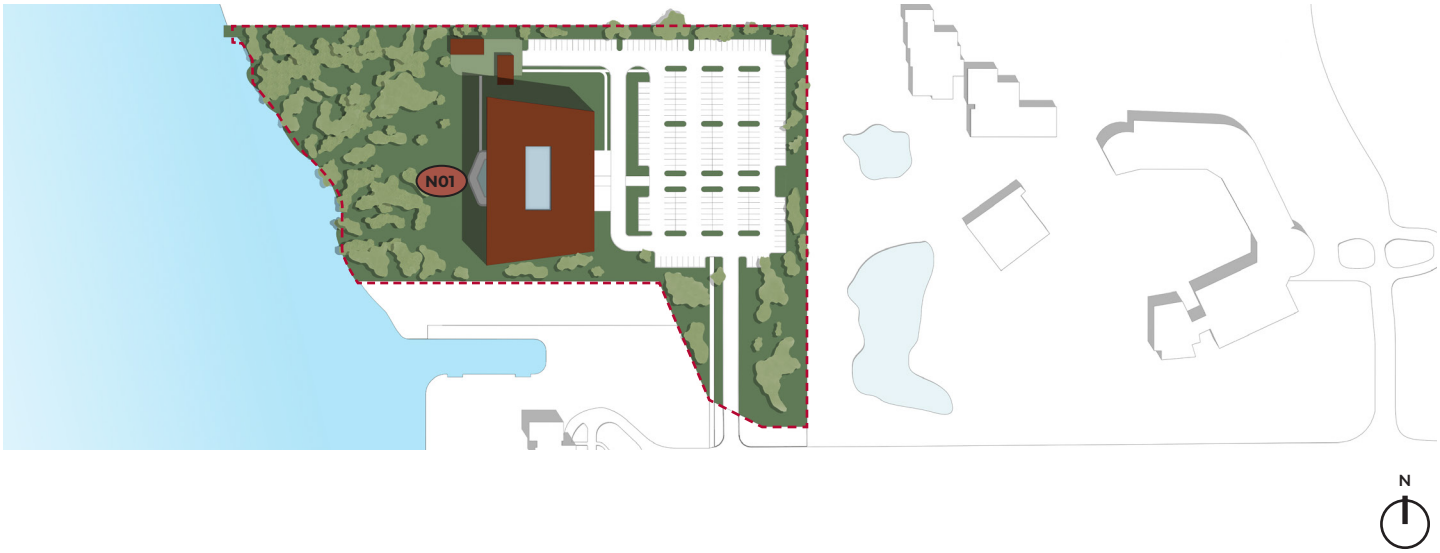
#	BUILDING / DESCRIPTION	STATUS
ER01	FUTURE SOCCER / LACROSSE FIELD	NEW
ER02	FUTURE PICKLEBALL COURTS	NEW
ER03	FUTURE BASEBALL FIELD	NEW
ER04	FUTURE ATHLETICS OR PARKING OR DRAINAGE	NEW
ER05	FUTURE TENNIS COURTS	NEW
ER06	FUTURE SOFTBALL FIELD	NEW

CAMPUS PROGRAM

SOUTH CAMPUS PROGRAM



FUTURE NORTH CAMPUS PROGRAM



CAMPUS PRELIMINARY PROGRAM KEY

- PROPOSED NEW NCF DEVELOPMENTS
- EXISTING NCF BUILDINGS TO REMAIN
- E01 NUMBER CORRESPONDS TO TABLE
- BUILDING IN 2015 MASTER PLAN, REMOVED FROM CURRENT PLAN
- NCF PROPERTY BOUNDARIES

ZONE 3 | SOUTH CAMPUS

#	BUILDING / DESCRIPTION	2025 STATUS	EXISTING BLDG SF	BLDG RENOV SF	BLDG DEMO SF	NEW BLDG SF	TOTAL AT BUILD-OUT	# FLOORS
S01	CAPLES MANSION	EXISTING TO REMAIN	5,804	0	0	0	5,804	EXISTING
S02	CAPLES GARAGE (CARRIAGE HOUSE)	EXISTING TO REMAIN	2,350	0	0	0	2,350	EXISTING
S03	ISERMANN / FELSMANN BUILDING	EXISTING TO REMAIN	11,262	0	0	0	11,262	EXISTING
S04	SCULPTURE STUDIO	EXISTING TO REMAIN	5,975	0	0	0	5,975	EXISTING
S05	SAINER AUDITORIUM	EXISTING TO REMAIN	8,493	0	0	0	8,493	EXISTING
S06	LOTA MUNDY MUSIC BUILDING	EXISTING TO REMAIN	4,515	0	0	0	4,515	EXISTING
S07	FUTURE BOATHOUSE	NEW	0	0	0	16,246	16,246	2
	SUBTOTAL SOUTH CAMPUS		**38,399**	**0**	**0**	**16,246**	**54,645**	
	2015 SOUTH (CAPLES) CAMPUS TOTALS		*38,519*	*0*	*0*	*6,000*	*44,519*	

ZONE 4 | NORTH CAMPUS

#	BUILDING / DESCRIPTION	2025 STATUS	EXISTING BLDG SF	BLDG RENOV SF	BLDG DEMO SF	NEW BLDG SF	TOTAL AT BUILD-OUT	# FLOORS
N01	FUTURE FREEDOM INSTITUTE & EDUCATIONAL CONTEMPLATIVE CENTER	NEW	0	0	0	125,850	125,850	2
	2025 SUBTOTAL NORTH CAMPUS		**0**	**0**	**0**	**125,850**	**125,850**	
	2015 SUBTOTAL NORTH CAMPUS		*0*	*0*	*0*	*0*	*0*	

TOTAL CAMPUS BUILD-OUT

ZONE | CAMPUS AREA		EXISTING BLDG SF	BLDG RENOV SF	BLDG DEMO SF	NEW BLDG SF	TOTAL AT BUILD-OUT	% CHANGE BUILD-OUT
ZONE 1	**2025 SUBTOTAL WEST CAMPUS**	**259,469**	**2,033**	**46,127**	**537,322**	**750,664**	**+ 40.3%**
	2015 SUBTOTAL WEST CAMPUS	*271,365*	*0*	*51,675*	*315,153*	*534,843*	
ZONE 2	**2025 SUBTOTAL EAST CAMPUS**	**324,282**	**81,865**	**119,524**	**145,986**	**350,744**	**- 57.6%**
	2015 SUBTOTAL EAST CAMPUS	*326,342*	*73,177*	*61,741*	*343,400*	*608,001*	
ZONE 3	**2025 SUBTOTAL SOUTH (CAPLES) CAMPUS**	**38,399**	**0**	**0**	**16,246**	**54,645**	**+ 22.7%**
	2015 SOUTH (CAPLES) CAMPUS	*38,519*	*0*	*0*	*6,000*	*44,519*	
ZONE 4	**2025 SUBTOTAL NORTH CAMPUS**	**0**	**0**	**0**	**125,850**	**125,850**	**N/A**
	2015 SUBTOTAL NORTH CAMPUS	*0*	*0*	*0*	*0*	*0*	
	2025 COLLEGE-OWNED LAND - CAMPUS USES	**622,150**	**83,901**	**165,651**	**824,690**	**1,281,189**	**+ 7.9%**
	2015 COLLEGE-OWNED LAND - CAMPUS USES	*636,226*	*73,177*	*113,416*	*664,553*	*1,187,363*	

CAMPUS PROGRAM & IMPLEMENTATION

COMPARISON OF EXISTING & 2035 BUILD OUT



EXISTING CAMPUS PLAN

0 250 500 1000 ft

N



CAMPUS 2035 PLAN

PLAN IMPLEMENTATION

Section 2 of the Campus Master Plan contains goals, objectives, and policies describing how the College's programs and activities will be initiated, modified or continued to implement the master plan in a consistent manner.

MONITORING AND EVALUATION

Monitoring and evaluation procedures are followed to update the adopted campus master plan every five years. The College will submit to the Board of Trustees, within four years from the date of plan adoption and every five years thereafter, or in accordance to Florida laws and regulations an evaluation and appraisal report which:

1. Lists which goals, objectives and policies have been successfully reached;
2. Identifies the need for new or modified goals, objectives, or policies needed to correct unanticipated and unforeseen problems and opportunities that have occurred since adoption of the campus master plan; and
3. Identifies proposed and anticipated plan amendments necessary to address problems and opportunities.

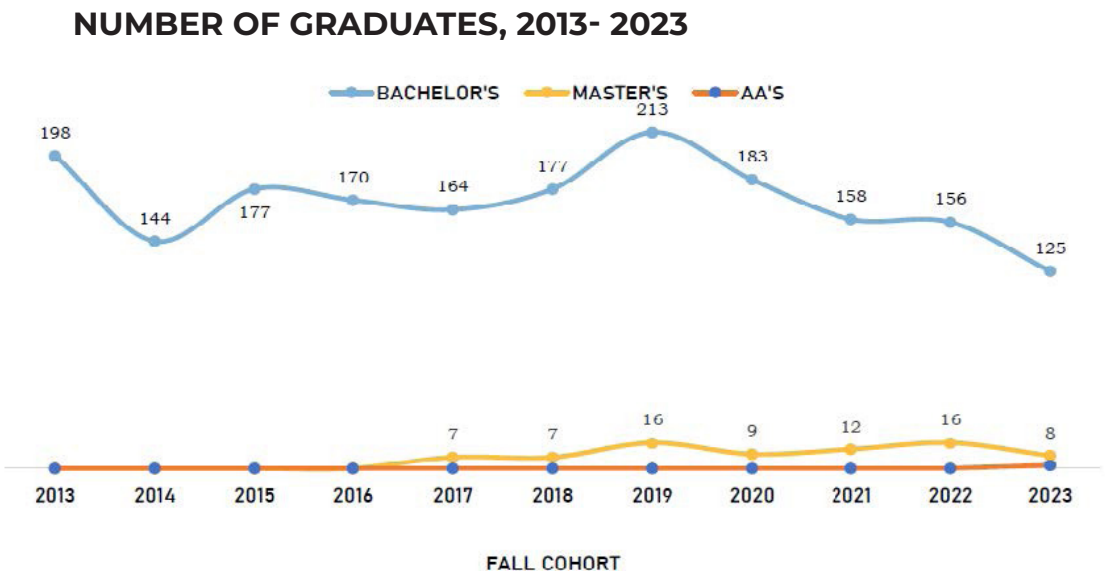
The College will submit to the Board of Trustees within five years from the date of plan adoption and every five years thereafter, a proposed plan amendment which incorporates the findings and recommendations contained in the evaluation and appraisal report, and which also contains updated baseline data (as appropriate) and goals, objectives and policies to be accomplished during the remainder of the overall planning period.

As the steward of the Campus Master Plan, New College will coordinate the monitoring and evaluation process to implement the master plan in a consistent manner. The process will accomplish the following:

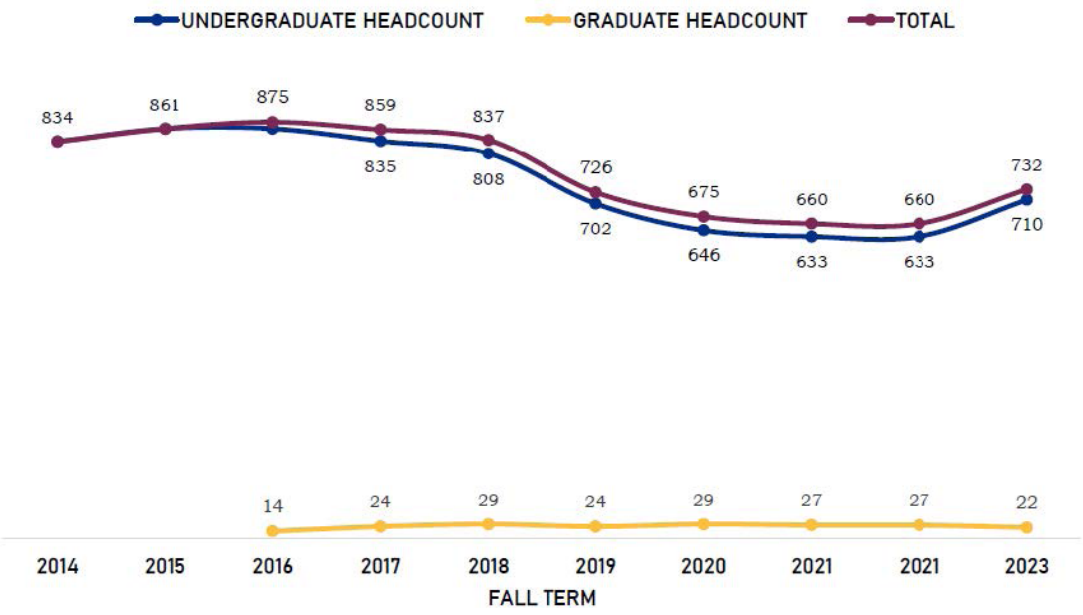
- Clarify the role of the Board of Trustees in the master planning process
- Establish thresholds to identify projects needing broader review
- Develop an approach to ensure discrete projects must meet multiple master plan goals
- Provide training to improve resiliency
- Perform an annual review of progress
- Utilize a phased approach to campus development

Currently, a growth target to 1800 students over the course of the planning period is being considered. This student body growth target would permit increased adjustment to the current enrollment which as of 2025 is approximately 861 students and that is anticipated to reach 900 students in the near future.

According to the most current New College of Florida 2023-2024 Fact Book, the number of graduates from 2013 to 2022 has varied from year to year, partly due to the practice of degrees being awarded only in the Spring term. The number of graduates was at a record high of 213 in 2019, as shown in the following chart.



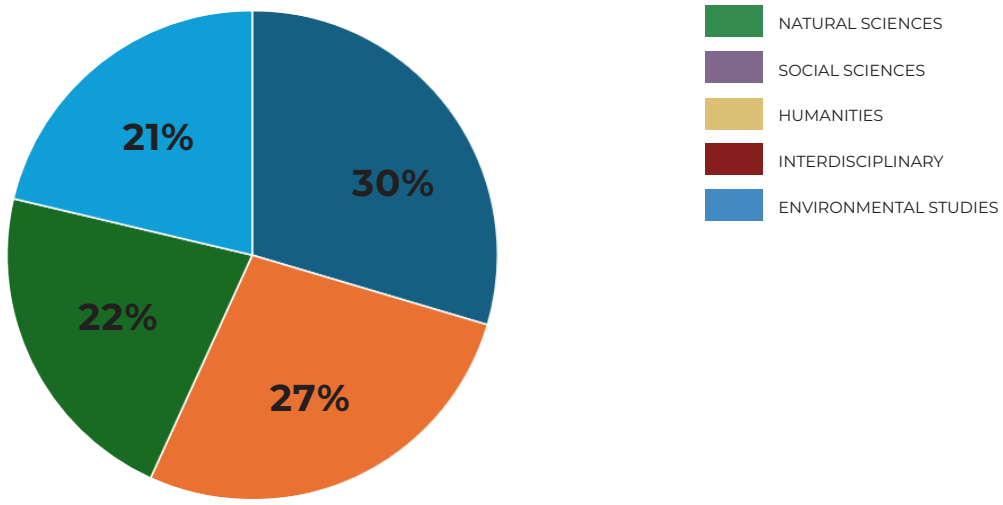
According to the most current New College of Florida 2023-2024 Fact Book, the enrollment headcounts from 2013 to 2022 reach the highest numbers in 2015 and 2016, at 861 and 875 students respectively. These are measured in the Fall term, as shown in the following chart.



New College offers many Areas of Concentration (AOC) in the divisions of Social Sciences, Humanities, Natural Sciences, Environmental Studies, and Interdisciplinary Studies. Students enrolled in the Fifth Contract and above are required to declare their AOC.

The following chart shows the percentage of declared students in 2023-24 in each AOC division. This information is from the 2023 Enrollment Headcount by AOC report from the Office of Institutional Research and Assessment at New College of Florida.

PERCENTAGE OF HEADCOUNT BY DIVISION OF AREA OF CONCENTRATION, 2023-2024



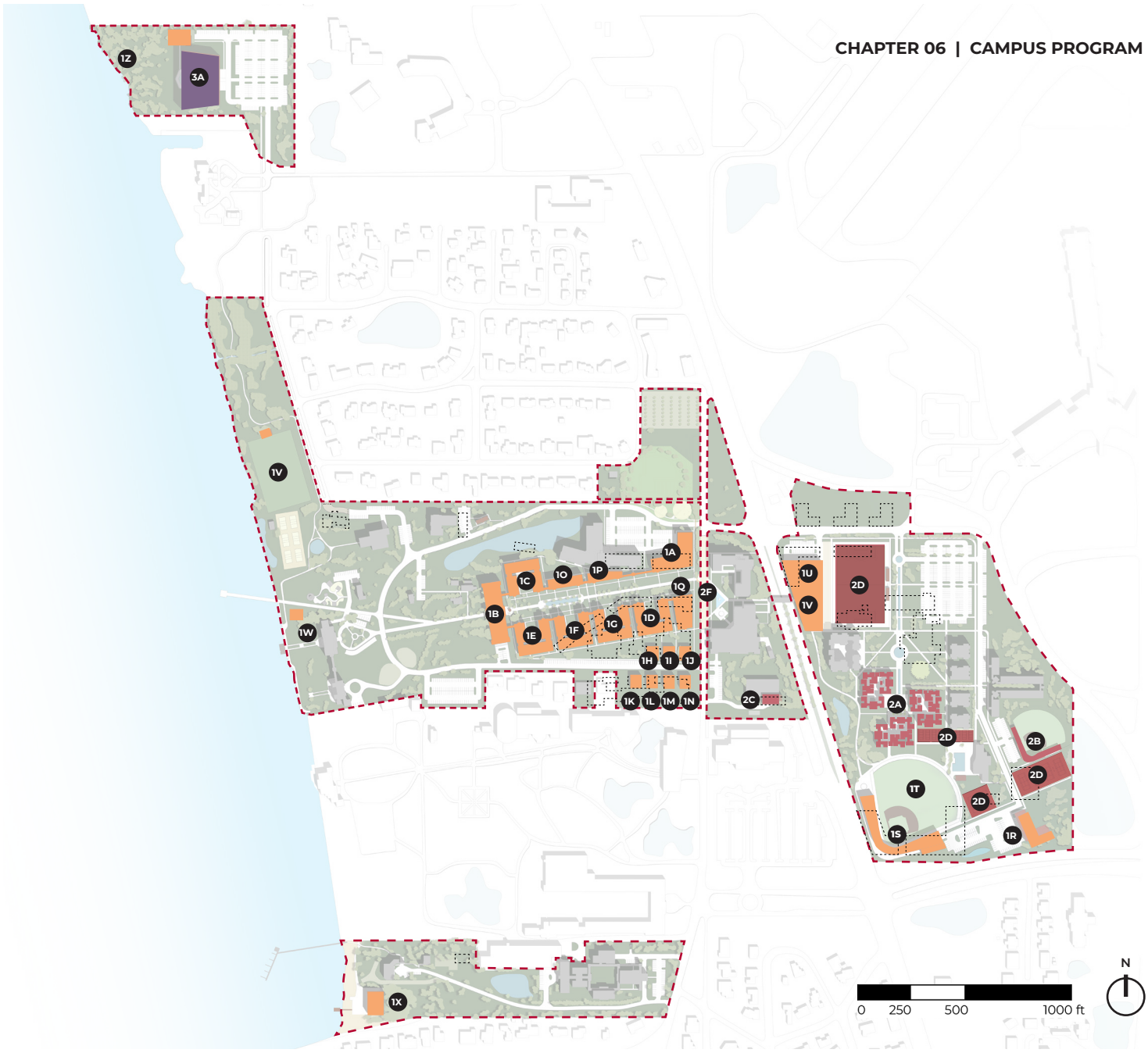
HYPOTHETICAL PHASING PLAN

The hypothetical phasing plan shown above, and summarized in the table below, is intended to provide a possible strategy for expansion over a ten year span, which is associated with specific student population (861, 1200, 1400, 1400, 1600 and 1800 students).

TIME FRAME	STUDENT POPULATION	SF TOTAL REMOVED	BLDG SF TOTAL ADDED	SF TOTAL QUANTITY
CURRENT (2025)	861	*- 61,741 **	1,038	560,409
PHASE 1 (2029)	1,200	*- 46,127 ***	687,110	1,201,392
PHASE 2 (2031)	1,400	*- 57,783 ****	11,730	1,155,339
PHASE 3 (2035)	1,800	-	125,850	1,281,189

TOTAL SF DESIRED:

* DEMOLITION OF CAR MUSEUM & CAR MUSEUM SHOP (2024)
** DEMOLITION OF PALMER BUILDINGS AND SAILING EQUIPMENT SHED
*** DEMOLITION OF HAMILTON CENTER, HAMILTON CLASSROOMS, SUDAKOFF, HAMILTON BOILER ROOM, PHYSICAL PLANT PPD



BUILD-OUT HYPOTHETICAL PHASING PLAN

PHASE 1

- 1A STUDENT SERVICES
- 1B ADMIN / STUDENT SERVICES BUILDING
- 1C HOUSING 01 (QUAD)
- 1D HOUSING 02 (QUAD)
- 1E HOUSING 03 (QUAD)
- 1F HOUSING 04 (QUAD)
- 1G HOUSING 05 (QUAD)
- 1H HOUSING 06 (58TH ST)
- 1I HOUSING 07 (58TH ST)
- 1J HOUSING 08 (58TH ST)
- 1K HOUSING 09 (58TH ST)
- 1L HOUSING 10 (58TH ST)
- 1M HOUSING 11 (58TH ST)
- 1N HOUSING 12 (58TH ST)
- 1O ACADEMIC BUILDING 01
- 1P ACADEMIC BUILDING 02
- 1Q ACADEMIC BUILDING 03
- 1R FACILITIES BUILDING
- 1S BASEBALL STADIUM COMPLEX
- 1T BASEBALL FIELD
- 1U ATHLETIC COMPLEX / RETAIL
- 1V RECREATIONAL / OPEN AREA
- 1W PERFORMANCE PLATFORM
- 1X CAPLES BOATHOUSE
- 1Z EDUCATIONAL CONTEMPLATIVE CENTER

PHASE 2

- 2A PEI ADAPTIVE RE-USE
- 2B SOFTBALL STADIUM COMPLEX
- 2C CHILLER PLANT ADDITION
- 2D ATHLETIC FIELDS AND COURTS

PHASE 3

- 3A FREEDOM INSTITUTE

PHASE 1 (YEARS 1 - 4)

PHASE 2 (YEARS 4 - 6)

PHASE 3 (YEARS 6 - 10)

NCF PROPERTY BOUNDARIES

PROPOSED NEW BUILDINGS IN 2015 PLAN, REMOVED OR RECONFIGURED IN CURRENT PLAN

PROPOSED NEW NCF DEVELOPMENTS

EXISTING NCF BUILDINGS TO REMAIN



APPENDIX

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APPENDIX 01

FUTURE LAND USE

FUTURE LAND USE

A mix of residential, commercial, cultural and airport uses surround the New College campus. Adjacent residential uses include the Uplands subdivision north of the West Campus and a small residential block (the Pine Park subdivision) along 58th Street. South of the College is the Indian Beach/Sapphire Shores neighborhood. Cultural facilities including the Asolo Performing Arts Center, and the Florida State University-owned Ringling Museum are the predominant land uses to the south of the West Campus.

Sarasota-Bradenton International (SRQ) Airport is located north of General Spaatz Boulevard.

The campus is encumbered by its proximity to the SRQ Airport, including a Runway Protection Zone (RPZ) on a southwest/northeast axis that traverses the northeast side of the West Campus. Tamiami Trail (US 41) bisects the campus, and contains a wide variety of uses including retail, motel/hotel, cultural, and residential uses.

PROPERTY STATUS

In late 2012, 13 acres of land that are leased to New College by the SRQ Airport was annexed into the City of Sarasota. That land brought the entire New College campus area in the City limits. New College's planning context area includes both nearby areas the college is likely to affect as well as neighboring areas that are likely to affect the college. Neighboring educational institutions, the airport, nearby motels, the Shell gas station, and neighborhoods to the north and south are all part of the context area. The Classic Car Museum site was acquired by New College in 2008; the building is set to be demolished in 2024.

Surrounding land uses, City boundary, leased lands and the RPZ are identified on the Leased Lands map.

In February 2024, the New College of Florida Board of Trustees voted on the agreement for donated land from Manatee County. The Board approved the agreement for 9 acres North of the Powel Crosley Estate.

New College plans to pursue and assess land acquisition opportunities as they arise, strategically contributing to the campus's enduring future.

VACANT CAMPUS LANDS

The City of Sarasota's Comprehensive Plan (2005), also known as the Sarasota City Plan 2030, is a broad policy document intended to guide development in the City over a long-term planning period. Future Land Use is one of many elements of the City's plan, which is updated and amended as needed. The purpose of designating Future Land Uses is to achieve a high quality living environment through:

- Encouraging compatible land uses,
- Restoring and protecting the natural environment, and
- Providing facilities and services which meet the social and economic needs of the community.

Future Land Use classifications typically set maximum density and intensity allowances. Density is for residential uses, described as dwelling units per acre. Intensity is for non-residential uses, described as Floor Area Ratio (FAR), or the amount of developed square footage in relation to the total land area.

The City of Sarasota's Comprehensive Plan (Sarasota City Plan 2030, December 2008) identifies the majority of the New College campus as Metropolitan/Regional #2 Future Land Use. The purpose and intent of this land use classification is to identify areas in the City that draw visitors from great distances and have distinct and identifiable centers or campuses. This classification #2 is Institution of higher learning, Museum, Entertainment (University of South Florida / Ringling Museum of Art / Asolo Theatre).

For Metropolitan/Regional #2 Future Land Use, the maximum density and intensity are determined by the existing zoning district. However, any increase in density or intensity exceeding the amount permitted by existing zoning must be based, in part, upon a finding that the proposed change is compatible with the existing use, density, intensity and scale of development in the surrounding area. Up to 25 dwelling units per acre and 1.0 FAR may be consistent with the intent of the Metropolitan/Regional #2 Future Land Use classification.

The ten single-family lots on the south side of 58th Street are designated in the Sarasota City Plan as Single-Family Very Low Density Future Land Use, which allows development at 4.5 units per acre or less. If New College is able to acquire the entirety of the single-family houses, it is anticipated that a Future Land Use Map Amendment for Metropolitan/Regional #2 will be needed for redevelopment as shown in the Campus Master Plan.

There are two implementing City of Sarasota zoning districts for Metropolitan/Regional #2: Office Regional District (ORD) and Governmental (G). A small area between Bay Shore Road and Tamiami Trail is already zoned G, however most of the campus is zoned Medical/ Charitable/ Institutional (MCI). Governmental zoning should be established for the entire campus at the time city zoning is applied to the recently annexed area. Specific zoning requirements are contained in the City of Sarasota's Zoning Code.

The Manatee County Comprehensive Plan (September 2023) identifies the 9 acre parcel which has being donated to New College of Florida by Manatee County as Major Recreation / Open Space Future Land Use with an overlay district of Historical / Archaeological. The purpose and intent of this land use classification is to identify areas in the County of significant recreation and permanent open space lands, historic sites, and other areas for the preservation of cultural and recreational amenities.

The Sarasota – Bradenton International (SRQ) Airport Impact (AI) Height Overlay is also in affect for this property will need to be discussed for any future developments especially with elevations over 40 feet or more.

APPENDIX 01

FUTURE LAND USE

LEASED LANDS
CITY OF SARASOTA FUTURE LAND USE



APPENDIX 02

LOW IMPACT DEVELOPMENT

Sarasota County has developed a Low Impact Development Guidance Document that can be accessed via the County's website, at the time of this writing, the web address is:

https://www.scgov.net/home/showpublisheddocument/33258/636634497001730000

This section draws heavily from that guidance document and is an attempt to summarize the key points.

Conventional stormwater design typically consists of a single stormwater collection pond located in the lowest topographic portion of a drainage area, commonly in the form of retention or detention ponds.

Instead, Low Impact Development (LID) principles and practices incorporate a series of stormwater management devices which are located closer to the source of stormwater runoff as opposed to a centralized stormwater treatment device. LID strategies work together to improve the effectiveness and efficiency of the overall system, reducing the quantity of runoff volume and, at the same time, improving the water quality of water discharged from the site.

The County's Guidance Document establishes the following site planning and design objectives, taken from the County's Public Works web site:

- Preserve or conserve existing site features and assets that facilitate predevelopment hydrologic function.
- Minimize generation of runoff from impervious surfaces and contamination as close to the source as possible.
- Promote distributed retention, detention, treatment, and infiltration of runoff.
- Capture and reuse stormwater on site.
- Minimize site disturbance and compaction of soils through low impact clearing, grading, and construction measures.

Projects and sites which implement LID practices must still meet the criteria established by the Southwest Florida Water Management District (SWFWMD) and also the Land Development Regulations from Sarasota County, with reasonable assurances that the proposed designs will not adversely impact the water quality and/or surface or groundwater flows on adjacent properties or receiving waters downstream.

SARASOTA COUNTY LID PRACTICES:

The County has established minimum specifications for the design, construction, operation, and on-going maintenance of several categories of LID practices, including:

- Shallow Bioretention
- Pervious Pavement Systems
- Stormwater Harvesting
- Green Roof Stormwater Treatment
- Rainwater Harvesting
- Detention with Biofiltration

Any single practice is typically not implemented in isolation and would likely not meet the full requirements for stormwater management for either SWFWMD or Sarasota County. The concept of using multiple devices in a series across a larger drainage basin area is a key component for a successful LID implementation.

SUMMARY OF LID PRACTICES

SHALLOW BIORETENTION

Bioretention devices are primarily used for water quality treatment through infiltration and are best suited for smaller drainage areas of 2 acres or less. These devices can provide some stormwater detention, but commonly do not provide sufficient storage capacity to meet the regulations of agencies having jurisdiction (See Detention with Biofiltration below). There is a great amount of flexibility in the shape and size of treatment area, allowing these systems to be integrated into the landscape as an aesthetically pleasing feature. Surface water is directed into these bioretention areas from impervious surfaces by curbing or other fine grading techniques.

These systems do require an organic mulch layer and a specific soil media with a minimum depth in order to function property. This soil profile does provide a high pollutant removal potential for total suspended solids and also for phosphorus and nitrogen.

Bioretention areas do require regular inspections and maintenance to ensure that the soil media is not contaminated by sediment or other debris and that the plant material within/around the device is healthy and supporting the function of the treatment device. Testing of the soil media is also required every three years.

PERVIOUS PAVEMENT SYSTEMS

Asphalt and concrete paving are the most common materials used for parking lots, streets, and sidewalks. These materials provide a durable surface but virtually all rainfall across them becomes runoff. Pervious systems, by contrast, allow for rainfall to infiltrate through the surface and provide temporary storage beneath the pavement systems. These permeable systems are best suited for low-traffic volumes and are susceptible to failure when subjected to frequent vehicle turning and braking. While not strictly applicable for New College, as a reference, Sarasota County does not allow parking above the 100% required amount unless all excessive parking is constructed with pervious pavement.

These pavement systems have a high potential for removal of suspended solids and metals in stormwater. There is also some potential for phosphorus and nitrogen removal with the additional of a nutrient removal layer.

Similar to bioretention areas, pervious pavement does require a specific profile of materials that allow for infiltration, filtering, temporary water storage and nutrient removal in layers above the native subsoil. These systems are best suited for flatter areas, with a recommended maximum slope of 0.5% across parking areas and 5.0% maximum for walkways and paths. Maintenance of the pervious pavement is an absolute must to prevent the system from becoming clogged with foreign debris. These pavement systems also require ongoing inspections at regular intervals to ensure that infiltration is being provided.

STORMWATER HARVESTING

A Stormwater Harvesting System consists of a surface detention pond or underground storage device to capture and store runoff prior to it being discharged from the site. Runoff water is directed into these storage devices through a network of underground piping and surface swales. This water is then reused on the site for irrigation of other allowable non-potable uses. This method of stormwater management does reduce quantity of runoff through the bulk capture of water and also has the benefit of capturing the mass of pollutants, including suspended solids and nutrients, before discharge into surface waters.

The added benefit of reducing potential demand on potable water for irrigation can this a valuable component of a series of treatment systems. There does need to be a receiving area for the irrigation and a pumping and distribution system must be installed and maintained. Uses of stormwater harvesting can

be limited in urban areas and property with a high percentage of impervious areas. In these cases, land area for surface ponds can be limited creating the need for more expensive underground storage options combined with limited lawn and landscape areas needed for irrigation application.

GREEN ROOF SYSTEMS

A green roof captures and stores rainfall on the roof of a building across an area of vegetation planted in a specialized soil media. This can also be combined with a cistern or other storage device (Rainwater Harvesting) to provide stormwater treatment. Rainwater infiltrates into the soil media and is available for plant uptake. Excess water flows through the media, is collected by internal piping and routed to a storage device. This captured runoff can be reused as irrigation or connected into another device in a series of LID facilities. This system does provide high levels of pollutant removal potential, has a relatively low level of maintenance as compared to other systems, and can create an aesthetic feature.

These systems are well suited for sites with a high impervious area and reduced space on the ground. However, there are some limitations to green roof systems, particularly related to initial capital costs, structural limitations of the building, and requirements for waterproofing and other barriers to create a watertight membrane with overflow drains.

RAINWATER HARVESTING

This practice is intended as a component of a stormwater system used to capture direct roof runoff from gutters, downspouts, or other means, effectively reducing the volume of water that is discharged off of the site and creating a source for irrigation or other exterior non-potable water uses. This technique has a main distinction that rainwater is collected before it comes into contact with the ground, at which point it begins to contact various potential contaminants and becomes stormwater.

Rainwater harvesting is common for small-scale residential properties to offset irrigation needs in the landscape, but these small devices are not meant to be utilized as part of a stormwater treatment system. However, larger commercial-scale systems can be used as part of an LID stormwater management system.

Ongoing inspection and maintenance of the storage device and any irrigation pump and spray system used for applying collected water should be part of a normal facilities plan.

DETENTION WITH BIOFILTRATION

This system is very similar to the Shallow Bioretention device discussed above. The key differences are that some detention of stormwater runoff is incorporated into the design along with and underdrainage system to remove excess infiltration through a series of pipe and then to a discharge point.

FLORIDA FRIENDLY LANDSCAPING™ PROGRAM

The Florida Friendly program was developed by the University of Florida to provide information to “match the right plant with the right place and providing the right care at the right time”. Incorporating the elements of this program should be considered as a component of LID facilities that utilize landscape plantings as a part of the treatment device.

LOW IMPACT DEVELOPMENT PLANNING AND EVALUATION GUIDANCE CHART

LOW IMPACT DEVELOPMENT PLANNING CONSIDERATIONS	PROJECT APPLICABILITY (Y OR N)	LOW IMPACT DEVELOPMENT ALTERNATIVES AVAILABLE TO MEET STORMWATER MANAGEMENT NEEDS IN SARASOTA COUNTY					
		SHALLOW BIORETENTION	PERVIOUS PAVEMENTS	STORMWATER HARVESTING	GREENROOF TREATMENT	RAINWATER HARVESTING	DETENTION WITH BIOFILTRATION
A. GENERAL SITE CONSIDERATIONS							
A.1 - THE PROJECT IS PLANNED TO BE CONSTRUCTED ON UNDEVELOPED LAND WITH FLEXIBLE LOCATIONS FOR STORMWATER MANAGEMENT		●	●	●	●	●	●
A.2 - THE PROJECT IS A REDEVELOPMENT AREA OR RETROFIT PROJECT WHERE NO STORMWATER PONDS EXIST		◑	●	○	●	●	◑
A.3 - THE PROJECT IS A PROPOSED LINEAR PROJECT (I.E. NEW ROADWAY)		●	●	○	○	○	●
A.4 - THE PROJECT IS COMPRISED OF A LARGE MIXED USE OR PLANNED DEVELOPMENT (RESIDENTIAL/COMMERCIAL DEVELOPMENT)		●	●	●	●	●	●
A.5 - THE SITE IS PLANNED FOR A COMMERCIAL LARGE “BIG BOX” BUILDINGS AND LARGE PARKING AREAS		●	●	●	●	◑	●
A.6 - THE PROJECT IS PLANNED AS A CLUSTERED, HIGH INTENSITY MULTI-FAMILY RESIDENTIAL OR “NEW URBANISM” PROJECT.		●	●	●	●	◑	●
B. ENVIRONMENTAL SITE CONSIDERATIONS							
B.1 - THE SEASONAL HIGH GROUNDWATER TABLE IS LESS THAN 1.5 FEET BELOW THE LAND SURFACE		○	○	●	●	●	●
B.2 - THE SOILS ON THE SITE ARE POORLY DRAINED WITH LESS THAN 2 INCHES/HR INFILTRATION (I.E.. SCS TYPE B/D OR D)		◑	◑	●	●	●	●
B.3 - THE SITE LIES WITHIN THE 100-YEAR FLOODPLAIN		●	◑	●	●	●	●
B.4 - THE PROJECT AREA INCLUDES SPECIAL HABITATS OF CONCERN OR REQUIRES SPECIAL PROTECTION MEASURES		●	◑	●	●	●	●
B.5 - THE PROJECT IMPACTS WETLANDS OR THERE ARE EXISTING IMPACTED WETLANDS THAT MAY BENEFIT FROM STORMWATER		●	◑	●	◑	●	●
B.6 - THE SITE REQUIRES FILL MATERIALS FOR DEVELOPMENT		●	●	●	◑	●	●
B.7 - THERE ARE OPPORTUNITIES TO PRESERVE FORESTED AREAS FOR NON-PRESUMPTIVE STORMWATER TREATMENT BENEFITS		●	●	●	●	●	●
B.8 - THE PROJECT SITE HAS NO POSITIVE OUTFALL		◑	◑	●	●	●	◑
C. SPECIAL WATERSHED SITE CONSIDERATIONS							
C.1 - THE PROJECT LIES WITHIN A WATERSHED OF SPECIAL CONCERN (I.E. WITHIN A PEAK SENSITIVE OR VOLUME SENSITIVE AREA)		◑	◑	◑	◑	◑	◑
C.2 - THE WATERSHED RECEIVING STREAM IS IN AN OUTSTANDING FLORIDA WATER (OFW)		◑	◑	◑	◑	◑	◑
C.3 - THE WATERSHED LIES WITHIN AN IMPAIRED WATER BODY AND MAY HAVE SPECIFIC TMDL’S IDENTIFIED FOR NUTRIENTS		◑	◑	◑	◑	◑	◑

Source: Sarasota County LID Manual

LOW IMPACT DEVELOPMENT PLANNING AND EVALUATION GUIDANCE LEGEND

THE LID PRACTICE IS BOTH FEASIBLE AND PRACTICAL AND IS RECOMMENDED FOR CONSIDERATION	●
THE LID PRACTICE MAY BE FEASIBLE BUT MAY REQUIRE SPECIAL MEASURES FOR PRACTICAL IMPLEMENTATION	◑
THE LID PRACTICE POSES PRACTICAL CHALLENGES FOR IMPLEMENTATION THAT MAY LIMIT THE APPLICATION	○

NOTE: THE LID EVALUATION AND GUIDANCE TOOL IS PROVIDED TO AID STORMWATER PROFESSIONALS IN PLANNING FOR SUCCESSFUL LID PROJECTS. THE STORMWATER PROFESSIONAL IS ADVISED TO EVALUATE LID OPTIONS FOR EACH CATEGORY APPLICABLE FOR THE PROPOSED PROJECT AS SHOWN IN THE GUIDANCE CHART AND THEN FOLLOW DESIGN RECOMMENDATIONS IN THE RESPECTIVE LID SECTIONS. IT IS THE SOLE RESPONSIBILITY OF THE STORMWATER PROFESSIONAL TO DESIGN THE PROJECT TO EFFECTIVELY MEET BOTH SARASOTA COUNTY AND SWFWMD PERMITTING REQUIREMENTS FOR STORMWATER MANAGEMENT.

Source: Sarasota County LID Manual

APPENDIX 03

HOUSING

The College currently houses approximately 80 percent of students on/off campus, in several buildings, offering suite and dormitory style housing, containing a total of 629 beds. The stated policy of New College is to house 80 percent of students (headcount) on campus. If enrollment grows as projected to 1800, the College will need a minimum of 1440 beds. Freshman and sophomores are required to live on campus. The College does not own or operate any student housing off campus.

ON-CAMPUS STUDENT HOUSING INVENTORY		
NAME	TYPE	BEDS
PEI DORM: GORDON E. MICHELSON CENTER, HALL PEGGY BATES HALL , ELAINE & HARVEY ROTHENBERG HALL*	SUITE	306
PALMER “B” DORM	DORMITORY	43
DORT / GOLDSTEIN	SUITE	151
LETTER DORMS “V, W, X, Y, AND Z”	DORMITORY	208

* CURRENTLY REMOVED FROM OPERATIONS AS OF FALL 2023 WITH NO PLANS TO REINSTATE THE DORM ROOMS; APPROXIMATE 355 OFF-SITE TOTAL BED COUNT AS OF FALL 2025

OFF-CAMPUS STUDENT HOUSING INVENTORY		
NAME	TYPE	BEDS
OFF-SITE LEASED HOUSING	SUITE	227

SOURCE: NEW COLLEGE FACILITIES PLANNING, 2025

In 2007, NCF constructed five new student residence halls, called the letter dorms “V, W, X, Y and Z” totaling 70,197 square feet on East Campus. These residence halls house 208 students

In 2009 the Pei Dormitory 2nd Court underwent an extensive renovation/updating.

In 2014 the Pei Dormitory 3rd Court underwent significant remodeling. During this project new bathroom cabinetry and fixtures, flooring, paint, new concrete pavers in the interior courtyard area, new exterior IT cabinets, building waterproofing and drainage, new Cat5 wiring and interior and exterior lighting fixtures were done. New furniture throughout the dorm was also included.

In 2014 Palmer “B” also underwent a remodeling which included new kitchens and appliances, new flooring throughout, new bathroom counters and fixtures, roofing repairs, interior and exterior painting, new lighting, a new concrete patio with sidewalk and an ADA parking space. New furniture was purchased for this dorm as well.

In 2021 Palmer “B” also underwent a bathroom remodeling which included new bathroom counters, new stalls, new showers, new fixtures and sinks, painting, new lighting, new water and sewer lines.

In 2023, the exteriors of the Letter dorms (X, Y, V, and W) were repaired and painted, and the kitchen cabinets were also replaced. That same year, interior renovations were completed in the Dort and Goldstein dormitories, along with exterior renovations to the Letter dorms and PMB.

In 2024, the HVAC systems in Dort and Goldstein dormitories were replaced.

APPENDIX 04

CAPITAL IMPROVEMENTS

The Capital Improvement Plan (CIP) for 2025-2030 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 College needs and funding resources. Site improvements can be funded by infrastructure dollars not contained within the CIP. Campus space utilization was considered in establishing the CIP priorities. Site improvements can be done with infrastructure funds and are not reliant on the CIP.

All the projects requested are in accordance with recommendations contained in the College's Educational Plant Survey conducted in November 2024. Proposed priorities for the 2025-30 plan include:

PECO ELIGIBLE PROJECT REQUESTS

➤ PRIORITY 1: MULTI-PURPOSE BUILDING SUPPORTING ENROLLMENT GROWTH

This project will be completed in phases. This request was the highest-ranked project on the College's 2020-21 PECO priority list and the second-highest-ranked project on the Board of Governors' 2020-21 SUS PECO priority list. If the planning funds are appropriated in FY 2025-26, and the remainder of the funds in 2026-27 and 2027-2028, the project will be well-positioned to support the timing of the planned growth. The project includes multi-use space supporting the academic program (classrooms, auditorium, study, and offices), administrative support (campus safety, records & registration, financial affairs, employee support services) and various site improvements.

The $10 million in planning funds will guide decisions on how best to configure the new multi-use facility in accordance with future growth of the student body and with the principles of the campus master plan. Total all-in project costs are estimated at $68.5 million.

➤ PRIORITY 2: 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 3: SHARED USE FACILITY – NCF/FSU RINGLING CHILLER PLANT EXPANSION

The 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.

FIVE-YEAR CAPITAL IMPROVEMENT PLAN

The following table is the Five-Year Capital Improvement Plan (CIP-2) for Fiscal Years 2025 through 2030. This was approved by the Board of Trustees on June 13, 2024.

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) 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						
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 06/13/2024
2	Old Caples House & Carriage House Exterior Renovations			$ 7,734,447			All	5,071	8,154	$ 7,734,447	$ 948.55	
3	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 06/13/2024

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.

*It is requested that the funds received in the General Appropriation Act Chapter 2023-239, Laws of Florida line 18 Hamilton Classroom Building Remodeling for $5,882,388 be reverted and re-appropriated for this purpose. The difference of $5,617,612 is requested to be funded on the PECO list.

APPENDIX 05

INTERGOVERNMENTAL COORDINATION

The Campus Development Agreement between the New College Board of Trustees and the host community, the City of Sarasota, executed on October 21, 2020, will remain in effect for five years, unless otherwise extended or terminated by mutual consent of New College and the City of Sarasota. The concurrency analysis completed in 2016 and referenced by the current Development Agreement updated in 2025 indicated that there was adequate potable water, sanitary sewer, solid waste, drainage/stormwater management, parks and recreation, roads, and public transportation facilities and services to serve new development on the New College campus consistent with the most recent Campus Master Plan, and consistent with the Level of Service standards for these facilities as adopted in the Sarasota City Plan.

For the duration of the Campus Development Agreement, the City of Sarasota agreed to vest from its concurrency requirements, the development identified in the New College Master Plan adopted in October 2015 and amended in August 2016, and in the Concurrency Analysis dated October 2016. This 2025 amendment to the plan does not increase development that is shown in the 2016 Plan and 2016 Concurrency Analysis. In 2020, New College and the City agreed that no off-campus improvements are needed to maintain the City's Level of Service (LOS) standards. Any development identified in the Campus Master Plan which has not been built will remain vested from the City's concurrency requirements.

The College is undertaking a new Levels of Service Concurrency Analysis dated April 2025. As discussed in that document, there has been a significant reduction in the prior vested Level of Service impacts related to the reduction in the number of students with the physical separation of New College and USF S/M. This reduction in impact will exceed the duration of the pending updated Campus Development Agreement and will even extend beyond the long-range scenario of the New College Campus Master Plan Update. In the event those conditions change in the future, the College will update the Master Plan to incorporate them and will negotiate new campus development agreement(s) with the City of Sarasota and/or Manatee County.

Therefore, as demonstrated in the 2025 Concurrency Analysis, new development consistent with the Campus Master Plan will not degrade the existing LOS for:

➤ TRANSIT OR ADJACENT OR IMPACTED ROADWAYS

Due to the separation of the University of South Florida, New College's projected build out over the term of the Campus Development Agreement remains under the number of previously vested trips.

➤ SANITARY SEWER/WASTEWATER

There is sufficient capacity in the existing collection system to continue service to New College for the long range scenario of the Campus Master Plan. The City and New College will review sanitary sewer/wastewater infrastructure in connection with new building design and construction.

➤ SOLID WASTE

New College will pursue additional agreements understanding with the City as necessary to ensure there is adequate solid waste collection and disposal to serve the campus and meet the 6.9 pounds of waste per day per capita LOS.

➤ STORMWATER

The anticipated growth will be accommodated by the available vacant land on campus to provide stormwater treatment and retention at the current standards and LOS requirements provided that any impacts of stormwater drainage to off-campus public stormwater management facilities are mitigated in accordance with the City's Engineering Design Manual and Southwest Florida Water Management District permitting requirements.

➤ POTABLE WATER

There is sufficient capacity in the current distribution system to continue service to New College for the 50-year long range scenario of the Campus Master Plan. The City and New College will review potable water infrastructure in connection with new building design and construction.

➤ PARKS AND RECREATION

New College will continue to provide on-campus active and passive recreation support to meet the needs of the campus.

THE FOLLOWING LISTS ALL THE COORDINATING ENTITIES REFERENCED IN THIS SECTION:

- New College Facilities Planning
- New College Campus Police (Serving both New College and USF S/M)
- New College Division of Student Affairs
- American Red Cross
- Asolo Center for the Performing Arts
- Board of Trustees of Internal Improvement Trust Fund
- City of Sarasota Planning Department
- City of Sarasota Development Services Department
- City of Sarasota Police Department
- City of Sarasota Public Works Department
- City of Sarasota Utilities Department
- Contract Service Suppliers for Recycling and Hazardous Wastes
- Federal Emergency Management Agency (FEMA)
- Florida Department of Transportation (FDOT)
- Florida Department of Environmental Protection (FDEP)
- FDEP Division of State Lands and Land Management Advisory Council (LMAC)
- Florida Fish and Wildlife Conservation Commission
- Indian Beach/Sapphire Shores Neighborhood Association
- John and Mable Ringling Museum of Art
- Manatee County Area Transit (MCAT)
- Manatee County Public Works
- Cedar Hammock Fire Control District
- Manatee County Development Services Department
- Manatee County Sheriff's Department
- Sarasota Bay Estuary Program
- Sarasota County Area Transit (BREEZE)
- Sarasota County Department of Emergency Management
- Sarasota County Health Department
- Sarasota County Natural Resources Department
- Sarasota County Parks and Recreation
- Sarasota County Planning Department
- Sarasota County Sheriff's Department
- Sarasota County Fire Department
- Sarasota County Public Works Department
- Sarasota/Manatee Airport Authority
- Sarasota/Manatee Metropolitan Planning Organization (S/M MPO)
- Southwest Florida Regional Planning Council
- Southwest Florida Water Management District (SWFWMD)
- State of Florida Division of Historical Resources
- State of Florida
- Office of the State Fire Marshal Uplands Neighborhood Association
- USF Sarasota/Manatee (USF S/M)

THE FOLLOWING IS A LIST OF THE TOPICS COVERED IN THIS SECTION:

1. COMPATIBILITY OF CAMPUS AND AREA DEVELOPMENT
2. LAND TRANSFERS AND ACQUISITIONS
3. COORDINATION OF COMPREHENSIVE PLANS
4. OFF-CAMPUS HOUSING
5. RECREATION AND OPEN SPACE
6. PEDESTRIAN AND NON-VEHICULAR CIRCULATION
7. TRANSIT USE, VEHICULAR CIRCULATION, AND PARKING
8. WATER SUPPLY CAPACITY AND INFRASTRUCTURE
9. SANITARY SEWER CAPACITY AND INFRASTRUCTURE
10. SOLID WASTE
11. DRAINAGE AND FLOODING
12. CONSERVATION AND HABITAT
13. FIRE, RESCUE, SAFETY, AND EMERGENCY MEDICAL SERVICES
14. EMERGENCY OPERATIONS

➤ TOPIC 1: COMPATIBILITY OF CAMPUS AND AREA DEVELOPMENT

DESCRIPTION

Proposed campus development should be compatible with development in the adjacent context area. Aspects of this relationship include building location, orientation, mass and scale, landscape character and functional character at ground level.

The master plan recommends new development be compatible with the surrounding area. Residential neighborhoods abut the north and south edges of the West Campus and lie to the east and southeast of the campus. Institutional and residential uses are located between the different zones of the west campus. The Sarasota/Bradenton International Airport is located north of the campus, on the east side of US 41. The East Campus lands are leased from the Airport.

A portion of the campus including College Hall, Cook Hall, Robertson Hall, and Caples Mansion and Carriage House are listed on the National Register and State of Florida Division of Historical Resources as the Caples'-Ringlings' Estates Historic District.

Efforts are ongoing in Sarasota and Manatee Counties to improve the US 41 corridor as it serves as a gateway to both jurisdictions. This master plan and the College should support ongoing efforts to beautify and improve the overall environment along the US 41 corridor.

New College will endeavor to work with other institutions in the area to create a University/ Institutional district.

COORDINATING ENTITIES:

- New College Facilities Planning
- City of Sarasota Development Services Department
- City of Sarasota Planning Department
- City of Sarasota Public Works Department
- Department Sarasota County Planning Department
- Sarasota/Manatee Airport Authority
- State of Florida Division of Historical Resources
- Florida Department of Transportation
- Sarasota County Planning Department
- Manatee County Development Services Department

COORDINATION MECHANISMS

In the past, organized planning efforts between New College and local governmental agencies have been sporadic and reactive to circumstances rather than looking toward mutually agreeable planning goals. While this is improving, there is still some room for improvement.

The College solicits review and assistance from the State for the development and improvement of facilities on the national register. Given the need for improvements along Bay Shore Road and the institutional district that is emerging in the context area, New College will seek to establish cooperative relationships with the local government and surrounding institutions.

NATURE OF RELATIONSHIP

The nature of the relationship between New College and local governmental agencies has been one by which development occurred within each entity with minimal coordination with the other. The College maintains the right and responsibility to establish and regulate land uses within the campus boundaries, just as the county has similar rights and responsibilities within their jurisdiction.

The county agencies have been responsive and interested in the development of the campus master plan. The College enjoys a mutually beneficial and informative relationship with the state historical agencies.

RECOMMENDATIONS

College officials should continue to develop relationships with city and county agencies to establish a cooperative and reciprocal process by which applications for development permits within the context area of the campus are reviewed. Again, the College should work with adjacent institutions and the local government to enhance the emerging institutional district in the context area.

➤ TOPIC 2: LAND TRANSFERS AND ACQUISITIONS

DESCRIPTION

The master plan and the growth projections of the College are understood to be compatible with all local governmental and institutional master plans.

New College plans to pursue and assess land acquisition opportunities as they arise, strategically contributing to the campus's enduring future.

Additionally, New College should begin to consider a plan for how to address the ownership arrangement of the East Campus property over a long term period. This property is currently leased from SRQ Airport under a long term lease arrangement. A portion of the property may be available for acquisition as part of a land swap with SRQ airport. A plan for acquisition or lease extension for the remainder of the property would need to be developed.

The College also needs to participate in planning efforts along US 41 with USF to ensure that the potential for future joint institutional use facilities can be located between the USF S/M and New College campuses.

COORDINATING ENTITIES

- New College Facilities Planning
- Board of Trustees of the Internal Improvement Trust Fund
- City of Sarasota Development Services Department
- City of Sarasota Planning Department
- Florida Department of Environmental Protection (FDEP)
- Land Management Advisory Council (LMAC)
- Sarasota County Planning Department
- Manatee County Development Services Department

COORDINATION MECHANISMS
There is no mechanism at this time to coordinate land acquisition and transfer with local government agencies.

NATURE OF RELATIONSHIP
The city and county governments recognize the College as a valuable asset to the community and support continued growth. As New College acquires new properties, City of Sarasota Future Land Use designations will be needed.

RECOMMENDATIONS
The College and the city and county agencies should establish a cooperative and reciprocal process to notify one another of proposed land acquisitions.

➤ TOPIC 3: COORDINATION OF COMPREHENSIVE PLANS

DESCRIPTION
The future growth of the New College of Florida campus should be coordinated with planned growth in the context area to reduce traffic and stormwater impacts, share opportunities for open space and recreation/trails, minimize impacts on surrounding neighborhoods, and encourage compatible land uses. If a comprehensive plan amendment is required, it will be submitted at the appropriate time.

- Coordinating Entities
- New College Facilities Planning
- Asolo Center for the Performing Arts
- City of Sarasota Development Services Department
- City of Sarasota Planning Department

- Indian Beach/Sapphire Shores Neighborhood Association
- John and Mable Ringling Museum of Art
- Manatee County Development Services Department
- Sarasota County Planning Department
- Sarasota/Manatee Airport Authority
- Sarasota/Manatee Metropolitan Planning Organization (S/M MPO)
- Uplands Neighborhood Association
- University of South Florida Sarasota-Manatee Campus (USF S/M)

COORDINATION MECHANISMS

The College will provide copies of its campus master plan amendments to the host local government, the City of Sarasota, and other coordinating entities so that they will be aware of changes that have occurred. A copy of the campus master plan will be maintained on the College's website. Any amendment to the adopted plan that exceeds the thresholds established in 1013.30 (9), Florida Statutes, will be sent to the City of Sarasota for review prior to adoption by the Board of Trustees and two public hearings will be held prior to the adoption of the plan amendment. The College will revise and update its campus development agreement with the affected local government as needed.

NATURE OF RELATIONSHIP

Enrollment growth is projected for New College, which will result in the need for new housing on campus. Growth and development in the city and counties in the campus context area should be coordinated for the mutual benefit of all.

RECOMMENDATIONS

New College officials should work closely with planning officials from the coordinating entities to establish a process for the reciprocal review and development of comprehensive plans and plan amendments.

➤ TOPIC 4: OFF-CAMPUS HOUSING

DESCRIPTION

New College will continue to provide approximately 80 percent on-campus housing facilities. The College should coordinate with the City of Sarasota and Manatee County on issues regarding security and traffic in areas where students live off- campus, especially along the Bay Shore Road and US 41 pedestrian routes.

COORDINATING ENTITIES

- New College Facilities Planning
- New College Campus Police (Serving both New College and USF Sarasota/Manatee)
- City of Sarasota Planning Department
- City of Sarasota Police Department
- Manatee County Development Services Department
- Manatee County Sheriff
- Sarasota County Planning Department
- Sarasota County Sheriff

COORDINATION MECHANISMS
There is no formal intergovernmental coordination system regarding off-campus housing.

NATURE OF RELATIONSHIP
Entities involved with off-campus housing have worked independently of the College.

RECOMMENDATIONS
The College should track the residential location of its commuting population and coordinate with local law enforcement, local planning agencies, and off-campus student housing providers to assess quality of life and ensure student health and safety in areas where students may be concentrated in the immediate context area.

➤ TOPIC 5: RECREATION AND OPEN SPACE

DESCRIPTION
The proposed open space improvements on campus should be coordinated with the City of Sarasota and other local open space plans. Along Bay Shore Road, a widened tree-lined sidewalk is proposed, which will improve the pedestrian environment and provide a more defined edge for the campus. This will ideally link to the Ringling Museum and the South Campus to the south and north to the USF S/M campus.

COORDINATING ENTITIES
- New College Facilities Planning
- Florida Department of Environmental Protection (FDEP)
- Florida Fish and Wildlife Conservation Commission
- Southwest Florida Water Management District (SWFWMD)
- City of Sarasota Planning Department
- City of Sarasota Public Works

COORDINATION MECHANISMS
No organized or periodic system of collaborative planning of recreation and open space exists between the College and local governmental agencies.

NATURE OF RELATIONSHIP
The nature of the relationship between New College and the government entities has been one by which development of recreation and open space occurred with minimal coordination. The College allows the campus grounds to be utilized by the general public for recreation and solitude.

RECOMMENDATIONS
College officials should work together with the city to establish a cooperative and reciprocal process to review recreation and open space goals. The College should also seek to work with the adjacent institutions to ensure that an institutional district emerges that serves the objectives of all parties.

➤ TOPIC 6: PEDESTRIAN AND NON-VEHICULAR CIRCULATION

DESCRIPTION
Currently, the major area of pedestrian-vehicular conflict occurs along Bay Shore Road from the Library to College Drive. The US 41 and Bay Shore Road corridors continue to be a concern especially with regard to safety and security especially at night.

COORDINATING ENTITIES

- New College Facilities Planning
- Asolo Center for the Performing Arts
- City of Sarasota Planning Department
- City of Sarasota Public Works Department
- Florida Department of Transportation (FDOT)
- Indian Beach/Sapphire Shores Neighborhood Association
- John and Mable Ringling Museum of Art
- Sarasota/Manatee Metropolitan Planning Organization (S/M MPO)
- Uplands Neighborhood Association
- University of South Florida Sarasota-Manatee Campus (USF S/M)

COORDINATION MECHANISMS

While no formal mechanism exists for the coordination of on and off-campus pedestrian and bicycle paths, the campus administration should engage in routine discussions with city and state officials on this matter.

NATURE OF RELATIONSHIP

New College has established good relationships with its neighbors and government agencies. There are acknowledged pedestrian and non-vehicular circulation and safety issues.

RECOMMENDATIONS

The College should strengthen its intergovernmental relationships and establish a process for reciprocal review of non-vehicular improvements. The College should also coordinate with city and county officials to facilitate improvements to the pedestrian environment and the safe use of bicycles and reduce automobile impacts on the area. Coordination and cooperation should also be sought with other institutions in the context area such as the Ringling and USF S/M.

➤ TOPIC 7: TRANSIT USE, VEHICULAR CIRCULATION, AND PARKING

DESCRIPTION

The future roadway capacity and level of service for portions of US 41 near the campus should be reviewed.

There are buses from both Manatee County and Sarasota County that serve the New College campus and the airport area.

Opportunities for off-campus or remote parking lots should be identified for the longer term, including commercial developments along US 41.

COORDINATING ENTITIES

- New College Facilities Planning
- New College Campus Police (Serving both New College and USF S/M)
- City of Sarasota Planning Department

- City of Sarasota Public Works Department
- Florida Department of Transportation (FDOT)
- Manatee County Area Transit (MCAT)
- Manatee County Department of Public Works
- Manatee County Development Services Department
- South/Manatee Metropolitan Planning Organization (S/M MPO)
- Sarasota County Area Transit (BREEZE)
- Sarasota County Planning Department
- Sarasota County Public Works Department
- Sarasota/Manatee Airport Authority

COORDINATION MECHANISMS
Coordination between New College and the local authorities historically has occurred on an as-need basis.

NATURE OF RELATIONSHIP
The nature of the relationships has been cooperative.

RECOMMENDATIONS
New College should develop an independent relationship with local and state governmental agencies and seek to reduce and improve traffic impacts on neighborhood roadways.

➤ TOPIC 8: WATER SUPPLY CAPACITY AND INFRASTRUCTURE

DESCRIPTION
There is adequate capacity in the water supply system to serve the needs identified in the current campus master plan.

As specific development projects are being designed, the details related to water service connections and capacity will be evaluated. Potable water capacity is coordinated with the local jurisdiction to the extent necessary during the Concurrency Review and Development Agreement discussions, with ongoing coordination as needed based on specific project details. In certain circumstances, the State of Florida has some applicable regulations. The Southwest Florida Water Management District (SWFWMD) regulates the withdrawal of groundwater.

COORDINATING ENTITIES

- New College Facilities Planning
- City of Sarasota Utility Department
- Florida Department of Environmental Protection (FDEP)
- Southwest Florida Water Management District (SWFWMD)

COORDINATION MECHANISMS
Coordination between the New College and city and county agencies has occurred on an as-needed basis when infrastructure improvements and/or new capital improvement projects are planned or

implemented. Coordination with state agencies occurs periodically for water quality monitoring.

NATURE OF RELATIONSHIP
The nature of the relationships has been cooperative.

RECOMMENDATIONS
New College should coordinate with state and local governmental agencies to improve and upgrade the existing water supply system on and off-campus.

➤ TOPIC 9: SANITARY SEWER CAPACITY AND INFRASTRUCTURE

DESCRIPTION
There is adequate capacity in the sanitary sewer system to serve the needs identified in the current campus master plan. For specific projects on the campus, anticipated wastewater requirements will be evaluated during the design phase. Coordination with the local jurisdiction occurs during the Concurrency Review and Development Agreement discussions, with ongoing coordination as needed based on specific project details. New sewer connections or infrastructure may require review by the State of Florida.

COORDINATING ENTITIES
- New College Facilities Planning
- City of Sarasota Utility Department
- Florida Department of Environmental Protection (FDEP)
- Sarasota County Health Department
- Manatee County Public Works

COORDINATION MECHANISMS
Coordination between the College and city and county agencies occurs on an as-needed basis when infrastructure improvements and/or capital improvement projects are planned or implemented. Sanitary sewer infrastructure projects are permitted by the FDEP and reviewed with the City of Sarasota.

NATURE OF RELATIONSHIP
The nature of the relationship is cooperative.

RECOMMENDATIONS
The College should coordinate with state and local governmental agencies to improve and upgrade the existing sanitary sewer system on and off-campus. The College should support efforts to eliminate existing on-site septic systems and extend the sanitary service to all campus facilities.

➤ TOPIC 10: SOLID WASTE

DESCRIPTION
The City of Sarasota and Manatee County provides garbage collection services on the campus. The City and County are coordinating with the College to serve the campus solid waste demand. The City and County are also coordinating to reduce landfill demand in accordance with the Florida Waste Management Act. The College collects its own recycling materials, which are then removed by a private contractor. The College should continue to reduce its solid waste generation by expanding the recycling program.

The College will meet all state and federal regulations in the collection and transportation of its own hazardous wastes and material.

COORDINATING ENTITIES

- New College Facilities Planning
- City of Sarasota Public Works Department
- Contract Service Suppliers for Recycling and Hazardous Wastes
- Manatee County Public Works Department

COORDINATION MECHANISMS

The College currently coordinates its solid waste management with the city on an as-needed basis when changes in solid waste policies are adopted.

NATURE OF RELATIONSHIP

The nature of the relationship with city and county agencies is cooperative. The College maintains an employer-vendor relationship with the contract service provider.

RECOMMENDATIONS

The College should continue to maintain a cooperative relationship with city and county agencies for disposal of solid waste.

➤ TOPIC 11: DRAINAGE AND FLOODING

DESCRIPTION

Stormwater management plans will be reviewed and permitted by the Southwest Florida Waste Management District (SWFWMD). An FDOT drainage permit may be required if detention and drainage affect US 41, and when improvements are adjacent to FDOT right-of-way. The stormwater management system should be coordinated with the National Pollutant Discharge Elimination System (NPDES) for improvements disturbing one (1) acre or more. Detention areas are proposed in the master plan to provide water quality treatment for the stormwater runoff from the ten-year program. The need for stormwater attenuation is not anticipated since the system has a direct outfall into Sarasota Bay.

Portions of the West Campus, South Campus and Uplands property fall within Flood Zones VE, AE, and X. Zone AE is subject to 100-year floods and Zone VE is subject to 100-year floods and associated wave action. Portions of the West Campus fall within the Coastal High Hazard Area, which is defined as those areas seaward of the Coastal Construction Control Line and FEMA designated VE-Zones. The City's Coastal Construction Code and Zoning Code regulate development and address flood hazard concerns in the coastal area.

The entire city is defined as a Coastal Area in the City Plan. The Sarasota County Department of Emergency Management is responsible for developing and administering hurricane preparedness planning for the Sarasota area through the Sarasota County Peacetime Emergency Plan. The City of Sarasota coordinates its hurricane emergency effort with that plan. New College has identified evacuation shelters on campus in its Emergency Operation Plan. US 41 and the University Parkway are designated as total evacuation routes for the City. US 41 is recognized as the "Ultimate Constricting Route" as it serves all of the barrier islands.

COORDINATING ENTITIES

- New College Facilities Planning
- New College Police Department

- City of Sarasota Police Department
- City of Sarasota Public Works Department
- Florida Department of Environmental Protection (FDEP)
- Federal Emergency Management Agency (FEMA)
- Manatee County Department of Public Safety
- Sarasota County Department of Emergency Management
- Southwest Florida Waste Management District (SWFWMD)
- Florida Department of Transportation (FDOT)

COORDINATION MECHANISMS
Several programs and mechanisms exist by which the College and federal, county, and city agencies coordinate efforts. These mechanisms include the Sarasota County Peacetime Emergency Plan, SWFWMD review and permitting of stormwater management improvements proposed by the College, FEMA coastal construction requirements and the National Pollutant Discharge Elimination System program.

NATURE OF RELATIONSHIP
The nature of the relationships historically has been cooperative.

RECOMMENDATIONS
The College and the governmental agencies listed should continue to coordinate efforts in support of improving the quality of stormwater and coastal management, emergency plans and evacuation procedures. College officials should continue to attend educational seminars offered by the above listed agencies.

➤ TOPIC 12: CONSERVATION AND HABITAT

DESCRIPTION
Sarasota Bay is designated an Outstanding Florida Water by the State of Florida and is afforded the highest degree of protection by the State. The Bay also has been recognized as meriting special attention under the Estuary Management Provision of the 1987 Amendment to the Clean Water Act. A variety of marine life including dolphins and manatees and upland and shore birds, frequent the bay.

There is a seagrass bed in Sarasota Bay, west of the campus. These beds trap sediments, absorb nutrients and provide a variety of habitat and food source for marine species. Non-point pollution from stormwater runoff should be minimized, as well as adverse impacts from turbidity, reduced light levels, and other physical impacts.

COORDINATING ENTITIES
- New College Facilities Planning
- Florida Department of Environmental Protection (FDEP)
- Florida Fish and Wildlife Conservation Commission
- Sarasota Bay Estuary Program
- Sarasota County Parks and Recreation Department
- Sarasota County Natural Resources Department
- Southwest Florida Water Management District (SWFWMD)

COORDINATION MECHANISMS
While no formal mechanism exists currently for the coordination of conservation and habitat programs, alumni of the New College Environmental Studies Program actively serve on community committees and governmental commissions. Information and data gathered is shared with College officials and the campus community.

NATURE OF RELATIONSHIP
No formal relationships currently exist.

RECOMMENDATIONS
The College should continue to support active participation in resiliency issues by members of the campus community. The College should work to develop a cooperative and reciprocal formal exchange of information.

➤ TOPIC 13: FIRE, RESCUE, SAFETY AND EMERGENCY MEDICAL SERVICES

DESCRIPTION
The New College Campus Police Department officers are certified by the Florida Department of Law Enforcement. They are responsible for all law enforcement and emergency response coordination on the campus. Their services are divided between the New College and USF S/M campuses. The police department includes sworn officers who are trained in first aid, CPR, criminal investigation, traffic enforcement and accident investigation. As a property within the city limit, the College is also served by city fire, rescue and emergency medical services for the students, faculty and staff.

COORDINATING ENTITIES
- New College Facilities Planning
- New College Campus Police (911 Primary service answering point)
- New College Division of Student Affairs
- Sarasota County Fire Department
- Manatee County Department of Public Safety
- Manatee County Sheriff's Department
- Manatee County Fire District
- Sarasota County Sheriff's Department
- State of Florida Office of the State Fire Marshal
- City of Sarasota Police Department
- Sarasota County Fire Department

COORDINATION MECHANISMS
The College is currently served by the City of Sarasota for the provision of fire, rescue, and emergency medical services. All fire/rescue response is coordinated through the New College Police Department via a direct ring-down 911 system.

NATURE OF RELATIONSHIP
The College enjoys a good working relationship with the City in the provision of fire, rescue, and emergency services.

RECOMMENDATIONS
The College is in within the city service area and has experienced effective and efficient provision of fire, rescue, and emergency medical services. Existing systems should remain in effect.

➤ TOPIC 14: EMERGENCY OPERATIONS

DESCRIPTION
The College maintains a current detailed Emergency Operations Plan for the operation of campus facilities as an evacuation center in the event of hurricanes or other natural disasters. Regular training sessions are held for personnel involved in the emergency management operations.

COORDINATING ENTITIES
- New College Facilities Planning
- New College Police Department
- American Red Cross Sarasota/Suncoast Chapter
- City of Sarasota Police Department
- Manatee County Sheriff
- Sarasota County Sheriff
- Manatee County Department of Public Safety
- Sarasota County Department of Emergency Management
- Southwest Florida Regional Planning Council

COORDINATION MECHANISMS
Extensive coordination and documentation is in effect for the planning and implementation of emergency operations and for the use of College facilities and resources to support local evacuation and shelter efforts. The emergency operations plan is updated annually based upon meetings with the above listed entities. A continuation of operations plan is in place for returning the campus to normal function after a hurricane evacuation.

NATURE OF RELATIONSHIP
There has been a consistently strong ongoing relationship between New College, Sarasota County, City of Sarasota, and the American Red Cross on issues related to hurricane evacuation, sheltering and other natural disaster preparedness needs. As future development happens on the proposed Manatee County property, coordination with Manatee County will need to take place.

RECOMMENDATIONS
The College and the above-listed entities will continue to coordinate and provide the necessary training and updated information.





SECTION 2

GOALS & POLICIES

GOAL 1.0

ACADEMIC MISSION

New College of Florida: A Bold Vision for the Future

New College of Florida stands at the forefront of transformative liberal arts education, shaping intellectually fearless students into principled leaders. Our commitment to excellence and curiosity drives everything we do, equipping students with the skills to think critically, adapt swiftly, and lead bravely in an ever-changing world.

A Mission of Excellence and Purpose

New College has always been dedicated to knowledge and the pursuit of wisdom. As Florida's premier public liberal arts honors college, we challenge the status quo, fostering innovation, leadership, and a passion for discovery. Our students are empowered to take ownership of their education, pushing the boundaries of knowledge and forging their own paths to success.

GOALS

To maintain this mission, New College of Florida has the following goals:

- Provides a haven for the intellectually adventurous who love playing with ideas.
- Combines educational innovation with educational excellence.
- Recruits top-flight students who crave a demanding, stimulating college experience.
- Honors each student's individuality with a personalized course of study.
- Immerses students in rich, experiential learning opportunities.
- Forges a learning community through a unique core curriculum wedding enduring human questions to the challenges of the information age.
- Balances critical thinking skills with the tools of applied knowledge.
- Integrates research into the curriculum, giving each student the opportunity to expand the collective human body of knowledge and experience.
- Upholds free expression, embracing a vast array of backgrounds and beliefs.
- Elevates the skills needed to frame the right questions before looking for answers.

SUMMARY OF OBJECTIVES AND POLICIES

OBJECTIVE 1.1

Monitor College's academic units' progress towards fulfilling its Academic Mission goals.

POLICY 1.1.1

Decisions regarding establishment and/or modification of academic programs and degrees will be based on a careful assessment of need and demand for the program, enrollment targets, and availability of resources. Such decisions will be reached through a consultative process involving the faculty, President, and Provost, and other appropriate groups.

OBJECTIVE 1.2

Evaluate the continuing consistency of stated academic units' missions with the overall mission of the College.

POLICY 1.2.1
Modification of existing programs will be based on a careful assessment of the extent to which the program reflects College priorities and contributes to the achievement of College mission and program goals and enrollment targets.

OBJECTIVE 1.3
Maintain constancy of College mission over the planning time frame.

POLICY 1.3.1
Changes to the overall mission of the College that are of sufficient magnitude to affect the campus master plan are not expected to occur during the planning period.

OBJECTIVE 1.4
Maintain constancy of academic unit missions over the planning time frame.

POLICY 1.4.1
Changes to the mission of any individual academic unit that are of sufficient magnitude to affect the campus master plan are not expected to occur during the planning period.

OBJECTIVE 1.5
Maintain constancy of academic unit missions over the planning time frame.

POLICY 1.5.1
New College shall continue its practice of developing a Campus Master Plan, updated at five-year or shorter intervals.
The report will:

- List accomplishments during the implementation of the campus master plan, degree to describing major problems associated with development and land uses, and the which the goals, objectives and policies have been successfully reached;
- Identify obstacles or problems which resulted in underachievement of goals, objectives, or policies;
- Identify the need for new or modified goals, objectives, or policies needed to correct unanticipated and unforeseen problems and opportunities that have occurred since adoption of the campus master plan;
- Address local government and public participation in the process;
- Address the effects of changes to the State Comprehensive Plan and to the comprehensive plans of the host local government and any affected local governments;
- Identify proposed and anticipated plan amendments necessary to address identified problems and opportunities; and
- Identify a means of ensuring continuous monitoring and evaluation of the plan during the remainder of the overall planning period.

POLICY 1.5.2:
New College shall, within five years from the date of plan adoption and every five years thereafter, adopt plan amendments which incorporate the findings and recommendations contained in the evaluation and appraisal report, and which contain updated baseline data (as appropriate) and goals, objectives and policies to be accomplished during the remainder of the planning period.

POLICY 1.5.3:
New College shall undertake an annual review of the goals, objectives and policies and programmed improvements identified in the most recently approved Master Plan to determine if amendments modifying the plan are necessary. Should revisions to this Master Plan, either alone or in conjunction with other amendments, exceed the thresholds established in s. 1013.30(9), Florida Statutes (F.S.), said amendments shall be reviewed and adopted under the provisions of s. 1013.30(6)–(8), F.S.

GOAL 2.0

ACADEMIC PROGRAM

GOAL

Academics: A Launchpad for the Future

New College students are independent thinkers and innovators. Our rigorous curriculum blends the classics with logos and techne, ensuring every graduate emerges with unparalleled analytical, reasoning, and applied knowledge skills. Through our Contract System, students design their own academic journey, working one-on-one with faculty mentors to pursue groundbreaking research and interdisciplinary exploration.

Our narrative evaluation system cultivates mastery, fostering a mindset that prepares students for graduate study, entrepreneurship, and leadership across industries. As one of the top producers of Fulbright scholars and Ph.D. candidates, we launch students into the highest echelons of academia and professional success.

Unrivaled Research and Intellectual Inquiry

New College fuels bold exploration. From state-of-the-art STEM facilities to world-class marine biology research on Sarasota Bay, our students engage in hands-on learning that prepares them for real-world impact. Every student completes a capstone thesis, a masterwork of scholarship that proves their expertise and analytical acumen, setting them apart in competitive fields.

SUMMARY OF OBJECTIVES AND POLICIES

OBJECTIVE 2.1

Phase planning and implementation of new programs in such a way as to meet projected incremental growth in student enrollment.

POLICY 2.1.1

Priorities for development of new or modified academic programs and their locations will be established through a consultative process involving the faculty, President, and Provost, and other appropriate groups.

POLICY 2.1.2

Decisions regarding the development of new programs will be based on a careful assessment of need and demand for the program, enrollment projections, locations, and availability of resources.

POLICY 2.1.3

Distribution and location of planned programs will be determined based on enrollment projections and resource availability. Full Time Equivalent (FTE) and headcount projections are listed in Section 1, Chapter 6.

OBJECTIVE 2.2

Use the program planning and implementation process to help meet planned student population growth over the next ten years.

POLICY 2.2.1

The campus master plan will be amended as needed in accordance with the requirements of s. 1013.3, F.S. to reflect the integration of unanticipated future facilities program improvements into existing academic program plans.

Integration of such improvements will be accomplished through the normal program approval procedures. Proposals for such programs will be developed by academic unit heads in consultation with the President and the Provost. Opportunities for unanticipated and unplanned program develop-

ment will be addressed as part of the College's established budget request and resource allocation procedures.

POLICY 2.2.2

Campus master plan amendments that, either alone or in conjunction with other amendments, exceed the thresholds established in s. 1013.30(9), F.S. shall be reviewed and adopted under the provisions of s. 1013.30(6)–(8), F.S. Amendments to the master plan that do not exceed these thresholds shall be consolidated into an annual, or as needed, submission and submitted to the New College Board of Trustees for review and approval.

GOAL 3.0

URBAN DESIGN

GOAL

The Campus Master Plan describes an approach to the long-term physical configuration of the New College campus. This vision will be carried out through a variety of projects with each project contributing to the incremental completion of the campus.

The key goals from the College's master plan process are:

- To guide the physical development of New College for the next 20 years, integrating the fiscal planning already under way with future capital campaigns;
- To unify existing campus elements into a functioning campus system supporting long term academic excellence and quality of life;
- To prioritize the construction of projects;
- To enhance the campus's physical identity both within the campus and to the outside community; and
- To provide illustrative visions for the plan, in recognition that this plan is a development tool rather than a set of architectural designs.

The ultimate goal of this master plan is to create an adaptable document which can serve as a foundation for New College's future. Consistent with the College's enduring vision of itself as a highly competitive, small liberal arts institution, the master plan is intended to enhance programs and facilities as well as to allow the growth of the student population towards an ideal sized learning environment.

SUMMARY OF OBJECTIVES AND POLICIES

OBJECTIVE 3.1

Protect and enhance the Caples-Ringling Estate area and Ringling Estate entrance arch and wall.

POLICY 3.1.1

The College has established the Caples'-Ringlings' Estates Historic District listing with the National Register of Historic Places. Any and all modifications to the structures shall be done in accordance with the guidelines set forth by the State of Florida Division of Historical Resources.

OBJECTIVE 3.2

Establish building frontages and perimeter walks to frame the following series of spaces on the West Campus (from east to west): An "Academic Quadrangle" between the Palmer complex on the south and the academic building cluster on the north (with south facade of the proposed academic buildings establishing the north edge line). The Oval Lawn Restoration Area, defining the broad park-like estate zone between the Academic Quadrangle and College Hall area, the north and south edges of which are proposed to be lined with New College academic buildings. This park-like zone will be an open tree canopied lawn west of the academic quadrangle with a portion to the western zone allowed to grow up with native plants and ground cover.

POLICY 3.2.1

The College shall continue with the development of the Academic Quadrangle and Oval Lawn perimeter walk system and related landscaping, creating shade and protection from the elements where practical.

OBJECTIVE 3.3
Continue the vocabulary of residential courtyards or quadrangles on the East Campus by positioning future residential buildings to create courtyards interconnected with one another by shared public quadrangle and plaza space.

POLICY 3.3.1
The College shall program semi-private courtyard space as part of new dormitory design and construction on the East Campus.

OBJECTIVE 3.4
The College shall provide service access to campus buildings via campus drives which are separated from campus open spaces. Service and pedestrian functions will be separated to the greatest extent possible.

POLICY 3.4.1
The College will connect College Drive with 58th street to provide improved circulation and parking access.

OBJECTIVE 3.5
Locate future parking at the edges of the campus.

POLICY 3.5.1
The College shall replace existing parking areas located within proposed open space with increased parking facilities at the campus edges as shown on the Campus Plan - 2035.

OBJECTIVE 3.6
The College shall enhance functional linkages between the North, East, West, and South Campuses and future development on the Car Museum parcel, cooperating with neighboring institutions to complete internal links to their campuses.

POLICY 3.6.1
The College, in coordination with the City of Sarasota and Florida State University (FSU), shall work toward the establishment of bicycle lanes and sidewalks within the Bay Shore Road right-of-way from Parkview Drive to Caples Drive in accordance with procedures outlined in the Intergovernmental Coordination process.

OBJECTIVE 3.7
Decrease energy consumption on campus as measured per capita and per building.

POLICY 3.7.1
The College shall require new building design to respond to the particular climatic conditions of South Florida and shall require energy best practices with regard to building orientation and siting, massing, and shape to be addressed during the design. The College shall encourage walkways, breezeways, shaded courts, screens and operable windows where appropriate.

POLICY 3.7.2
The College shall require materials, openings, lighting systems, and HVAC to be designed to meet contemporary energy efficient standards. The State University System Professional Services Guide specifies that an energy analysis design submission in compliance with the Professional Services Guide be submitted for all subject projects at the advanced schematic design stage of development.

POLICY 3.7.3
The College shall review and evaluate all existing buildings relative to their energy consumption and role in campus wide energy costs and demand patterns and shall continue expanding its energy management system which allows campus-wide intelligence regarding energy use and opportunities for energy savings.

OBJECTIVE 3.8

Conserve the limited land resources of the campus.

POLICY 3.8.1

The College shall encourage compactness in the development of the campus land holdings including consolidation of areas of development, e.g., core campus, and establishment of two to three stories as standard campus building practice, unless not approved by the Federal Aviation Authority (FAA), in order to decrease the need for extended utility line services, to encourage pedestrian movement, to discourage on vehicular movement campus, and to preserve land resources and open spaces.

GOAL 4.0

FUTURE LAND USE

GOAL

The Land Use goal of the New College campus plan is to unify and consolidate established use zones and maintain a density that is compatible with the adjacent land uses.

SUMMARY OF OBJECTIVES AND POLICIES

OBJECTIVE 4.1

Protect existing natural resources and identify and protect historic and archaeological resources on the campus.

POLICY 4.1.1

The College shall protect existing natural resources by limiting development to the density levels as described and illustrated in the Future Land Use map, by designating open space areas as defined in the master plan and by specifying that stormwater management shall locate and configure retention/ detention facilities in such a way that the natural vegetation characteristics of the campus will be maintained and enhanced.

POLICY 4.1.2

The College shall permit development in the Upland Bayfront Preserve or Landscape Restoration Area as designated on the Conservation and Coastal Management map in Section 1, Chapter 5, is in the College's interest and if the impacts to the surrounding communities can be mitigated.

POLICY 4.1.3

The College shall maintain an inventory and evaluation of all archaeological and historic properties under College ownership that appear to qualify for the National Register of Historic Places.

OBJECTIVE 4.2

Ensure that land use and development occurs such as not to exceed the recommended maximum build-out and floor area ratio (FAR) limits for the density districts illustrated in the Future Land Use map, and that land use patterns are consistent with those illustrated in Section 1, Appendix 1.

POLICY 4.2.1

The College shall abide by the land use and density districts as described and illustrated in the Future Land Use map in locating facilities, to maintain compatibility of uses, to maintain efficient use of the land resource, and to limit excessive walking distance between functions. The College shall not exceed the recommended build-out and floor area ratios (FAR) for each of the density districts of the campus as described and illustrated in Section 1, Appendix 1.

POLICY 4.2.2

The College shall participate with the City of Sarasota in the reciprocal review of plans and development proposals, consistent with the provisions established in the Intergovernmental Coordination process in Section 1, Appendix 5.

OBJECTIVE 4.3

Preserve the historic bayfront estate buildings and continue their integration into the fabric of the campus.

POLICY 4.3.1

The College shall consult and coordinate with the Department of State's Division of Historical Resources prior to any land clearing, ground disturbing, or rehabilitation activities which may disturb or otherwise affect any property which is included, or eligible for inclusion, in the National Register of Historic Places.

POLICY 4.3.2
The College shall consider the effects of such an undertaking identified in Policy 4.3.1 above on any historic property that is included, or eligible for inclusion, on the National Register for Historic Places. The College shall afford the Department of State's Division of Historical Resources a reasonable opportunity to comment on such an undertaking.

POLICY 4.3.3
Prior to a historic property being demolished or substantially altered in a way that adversely affects its character, form, integrity or archaeological or historical value, the College shall consult with the Department of State's Division of Historical Resources to avoid or mitigate any adverse impacts, or to undertake any appropriate archaeological salvage, excavation or recovery action.

OBJECTIVE 4.4
Maintain a scale of development on the campus properties that is compatible with the adjacent off-campus residential and institutional uses.

POLICY 4.4.1
The College shall ensure that the land use and development at the edges of the campus properties will be compatible with or buffered from adjacent off-campus residential and institutional uses by:

- Maintaining the use and density levels indicated for use and density districts described and illustrated in the Future Land Use map in Section 1, Appendix 1.
- Specifying that the design of building masses and heights, setbacks, screening, site lighting, parking, and landscape is undertaken with specific regard to adjacent off-campus uses (including the airport).

OBJECTIVE 4.5
Maintain a land use pattern along the bayfront portion of West Campus that complements and sustains the estate-like character of the bayfront portion of West Campus.

POLICY 4.5.1
The College shall specify that architectural and landscape architectural design guidelines, conservation policies, open space policies, and land use and density policies be followed in the design and development along the bayfront to ensure that the estate character is sustained and complemented during the plan period.

OBJECTIVE 4.6
Ensure adequate area and locations for utility requirements to serve development during the plan period, and that utility extensions are accomplished in cost-effective increments.

POLICY 4.6.1
The College shall coordinate future land uses with the availability of facilities and services to ensure that utilities and infrastructure needed to support future development are available at adopted levels of service, consistent with the concurrency provisions contained in s. 1013.30, F.S. The College shall review and evaluate all future construction projects to ensure that adequate provisions for infrastructure and utilities have been incorporated into the design by documenting:

- The provision and maintenance of necessary utility easements, corridors, and points of connection.
- The provision of adequate supply lines to accommodate future development and facility expansion.
- The provision of open space and safe and convenient traffic flow and parking at established levels of service.

OBJECTIVE 4.7

Ensure that future land uses are compatible with and appropriate to the topographic and soil conditions on campus.

POLICY 4.7.1

The College shall assess the suitability of development sites relative to topography, soils conditions, drainage, utilities and infrastructure connections, and vehicular and service access and program affinities as part of the initial pre-planning and siting studies for individual projects as those projects are brought into implementation. The College shall require the integration of natural topographic and other features in project designs in order to develop the campus in harmony with its natural environment.

POLICY 4.7.2

The College shall ensure that appropriate methods of controlling soil erosion and sedimentation to help minimize the destruction of soil resources shall be used during site development and use. Such methods shall include, but not be limited to:

- Phasing and limiting the removal of vegetation;
- Minimizing the amount of land area that is cleared;
- Limiting the amount of time bare soil is exposed to rainfall;
- Use of temporary ground cover and siltation control on cleared areas if construction is not imminent; and
- Special consideration shall be given to maintaining vegetative cover on areas of high soil erosion potential (i.e., steep or long slopes, banks of streams, stormwater conveyances, etc.).

OBJECTIVE 4.8

Ensure that the development of future land uses takes place in a way that is coordinated with the availability of adequate facilities and services to support the uses.

POLICY 4.8.1

The Campus Facilities Associate Vice President or his/her designee shall periodically review the status of land use and facilities program development on the campus, including currently unforeseen future facility and grant award opportunities. The charge will be to identify trends or needs for change in use patterns, density, program affinities and relationships to open space, circulation and utility patterns that might affect the land use plan, and to determine whether such circumstances should be corrected to maintain the integrity of the land use plan and constraining factors, or cause the plan to be altered or amended to reflect valid needs. Findings reported to the New College President shall include recommendations regarding circumstances when and by which amendment of the adopted campus master plan may be merited, or where projects should be limited or amended.

POLICY 4.8.2

In pursuit of Policy 4.8.1 above, the College shall monitor the status of property acquisitions identified in Section 1, Appendix 1 and the circumstances by which other acquisition opportunities may be presented to the College, or by which the subleasing of College land to others may be necessary. The adopted campus master plan update will be amended as needed to incorporate the timetable, funding and development coordination measures.

OBJECTIVE 4.9

Ensure that measures can be undertaken to minimize or avoid off- campus constraints to campus development within the context area.

POLICY 4.9.1
Through interlocal agreements and memoranda of understanding, the College shall work with the host community to minimize both campus conflicts with host community land uses within the context area and also off-campus constraints that may limit future development on campus.

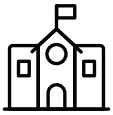
POLICY 4.9.2
Where the acquisition of additional lands is necessary for continued growth and expansion, the College shall coordinate with the appropriate local government on any required amendment to the local government's Comprehensive Plan.

POLICY 4.9.3
The College shall include in its project and site suitability assessments, an evaluation of the relationship of the project to on-campus and off-campus development constraints, conflicts, or limits vis-a-vis traffic, infrastructure, and drainage.

OBJECTIVE 4.10
Ensure that incompatible use relationships are eliminated or mitigated in the event that such incompatibilities exist or arise.

POLICY 4.10.1
The College shall assess unforeseen land uses that may arise from grant awards or other unanticipated circumstances by comparing those unforeseen uses with the uses and guidelines set forth for land use districts in Section 1, Appendix 1. Upon the determination of appropriate location and consistency with guidelines, the College will undertake pre-planning and site planning studies. In the event that the appropriateness is in question, the subject use will be submitted for review under the procedures of Policy 4.6.1.

POLICY 4.10.2
The College shall undertake an annual review of the schedule of capital improvements to ensure that the capital improvements are consistent with the land use and development factors as described in Section 1, Appendix 1, and such improvements are acknowledged in the periodic review set forth in Policy 4.8.1.



GOAL 5.0

ACADEMIC FACILITIES

GOAL

The Academic Facilities goal of the New College campus plan is to establish a compact academic core that serves the mission of the institution and provides for the projected student enrollment.

SUMMARY OF OBJECTIVES & POLICIES

OBJECTIVE 5.1

Establish the zones of academic development related to the West Campus Academic Quadrangle and Oval Lawn (refer to descriptions in Objective 3.2) as the long-range framework for academic facilities.

POLICY 5.1.1

The College shall, notwithstanding unforeseen changes in facilities locations, endeavor to locate future academic facilities in the academic use areas indicated in the land use plan.

OBJECTIVE 5.2

Establish the zones of academic development as delineated on the plan providing long-range capacity for New College academic facilities.

POLICY 5.2.1

The College shall provide academic facilities as described in Section 1, Chapters 4 and 6.

OBJECTIVE 5.3

Identify sites for academic facilities for New College for the planning period positioned to frame the Academic Quadrangle and Oval Lawn.

POLICY 5.3.1

The College shall recommend appropriate locations for future Academic Facilities as described and delineated in the Campus Plan 2035, based on currently known factors such as program requirements, affinities and relationships with other academic uses, and sequencing. However, the College may, due to changes or reconsideration of any factors affecting location, recommend sites other than those currently identified, provided that such alternative sites are consistent with general land use and density provisions set forth in Section 1, Appendix 1. Should a new site be inconsistent with land use and density provisions set forth in Section 1, Appendix 1, a plan amendment will be required.

OBJECTIVE 5.4

Phase the academic facilities to accomplish the above objectives as a priority.

POLICY 5.4.1

The adopted campus master plan update shall be amended as needed to incorporate unforeseen academic facilities that may arise from grant awards, private donor funding, accelerated funding or other circumstances.

POLICY 5.4.2

The College shall take into consideration comparative analysis for academic space formulas and shall reassess methods used to calculate space projections.

GOAL 6.0

SUPPORT FACILITIES

GOAL

The Support Facilities goal of the New College campus plan is to provide a full complement of support functions in close proximity but peripheral to the academic core.

SUMMARY OF OBJECTIVES AND POLICIES

OBJECTIVE 6.1

Provide support facilities as needs arise during the planning horizon of this update. Expansion of the Physical Plant building will be considered in the next planning update.

POLICY 6.1.1

The College shall identify and work diligently to secure funds for future support facilities as described in Section 1, Chapters 4 and 6.

POLICY 6.1.2

The College shall recommend appropriate locations for future support facilities as described and delineated in Section 1, Chapters 4 and 6, based on currently known factors such as program requirements, affinities and relationships with other uses, and sequencing. However, the College may, due to changes or reconsideration of any factors affecting location, choose to recommend sites other than those currently identified, provided that such alternative sites are consistent with general land use and density provisions set forth in the Future Land Use map.

Should a new site be inconsistent with land use and density provisions set forth in Section 1, Appendix 1, a plan amendment will be required.

POLICY 6.1.3

The College shall, notwithstanding unforeseen changes in support facilities locations, endeavor as much as possible to locate support facilities in appropriate locations where proximity of such support facilities to other uses will enhance those uses and not otherwise diminish the integrity of future land use patterns. The College will undertake a comparative study of alternatives in any instance where a location other than designated herein must be considered.



GOAL 7.0

HOUSING

GOAL

The Housing goal for New College is to provide adequate, affordable on-campus housing, to maintain the residential character of the College, and to encourage adequate off-campus housing for projected student enrollments.

SUMMARY OF OBJECTIVES AND POLICIES

OBJECTIVE 7.1

Provide student housing for New College that maintains a ratio between 85 and 95 percent of the student enrollment being housed in on-campus residences.

POLICY 7.1.1

The College shall strive to provide and maintain student housing for 85 to 95 percent of the undergraduate student enrollment.

OBJECTIVE 7.2

Provide necessary support facilities for expanded future student housing.

POLICY 7.2.1

The College shall assess support facilities in conjunction with the development of future housing. Pre-planning of related support facilities shall be initiated during the programming and preliminary design of the next phase of housing development.

POLICY 7.2.2

The College shall review all programmed housing improvements to ensure that adequate stormwater management, potable water, sanitary sewer, and solid waste facilities are in place and operational at established levels of service prior to occupancy.

OBJECTIVE 7.3

Encourage and support improved and expanded housing opportunities off-campus in close proximity to the campus.

POLICY 7.3.1

The College shall, in conjunction with the City of Sarasota and Sarasota and Manatee Counties:

- Promote the location of new off-campus student-oriented housing;
- Promote housing opportunities within walking or bicycling distance to the campus; and
- Promote the location of convenient service and shopping opportunities for students near off-campus student oriented housing units.

OBJECTIVE 7.4

Eliminate substandard housing and improve structural mechanical, aesthetic and safety deficiencies.

POLICY 7.4.1

The College shall monitor the existing housing stock on-campus and establish a capital upgrading plan to eliminate or upgrade substandard units, and improve, where necessary, structural, mechanical, aesthetic and safety deficiencies. Plumbing and HVAC systems shall be inspected on a periodic basis and kept in good repair. Routine maintenance shall be conducted on campus housing facilities exterior walls, windows and doors, roofs, and interiors.

POLICY 7.4.2
The College shall analyze various options for funding new residence halls contingent on findings of market and financial evaluation, including private sector development through turn-key or lease agreements.

POLICY 7.4.3
It shall be the policy of the College that all ADA compliant housing units will be on the ground floor. The College shall identify ground floor housing units that may be adapted to be accessible for students with disabilities. The adopted campus master plan shall be amended as needed to establish the timing and phasing requirements and priorities for adapting these units.

POLICY 7.4.4
The timing and phasing requirements and priorities for future housing facilities are established in Section 1, Appendix 4.

POLICY 7.4.5
The College shall seek-funding support from private sources or state- supported bond initiatives to initiate design, construction and financing of any or all of the additional or replacement housing in order to provide such housing in an affordable and competitive way.



GOAL 8.0

RECREATION, OPEN SPACE, AND ATHLETICS

GOAL

Located on the stunning Sarasota Bay, New College is a vibrant intellectual community where students thrive through robust debate, free expression, and groundbreaking research. Our campus cultivates creativity and collaboration, offering spaces purpose-built for Socratic dialogue, interdisciplinary innovation, and social engagement.

Athletics: Cultivating Uncommon Leaders

New College is ushering in a new era of athletic excellence, extending our impact beyond academics. Our Mighty Banyans compete in the NAIA Sun Conference, demonstrating that intellectual brilliance and athletic achievement are mutually reinforcing. With 20 varsity teams planned, our mission is to build authentic relationships and cultivate uncommon leaders. Our vision is to create the nation's best coaching and playing experience, measuring success by individual clarity and excellence, fostering competition beyond the scoreboard, and building a transparent culture that both challenges and celebrates. Our core principles guide this pursuit: Energy Elevates (strength in unity, iron sharpens iron), Humility (excellence in small details, full accountability), and Good (an adaptable, resilient, and unrelenting mindset). This isn't just a plan; it's a pursuit of purpose, leadership, and lasting impact.

SUMMARY OF OBJECTIVES AND POLICIES

OBJECTIVE 8.1

Provide recreational facilities to meet campus community demand through the coordinated use of public and private resources.

POLICY 8.1.1

The College shall maintain the current provisions for recreation facilities including tennis/pickleball courts, one swimming pool, one basketball court, one whirlpool spa, indoor recreational facilities, bay front water sports facility and softball/recreation field.

OBJECTIVE 8.2

Provide increased opportunities for on-campus access to varied, high quality outdoor spaces.

POLICY 8.2.1

The Recreation/Open Space areas the Landscape Master Plan's Vegetation, Land Use and Zone Map shall be considered as priority projects for continued enhancements and improvements.

POLICY 8.2.2

The College shall require adherence to adopted build-to-lines as described in the Architectural Design Guidelines and shall encourage building heights of two to three stories, unless not approved by the by the FAA, in order to establish and preserve a meaningful integrated system of contiguous campus open spaces.

POLICY 8.2.3

The College shall affirm a belief that natural/native landscapes are necessary to the quality of urban life and that the institution seeks continuity with the natural communities and processes that support human life.

POLICY 8.2.4
The College shall maintain densities and intensities for the development of the campus landholdings (established in the Future Land Use map) which facilitate the retention of open space.

POLICY 8.2.5
The College shall select sites for infrastructure and academic and support facilities which are designed to facilitate the retention of campus open space.

OBJECTIVE 8.3
Coordinate with entities in accordance with procedures outlined in the Intergovernmental Coordination process in Section 1, Appendix 5, to promote provision of adequate recreation and open space off-campus to serve the campus community living in the context area and to ensure continuity of open space resources within the larger regional open space system.

POLICY 8.3.1
The College shall establish a procedure and assign responsibility for regularly scheduled coordination meetings with City of Sarasota parks and recreation officials relative to the provision of adequate parks and recreational facilities. New College shall pursue any interlocal agreements or memoranda of understanding necessary to ensure that parks and recreational facilities will be available to meet the future needs of the College.

OBJECTIVE 8.4
Establish and maintain the standards of high-level collegiate athletics to attract and retain the best scholar-athletes to Sarasota, supporting the growth and vibrancy of New College's student experience.

POLICY 8.4.1
COMMITMENT TO TRANSFORMATIONAL ATHLETIC DEVELOPMENT
The National Association of Intercollegiate Athletics (NAIA) is experiencing significant growth as the collegiate athletic landscape shifts. As larger Division I programs trend toward a transactional model — prioritizing short-term success, commercialization, and individual promotion — the NAIA offers a renewed vision of transformational, holistic scholar-athlete development.

New College of Florida embraces this moment to stand as a beacon of the true collegiate model: one that emphasizes academic excellence, character formation, leadership growth, and athletic achievement in balance.

We recognize that the Sarasota community is uniquely positioned to be the home for this new era of collegiate athletics, and New College is committed to leading this movement. Our scholar-athletes will be known not just for their talents on the field, court, or course, but for their academic performance, citizenship, and future leadership.

POLICY 8.4.2
COMPLIANCE WITH NAIA AND SUN CONFERENCE STANDARDS
New College of Florida commits to full compliance with all NAIA and Sun Conference standards related to scholar-athlete experience, eligibility, conduct, and academic performance.
This includes but is not limited to:

- Maintaining scholar-athlete eligibility through strict academic monitoring and support services.
- Ensuring athletic competition is conducted with the highest standards of fairness, integrity, and sportsmanship.
- Providing appropriate training, health, and wellness support services for scholar-athletes.

- Aligning recruiting, admissions, and scholarship processes with NAIA and Sun Conference guidelines to ensure the right fit for our campus culture. Our scholar-athlete model is not an exception to the academic rigor of New College — it enhances it — and we view athletic participation as an extension of the institution's educational mission.

POLICY 8.4.3
DEVELOPMENT OF ON-CAMPUS FACILITIES FOR COMPREHENSIVE STUDENT LIFE

To successfully support the holistic development of our scholar-athletes and the broader student body, New College of Florida must continue investing in on-campus athletic, wellness, and recreational facilities.

Future growth will focus on:

- Establishing practice and competition facilities that enhance the daily experience for scholar-athletes.
- Creating multi-use fields, courts, and aquatic spaces that serve both athletics and general student recreation.
- Building gathering spaces that foster team camaraderie, mentorship, and leadership development outside of competition.
- Ensuring that athletic facilities are integrated into the broader student life plan, strengthening campus pride, vibrancy, and residential engagement. These enhancements are vital to creating a comprehensive student life environment that attracts top scholar-athletes and contributes to the transformational experience New College champions.

GOAL 9.0

INFRASTRUCTURE

A. STORMWATER MANAGEMENT

GOAL

The Stormwater Management goal for the New College campus is to provide a stormwater management system that accommodates the future College stormwater needs while protecting Sarasota Bay. The master plan includes the redesign and realignment of existing stormwater infrastructure, to increase capacity, improve environmental performance and create a more attractive landscape.

SUMMARY OF OBJECTIVES AND POLICIES

OBJECTIVE 9A.1

Provide a sufficient stormwater management system in a design that is integrated with the natural and built systems and enhances the overall master plan.

POLICY 9A.1.1

The College shall coordinate its site improvements projects and building program so that existing stormwater pipes that are to be relocated or replaced be consistent with the approved five (5)-year Capital Improvements Plan (CIP) that is updated annually, as described in Section 1, Appendix 4.

POLICY 9A.1.2

The College shall ensure that future stormwater management facilities will be identified in an appropriate phasing program for construction in a logical and coordinated manner in accordance with the approved CIP as described in Section 1, Appendix 4.

POLICY 9A.1.3

The College shall ensure that the stormwater pipes that are replaced or relocated will be coordinated with other utilities and the Landscape Master Plan to avoid potential conflicts.

POLICY 9A.1.4

The College, prior to the design and construction of any ponds within the stormwater system, shall thoroughly investigate issues including geotechnical information, regulations, and existing utilities. It should also coordinate with the Campus Facilities Associate Vice President or his/her designee to assure optimum locations.

POLICY 9A.1.5

New College shall review all proposed construction and development on campus to ensure that any proposed increase in campus impervious surfaces shall be implemented only upon a finding that existing facility capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line at the time of need.

POLICY 9A.1.6

The College shall ensure proper coordination between the construction of retention ponds and the underground stormwater system.

POLICY 9A.1.7

The College shall mitigate College-generated stormwater and minimize stormwater-borne pollutants through the implementation of a system of Best Management Practices (BMPs), which includes, but is not limited to:

- Incorporating stormwater management retention and detention features into the design of parks, trails, commons, and open spaces, where such features do not detract from the recreational or aesthetic value of a site.
- Use of slow release fertilizers and/or carefully managed fertilizer applications timed to ensure maximum root uptake and minimal surface water runoff or leaching to groundwater.
- Educating maintenance personnel about the need to maintain motor vehicles to prevent the accumulation of grease, oil and other fluids on impervious surfaces, where they might be conveyed to surface and ground waters by runoff, and the need to regularly collect and dispose of yard debris.
- Avoid the widespread application of broad spectrum pesticides by involving only purposeful and minimal application of pesticides, aimed at identified target species.
- Coordinating pesticide application with irrigation practices to reduce runoff and leaching into groundwater.
- Use of turf blocks and non-impervious surface treatments to minimize impervious surface area and reduce the flow of runoff pollutants.
- Incorporating features into the design of fertilizer and pesticide storage, mixing and loading areas that are designed to prevent spillage.
- Pursue licensing for grounds superintendents and staff to use restricted pesticides and to ensure that fertilizers will be selected and applied to minimize surface water runoff and leaching to ground water.

POLICY 9A.1.8

It shall be the policy of the College that no stormwater discharges may cause a violation of water quality standards in waters of the State. Post- development rates of discharge shall not exceed pre-development rates.

OBJECTIVE 9A.2

Provide increased facility capacity to correct existing deficiencies and to meet future needs of the College.

POLICY 9A.2.1

The College shall ensure that stormwater management will comply with the host community's levels of service of "C," Southwest Florida Water Management District (SWFWMD), Florida Department of Environmental Protection (FDEP), and Florida Department of Transportation (FDOT) regulations in accordance with procedures outlined in the Intergovernmental Coordination process in Section 1, Appendix 5. In addition, the College shall adopt a level of service standard for stormwater quality and quantity as established in Chapters 62-43 (stormwater quality), 62-25 (stormwater discharge), and FAC 62-303 (Outstanding Florida Water), F.A.C.

POLICY 9A.2.2

Stormwater facility improvements shall be constructed to be consistent with Section 1, Chapter 5.

POLICY 9A.2.3

The College shall take appropriate action in correcting any existing stormwater management facility.

POLICY 9A.2.4

The College shall review future stormwater construction programs and priorities for deficiency remediation as part of the capital improvements requirements and procedures of the Board of Governors to ensure capacity and capital improvements required to meet future College needs are provided when required, based on needs identified in this campus master plan.

OBJECTIVE 9A.3

The College shall complete a stormwater study which identifies stormwater management facility improvements necessary to accommodate projected stormwater run-off from proposed facilities and shall define and implement an engineering study to survey, document and assess the existing and future system needs, as a result of proposed land redevelopment, transportation system improvements, reconfiguration of existing drainage conveyances, and improvements within the floodplain. This study shall address the requirements of Chapter 1013, Florida Statutes, and shall also:

- Establish priorities for replacement, correcting stormwater management facility deficiencies, and providing for future facility needs.
- Stormwater management facilities shall comply with the design criteria established in the Cost Containment Guidelines for the State University System of Florida, and shall be in place and operational, at established levels of service, prior to occupancy of any New College building.
- Establish the timing and phasing requirements and identify the projected funding sources for stormwater management facility improvements to meet future New College needs.

POLICY 9A.3.1

Following the completion of the engineering study described above, the College shall prioritize and correct identified stormwater system deficiencies. The adopted Campus Master Plan will be amended as needed to reflect the survey results and priorities assigned to them.

OBJECTIVE 9A.4

Maintain and protect the natural drainage patterns and hydrological patterns of the New College campus.

POLICY 9A.4.1

The college shall consider the use of underground cisterns for collection of storm water and subsequent use for landscape irrigation.

POLICY 9A.4.2

It shall be the policy of the College that no storm water discharges may cause or contribute to a violation of water quality standards in waters of the State. Post-development rates of discharge shall not exceed pre-development rates.

OBJECTIVE 9A.5

Prevent any further degradation and improve the quality of receiving water.

POLICY 9A.5.1

The College shall identify the stormwater detention system as “no build” zones, except as modified to allow for the construction of new buildings or site features. In that case the detention system will be improved from both a functional and aesthetic standpoint.

POLICY 9A.5.2

The College shall consider the use of underground cisterns for collection of storm water and subsequent use for landscaping.

POLICY 9A.5.3

The College shall take appropriate action in correcting any existing stormwater management facility deficiencies identified in the stormwater master plan.

POLICY 9A.5.4

The College shall coordinate, as appropriate, with entities in accordance with procedures outlined in the Intergovernmental Coordination process, regarding the National Pollutant Discharge Elimination System (NPDES) program.

B. POTABLE WATER

GOAL

The Potable Water goal for the New College campus plan is to provide an adequate potable water system that accommodates the future College potable water needs.

OBJECTIVE 9B.1:

Provide at a minimum a level of service of 0.25 gallons per minute (GPM) per 1,000 gross square feet of building area and an operating pressure of 40 pounds per square inch (psi) throughout the system.

POLICY 9B.1.1:

Improve, expand, and upgrade the potable water system. The timing and phasing requirements and priorities for these improvements shall be addressed as projects are developed.

POLICY 9B.1.2:

The College shall establish and adopt the following level of service standards for potable water and fire flow:

- A minimum level of service of 0.25 GPM per 1,000 gross square feet of building area;
- Provide adequate fire protection with a goal of 1,500 GPM for four hours; and
- Maintain an operating pressure range of a minimum of 40 psi throughout the system.
- System improvements are to be designed to achieve and maintain these standards.

POLICY 9B.1.3:

Proposed increases in consumptive uses, whether residential or non-residential, shall be approved only upon a finding that existing potable water treatment and distribution facility capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line when needed.

OBJECTIVE 9B.2:

Provide adequate fire protection with a goal of 1,500 GPM for four hours.

POLICY 9B.2.1:

The College shall provide sufficient fire protection and fire hydrants with the construction of new facilities and installation of distribution lines.

POLICY 9B.2.2:

The College shall conduct on-site fire flow tests at least annually to verify adequacy of fire protection or identify deficiencies. The tests shall be conducted in accordance with the methodology described in the American Water Works Association Manual Number 31, entitled “Distribution System Requirements for Fire Protection.” The results of such tests shall be provided to the Sarasota County Fire Department and Manatee County Fire District. The college utilizes licensed contractor to perform certification of the fire protection system.

OBJECTIVE 9B.3:

Develop and promote a water conservation program.

POLICY 9B.3.1:
The College shall prepare and promote a water conservation program as follows:

- Use Florida-Friendly landscaping techniques, including the maintenance or installation of selected vegetative species, and low flow irrigation and compact hydrazone concepts, for all new building and ancillary facility construction.
- Upgrade irrigation system to be controlled by a computerized, rain sensitive system.
- Coordinate with the host community in providing a reclaimed water irrigation system if ever extended to the College.
- Explore the use collected stormwater or building “gray” water for landscape irrigation purposes.
- Use efficient low water volume plumbing fixtures in new and renovated College buildings.

OBJECTIVE 9B.4:
Correct any existing potable water facility deficiencies.

POLICY 9B.4.1:
The College shall, through its CIP, ensure that when a project requires the relocation of utilities, that those utilities be appropriately upgraded and replaced as necessary in accordance with the approved CIP.

POLICY 9B.4.2:
The College shall ensure capacity is available at the time of College development including replacing and correcting existing deficiencies.

POLICY 9B.4.3:
The College shall prepare, as appropriate, a technical design standards manual to ensure the compatibility of future potable lines for ease of ongoing maintenance.

POLICY 9B.4.4:
Review future construction programs and priorities for deficiency remediation as part of the capital improvements requirements and procedures of the Board of Governors to ensure that potable water facility improvements required to meet future College needs are in place and operational, at the adopted levels of service, prior to occupancy of any new College building.

OBJECTIVE 9B.5:
Protect and conserve potable water sources.

POLICY 9B.5.1:
The College shall identify the new potable water corridors as “no build” zones.

POLICY 9B.5.2:
The College shall coordinate with the host community and other entities in accordance with procedures outlined in the Intergovernmental Coordination process, to ensure that off-campus potable water facilities that may be affected by the implementation of this campus master plan are improved as appropriate.

POLICY 9B.5.3:
The College shall investigate if any existing lines (installed prior to 1980) that are to be relocated,

replaced or removed have the potential to contain asbestos or are also known as “transite.” Appropriate action will occur including allowing the pipes to remain and install separate lines or remove, remediate, and replace these lines by a certified contractor.

C. SANITARY SEWER

GOAL

The Sanitary Sewer goal for the New College campus plan is to provide an adequate sanitary sewer system that accommodates the future College sanitary sewer needs.

SUMMARY OF OBJECTIVES AND POLICIES

OBJECTIVE 9C.1:

Provide for reliable and efficient collection and transmission of all wastewater generated by the College in an environmentally safe manner.

POLICY 9C.1.1:

The College shall evaluate and consider improvements to the expansion of the sanitary sewer system to connect to the historic structures along the bayfront. This will simplify maintenance and reduce any potential environmental exposure during natural flooding conditions.

POLICY 9C.1.2:

The College shall evaluate and consider improvements to this campus master plan for the implementation to extend service lines and improve the lift station capacity, if required, to be available at the time of individual building construction.

POLICY 9C.1.3:

The College shall coordinate with appropriate City of Sarasota and Manatee County officials relative to College sanitary sewer needs. New College shall pursue any interlocal agreements or memoranda of understanding necessary to ensure that sanitary sewer will be supplied to the campus to meet the future needs of the College.

POLICY 9C.1.4:

Annually review future construction programs and priorities for deficiency remediation as part of the capital improvements requirements and procedures of the Board of Governors to ensure that sanitary sewer facility improvements required to meet future College needs are in place and operational, at the adopted levels of service, prior to occupancy of any new College building.

POLICY 9C.1.5:

Proposed increases in sewer flows, whether residential or nonresidential, shall be approved only upon a finding that existing sanitary sewer treatment and distribution facility capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line when needed.

OBJECTIVE 9C.2:

Continue to maintain at a minimum the wastewater collection service at its present level of service or at 0.25 GPM per 1,000 square feet of building area on an average daily basis with the implementation of this campus master plan.

POLICY 9C.2.1:
The College shall maintain a minimum level of service standard for wastewater collection of 0.25 GPM per 1,000 square feet of building area on an average daily basis.

OBJECTIVE 9C.3:
Coordinate the sanitary sewer relocation and improvement program with the implementation of the CIP and this campus master plan.

POLICY 9C.3.1:
The College shall continue to identify the main utility trunk lines as “no build” zones.

POLICY 9C.3.2:
The College shall annually review future construction programs and priorities for deficiency remediation as part of the capital improvements requirements and procedures of the Board of Governors to ensure capacity and capital improvements required to meet future College needs are provided when required, based on needs identified in this campus master plan.

POLICY 9C.3.3:
The College shall through its CIP, ensure that these utilities be appropriately upgraded and replaced as necessary to meet the future College needs as described in Section 1, Appendix 4.

POLICY 9C.3.4:
Improve, expand, and upgrade the sanitary sewer system. The timing and phasing requirements and priorities for these improvements are identified in the Section 1, Appendix 4.

OBJECTIVE 9C.4:
Correct any existing sanitary sewer deficiencies.

POLICY 9C.4.1:
The College shall investigate increased flows in the existing lines and repair any infiltration or inflow to maintain the level of service. Appropriate action will be taken by the College to have these lines or structures removed, remediated, or replaced by a certified contractor.

OBJECTIVE 9C.5:
To reduce the impacts of sewage generation.

POLICY 9C.5.1: The College shall implement, where practical, the following techniques for reducing the impacts of sewage generated on the campus:

- Utilizing low volume plumbing fixtures. Implementing a leak detection and repair program.
- Eliminating stormwater, swimming pool and other illegal connections.
- Using holding tanks to reduce peak flows.
- Using pump stations and force mains to by-pass bottlenecked gravity mains.

D. SOLID WASTE

GOAL

The Solid Waste goal for the New College campus plan is to provide for future College solid waste collection and disposal requirements in a safe, cost-effective, environmentally sound and aesthetic satisfactory manner.

SUMMARY OF OBJECTIVES AND POLICIES

OBJECTIVE 9D.1:

Coordinate with the City of Sarasota, Sarasota County, and Manatee County in establishing an appropriate level of service for solid waste collection.

POLICY 9D.1.1:

The College shall continue to assist providing solid waste collection services for the residential and academic uses on campus.

POLICY 9D.1.2:

The College shall establish a level of service for solid waste collection consistent with the City of Sarasota level of service of 6.9 pounds per day per capita

POLICY 9D.1.3:

The College shall coordinate the provision of on and off-campus solid waste collection and disposal facilities required to meet future College needs with the host community or appropriate service provider as outlined in Intergovernmental Coordination process. New College shall pursue any interlocal agreements or memoranda of understanding necessary to ensure that solid waste collection and disposal services will be supplied to the campus to meet the future needs of the College.

POLICY 9D.1.4:

The College shall establish that the timing and phasing of disposal facility improvements shall be coordinated with the approved CIP.

POLICY 9D.1.5:

The College shall annually review future construction programs and priorities for deficiency remediation as part of the capital improvements requirements and procedures of the Board of Governors to ensure capacity and capital improvements required to meet future College needs are provided when required, based on needs identified in this campus master plan.

OBJECTIVE 9D.2:

Procedures to reduce College-generated solid waste and increasing recycling and reuse programs shall be defined.

POLICY 9D.2.1:

The College shall continue to take steps to reduce the quantity of solid waste generated by expanding its recycling program to include additional drop-off locations. These drop-off facilities shall be installed in the individual buildings, and residential areas. Awareness programs directed toward students, faculty and staff shall also be included in this recycling program.

POLICY 9D.2.2:
Specific training shall be developed and administered to all employees who handle solid waste.

OBJECTIVE 9D.3:
Establish a program to modify existing solid waste collection locations for convenient service while avoiding potential pedestrian conflicts.

POLICY 9D.3.1:
The College shall screen solid waste collection locations from pedestrian corridors

POLICY 9D.3.2:
The College shall, during the design of new buildings, evaluate the relationship of the proposed buildings with the existing buildings and identify opportunities to consolidate solid waste collection facilities and locate them away from pedestrian corridors.

OBJECTIVE 9D.4:
Encourage and support proper management in the disposal of hazardous and other special wastes.

POLICY 9D.4.1:
The College shall meet all State and Federal regulations in the collection and transportation of its hazardous wastes and materials.

POLICY 9D.4.2:
The College shall monitor the volume and type of hazardous waste collection and temporary storage on site to determine feasibility of constructing and operating the next higher level of storage facility on campus. If such a determination is made to proceed, the College shall amend the adopted campus master plan to reflect the timing, location, and scope of such a facility.

OBJECTIVE 9D.5:
Procedures to correct any existing solid waste facility deficiencies shall be established.

POLICY 9D.5.1:
The College shall continue to ensure that solid waste collection and disposal facilities are appropriately provided and phased accordingly to meet the future College needs while correcting any disposal facility deficiencies.

OBJECTIVE 9D.6:
The College shall prepare an on-going evaluation of monitoring and disposing of chemical and research wastes. Opportunities for new technologies to assist in transporting and disposing of such wastes shall be continuously evaluated.



GOAL 10

UTILITIES

A. STEAM / HOT WATER

GOAL

The Steam/Hot Water goal of the New College campus is to manage, maintain and expand the steam/hot water distribution system to support current facilities and future expansion.

SUMMARY OF OBJECTIVES AND POLICIES

OBJECTIVE 10A.1:

To correct existing deficiencies in the steam/hot water distribution system.

POLICY 10A.1.1:
The College shall implement hot water improvements as identified. The timing and phasing requirements for these improvements are established in the approved 5-year CIP that is updated annually.

POLICY 10A.1.2:
The College shall continue to maintain a level of service standard for hot water which provides and maintains a range of 140-180 degrees (F) hot water supply temperature to meet building heating demands.

POLICY 10A.1.3:
Steam and hot water facility improvements shall be implemented based on the following priorities:

- Elimination of existing system deficiencies;
- Maintaining the existing system; and
- Expanding the system to accommodate new hot water needs.

POLICY 10A.1.4: The College shall consider methods to use waste heat recovery to reduce fuel consumption for the production of hot water. If any of these are demonstrated to be cost effective or otherwise feasible, the adopted campus master plan shall be amended as needed to reflect their implementation.

OBJECTIVE 10A.2:

To provide sufficient steam/hot water to meet the future needs of the College.

POLICY 10A.2.1:
The College's Facilities Department will be responsible for reviewing all proposed development projects to ensure that adequate hot water capacity exists.

POLICY 10A.2.2:
Proposed increases in hot water use, whether residential or nonresidential, shall be approved only after a finding that existing hot water distribution capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line at the forecasted future time of need.

POLICY 10A.2.3:
Installation of boilers and redundant backup system(s) as needed, to provide for a minimal level of firm capacity should the main boiler fail, will be considered.

B. CHILLED WATER

GOAL

The Chilled Water goal of the New College campus plan is to manage, maintain and expand the joint use chilled water distribution system to support current facilities and future expansion.

SUMMARY OF OBJECTIVES AND POLICIES

OBJECTIVE 10B.1:
FSU will construct additional chillers and piping infrastructure within the College's joint-use chilled water plant.

POLICY 10B.1.1:
The College will collaborate with FSU to develop a protocol for supplying each other with emergency backup chilled water capacity.

POLICY 10B.1.2:
Chilled water facility improvements shall be implemented based on the following priorities:

- Elimination of existing system deficiencies;
- Maintaining the existing system; and
- Expanding the system to accommodate new chilled water needs.

POLICY 10B.1.3:
Proposed increases in chilled water use, whether residential or non-residential, shall be approved only after a finding that existing chilled water distribution capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line at the forecasted future time of need.

OBJECTIVE 10B.2:
The existing chilled water distribution system will be extended to accommodate future buildings and renovated buildings.

POLICY 10B.2.1:
The College shall require design engineers to submit a computerized life cycle cost analysis to establish the most efficient HVAC system configuration for each new and renovated building.

POLICY 10B.2.2:
The College shall require that cooling load data be supplied by the system designers to the College to determine what the impact will be on the chilled water system.

POLICY 10B.2.3:
The College will update its chilled water system configuration based upon cooling load data.

POLICY 10B.2.4:
No outside sources from either private or public facilities will be required for chilled water production because all chilled water originates from within the campus.

POLICY 10B.2.5:
The College shall maintain a level of service standard for chilled water that provides and maintains a maximum of 45 degrees (F) chilled water supply temperature to meet building cooling demands.

POLICY 10B.2.6:
The College's Facilities Associate Vice President or his/her designee will be responsible for reviewing all proposed development projects to ensure that adequate chilled water capacity exists. to meet building cooling demands.

POLICY 10B.2.7:
The College shall continue its policy for replacing ozone-depleting refrigerants with environmentally safe refrigerants.

POLICY 10B.2.8:
The College's Facilities Management Department will be responsible for reviewing all proposed development projects to ensure that adequate electrical energy capacity exists.

POLICY 10B.2.9:
Proposed increases in electrical energy use, whether residential or non-residential, shall be approved only after a finding that existing electrical energy distribution capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line at the forecasted future time of need.

C. TELECOMMUNICATION

GOAL

The Telecommunications goal of the New College campus plan is to manage, maintain and expand the current telecommunications distribution system to support current facilities and future expansion.

SUMMARY OF OBJECTIVES AND POLICIES

OBJECTIVE 10C.1:
To plan, design and implement communications infrastructure at the New College campus in order to correct existing deficiencies and meet the voice, data and video communications needs.

POLICY 10C.1.1:
The College shall provide adequate copper connectivity for voice, multi-mode fiber for data, and single mode fiber for video/data to all buildings on the New College campus.

POLICY 10C.1.2:
The College shall develop a phasing schedule to upgrade wiring in all buildings to the current and/or appropriate technical levels to meet future College needs. The adopted campus master plan shall be amended as needed to reflect any changes to the timing and phasing requirements.

POLICY 10C.1.3:
The College shall implement telecommunications system improvements needed to implement this campus master plan. The timing and phasing requirements for these improvements are established in the approved CIP.

POLICY 10C.1.4:
Telecommunications system improvements shall be implemented based on the following priorities:

- Elimination of existing system deficiencies;
- Maintaining the existing system; and
- Expanding the system to accommodate new telecommunications system needs.

POLICY 10C.1.5:
The College's Academic and Administrative Computing IT Department will be responsible for reviewing all proposed development projects to ensure that adequate telecommunications system capacity exists.

POLICY 10C.1.6:
Proposed increases in telecommunications system use, whether residential or non-residential, shall be approved only after a finding that existing telecommunications system capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line at the forecasted future time of need.



GOAL 11.0

TRANSPORTATION

GOAL

The Transit, Parking and Circulation goal is to provide and minimize adverse impacts of parking facilities on the environment of the campus and adjacent residential neighborhoods.

SUMMARY OF OBJECTIVES AND POLICIES

A. TRANSIT

OBJECTIVE 11A.1:

Provide a safe, efficient on-campus and off-campus transportation system considering future College need for motorized and non-motorized vehicular parking.

POLICY 11A.1.1:
The College shall evaluate enhanced mass transit opportunities with Sarasota County Area Transit (BREEZE), Manatee County Area Transit (MCAT) and the City of Sarasota. Coordination with BREEZE and MCAT to provide more convenient drop-off points including on-campus stops should be explored.

POLICY 11A.1.2:
The College shall provide for convenient pedestrian and bicycle pathways within the transportation program to greatly reduce the need for driving between on campus destinations and to reduce the impervious surfaces of parking lots and roads.

POLICY 11A.1.3:
The College shall continue to provide alternative transportation on campus for handicapped students and faculty.

OBJECTIVE 11A.2:

Reduce the impacts off-campus of future traffic generated by the Campus Master Plan.

POLICY 11A.2.1:
The College shall establish an a.m. peak hour Level of Service (LOS) standard for campus roads consistent with the city at a LOS of “D”.

POLICY 11A.2.2:
Consistent with provisions contained in s. 1013.30, F.S., the College shall negotiate and enter into a campus development agreement with the City of Sarasota and Manatee County for the adequate mitigation of impacts to the surrounding transportation network caused by development on-campus.

OBJECTIVE 11A.3:

Enhance and encourage the utilization of alternative modes of transportation including mass transit, bicycle and pedestrian walkways and reduce the dependence on the single-occupant vehicle as the primary mode of transportation.

POLICY 11A.3.1:
The College shall establish a convenient shuttle system to the campus if needed, should off-campus parking lots be identified.

POLICY 11A.3.2:
The College shall provide to all enrolling students information regarding the availability and scheduling of BREEZE and MCAT buses and the restrictive policies of on campus parking and auto transportation.

POLICY 11A.3.3:
The College shall implement strategies designed to encourage the use of alternative modes of transportation and reduce the dependence on the single-occupant automobile as a mode of travel. The College shall consider:

- Encouraging the use of alternative modes with incentive programs.
- Restricting parking to the campus perimeters and “park-once” lots to discourage the proliferation of independent lots and structures throughout the campus.
- Focusing on the development of pedestrian-oriented areas.
- Restricting the speed of cars within the campus, on thoroughfares adjacent to campus and providing pedestrian amenities adjacent to roadways.
- Promoting a more pedestrian- and public transportation-friendly link between the campus and adjacent neighborhoods.
- Providing bicycle racks and locks, well-designed routes and establishing shower/changing areas in a variety of locations on campus to facilitate internal New College campus bicycle usage.
- Implementing pedestrian and bicycle route and user enhancements such as route lighting, upgraded walking surfaces, accessible and attractive places for refreshment, bicycle racks at shared facilities, emergency call boxes.
- Creating 5- to 15-minute loading/drop-off zones in key locations, especially near the west end of General Spaatz Boulevard, Cook Library, and the Hamilton lawn drop-off area.
- Initiating parking stall labels, issuance of permits, and enforcement of parking stalls by group affiliation. Permits are to be issued based on status as faculty, student, staff, or visitor to help organize the efficiency of stall usage.

POLICY 11A.3.4:
The College shall coordinate with the City of Sarasota, Sarasota County and Manatee County to evaluate other options and strategies for reducing the dependence on the personal automobile. If any of these proves to be economically feasible and practical, the College shall amend the adopted campus master plan to incorporate these strategies onto the overall transportation plan.

OBJECTIVE 11A.4:
Coordinate required transportation improvements within the context area with entities in accordance with procedures outlined in the Intergovernmental Coordination process in Section 1, Appendix 5.

POLICY 11A.4.1:
The College shall cooperate with BREEZE and MCAT in identifying available funding programs to assist in implementing these transit system improvements and increasing the frequency of bus routes.

POLICY 11A.4.2:
The College shall establish a procedure and assign responsibility for regular coordination with the host and affected local governments and the FDOT to ensure that transportation facility improvements are available when needed to support the growth of the College. The College shall pursue any memoranda of understanding or interlocal agreements necessary to ensure that transportation facilities are available to meet the future needs of the College.

POLICY 11A.4.3:
The College shall continue to negotiate an affordable transit pass system with BREEZE and MCAT to encourage student and faculty use of mass transit.

POLICY 11A.4.4:
The College shall coordinate with surrounding neighborhoods, USF S/M, FSU, the City of Sarasota and Sarasota County transportation planners to evaluate alternative designs to serve the West Campus.

OBJECTIVE 11A.5:
Coordinate transportation system improvements with the College's future land uses.

POLICY 11A.5.1:
The College shall implement parking, traffic circulation and transit improvements as described in Section 1, Chapter 5.

OBJECTIVE 11A.6:
Reduce the impacts on-campus of future traffic generated by the Campus Master Plan.

POLICY 11A.6.1:
The College shall identify opportunities and implement, as appropriate, off-campus or remote parking lots to the north, south or east of the campus.

POLICY 11A.6.2:
The College shall construct additional on-campus housing should the marketing and financial opportunities be available. This housing will reduce both internal and external traffic generation.

B. PARKING

OBJECTIVE 11B.1:
Provide methods to reduce the impacts and demands of future on-campus parking.

POLICY 11B.1.1:
The College shall evaluate and implement, as appropriate, mitigation techniques to further reduce parking demands. These programs may include the following:

- Utilization of compact parking spaces.
- Revise parking rate fees on-campus to have higher parking rates, thus encouraging the utilization of commuter or remote parking lots and mass transit.
- Create designated parking zones for visitors, faculty and students to discourage driving from the east side to the west side of campus during the same day.

POLICY 11B.1.2:
The College shall evaluate and analyze parking policies for rates and restrictions. With revised parking programs and pricing policies, mass transit opportunities may become more desirable.

POLICY 11B.1.3:
The College shall analyze and implement, as appropriate, parking policies for rates and restrictions to reduce internal traffic.

OBJECTIVE 11B.2:
Locate, program and design on-campus parking facilities, to be accessible to the various land uses and circulation system, and to minimize environmental impacts.

POLICY 11B.2.1:
The College shall utilize existing wayfinding guidelines that will ensure proper signage and traffic circulation to the parking lots to avoid potential confusion and conflicts with pedestrians.

POLICY 11B.2.2:
The College shall, during the design of the parking lots, address concerns regarding landscaping, lighting, security and pedestrian circulation issues.

POLICY 11B.2.3:
The College shall encourage the use of low impact development techniques in the design of parking areas to reduce impervious covering and negative impacts to water quantity and quality.

POLICY 11B.2.4:
The College shall implement parking improvements as described above. The timing and phasing requirements and priorities for these improvements are established in the approved 5-year CIP that is updated annually.

POLICY 11B.2.5:
The College shall evaluate the establishment of parking zones for visitors, faculty and students with the purpose being to discourage driving from class to class.

OBJECTIVE 11B.3:
Reduce parking capacity per capita without significantly impacting the mobility of students and faculty.

POLICY 11B.3.1:
The College shall consider parking fee formulas that reward reduced car use on campus roads.

C. PEDESTRIAN AND NON-VEHICULAR CIRCULATION

GOAL

The Pedestrian and Non-Vehicular Circulation goal of the New College campus plan is to strengthen the functional and aesthetic nature of pedestrian movement between and among the various areas of the campus. Shade should be provided (from canopy trees) for main campus walkways with cover provided where possible through covered walks and arcades along the frontage of major buildings.

SUMMARY OF OBJECTIVES AND POLICIES

OBJECTIVE 11C.1:

Provide on-campus pedestrian and bicycle paths connecting to off-campus pedestrian and bicycle paths where the campus interfaces with public rights-of-way, including US 41.

POLICY 11C.1.1:

The College shall coordinate with the City of Sarasota, Sarasota County, and Manatee County and Sarasota-Manatee Metropolitan Planning Organization in the systematic implementation of on-campus pedestrian and bicycle facilities to ensure continuity of such facilities within the larger regional system of pedestrian/bicycle facilities in the Intergovernmental Coordination process. The proposed improvements to pedestrian and non-vehicular circulation facilities are described in Section 1, Chapter 5. The timing and phasing requirements and priorities for proposed improvements to pedestrian and non-vehicular circulation facilities are established in the approved CIP.

POLICY 11C.1.2:

The College shall give priority to pedestrian connections as shown in Section 1, Chapter 5, within the planning time frame, including the Bay edge promenade with provision for eventual continuation along the Ringling Museum bayfront to the South Campus and USF S/M campus. This walk connecting along the bayfront shall not be lighted along the Uplands bayfront. There will be lighting muted and directed away from the bayfront along the College property to prevent interfering with sea life.

POLICY 11C.1.3:

The Campus Facilities Associate Vice President or his/her designee shall review all selected development proposals to ensure compliance with the plan in the design of all new pedestrian circulation facilities as described in Section 1, Chapter 5.

POLICY 11C.1.4:

The College shall encourage utilization of pedestrian and non- vehicular facilities and improve the safety of persons using the facilities through implementation of improvements as noted in Section 1, Chapter 5.

POLICY 11C.1.5:

The College shall coordinate with entities in accordance with procedures outlined in the Intergovernmental Coordination process to improve the safety of off-campus routes connecting to the campus.

OBJECTIVE 11C.2:

Coordinate locations for future pedestrian and non-vehicular circulation facilities to be developed on and off the campus with recommendations made by the College Police Department.

POLICY 11C.2.1:

The Campus Police shall make recommendations for enhancing the blue light emergency telephone plan as needed and/or coordinate individual light locations with the Campus Facilities Associate Vice President or his/her designee in accordance with the approved CIP.

POLICY 11C.2.2:

Bicycle storage facilities shall be incorporated into all new construction and major renovation projects.

OBJECTIVE 11C.3:
Coordinate locations for additional lighting and improvements in lighting delivery with recommendations made by the Campus Police Department.

POLICY 11C.3.1:
The College Police Department will be consulted in determining locations for additional lighting along pedestrian and non-vehicular circulation routes. Campus Police acting as crime prevention through environmental design (CPTED) consultants to the Campus Facilities Associate Vice President shall provide input to identify areas in which they feel a risk factor exists. Their input will be based on on-site observation and crime data.

POLICY 11C.3.2:
The College shall provide adequate levels of lighting on all major and secondary pedestrian routes.

OBJECTIVE 11C.4:
Coordinate with the City of Sarasota to provide pedestrian and non-vehicular circulation facilities to meet both the aesthetic and functional needs of the users and to encourage increased pedestrian and bicycle movement on campus.

POLICY 11C.4.1:
The College, in coordination with the City of Sarasota, shall work toward the establishment of sidewalks on both sides within the public right-of-way alongside a realigned Bay Shore Road in accordance with procedures outlined in the Intergovernmental Coordination process.

POLICY 11C.4.2:
The College shall work with the City of Sarasota to establish sidewalks and bicycle lanes within the Bay Shore Road right of way between Parkview Drive and Caples Drive in accordance with procedures described in the Intergovernmental Coordination process.

GOAL 12.0

INTERGOVERNMENTAL COORDINATION

GOAL

To achieve the goals, objectives and policies of the campus master plan through the use of joint processes for collaborative planning, decision making, and coordinating growth and development with local agencies and governmental entities.

SUMMARY OF OBJECTIVES AND POLICIES

OBJECTIVE 12.1:

New College shall participate in a reciprocal review with USF S/M, FSU and local government officials of growth management plans, campus master plans, and plan amendments.

POLICY 12.1.1:

Upon adoption of the plan update, New College shall arrange a series of meetings with planning officials from the host and affected local governments for the purpose of re-negotiating the appropriate terms and conditions of this reciprocal review process. Every effort will be made to formalize the terms and conditions of the reciprocal plan review process through an interlocal agreement or memoranda of understanding.

POLICY 12.1.2:

It shall be the policy of the College that proposed amendments to local government comprehensive plans which have the effect of changing land uses or policies that guide the development of land within the designated context area surrounding the campus, affect the provision of local services, or which otherwise impact on College facilities and resources, should be submitted to the College for review.

POLICY 12.1.3:

Proposed amendments to the adopted campus master plan which exceed the thresholds established in s. 1013.30, F.S., shall be transmitted to the appropriate local, regional and state agencies for review in accordance with the procedures established in s. 1013.30, F.S.

POLICY 12.1.4:

Proposed amendments to the adopted campus master plan update which do not exceed the thresholds established in s. 1013.30, F.S., and which have the effect of changing land use designations or classifications, or impacting public facilities, services or resources, shall be transmitted to the host and affected local governments for a courtesy review.

POLICY 12.1.5:

College planning officials shall meet with officials from the host and affected local governments as required for the purpose of coordinating planning activities. Other local, regional, state and federal agencies shall be invited to participate in these meetings as appropriate.

POLICY 12.1.6:

Any dispute between the College and any host or affected local government regarding the assessment or mitigation of impacts of campus development shall be resolved in accordance with the process established in s. 1013.30, F.S.

OBJECTIVE 12.2:

To establish a reciprocal development review process to assess the impacts of proposed campus development on significant local, regional and state resources and facilities, and to assess the impacts of off-campus development of College resources and facilities.

POLICY 12.2.1:

It shall be the policy of the College that proposed development within the context area which has the potential to impact or affect campus facilities and resources shall be transmitted to the Campus Facilities Associate Vice President or his/her designee for review.

POLICY 12.2.2:

The Campus Facilities Associate Vice President or his/her designee shall meet with City and County officials to establish the criteria and thresholds for development proposals that would be subject to review by the College. It is the intent of this policy to establish in the form of an interlocal agreement or memoranda of understanding mutually agreed upon thresholds for review that would allow both the College and host and affected local governments to review significant development proposals within the context area. Established thresholds for review will allow for exceptions to the review process for development proposals which are mutually agreed to be not significant.

POLICY 12.2.3:

Upon receipt of an application for a development order proposed for the context area, the Campus Facilities Associate Vice President or his/her designee shall assess the potential impacts of the proposed development on campus facilities and resources. Findings shall be remitted in writing to the appropriate local government.

POLICY 12.2.4:

When it has been determined that proposed development on campus would have an adverse impact on local services, facilities or natural resources, New College officials will participate and cooperate with City or County officials in the identification of appropriate strategies to mitigate the impacts.

POLICY 12.2.5:

When it has been determined that proposed development within the designated context area would have an adverse impact on campus facilities and resources, New College officials will participate and cooperate with City or county officials in the identification of appropriate strategies to mitigate the impacts on campus facilities and resources.

POLICY 12.2.6:

Any dispute between the College and any host or affected local government regarding the assessment or mitigation of impacts shall be resolved in accordance with the process established in s. 1013.30, F.S.

POLICY 12.2.7:

Once the revised and updated campus development agreement is executed, all campus development may proceed without further review by the host local government if it is consistent with the campus development agreement and the adopted campus master plan.

POLICY 12.2.8:

Once New College pays its “fair share” for capital improvements, as identified in the campus development agreement, all concurrency management responsibilities of New College are deemed to be fulfilled.

POLICY 12.9:
Any dispute between the College and host local government which arises from the implementation of the campus development agreement shall be resolved in accordance with the process established in s. 1013.30, F.S.

OBJECTIVE 12.3:
To increase on-going coordination between New College and public agencies to create a better community and environment.

POLICY 12.3.1:
To increase on-going coordination between New College and public agencies to create a better community and environment.

POLICY 12.3.2:
It shall be the policy of the College that proposed amendments to local government comprehensive plans which have the effect of changing land uses or policies that guide the development of land within the designated context area surrounding the campus, affect the provision of local services, or which otherwise impact on College facilities and resources, should be submitted to the College for review.

POLICY 12.3.3:
New College shall coordinate with representatives from city and counties planning, the New College Police Department, local law enforcement agencies, and off-campus student housing providers in order to identify and improve safe housing within the campus context area.

POLICY 12.3.4:
New College officials should work together with the city and counties and USF S/M to establish a cooperative and reciprocal process to review recreation and open space goals.

POLICY 12.3.5:
New College should strengthen relationships with city and county officials and establish a process for reciprocal review of non-vehicular improvements. New College shall coordinate with city and county official in support of the use of federal and state funds on campus area projects in order to facilitate the safe use of bicycles and reduce automobile impacts on the area.

POLICY 12.3.6:
New College shall continue to coordinate with local and state governmental agencies to reduce and improve traffic impacts on neighborhood roadways. Efforts should be made to increase utilization of public transit by disseminating information at registration, through target mailings through affordable transit passes, and at appropriate events and locations on and off- campus.

POLICY 12.3.7:
New College shall coordinate with state and local governmental agencies to improve and upgrade the existing water supply system on and off campus. The College shall support efforts to reduce water consumption and promote conservation measures.

POLICY 12.3.8:
New College shall coordinate with state and local governmental agencies to improve and upgrade the existing sanitary sewer system on and off campus. The College should support efforts to eliminate existing on-site septic systems and extend sanitary service to all campus facilities.

POLICY 12.3.9: New College shall continue to maintain a cooperative relationship with city and county agencies for disposal of solid waste. The College shall continue efforts to reduce the generation of solid waste by routinely evaluating processes to improve the recycling program.

POLICY 12.3.10:
New College and the governmental agencies listed should continue to coordinate efforts in support of improving the quality of stormwater retention and runoff and coastal management. New College officials should continue to attend educational seminars offered by the agencies.

POLICY 12.3.11:
New College officials shall continue to support active participation in environmental issues by members of the campus community. The College should work to develop a cooperative and reciprocal formal exchange of information.

POLICY 12.3.12:
New College is within the city service area and has experienced effective and efficient provision of fire, rescue, and emergency medical services. Existing systems should remain in effect.

POLICY 12.3.13:
All plans will continue to be reviewed by the College's Building Code Official and the State Fire Code Official in accordance with the current State University System of Florida Standard Practice, Professional Services Guide.

POLICY 12.3.14:
New College and the coordinating entities will continue to work together and provide the necessary training and update information for the use of College resources and facilities for use as public shelters for evacuees and for staging areas for emergency supplies, equipment and resources.

GOAL 13.0

CONSERVATION

GOAL

The New College Campus Conservation goal aims to serve as a model for conservation policies, enhancing the environment, air, water, and open spaces around the campus and Sarasota Bay area. The plan also supports shoreline resiliency and coastal shoreline preservation enhancements through efficient resource management and the strategic provision of contingencies to navigate future unpredictability

OBJECTIVE 13.1:

Identify mitigation techniques including traffic and parking to improve or maintain the level of air quality.

POLICY 13.1.1:

The College shall continue to participate in and consider those programs that will maintain or improve existing air quality on campus lands. Such programs include participation in local transportation management associations, transit services and the promotion of bicycle and pedestrian circulation improvements.

POLICY 13.1.2:

The College shall minimize emissions of air pollutants from and within buildings on campus through the installation of appropriate filtering devices on fume hoods and by minimizing the storage and use of volatile and hazardous materials in campus buildings.

POLICY 13.1.3:

The College shall continue planting trees and leafy plant materials and protect existing plant materials to facilitate carbon/oxygen exchange and naturally clean the air.

OBJECTIVE 13.2:

Conserve and protect the quantity and quality of potable water sources.

POLICY 13.2.1:

The College shall not undertake activities on-campus that could contaminate groundwater sources or designated recharge areas unless provisions have been made to prevent such contamination or otherwise provide mitigation for such activities so as to maintain established water quantity and quality standards.

POLICY 13.2.2:

The College shall continue to implement a comprehensive water conservation program, to include, but not be limited to:

- the use of treated wastewater effluent for a campus irrigation system and chilled water system make-up water,
- the use of automated timers and other irrigation flow monitoring mechanisms,
- Florida-Friendly landscape treatments for new building construction and new campus common areas, and
- the use of low flow and low flush fixtures in new building construction.

POLICY 13.2.3:
The College shall supplement the stormwater treatment facilities located within the open spaces of the campus to provide a further reduction of stormwater pollutants prior to the eventual outfall off-site or into Sarasota Bay.

OBJECTIVE 13.3:
Protect native vegetative communities from destruction by new development activities, and encourage use of native vegetation whenever possible.

POLICY 13.3.1:
The College shall protect native vegetative communities from destruction by proposed development activities. These communities will be delineated based upon the most recent FDEP criteria prior to any proposed development.

POLICY 13.3.2:
The College shall use plant species that are indigenous to the natural plant communities of the Southwest Florida area as identified in the Florida-friendly Plant Database (online at www.floridayards.org). In cases where noninvasive exotic plants are used to enhance the landscape, plantings shall be limited to those non- invasive species that are able to resist periods of drought and which require little fertilization and the use of pesticides.

POLICY 13.3.3:
The College shall maintain and improve existing vegetative communities through the removal of ecologically undesirable vegetation. It is the intent of New College to remove all non-native invasive plants (whether grasses, shrubs or trees) which are identified on the most recent Florida Exotic Pest Plant Council Invasive Plant List (online at www.fleppc.org/list/list.htm) from the campus grounds. As these species are located on the campus, New College shall coordinate with the Florida Department of Environmental Protection and other appropriate governmental entities to ensure the proper removal and disposal of these exotic species.

POLICY 13.3.6:
The College shall use native plantings and Florida-Friendly landscaping where possible, incorporate low impact development techniques, and maintain some open planting areas for small gardens (such as butterfly gardens, etc.) around the East Campus dorms and on South Campus for student use.

OBJECTIVE 13.4:
Identify measures to conserve and appropriately use energy.

POLICY 13.4.1:
The College shall explore and implement, as appropriate, alternative fuel vehicles for on-campus utilization.

POLICY 13.4.2:
The College shall evaluate and implement, as appropriate, solar energy as an alternative source of power for irrigation systems, lighting, shuttles, phones, emergency lighting, etc.

OBJECTIVE 13.5:
Expand the use of conservation and energy saving techniques with the construction of new facilities.

POLICY 13.5.1:
Energy conservation fixtures, super insulation, air conditioning and lighting systems and other building specific energy use and management techniques shall continue to be a required component of all new buildings constructed on the campus.

POLICY 13.5.2:
The College shall consider, during development of building programs, the utilization of courtyards, arcades, green roofs and other shade and ventilation techniques to further reduce energy demands, as described in the Architectural Design in Section 1, Chapter 4. Landscaping and building orientation should also be considered (i.e. the long axis of buildings should favor east/west).

OBJECTIVE 13.6:
To designate environmentally sensitive lands for protection based on state and locally determined criteria.

POLICY 13.6.1:
The College shall maintain, in a managed natural state, all of those sites identified as Restoration Areas on the Conservation and Coastal Management map in Section 1, Chapter 5. No construction is anticipated in these areas except for minimal structures and improvements necessary to ensure safe access and essential support functions.

POLICY 13.6.2:
Any proposed development adjacent to an environmentally sensitive area shall be carefully sited and integrated into the existing landscape to have minimal visual impact on the area. Landscape treatment shall preserve significant existing vegetation to allow a gracious transition from developed areas to undeveloped areas to preserved areas. The existing vegetation shall serve to essentially buffer proposed development in order to maintain the natural character of the area.

POLICY 13.6.3:
The College shall recognize the Outstanding Florida Water designation for Sarasota Bay and restrict any expansion of land area into the bay.

POLICY 13.6.4:
The College shall coordinate with other governmental agencies relative to the conservation, protection and management of the native vegetative communities and marine and aquatic habitats.

POLICY 13.6.5:
During the initial planning phase of any physical changes to the campus, endangered, threatened or otherwise protected plants or animals shall be identified in accordance with requirements of the host community and state and federal agencies. Protection plans for those identified species shall be formulated consistent with those of the host community and appropriate state and federal agencies.

OBJECTIVE 13.7:
To restrict College activities known to threaten the habitat and survival of threatened and endangered species and species of special concern.

POLICY 13.7.1:
The College shall continue to require the use of best management construction practices, including the use of soil stabilizers, silt screens, surface moisture applications and other techniques to reduce the impact of development activities. The College shall develop construction waste management policies to minimize waste, debris and resource consumption. These policies should be included in the specifications of all new and rehab projects.

POLICY 13.7.2:
The College shall minimize stormwater-borne pollutants generated as a result of campus operations and maintenance practices.

POLICY 13.7.3:
The College shall provide on-campus facilities for the collection and storage of hazardous materials used in campus operations as required by federal, state and local regulations.

POLICY 13.7.4:
The College shall continue to protect and conserve threatened and endangered species of plants and animals, and species of special concern, as required by the Endangered Species Act of 1973, as amended, Chapter 39, F.A.C., and federal and state management policies relating to the protection of threatened and endangered species, and species of special concern.

POLICY 13.7.5:
Prior to any development, land clearing, or construction activities, the College shall require listed species surveys conducted by a qualified Wildlife Biologist. If state or federally protected species are identified, New College will consult with the Florida Fish and Wildlife Conservation Commission (FWC) and the U.S. Fish and Wildlife Service (USFWS) to determine appropriate avoidance, minimization, or mitigation measures. All required protections shall be incorporated into project design and construction practices..

Policy 13.7.5.1:
Habitat Protection: Development shall be sited and designed to avoid or minimize impacts on native habitat areas, including coastal vegetation, upland preserves, and wildlife corridors. When avoidance is not feasible, mitigation strategies will be implemented to ensure no net loss of ecological function.

Policy 13.7.5.2:
Wildlife Protection: When protected species or sensitive habitat are present within or adjacent to proposed development areas, construction timing, lighting, and operational measures shall be adjusted as necessary to reduce disruption to wildlife behavior and habitat use.

Policy 13.7.5.3
Mitigation & Monitoring: For any unavoidable impacts to natural systems, New College will develop mitigation plans consistent with local, state, and federal requirements. Post-construction monitoring may be required to ensure mitigation success and long-term resource protection.



GOAL 14.0

CAPITAL IMPROVEMENTS

GOALS

Provide educational and support facilities to all enrolled students in a manner that protects the investment and maximizes the use of existing facilities and promotes orderly, planned campus development. The College shall consider life cycle costs and the principles of resiliency in the specifications and budgeting for rehabilitation and new projects. All new buildings should be designed to minimize energy and water consumption and should be planned and budgeted for a minimum 50-year life span.

SUMMARY OF OBJECTIVES AND POLICIES

OBJECTIVE 14.1:

The College shall, through the coordination of land use decisions and available projected fiscal resources, provide a schedule of capital improvements to maintain the levels of service established in this campus master plan and to address the existing and projected facilities' needs.

POLICY 14.1.1:

The College, in cooperation with the State University System's Office of Capital Programs and in conformance with criteria established in Policy 14.1.3, shall schedule and fund capital improvements identified in the approved 5-year CIP that is updated annually.

POLICY 14.1.2:

The College shall evaluate, rank and revise the order of priority as necessary for facilities and projects identified in the CIP.

POLICY 14.1.3:

The College shall adopt the following criteria to evaluate and prioritize capital improvement projects (which shall be related to the individual components of the campus master plan) and which consider:

- College budget impact and financial feasibility;
- The elimination of existing capacity deficits;
- Locational needs based on projected student enrollment increases;
- The accommodation of expansion and improvement demands; and
- Plans of other entities, organizations, or agencies that provide facilities on the campus.

POLICY 14.1.4:

The College shall make provisions for the adoption of the capital budget as part of the annual budgeting process and will include provisions which are consistent with campus development agreements resulting from the adopted campus master plan.

POLICY 14.1.5:

The College shall continue to adopt a 5-year CIP and annual capital budget as part of its annual budgeting process.

POLICY 14.1.6:
The College shall continue to adhere to existing capital improvement programming procedures adopted by State University System of Florida and shall amend this campus master plan, as needed, to revise the CIP priorities established in the 5-year capital improvements schedule on an annual basis.

OBJECTIVE 14.2:
The College shall provide the needed improvements identified in this campus master plan and to manage the expansion or improvement process so that facility needs do not exceed the ability of the College to fund and provide provision of the needed capital improvements both in terms of initial construction costs, on-going operation and maintenance costs and impact costs.

POLICY 14.2.1:
The College shall base the coordination of land use decisions associated with the implementation of capital improvements upon the development requirements of this plan, the development agreements called for by this plan and the availability of necessary facilities needed to support this development at the time needed.

POLICY 14.2.2:
The College shall make provisions for programming the future facility costs to consider the cost of the site improvements, utility extensions and associated easements, parking, traffic circulation improvements, operation and maintenance etc., necessary for the proper function of the individual facility and to include the cost of facilities necessary to support future capacity requirements.

POLICY 14.2.3:
The College shall negotiate and enter into campus development agreements with the City of Sarasota and Manatee County which addresses the requirements and provisions of this plan and those required by s. 1013.3, F.S. At a minimum, the campus development agreements shall:

- Identify the geographic area covered by the agreement;
- Establish the duration of the agreement (5-10 years);
- Identify LOS standards for public services and facilities, the entity to provide these services and facilities, and any financial arrangements between the College and the service provider;
- Determine impact of proposed campus development on identified public services and facilities, and any deficiencies likely to occur as a result;
- Identify facility improvements to correct deficiencies;
- Identify the College's "fair share" of the costs of needed improvements; and
- Be consistent with adopted Campus Master Plan and host local government comprehensive plan.

POLICY 14.2.4:
The College shall ensure that future facility costs and programming efforts include consideration of the following:

- Site improvements
- Utility extension and easements
- Parking needs and traffic circulation improvements
- Compliance with applicable policies and standards

POLICY 14.2.5:
The College shall adhere to sound fiscal policies in providing the capital improvements of this campus master plan and shall not proceed with new capital improvements, expansions or replacements until adequate funding sources have been identified and committed.

OBJECTIVE 14.3:
The College shall use the approved CIP as a means to meet the needs of the College for the construction of capital facilities to correct existing deficiencies, to accommodate desired future growth and to replace exhausted or obsolete facilities.

POLICY 14.3.1:
The College shall identify and incorporate provisions for the replacement and renewal of capital facilities into the CIP and Educational Plant Survey when it is determined that the facility is nearing the end of its useful life.

POLICY 14.3.2:
The College shall use the level of service standards adopted as part of this plan in implementing the capital improvements identified in the Campus Master Plan.



GOAL 15.0

ARCHITECTURAL DESIGN

GOAL

The Architectural Design goal of the New College campus is to create an architectural vocabulary that enhances the unity of the campus and establishes a Foundation Architecture.

SUMMARY OF OBJECTIVES AND POLICIES

OBJECTIVE 15.1:

Establish the standards for selection of materials in accordance with the measures documented in Section 1, Chapter 4.

POLICY 15.1.1:

The Campus Facilities Associate Vice President or his/her designee shall review and advise on all selected development proposals in accordance with review procedures and design criteria established in this campus master plan.

POLICY 15.1.2:

The College shall undertake a periodic review of the guidelines to determine whether they are being fulfilled in the actual development of campus facilities. The determination should be based on whether the design as executed satisfies the objectives in this campus master plan. The review should occur after each buildings/ site development project has been developed.

POLICY 15.1.3:

The College shall place priority on quality construction and shall require materials to be cost effective over the life cycle of the building and shall require decisions regarding exterior wall materials and building color to be guided by criteria as outlined in Section 1, Chapter 4 under Architectural Design Controls.

POLICY 15.1.4:

The College shall identify future legacy buildings as such, based on site prominence and adjacency to legacy buildings, and shall direct the architects of these buildings to specify the use of more refined materials and detailing than commonly used in campus facilities.

POLICY 15.1.5:

The College shall require that buildings be designed to conform to the standards of RESILIENCY as outlined on p. 5:5, meeting as a minimum the LEED silver standards. System energy conservation standards are mandated to be in compliance with the Florida Energy Conservation in Building Act of 1974 including all updates and amendments. The State University System Professional Services Guide specifies that an energy analysis design in compliance with the above legislation be submitted for all subjects projects at the advanced schematic design stage of development.

POLICY 15.1.6:

During renovation planning, the College shall review and evaluate all existing buildings relative to their energy consumption and role in campus wide energy costs and demand patterns and identify opportunities for energy savings.

OBJECTIVE 15.2:
Establish standards for the preservation of buildings including renovation/rehabilitation, accommodation of current code standards, and implementation of energy conservation measures in accordance with the Secretary of the Interior's Standards for Rehabilitation and Illustrated Guidelines for Rehabilitating Historic Buildings.

POLICY 15.2.1:
The College shall continue to utilize the program developed to ensure the preservation of historic campus buildings within the Caples'–Ringlings' Estates Historic District including the C. Ringling Residence (College Hall), the H. Sanford Residence (Cook Hall), the Carriage House (Robertson Hall), the Grounds Keeper House (Social Science), the R. Caples Residence (Caples Mansion), and the Caples Carriage House (Caples Carriage House) including renovation/rehabilitation according to standards established by the Secretary of the Interior's Standards for Rehabilitation and Illustrated Guidelines for Rehabilitating Historic Buildings.

POLICY 15.2.2:
The College shall continue to improve the above historic buildings for the purpose of meeting current code standards. The appearance of future improvements shall be in keeping with the historic character of the buildings and shall not detract from desired integrity of the structures or site.

POLICY 15.2.3:
Archaeologically significant historic structures shall continue to be preserved and protected in accordance with policies identified in the Future Land Use Element.

OBJECTIVE 15.3:
Establish standards for building siting and linkages in accordance with the measures documented in Section 1, Chapter 4.

POLICY 15.3.1:
The College shall require the placement of buildings to be in general conformance with building placement guidelines as identified in Section 1, Chapter 4.

POLICY 15.3.2:
The College shall require that all future buildings are consistent with the image of a small college in a residential setting. Buildings are to be designed with enough building height and mass to frame adjacent open space and to accommodate future expansion when appropriate. The College shall generally require buildings to be two to three stories whenever program allows.

POLICY 15.3.3:
The College shall continue to require future building design to respond in a manner sympathetic to the characteristics of the regional climate and to address points outlined in Section 1, Chapter 4.

POLICY 15.3.4: The College shall require service areas to be designed to efficiently support building functions and to be located away from public open spaces and thoroughfares to the extent possible.

POLICY 15.3.5:
The College has established and will continue to effectuate a priority program for implementing accessibility improvements based on implementation priorities identified in the American Disability Act Accessibility Guidelines study previously undertaken by the University. The following priorities for implementing accessibility improvements have been established by the College: Ensuring accessible

routes from designated parking spaces to facilities; Ensuring accessible classrooms, offices, housing, and restrooms; and Ensuring accessible campus routes between facilities.

OBJECTIVE 15.4:

Establish guidelines for architectural treatments along the campus edges in accordance with measures documented in Section 1, Chapter 4.

POLICY 15.4.1:

The College shall require design of building facades, edges and entries to respond to guidelines as outlined in Section 1, Chapter 4.

POLICY 15.4.2:

Bicycle racks shall be included in all programs for occupied facilities and recreational facilities. Bicycle racks shall be installed in new construction and major renovation projects.

POLICY 15.4.3:

The College shall encourage energy efficiency and conservation techniques in all future academic facilities as set forth in Architectural Design guidance.



GOAL 16.0

LANDSCAPE ARCHITECTURE

GOAL

The Landscape Architecture goal of the New College Campus is to create a unified spatial environment that blends with and complements the campus. In accordance with New College's desire to leverage outdoor learning opportunities and properly manage all areas of the landscape throughout the campus, smaller short-range landscape improvement projects that can be implemented sooner rather than later will contribute greatly to over arching aesthetic, educational and operational goals.

SUMMARY OF OBJECTIVES AND POLICIES

OBJECTIVE 16.1:

Continue to implement the overall landscape framework.

POLICY 16.1.1:

The College will prioritize planting trees along pedestrian corridors and the edges of open spaces, as well as establishing ground plane treatments (lawn and paving). The landscaping will aim to reduce the heat island effect and enhance the quality of life for students and faculty by creating cool walkways between buildings.

OBJECTIVE 16.2:

Establish the standards for selection of plant materials for use on the campus.

POLICY 16.2.1:

The College shall require site design to be in accordance with established standards for selection of plant materials.

POLICY 16.2.2:

The College shall relocate existing plant materials in conflict with campus improvements when practical.

OBJECTIVE 16.3:

Establish the standards for selection of furnishings, lighting, and graphics.

POLICY 16.3.1:

The College shall require selection and placement of new furnishings to be in conformance with campus standards to be updated for all future site improvement projects. Site seating and bicycle racks shall be required for all new construction and major renovations.

OBJECTIVE 16.4:

Review and establish the standards for campus edge treatment revising as appropriate those based on the Campus Masterplan.

POLICY 16.4.1:

The College shall utilize the campus wide tree location map to guide the extent of the tree work—limbing, root pruning, bracing, cabling, fertilizing, tree removals, and installation/ species diversification required to assure the long term health and safety of existing campus trees. The location map will continue to serve as a basis for the development of a long-term tree maintenance program which will include planned new tree planting and maintenance of mixed-age plantings.

POLICY 16.4.2:
The College shall develop a campus tree management strategy.

OBJECTIVE 16.5:
Establish the standards for treatment of retention and stormwater management facilities as described in the Landscape Master Plan.

POLICY 16.5.1: The College shall provide surface drainage retention as outlined in Section 1, Chapter 5.

OBJECTIVE 16.6:
Establish the proposed landscape framework within the planning time frame through a systematic approach to implementation which emphasizes the formation of the larger campus framework over the independent development of building specific landscape treatments.

POLICY 16.6.1: The College shall place highest priority on planting trees along pedestrian corridors and the edges of open spaces, and on establishing ground plane treatments (lawn and paving).

POLICY 16.6.2: The College shall, upon establishing specific furnishing, lighting, and graphic standards, implement a systematic program targeting new projects and the center of campus for the replacement of non-standard furnishings, lighting, and graphics.

POLICY 16.6.3: The College shall continue to review and act on all selected development proposals in accordance with review procedures and design criteria in the Landscape Master Plan. Responsibilities of the Campus Facilities Associate Vice President or his/ her designee shall include monitoring potential impact of specific projects on proposed campus landscape structure and ensuring new project work does not interfere with or prohibit implementation of the desired campus landscape framework.

POLICY 16.6.4: The College shall explore procedures for funding campus landscape framework improvements independent of individual building construction projects, while at the same time monitoring site design funded through new building project budgets for consistency with the overall campus landscape design intent. The intent shall be to implement a campus landscape framework that is visibly composed as a whole rather than as a collection of individual, unrelated small landscape pieces.

POLICY 16.6.5: The College has established and will continue to effectuate a priority program for implementing accessibility improvements based on implementation priorities identified in the American Disability Act Accessibility Guidelines study previously undertaken in accordance with the approved CIP as described in the Section 1, Appendix 4.

POLICY 16.6.6: It is the policy of the College to remove all non-native invasive plants (whether trees, shrubs or grasses) which are identified on the most recent Florida Exotic Pest Plant Council Invasive Plant List (online at www.fleppc.org/list/list.htm) from the campus grounds, excepting legacy species planted by the Ringlings including Camphor and Orchid trees.



GOAL 17.0

FACILITIES MANAGEMENT

GOAL

To provide for properly functioning buildings that are readily maintainable.

SUMMARY OF OBJECTIVES AND POLICIES

OBJECTIVE 17.1:

The College shall assess buildings annually to determine their general condition and plan for needed repairs and enhancements.

POLICY 17.1.1:
The schedule and timing of maintenance renovation, and code violation projects will continue to be updated and prioritized in the annual 5-year CIP that is updated annually.

OBJECTIVE 17.2:

Building exteriors, interiors and systems shall have established minimum useful lifetimes without the need for major repair or replacement efforts in that period. Buildings shall be designed with adequate ceiling heights and long floor and roof spans to facilitate adaptive reuse and modification of mechanical/ electrical systems in the future.

POLICY 17.2.1:
Building exteriors shall have a minimum useful life of 50 years. Building interior spaces shall have maximum flexibility to accommodate program agility, and building systems shall also have a useful life of at least twenty years.

POLICY 17.2.2:
The College shall establish design and building standards criteria for new construction and renovations. This document shall consist of specifications for materials and fixtures that have proven to be cost effective from both an initial capital and maintenance cost standpoint using life cycle costing to established budgets.

POLICY 17.2.3:
In the creation or renovation of any occupied or visible facility the College shall promote the use of low maintenance, durable materials which contribute to energy efficiency.

POLICY 17.2.4:
The College shall ensure that exterior and interior colors and materials shall be compatible with other colors and materials on the campus and shall be conducive to the functions and users of the facility. The College should develop a base palette of colors and materials.

POLICY 17.2.5:
The College will continue to require the use of materials with integral color to reduce the need for maintenance of painted surfaces, except in special cases.

POLICY 17.2.6: Grant and private funds will continue to be sought to maintain and restore the historical buildings.

POLICY 17.2.7: The College space needs will continue to be surveyed by the Board of Governors / Department of Education survey team every 5 years.

GOAL 18.0

COASTAL MANAGEMENT

GOAL

The Coastal Management goal of the New College of Florida is for campus development to enhance access and improve the environment of the bay front, protect coastal resources and strengthen the emergency preparedness for the campus.

SUMMARY OF OBJECTIVES AND POLICIES

OBJECTIVE 18.1:

Increase the College's resiliency to the impacts of potential flooding by developing and implementing adaption strategies and measures in order to protect human life, natural systems and resources and public infrastructure, services, and public and private property.

POLICY 18.1.1:

The College will develop and implement adaptation strategies for areas vulnerable to coastal flooding, tidal events, storm surge, flash floods, stormwater runoff, saltwater intrusion. The College will include areas which experience tidal flooding, storm surge, or both as the priority for development and implementation of adaption strategies. Other areas will be included as the second priority for the development and implementation of adaptation strategies.

POLICY 18.1.2:

Adaptation strategies may apply to the following:

1. Public infrastructure planning, siting, construction, replacement, operation and maintenance
2. Emergency management
3. Stormwater management
4. Land Development regulations
5. Building codes
6. Comprehensive planning
7. Other functions

OBJECTIVE 18.2:

Designate potential emergency staging areas in coordination with agencies and the host community.

POLICY 18.2.1:

The College shall revise, as appropriate, its emergency recovery plan to address such issues as "restarting" the campus after a natural disaster. Issues such as road cleaning, facility and utilities start-up, reuse of facilities, operations, etc. should be reviewed, as well as coordination with the host community.

POLICY 18.2.2:

The College shall coordinate with the City and other appropriate emergency response teams to identify additional open tracts of land for use staging areas for emergency personnel, equipment and resources, as well as debris, should the need be required in accordance with procedures described in the Intergovernmental Coordination process in Section 1, Appendix 5. The parking lot north of the Sudakoff Center and adjacent to General Spaatz Blvd would be appropriate for this designation.

POLICY 18.2.3:

The College shall continue its on-going working relationship with the host community, Regional Planning Council, American Red Cross and other appropriate agencies to ensure that evacuation plans are monitored and kept current, as described in the Intergovernmental Coordination process.

POLICY 18.2.4:
Upon adoption of public shelter standards and criteria by the Board of Governors, the College shall survey existing facilities to identify those facilities suitable for use as shelters.

POLICY 18.2.5:
Upon completion of the shelter survey, the College shall identify those facilities that are to be retrofitted to comply with the public shelter standards and criteria adopted by the Board of Governors. These facilities shall then be scheduled for retrofitting for use as shelters as needed.

OBJECTIVE 18.3:
Improve pedestrian access to the bay front.

POLICY 18.3.1:
The College shall maintain the bayfront area for open space, ceremonial occasions and/or recreation, and associated educational and research activities. Enhanced landscaping and pedestrian circulation shall be considered. Native plants such as mangroves and salt marsh cord grass shall be protected.

POLICY 18.3.2:
The College shall evaluate, as appropriate, opportunities for the public to have access to the bayfront.

OBJECTIVE 18.4:
Maintain or improve the environmental quality of Sarasota Bay adjacent to the campus.

POLICY 18.4.1:
The College shall cooperate with the City and Manatee County regarding the National Pollutant Discharge Elimination System (NPDES) program in accordance with procedures described in the Intergovernmental Coordination process.

POLICY 18.4.2:
The College shall implement a program for identifying and reasonably eliminating deficiencies related to conformance of campus facilities with current coastal management standards.

POLICY 18.4.3:
The College shall construct new facilities in accordance with revised adopted building code standards and flood zone regulations.

POLICY 18.4.4:
The College shall construct new facilities in conjunction with appropriate flood zone requirements. The College shall, to the maximum practical extent, locate buildings outside of the Federal Emergency Management Agency's (FEMA) recognized storm velocity zone and the 100 year flood zone. In those locations where encroachment into the floodplain is deemed unavoidable, the College shall abide by all agencies' regulatory requirements to provide compensatory flood storage areas and minimum floor levels above the projected flood plain.

OBJECTIVE 18.5:
Protect, conserve and enhance the Sarasota Bay coastal resource and its importance to New College of Florida.

POLICY 18.5.1: The College shall prepare and provide an awareness information package to enrolling students and faculty as to the evacuation plans including on-campus and off-campus shelter locations and evacuation routes.

New College of Florida

The Honors College

MASTER PLAN

UPDATE 2025

SARASOTA, FLORIDA

Sarasota County Comments

SC#1: Comment: The Current Plan for the New College campus designates the Uplands Preserve Area for preserve and passive recreation purposes. The Current Plan depicts the 2035 future plan build out for this area for preservation purposes only, including passive recreation uses. A Memorandum of Agreement between USF and New College called for this area to remain for preservation purposes only. However, the Proposed Plan renames the area as the "Uplands Bayfront Area" and designates this area for active recreation purposes, including sports fields and a performance platform, instead of for passive recreation and preservation purposes as has been to date. Little detail exists in the Proposed Plan regarding the planned activities for this area, including the sports field and the performance platform. Another portion of the plan refers to an "athletic terrace" (page 125) for this area, rather than a performance platform. Based on comments received from the neighborhood, more details are requested so that potential off-site impacts to the Uplands neighborhood can be evaluated.

Response:
The Uplands Preserve Area has been clarified in both the narrative and the updated campus illustrations to confirm that it will continue to function exclusively as recreation / open space and as a preservation area, consistent with the existing Master Plan. All existing native vegetation within the designated preserve will remain, and the plan graphics have been revised to accurately reflect vegetation retention. The feature previously labeled as a “performance platform” or “athletic terrace” has been clarified in the narrative (page 37) and on page 125 as an open, low-intensity recreational area intended solely for informal, low-intensity use. No sports fields, organized athletic events, amplified performances, or other similar recreational activities will occur in this area after phase 2 (years 4-6) of the Master Plan. Sporting events will continue to be hosted on the existing fields and facilities until the new fields and associated facilities are constructed on the East Campus. These clarifications ensure that the Uplands Preserve Area maintains its longstanding preservation role and that no off-site impacts to the Uplands neighborhood will result from the planned improvements.

SC#2: Comment: The Proposed Plan shows proposed North Shore Drive within the West Campus Area connecting to Uplands Boulevard. Uplands Boulevard is a County-maintained local road, platted as part of the Uplands Subdivision. Currently, Upland Boulevard serves the Uplands Subdivision and has no through traffic, but stubs out at New College's boundary. The Proposed Plan excludes public rights-of-way in its plans, but on pages 32, 34, 85, 91, 103, 108, 110, 114, 120, 121, and 125 Uplands Boulevard, a Sarasota County local road, is identified within the campus boundary. Please clarify. In addition, on page 120, in the "Comparison of Existing & 2035 Build Out," the Existing Campus Plan shows that the connection from North Shore Drive within the West

Campus Area as already existing to Uplands Boulevard. However, the connection does not currently exist.

If the intent is to add a connection to Uplands Boulevard, we suggest the connection be identified on the Plan and discussed and treated consistent to those shown for Bay Shore Road (Policy 11 C.4.1, page 190) and 58th Street (Policy 3.4.1, page 159), and coordination for this connection to include representatives of the Uplands Subdivision and Sarasota County, to address possible traffic calming, compatibility, and parking concerns as detailed in the Attachment. Please be advised that permitting with Sarasota County to connect to Uplands Boulevard may be required.

Response:

The Uplands access route depicted in the Master Plan is intended solely as a controlled emergency-access and pedestrian-only path. It is not planned or proposed for general vehicular circulation or for campus ingress or egress through the Uplands neighborhood, except when required for emergency response. The plan graphics have been updated to clearly label and distinguish this route as limited to pedestrian and emergency access. New College will coordinate with Sarasota County to obtain any necessary permits and approvals associated with establishing this footpath (page 34).

Comment Concerns Addressed

NCF Master Plan issues: Supporting Detail to Sarasota County Responses

1. Updated existing plan to no show future emergency / pedestrian path (page 120).
2. Correction of Property Line Depictions: All incorrect property boundaries have been corrected to accurately represent the true New College of Florida campus limits. Updated illustrations appear on pages 32, 34, 85, 91, 103, 108, 110, 114, 120, 121, and 125.
3. Stormwater Protection in Lake Uplands Area: The plan confirms that the Critical Drainage Way for The Uplands will not be altered or disturbed. The revised map on page 103 clearly reflects preservation of this stormwater feature.
4. Eastern Subdivision Flooding Concern: The area of concern on the east side will be redeveloped into a green park space, with grading and drainage engineered to improve stormwater performance and reduce localized flooding risks.
5. Uplands Preserve – Preservation Commitment: The Uplands Preserve will be fully conserved, maintaining its current character. Both narrative language and plan illustrations have been updated to clarify this commitment, as shown on pages 34 and 37.

Florida State University Comments

FS#1: Comment: Proposed pedestrian trail from west campus to south campus raise serious security concerns security for the Ringling Campus.

Response:

To address security concerns for the Ringling Campus, the previously proposed pedestrian egress route passing through Ringling property has been removed from the Master Plan. Students and pedestrians will instead utilize the public sidewalks along Bay Shore Road for north–south circulation, ensuring that movement between campus areas occurs entirely within public rights-of-way and does not compromise Ringling campus security.

City of Sarasota

COS#1: Future Land Use Map (FLUM) Consistency

The City notes that while the college campus is designated **Metropolitan-Regional #2**, the **properties along 58th Street** are designated **Single Family – Very Low Density**. The City states that **planned dormitories** on these parcels **cannot proceed** unless

New College obtains:

- A **Future Land Use Map amendment** to Metropolitan-Regional #2, or
- Ownership of **all** single-family lots along 58th Street.
  Otherwise, dormitory construction would be inconsistent with the City's adopted FLUM.

Response:

New College acknowledges the City's determination that the parcels along 58th Street, currently designated Single Family - Very Low Density, must obtain a Future Land Use Map amendment to Metropolitan-Regional #2 in order to support the planned dormitory development. The College will pursue and secure the required FLUM amendment prior to any construction activity on these parcels to ensure full consistency with the City's adopted land use classifications. No dormitory development will proceed until the appropriate land use designation is in place.

COS#2: Inaccurate Representation of Existing Roads and Connections

The City notes that some plan pages incorrectly show:

- **Uplands Boulevard** included within the campus boundary, even though it is a **Sarasota County right-of-way**, and
- A **connection from North Shore Drive to Uplands Boulevard** as *existing*, even though it **does not currently exist**.

Response:

The existing conditions map has been revised to accurately reflect roadway ownership and connectivity. Uplands Boulevard has been removed from the depicted campus boundary to correctly show it as a Sarasota County right-of-way, and the erroneously illustrated connection between North Shore Drive and Uplands Boulevard has been

eliminated. The updated mapping now accurately represents existing roadway conditions and campus limits.

COS#3: Future Right-of-Way or Access Changes

If New College intends to create **vehicular or pedestrian connections** to Uplands Boulevard in the future, the City requests:

- Clear identification of these connections in the plan.
- Coordination with the **Uplands Subdivision** and **Sarasota County** to address traffic calming, compatibility, and parking impacts.
- Acknowledgment that **county permitting** will be required.

Response:

The Uplands access route depicted in the Master Plan is intended solely as a controlled emergency-access and pedestrian-only path. It is not planned or proposed for general vehicular circulation or for campus ingress or egress through the Uplands neighborhood, except when required for emergency response. The plan graphics have been updated to clearly label and distinguish this route as limited to pedestrian and emergency access. New College will coordinate with Sarasota County to obtain any necessary permits and approvals associated with establishing this footpath.

COS#4: Need for a Campus Development Agreement

After the Master Plan is adopted, the City expects:

- A formal **Campus Development Agreement** submission, including
- A **Level of Service (LOS) analysis** evaluating impacts on utilities, public works, transportation, and other infrastructure.
  The City's Development Review Committee will review these materials before approval.

Response:

New College will prepare and submit a formal Campus Development Agreement to the City following adoption of the Master Plan. As part of this submission, the College will provide the required Level of Service (LOS) analysis addressing utilities, public works,

transportation, and other applicable infrastructure impacts. These materials will be coordinated with the City's Development Review Committee for review and approval in accordance with statutory requirements.

COS#5: Corrections and Additions to Coordinating Entities

Suggest Revisions for Intergovernmental Coordination (additions and deletions)

Response:

Corrections have been made as suggested in the letter on master plan pages 139 – 150, topics 1-13.

Manatee County

MC#1: Public Outreach & Neighborhood Impacts

Manatee County asks whether outreach has been conducted with the Upland Residential community and other nearby neighborhoods to address potential disturbances from proposed North Campus uses — including weddings, conferences, seminars, and events — which may increase noise and traffic affecting surrounding residents.

Response:

New College is committed to maintaining positive relations with surrounding neighborhoods and ensuring that proposed North Campus uses do not create unanticipated disturbances. As part of the ongoing planning process, the College will conduct outreach with the Upland Residential community and other nearby neighborhoods to share information about potential event-related uses — such as weddings, conferences, seminars, and similar gatherings — and to discuss strategies for minimizing noise, traffic, and other impacts. This outreach will be carried out during the planning and development phases of the project and will continue after the Master Plan has been approved, helping to inform final operational plans and ensure that North Campus activities remain compatible with adjacent residential areas.

MC#2: Future Land Use Category (R/OS) Compliance

The North Campus is designated Recreation/Open Space (R/OS) on the County's Comprehensive Plan. The County emphasizes that:

- Public schools are only allowed when associated with a public park.
- Allowed intensity must be minimal.

They state the proposed building site does not satisfy these requirements and quote several R/OS policies describing limitations on allowable uses.

Response:

New College recognizes the limitations of the Recreation/Open Space (R/OS) land use category and has ensured that the proposed North Campus building is not located within the R/OS-designated area. The Master Plan has been updated to clearly distinguish the Uplands Preserve Area and other R/OS lands as recreational open space only, consistent with County policy. The narrative and campus illustrations have been revised to reflect preservation of existing vegetation within the designated R/OS area, and the athletic terrace has been clarified (page 37 and page 125) as an

"open/recreational area" intended solely for recreational use, with no organized sports or active-intensity events occurring in this location. These refinements ensure that all R/OS-designated areas remain low-intensity, and fully compliant with the County's Comprehensive Plan requirements.

MC#3: Use Agreement / Greenspace Violation

The County raises a major concern that the proposed North Campus building is located within the area legally designated as Greenspace per the 2024 Use Agreement.

- The Use Agreement requires this designated area to remain greenspace, allowing only footpaths, passive recreation, or ancillary uses supporting the greenspace.
- The Agreement explicitly states: "Only passive recreation is permitted to protect the existing seagrass."
- The building site shown in the Proposed Master Plan overlaps this restricted area (highlighted image on page 2).

  This is presented as a direct conflict with the binding Use Agreement.

Response:

New College acknowledges the greenspace restrictions established in the 2024 Use Agreement and has revised the North Campus development plan to ensure full compliance. The proposed building footprint has been shifted eastward, completely outside the designated greenspace area where only recreation, footpaths, and ancillary greenspace-supporting uses are permitted. This relocation eliminates the previous overlap and preserves the protected shoreline and seagrass buffer consistent with the Agreement's requirement that "only recreation is permitted to protect the existing seagrass." The revised building location and updated site diagrams reflecting this change appear on pages **32, 51, and 63** of the Master Plan.

MC#4: Conservation & Preservation for North Campus

The County states that the Master Plan's conservation and preservation section (starting on page 72) makes *no mention* of the North Campus, despite it being located within multiple environmental overlays:

- Coastal Evacuation Area Overlay
- Coastal High Hazard Area Overlay
- Coastal Planning Area Overlay
- Historic Resources Overlay
- Historic & Archaeological Overlay

Request clarification on what protections or mitigation measures will be applied to the North Campus.

Response:

The updated Master Plan acknowledges that the North Campus lies within several environmental and historic resource overlays, including the Coastal Evacuation Area, Coastal High Hazard Area, Coastal Planning Area, Historic Resources, and Historic & Archaeological overlays. While the conservation and preservation section beginning on page 72 focuses primarily on existing core campus conditions, protections for the North Campus are addressed through the revised development approach and compliance commitments outlined in the North Campus section of the Plan. Specifically, the proposed building location has been shifted eastward to reduce exposure to coastal hazards and to avoid sensitive greenspace areas, and all future development will meet Manatee County's applicable coastal standards, elevation requirements, stormwater criteria, and environmental protections associated with these overlays. Additionally, archaeological and historic resource considerations will be incorporated into site planning, with required assessments and mitigation conducted prior to development activities. These measures collectively ensure that the North Campus development aligns with the intent of the applicable overlays and upholds the County's environmental, safety, and preservation expectations.

MC#5: Coastal Overlay District Standards

Manatee County references LDC Section 403.8 governing development in CHHA, CEA, and CPA areas, intended to protect public safety and welfare.
How does New College will ensure compliance with these coastal standards for the North Campus?

Response:

New College will ensure compliance with Manatee County LDC Section 403.8 by incorporating coastal safety and resiliency measures into the North Campus development plan. The building has been shifted eastward, reducing exposure to

vulnerable coastal areas and supporting conformance with coastal hazard limitations. All structures will meet required elevation, floodproofing, and material standards, and stormwater systems will be designed to prevent increased runoff toward protected coastal zones. Existing preserve areas and natural vegetation will be maintained to provide environmental buffering consistent with coastal protection requirements. Campus circulation and emergency access will align with evacuation expectations for CHHA, CEA, and CPA areas, and all plans will undergo county review to verify full compliance. These measures, together with adherence to the 2024 Land Use Agreement, ensure that the North Campus development supports public safety, environmental protection, and long-term coastal resiliency.

MC#6: Transportation & Circulation

The transportation section of the Master Plan (page 86) does not include the North Campus, leading to several concerns:

- How circulation to/from the North Campus will occur.
- Availability of pedestrian and multimodal routes.
- How event-related activity (beyond student use) will be managed for automobile circulation.

Response:

The campus circulation system is well developed, providing safe and efficient movement through established roadways, walkways, and paths, with planned enhancements as new buildings and common spaces are added. The updated Master Plan incorporates emerging transportation modes such as rideshare services, shared bikes, and scooters by defining separated travel corridors, preserving a pedestrian-only core, establishing an outer vehicular ring, creating dedicated multi-use paths, and adding designated mobility facilities, and now also includes the North Campus in the overall circulation plan as shown on page 87.

MC#7: Access & Road Capacity (Seagate Drive)

Seagate Drive is the sole access point serving:

- USF Sarasota-Manatee

- Crosley Estates
- The proposed North Campus

  The County is concerned the road **may not have capacity** to handle increased traffic, especially considering events at Crosley Estates and activity at the new campus.

Response:

New College recognizes the County's concern regarding Seagate Drive as the primary access route serving USF Sarasota-Manatee, the Crosley Estates, and the proposed North Campus. The Master Plan anticipates modest traffic increases associated with academic use and occasional events; however, preliminary analysis indicates that these increases can be accommodated within the existing roadway network. As part of the development of the North Campus, New College will coordinate closely with Manatee County, USF, and the Crosley Estate operators to review roadway capacity, evaluate event-related traffic demands, and identify any operational improvements needed to maintain safe and efficient access. Additional measures—such as scheduled event management, rideshare pickup zones, on-site parking controls, and staggered programming—will be incorporated as necessary to minimize peak-period impacts. A detailed traffic assessment will also be completed during the site-planning and permitting phases to ensure that Seagate Drive continues to operate effectively for all users.

MC#8: Pedestrian Access & Trail Requirements

The County asks whether the Master Plan will provide **pedestrian access across Crosley Estates**, which separates the North and West Campus.
They also cite the Use Agreement requiring New College to:

- **Extend the multi-purpose trail north and south**
- Ensure the trail is **publicly accessible**

This requirement should be reflected in the plan.

Response:

The Master Plan has been updated to reflect the required pedestrian connectivity consistent with the Use Agreement. A pedestrian access trail is now illustrated on page 51, demonstrating a continuous connection across the Crosley Estate between the West Campus and the North Campus. This trail alignment supports the extension of the multi-purpose path both north and south and is intended to remain publicly accessible as required. The College will continue coordinating with Manatee County and the Crosley Estate to ensure that final design, access provisions, and public use parameters are incorporated during the planning and implementation phases.

MC#9: Environmental Planning Concerns

a. Open Space Reductions

Under F.A.C. 1013.30(9)(b), any Master Plan amendment reducing natural areas, open space, or buffers by more than 10% requires an amendment.
The County recommends that New College include acreage and percentage values to track compliance.

b. Listed Species Surveys

Policy 13.7.5 encourages consultation with FWC/USFWS if protected species are found, but the County wants stronger, explicit language requiring:

- Listed species surveys by qualified Wildlife Biologists before development.

c. Policy Alignment Issues

Objective 13.7 concerns habitat/species protection, but its follow-up policies (13.7.1–13.7.3) deal with:

- Erosion control
- Sediment control
- Hazardous waste

The County suggests relocating these policies and adding more specific habitat and species protection policies.

Response:

New College appreciates the County's detailed environmental planning comments and will incorporate additional clarity and protections into the Master Plan to address them. To ensure compliance with F.A.C. 1013.30(9)(b), the Plan will include explicit acreage and percentage values for open space areas so that any future reductions can be accurately tracked against the 10% threshold. The College will also strengthen its listed-species protection measures by requiring formal surveys conducted by qualified Wildlife Biologists prior to any development activity, with coordination and consultation with FWC and USFWS whenever protected species or sensitive habitats are identified. In addition, Objective 13.7 will be refined to better align supporting policies with habitat and species protection goals; existing erosion, sediment control, and hazardous materials policies will be relocated to more appropriate sections, and new policies will be added to directly address habitat preservation, species management, and mitigation requirements. Collectively, these enhancements will reinforce the College's commitment to environmental stewardship and ensure that development across all campuses, including the North Campus, is consistent with the County's conservation, safety, and regulatory expectations. (pages 73, 198)

Florida Commerce

FC#1: Comment: The proposed Master Plan update is incomplete because it lacks the required 10 year planning horizon, enrollment projections, and infrastructure needs analysis, and therefore does not meet the data and analysis requirements of Section 1013.30(3), F.S.

Response:

The Master Plan has been updated to reflect the required 10-year planning horizon. Enrollment projections and phase build-out information have been revised accordingly, and the associated infrastructure needs analysis has been incorporated to meet the data and analysis requirements of Section 1013.30(3), F.S. (pages 124 -125)

Sarasota County

Planning and Development Services

1001 Sarasota Center Blvd.
Sarasota, FL 34240

phone: 941-861-5000
scgov.net

November 12, 2025

Christie Fitz-Patrick
President's Office
New College of Florida
5800 Bayshore Road
Sarasota, FL 34243

submitted electronically to campusmasterplan@ncf.edu

RE: 2025 Update - New College Campus Master Plan – Request for Comments

Dear Ms. Fitz-Patrick:

On August 18, 2025, Sarasota County received the above referenced 2025 Update to New College's Campus Master Plan ("Plan") for review, pursuant to Florida Statute 1013.30. The majority of the New College Campus is within the City of Sarasota, with a newly added, smaller portion located in unincorporated Manatee County; both of which are the host local governments. Unincorporated Sarasota County abuts portions of New College, specifically near the West Campus Area, and is an affected local government, per Florida Statute 1013.30. The Uplands, a subdivision located within unincorporated Sarasota County, abuts the West Campus Area.

Sarasota County appreciates the opportunity to review the 2025 Campus Master Plan Update. Staff compared the draft 2025 Campus Master Plan Update ("Proposed Plan") to the 2015 adopted Campus Master Plan ("Current Plan"), as amended. Sarasota County's comments mainly concern the area designated as the "Uplands Bayfront Area" as it directly affects the Uplands Subdivision, a community of residential homes, platted in 1949. The Uplands Bayfront Preserve Area was platted as part of the Uplands Subdivision, transferring ownership to the University system in the 1970s. Uplands Boulevard, a county-maintained local road that serves the Uplands Subdivision, abuts New College's Uplands Bayfront Preserve Area. On September 5, 2025, Sarasota County received comments from the Uplands Subdivision highlighting their concerns with the Proposed Plan (see Attachment 1). As such, we offer the following comments relating to the Uplands Preserve Area and Upland Boulevard:

- The Current Plan for the New College campus designates the Uplands Preserve Area for preserve and passive recreation purposes. The Current Plan depicts the 2035 future plan build out for this area for preservation purposes only, including passive recreation uses. A Memorandum of Agreement between USF and New College called for this area to remain for preservation purposes only. However, the Proposed Plan renames the area as the "Uplands Bayfront Area" and designates this area for active recreation purposes, including sports fields and a performance platform, instead of for passive recreation and preservation purposes as has been to date. Little detail exists in the Proposed Plan regarding the planned activities for this area, including the sports field and the performance platform. Another portion of the plan refers to an "athletic terrace" (page 125) for this area, rather than a performance platform. Based on comments received from the neighborhood, more details are requested so that potential off-site impacts to the Uplands neighborhood can be evaluated.

- The Proposed Plan shows proposed North Shore Drive within the West Campus Area connecting to Uplands Boulevard. Uplands Boulevard is a County-maintained local road, platted as part of the Uplands Subdivision. Currently, Upland Boulevard serves the Uplands Subdivision and has no through traffic, but stubs out at New College's boundary. The Proposed Plan excludes public rights-of-way in its plans, but on pages 32, 34, 85, 91, 103, 108, 110, 114, 120, 121, and 125 Uplands Boulevard, a Sarasota County local road, is identified within the campus boundary. Please clarify. In addition, on page 120, in the "Comparison of Existing & 2035 Build Out," the Existing Campus Plan shows that the connection from North Shore Drive within the West Campus Area as

already existing to Uplands Boulevard. However, the connection does not currently exist.

If the intent is to add a connection to Uplands Boulevard, we suggest the connection be identified on the Plan and discussed and treated consistent to those shown for Bay Shore Road (Policy 11C.4.1, page 190) and 58th Street (Policy 3.4.1, page 159), and coordination for this connection to include representatives of the Uplands Subdivision and Sarasota County, to address possible traffic calming, compatibility, and parking concerns as detailed in the Attachment. Please be advised that permitting with Sarasota County to connect to Uplands Boulevard may be required.

In addition to the above, please note the following:

- Coordination with appropriate wildlife agencies (USFWS, for example) may be required for activity within the 660-foot eagle nest buffer along the waterfront.
- Coordination with the Florida Department of Transportation may be required for any changes or improvements for access on U.S. 41.
- Sarasota County Natural Resources Department and Sarasota County Parks and Recreation merged in 2014 and is now Sarasota County Parks, Recreation and Natural Resources (PRNR) - Intergovernmental Coordination (Appendix 5).
- PRNR appreciates being listed as a coordinating entity for Topic 12 (Conservation and Preservation) and would also appreciate being added as a coordinating entity for Topic 5 (Recreation and Open Space). This would allow for enhanced coordination for future parks' projects that may affect New College and its students.
- PRNR would appreciate inclusion in the proposed coordination meetings described in Policy 8.3.1., "The College shall establish a procedure and assign responsibility for regularly scheduled coordination meetings with City of Sarasota parks and recreation officials relative to the provision of adequate parks and recreational facilities." PRNR views coordination with NCF and the City of Sarasota as a valuable opportunity to align level of service goals, learn more about the needs of NCF students, and plan for adequate provision of facilities.

Thank you for the opportunity to review and provide comments to the 2025 New College Campus Master Plan Update.

If you have any questions regarding the above comments, please contact Laura Wilson, AICP, Manager – Comprehensive Planning, at lwilson@scgov.net or 941-861-5208.

Sincerely,

Lisa Wenzel

Lisa Wenzel, CPM
Planning and Zoning Division Manager, Planning and Development Services

Attachments:

1. Uplands Subdivision Association letter, dated October 6, 2025

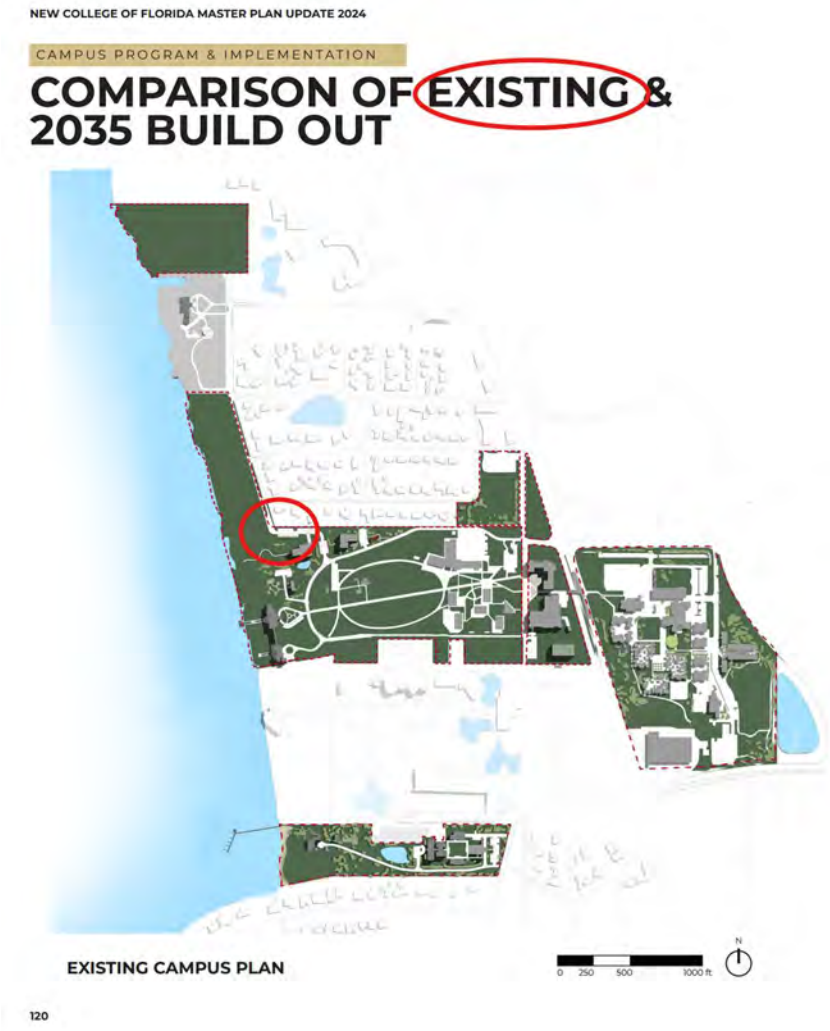
Uplands Association, Inc.
8484 Kaywood Drive
Sarasota, Fl 34234

Comments sent to Sarasota County:

2025-10-06: Supporting Details

NCF Master Plan issues: Supporting Detail to Sarasota County

1. New roadway connection - a proposed through-road on Uplands Boulevard - a Sarasota County road. President Richard Corcoran has said in recent meetings with neighbors that he will not open the road to vehicles and yet it still appears in the plan under review.



Supporting details:

- The plan shows on pg 120 EXISTING CAMPUS PLAN that this connection already exists - it does not

- Page 91 introduces a new roadway between the campus and Uplands Boulevard with no explanation or justification.

- Uplands Boulevard is a quiet, residential subdivision street with very low traffic. It functions more like a pedestrian path, often used more by children, walkers, and dog owners than by motor vehicle traffic.

- Introducing student traffic would substantially increase risk. According to the National Highway Traffic

Safety Administration, young drivers are 2.5 to 3.5 times more likely to be involved in fatal accidents.

- Opening Uplands Boulevard to through traffic—currently with nearly zero car volume—would constitute a **traffic volume increase far beyond 10%**, clearly triggering review under Florida Statute 1013.30(9).

- Uplands is not engineered for through traffic, and such a change would:

    - Require an engineering and safety analysis (including LOS projections)

    - Violate Sarasota County Neighborhood Traffic Management guidelines

    - Trigger roadway and infrastructure upgrades

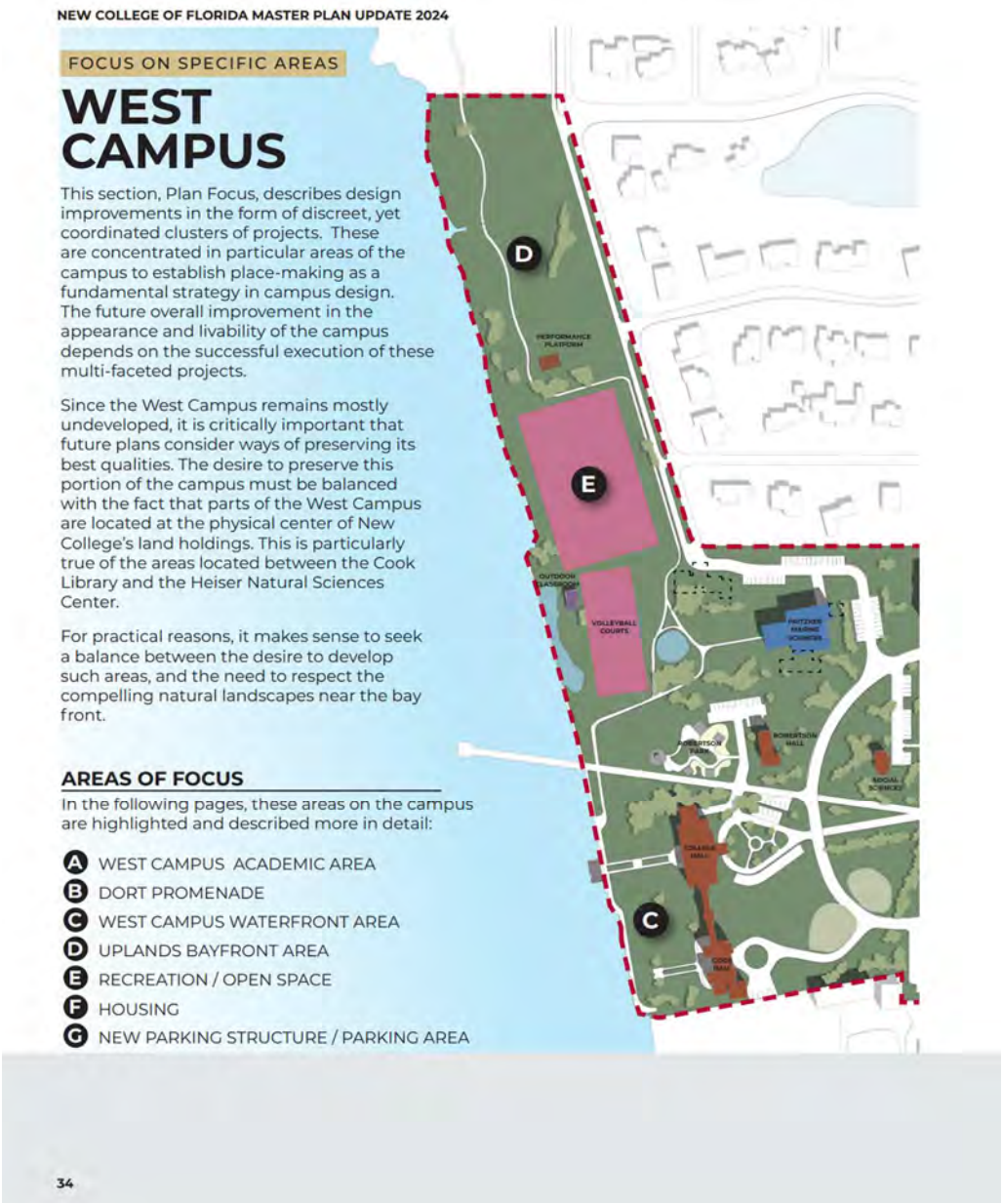
    - Require a development agreement with Sarasota County

- The plan does not explain why this connection is necessary, nor does it address the public safety and cost burden placed on surrounding residents and the County.

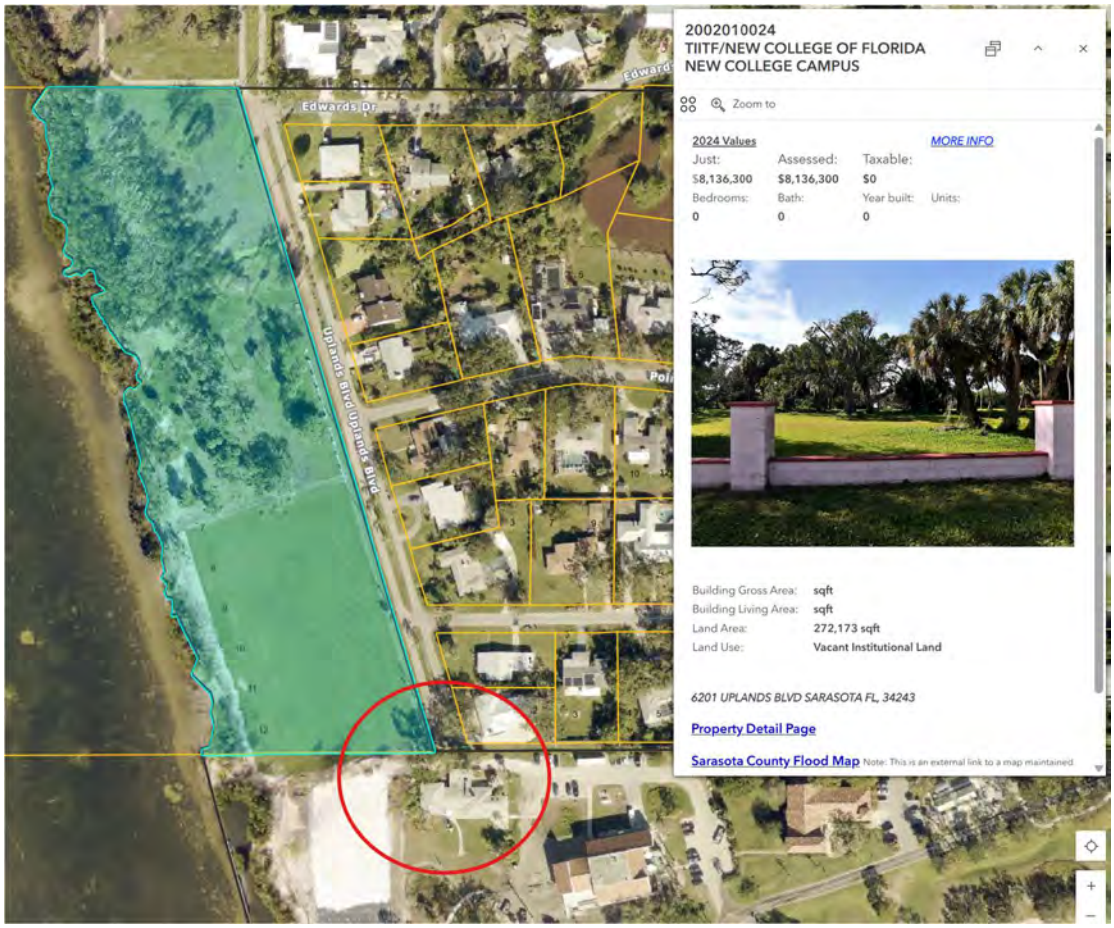
2. <u>Incorrect property lines</u> - several maps in the master plan incorrectly show part of Uplands Boulevard within New College of Florida's property. Uplands Boulevard is a Sarasota County road.

Supporting details:

- Several maps in the Master Plan (pages 32, 34, 85, 91, 103, 108, 110, 114, 120, 121, and 125) incorrectly show part of Uplands Boulevard within NCF's property.



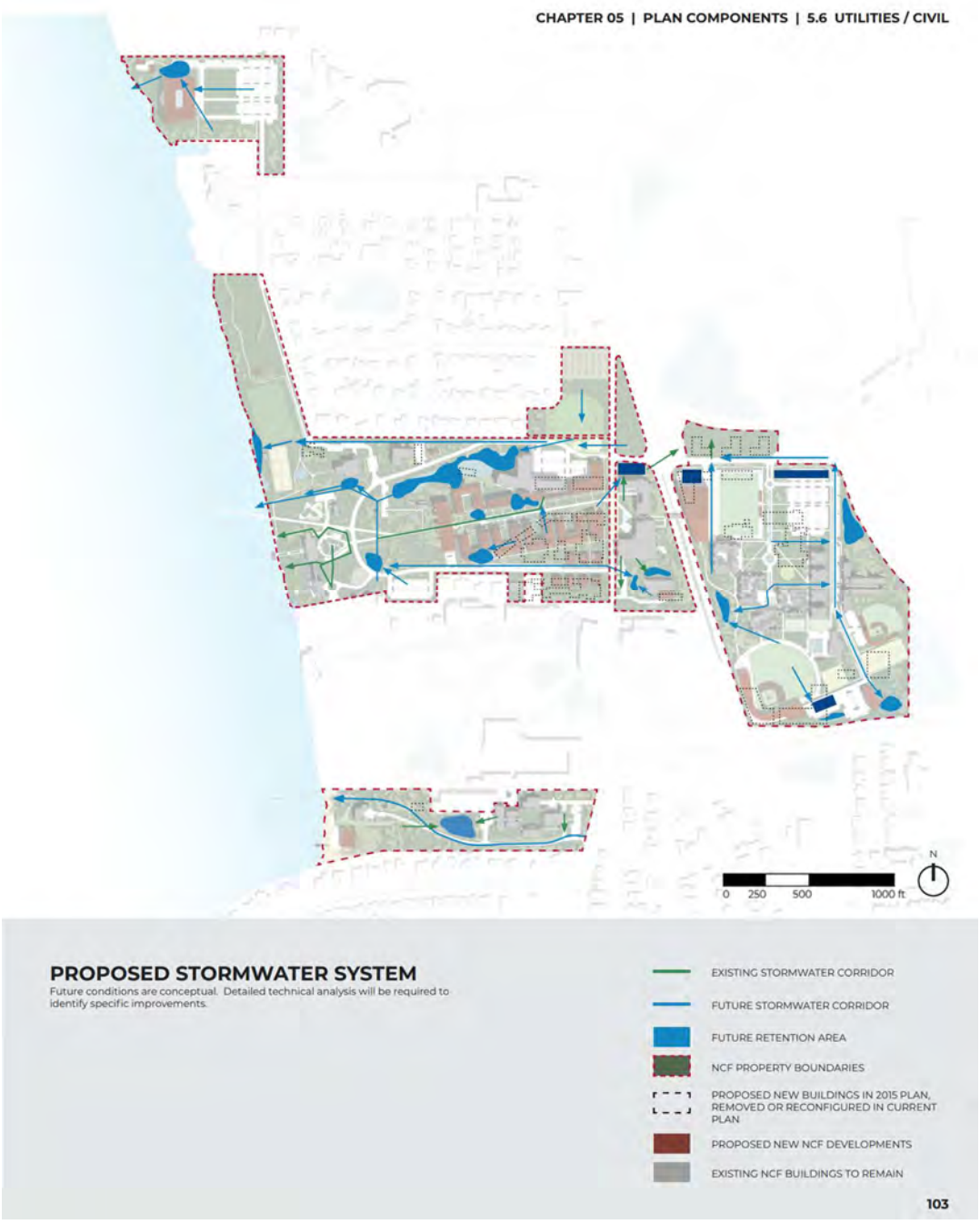
- This is inaccurate according to official Sarasota County Property Appraiser records (parcel 2002010024).





3. <u>Stormwater management and maintenance of swales</u> - any new road connection and further development in Uplands Preserve may impact drainage and make flooding of Uplands Boulevard an issue.

Supporting details:



Pg. 103 shows proposed stormwater system for the new 2025 NCF Master Plan.

Concern #1 – Lake Uplands: A Critical Drainage Way for The Uplands

- Lake Uplands is a spring-fed lake that vents directly into Sarasota Bay.
- The subdivision's steep drop to sea level makes the vent essential for stormwater flow.
- Uplands Boulevard crosses the vent; a culvert was built to support the road allowing the platted lake to flow underneath to Sarasota Bay.
- The vent is shown on an 1895 map; a fresh water source cited as important for early homesteading.
- Recent college land-use changes have caused disruption of drainage and swales. (examples: In May 2024, clear-cutting 138 trees on 2.2 acres of Uplands Preserve to build a soccer field, and demolition of the first section of the historic Edith Ringling wall. The 2nd section was removed in July 2025).
- Additional tree clearing (trees catch and store rainfall) and new impervious surfaces (which reduce ground absorption of rainfall) will further interrupt infiltration.
- Result: new stormwater flooding where none occurred before.
- The proposed stormwater plan does not even show the current natural drainage that needs to be considered for any new development.



Concern #2 – Swale System (North–South and East–West)

- West of Uplands Boulevard: a swale runs south from the lake vent to the boulevard's southern terminus.
- At the terminus, it joins an east–west swale running the length of the subdivision.
- Purpose: to direct stormwater into the lake vent, flowing to Sarasota Bay.
- A turnaround exists at the boulevard's southern terminus as well as at the northern terminus.
- Turnaround, the east–west swale connected to the north–south swale. The southern turn-around is now compacted and disrupted.
- This connection was disrupted by heavy vehicles compacting the land during soccer field construction (May 2024).
- The plan inaccurately depicts a portion of Uplands Boulevard as being within New College boundaries. If that were the case, the associated swale and stormwater drainage from Lake Uplands to the bay should be included. The omission of the platted connection from the lake to the bay and its associated stormwater flow is a significant oversight.
- **Result:** new stormwater flooding in the subdivision.

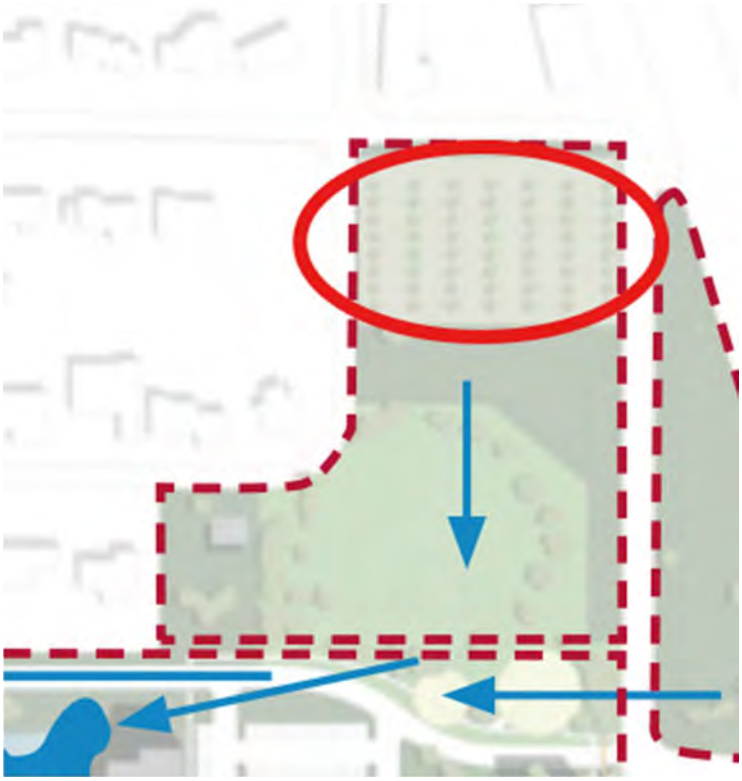


Concern #3 – Bayfront Swales

- The college filled and compacted bayfront swales for truck access during demolition of the historic Edith Ringling wall (July 2025).
- Restoration efforts appear less functional than the original swales.
- **Result:** increased flooding along Uplands Boulevard.
- **Request:** county maintenance to restore the swales to their original condition.

Concern #4 – Eastern Subdivision Flooding

- **Location:** northern portion of the old Circus Hall of Fame property (bounded by Poinciana Dr., Downey Rd., Bay Shore Rd., and College Dr.).
- **Issue:** stormwater no longer drains; standing water remains for days.
- **Hazards:** mosquito breeding and a possible threat to City Lift Station #19.
- **Previous drainage:** flowed east to College Dr. or into the east–west swale (via ROW near the police station).
- **College actions:** elevated land, compacted soil, and built berms that block drainage. This action was taken to connect vehicular access to College Drive for the police station.
- **Result:** new flooding in the eastern subdivision, never seen before.
- **Request:** restore former drainage; engineering may be needed to reconnect flow.



Ana Mcbrath
New Colleges

MEMORANDUM OF AGREEMENT BETWEEN NEW COLLEGE OF FLORIDA AND UNIVERSITY OF SOUTH FLORIDA

~~Thurs~~
1pm
Weds

This Memorandum of Agreement (MOA) is entered into this 1st day of September, 2005 by and between the New College of Florida Board of Trustees (hereinafter "NCF") and the University of South Florida Board of Trustees, a public body corporate, on behalf of the University of South Florida Sarasota/Manatee (hereinafter "USF-SM").

WHEREAS, NCF and USF-SM currently share a campus located in Sarasota and Manatee Counties; and

WHEREAS, USF-SM is currently constructing a new campus on property (hereinafter "Crosley Campus"), that is presently a part of the shared campus; and

WHEREAS, upon completion of the Crosley Campus USF-SM will relocate to that site and other properties depicted on the Agreement as to Campus Footprints in the Fall of 2006; and

WHEREAS, NCF and USF-SM have adopted agreements that assign space on the current shared campus until USF-SM is able to relocate to the Crosley Campus and that identify the separate campuses that will be established after USF-SM is able to relocate to the Crosley Campus:

NOW, THEREFORE, in consideration of the terms and conditions set forth hereafter, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, NCF and USF-SM hereby agree as follows:

1. The above recitals are true and correct and are incorporated herein as if fully set forth below.

2. The Amended Restated Shared Services Management Agreement between NCF and USF-SM dated as of June 11, 2002 is incorporated herein by reference.

3. The Joint Relocation and Use Plan Agreement between NCF and USF-SM dated as of January 17, 2003 is incorporated herein by reference.

4. The Separate Agreement on Outstanding Issues In The Shared Services Agreement between NCF and USF-SM dated as of January 17, 2003 is incorporated herein by reference.

5. The Agreement as to Campus Footprints between NCF and USF-SM dated as of October 27, 2003 is incorporated herein by reference.

6. Effective October 1, 2005, NCF and USF-SM will submit updated Space Inventory Files to the Board of Governor's Information Resource Management Division that recognize, for the purpose of the Space Inventory Files, NCF as the "owner" of land and improvements depicted on the NCF footprint (as described in the Agreement as to Campus Footprints), and USF as the "owner" of land and improvements depicted on the USF-SM footprint (as described in the Agreement as to Campus Footprints), with both parties accurately recording the assignment and use of space on each footprint to the extent permitted under existing Space Inventory File parameters. Following this submittal, all future space file submittals and other facility documents will be submitted consistent with actions taken in Sections 8, 9, and 10 of this Memorandum of Agreement.

7. On or before October 1, 2005, NCF and USF-SM will provide a report to the Chancellor of the State University System summarizing the portion of the current (fiscal year 2005-06) shared Plant Operation and Maintenance (hereinafter "PO&M") funding that should be allocated to NCF in support of existing educational and general (hereinafter "E&G") facilities on the NCF campus footprint and the portion of PO&M funding that should be allocated to USF-SM in support of the existing E&G facilities located on the USF-SM campus footprint. NCF and USF-SM will work in concert with the Board of Governors, Governor and Legislature during the 2006 Legislative process to have appropriate legislation or proviso language enacted that will effect these changes in the NCF and USF-SM operating budgets effective July 1, 2006.

8. Effective July 1, 2006, USF will execute and cause to be recorded a document disclaiming and releasing to NCF any leasehold interest USF-SM might have for the properties within the NCF footprint, including property designated for use by NCF and property designated for shared use by NCF and USF in the Agreement as to Campus Footprints, with the exception of the Uplands Preserve.

9. Effective July 1, 2006, NCF will execute and cause to be recorded a document disclaiming and releasing to USF any leasehold interest NCF might have for the properties within the USF-SM footprint, including property designated for use by USF-SM and property designated for shared use by NCF and USF-SM in the Agreement as to Campus Footprints.

10. Effective July 1, 2006, USF will execute and cause to be recorded a document disclaiming and releasing to NCF any leasehold interest USF-SM might have for properties within the area designated as the Uplands Preserve on the Agreement as to Campus Footprints, that lie south of the line between Manatee County and Sarasota County.

11. Effective July 1, 2006, NCF will execute and cause to be recorded a document disclaiming and releasing to USF any leasehold interest NCF might have for properties within the area designated as the Uplands Preserve on the Agreement as to Campus Footprints, that lie north of the line between Manatee County and Sarasota County.

12. The Uplands Preserve shall remain on the Agreement as to Campus Footprints as property designated for joint use by NCF and USF-SM for passive recreational purposes, except that the two lots (Lots 7 and 8, Block 7, as per plat of the Uplands, Inc., recorded in Plat Book 7, page 44 of the Public Records of Manatee County) that lie east of the coastal portion of the Uplands Preserve shall hereafter be designated as within the USF-SM footprint in the Agreement as to Campus Footprints. This paragraph is intended to modify the Agreement as to Campus Footprints regarding the two lots. A revised footprint map depicting this Agreement is attached hereto as Exhibit A. The revised footprint map is intended to replace Attachment A to the Agreement as to Campus Footprints. The parties acknowledge that in some respects Attachment A to this Agreement does not accurately place certain identified parcels, and the parties intend to be bound by the legal descriptions of the designated parcels.

13. Each party will bear their costs for surveys or other services needed to accomplish the release of leasehold interests and the proper assignment of leases by the Florida Department of Environmental Protection all in accordance with this Memorandum of Agreement. NCF and USF-SM will share in the costs of any surveys needed for the Uplands Preserve.

14. The Shared Facilities/Services Use Board described in the Joint Relocation and Use Plan Agreement shall be immediately appointed to take actions consistent with the agreements set out in paragraphs 2 – 5 of this Memorandum of Agreement for the shared use facilities including the Jane Bancroft Cook Library the Sudakoff Center, and the student recreational facilities. NCF and USF-SM recognize the existence of the Jane Bancroft Cook Library Management Agreement, and intend that such agreement shall continue to be in effect. Nothing herein is intended to modify prior agreements regarding management of the Jane Bancroft Cook Library.

15. The parties agree that until July 1, 2006, USF-SM and NCF will continue to share PO&M funds for the current shared campus on a fifty/fifty (50/50) basis and the Shared Services Agreement will govern services regardless of which party receives such funds from the State of Florida.

16. NCF and USF agree to disclaim interests as set out herein without regard to whether the Crosley Campus is ready for occupancy by July 1, 2006. In the event that USF is unable to relocate to the Crosley Campus or if the Crosley Campus is not completed and ready for occupancy by July 1, 2006, the parties agree that USF-SM shall remain on the NCF campus under the terms and conditions of use existing as of the date of this MOA, and that the disclaimed interests shall not operate to change the terms and conditions of use existing as of the date of this MOA.

PAGE OF EXECUTION TO FOLLOW

NEW COLLEGE OF FLORDIA BOARD OF TRUSTEES,
A public body corporate of the State of Florida

By: John E. Michalson
Gordon E. Michalson, President

9/1/05
Date

Witness

Steve Pfeiffer
Print Name

UNIVERSITY OF SOUTH FLORIDA BOARD OF TRUSTEES,
A public body corporate of the State of Florida

By: Judy Genshaft
Judy Genshaft, President

8/31/05
Date

Witness

Cynthia Piper
Print Name

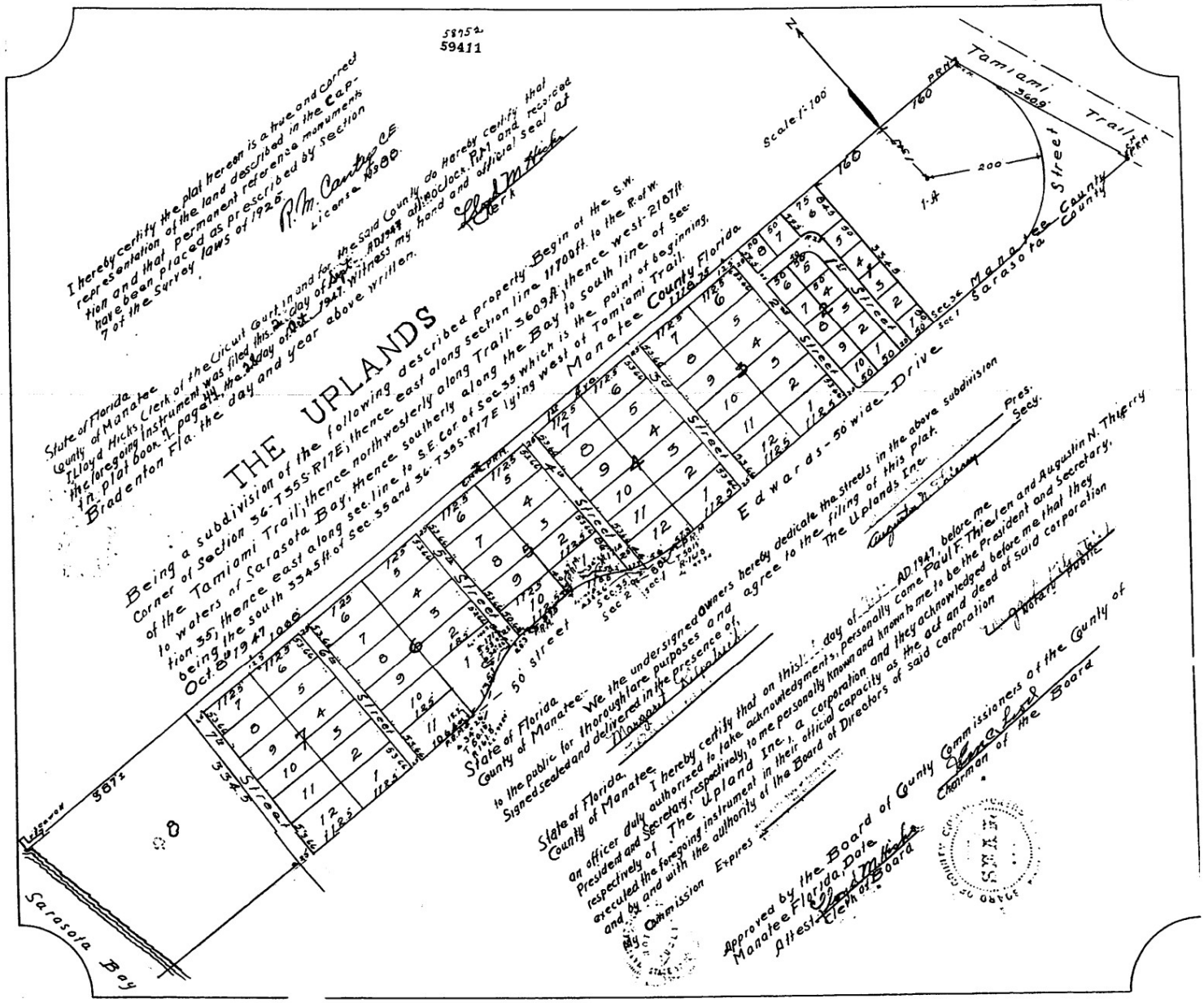
USF SARASOTA/MANATEE

By: Laurey T Stryker
Laurey Stryker, CEO

9/1/05
Date

Witness

Lynn Evensen
Print Name


THE UPLANDS
Being a subdivision of the following described property: Begin at the S.W. Corner of Section 36-T35S-R17E, thence east along section line 1170Ft. to the R. of W. of the Tamiami Trail; thence northwesterly along Trail 3609 Ft. thence west 210 Ft. to waters of Sarasota Bay, thence southerly along the Bay to south line of Sec. being the south 334 Ft of sec. 35 and S.E. Cor of Sec 35 which is the point of beginning, Oct. 8th 1947 1000 Sec. 35-T35S-R17E lying west of Tamiami Trail. Manatee County Florida
Scale 1-100
Tamiami Trail
PRM
160
200
1-A
Manatee County
Sarasota County
Sec 35
Sec 2
Edwards - 50 wide Drive
Street
50 Street
Reserve
Sarasota Bay
State of Florida
County of Manatee
I hereby certify the plat hereon is a true and correct representation of the land described in the caption and that permanent reference monuments have been placed as prescribed by Section 7 of the Survey laws of 1925.
R.M. Cawthon CE
License No 900
State of Florida
County of Manatee
I Lloyd Hicks Clerk of the Circuit Court in and for the said County do Hereby certify that the foregoing instrument was filed this 2nd day of Dec. AD 1947 at 10 o'clock A.M. and recorded in Plat Book 7 page 44 the 2nd day of Dec. 1947. Witness my hand and official seal at Bradenton Fla. the day and year above written.
Lloyd Hicks
Clerk
State of Florida
County of Manatee
We the undersigned owners hereby dedicate the streets in the above subdivision to the public for thoroughfare purposes and agree to the filing of this plat.
The Uplands Inc.
Pres.
Secy.
Signed sealed and delivered in the presence of
State of Florida
County of Manatee
I hereby certify that on this 1st day of Dec. AD 1947, before me an officer duly authorized to take acknowledgments, personally came Paul F. Thielen and Augustin N. Thierry respectively President and Secretary of The Upland Inc., a corporation and known to me to be the President and Secretary, respectively, to me personally known and known to me that they executed the foregoing instrument in their official capacity as the act and deed of said corporation and by and with the authority of the Board of Directors of said corporation
Notary Public
Commission Expires
Approved by the Board of County Commissioners of the County of Manatee Florida Date
Chairman of the Board
Attest
Clerk of Board

Uplands Preserve - Lost opportunity

My name is Lilianne Raud, and I am a resident of the Uplands neighborhood. I am submitting this comment regarding the treatment of the Uplands Preserve — the waterfront property originally donated by the Uplands subdivision to New College of Florida (NCF) with the clear understanding that it would be maintained in its natural state as a preserve.

This understanding was memorialized in the 2005 *Memorandum of Understanding* between NCF and the University of South Florida Sarasota/Manatee (USF-SM) and reaffirmed in the 2016 *NCF Campus Master Plan* (link). In those documents, the Preserve was explicitly designated for joint use by NCF and USF-SM for **passive recreational purposes**. As a protected natural area Uplands Preserve was and is intended to provide ecological, educational, and community value consistent with its waterfront environment and conservation intent.



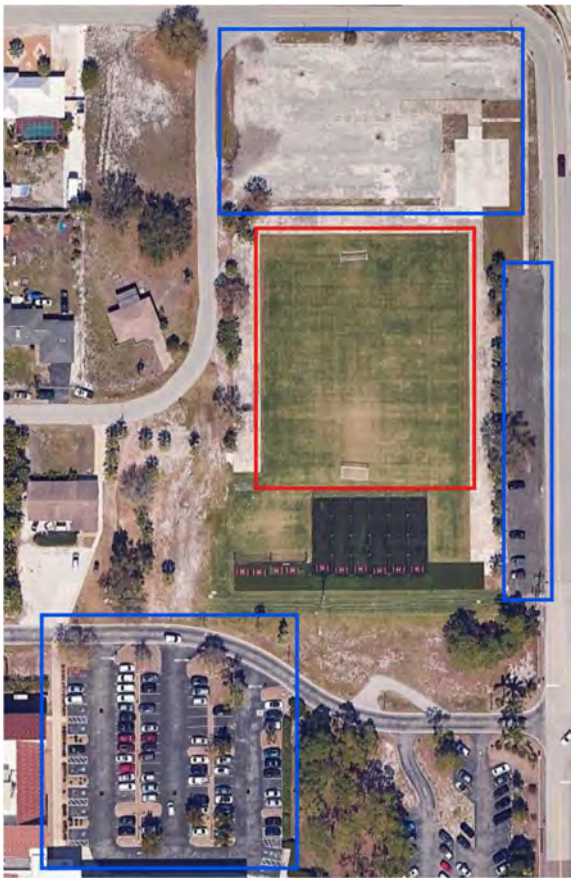
2016 Plan - D *Uplands Bayfront Preserve Area*



Proposed 2025 Plan - E *RECREATION / OPEN SPACE*

However, the *proposed 2025 Master Plan* (link) reclassifies roughly half of the Uplands Preserve from *Natural Preserve* to *Recreation/Open Space*. Before that plan was even adopted, heavy equipment entered the area in spring 2024, leveling much of the site, removing over a hundred mature oaks, pines, and palms, filling and grading the land several feet, and installing

irrigation to support turf grass. What had been a diverse coastal woodland has now been converted into what is described as a “temporary” event field.



Adding to the concern is the fact that a *previous* temporary sports field already existed elsewhere on campus (see map: temporary soccer field (in red) with ample parking (in blue)) — in a more suitable location near existing infrastructure.

Rather than continue using that field until permanent athletic facilities could be built, the college repurposed it into a park funded by donor contributions, while simultaneously spending millions to destroy and turf over the Uplands Preserve. As a result, donor funds and public trust appear to have been misdirected, and an irreplaceable natural asset has been lost.

The Master Plan process exists for a reason — to allow thoughtful review, input, and dialogue among all affected parties *before* commitments are made, money is spent, or trees are cut. Acting outside that process undermines public trust and defeats the very purpose of long-range planning.

Now, the college is proposing to further develop the Uplands Preserve area by adding a **performance platform**. This proposed structure raises serious concerns:



- The location lacks basic facilities and infrastructure to support such a use.
- Construction would require additional tree removal and site disturbance.
- The site lies within **VE and AE flood zones** and was flooded heavily during recent hurricanes, making it an inappropriate and high-risk location for new structures.

- A **performance platform already exists** north of College Hall — recently built and currently underutilized — raising questions about the need for duplicative facilities at the expense of a sensitive natural area.

The cumulative impact of these actions has been to degrade a once-pristine coastal preserve that was meant to remain a natural buffer and ecological resource. The irony is striking: the college dismantled an existing temporary sports field near campus amenities to create a donor-funded park — while simultaneously spending millions to destroy a genuine natural preserve for another "temporary" use and is now proposing new construction in the same area.

Requests and Recommendations:

1. **Immediate Halt to Further Alteration:** Suspend all development or construction activity in the Uplands Preserve, including the proposed performance platform, until the 2025 Master Plan is formally reviewed and approved.
2. **Restoration Commitment:** Require NCF to submit a restoration plan for the impacted areas, including replanting of native species and re-establishing natural grading and hydrology.
3. **Environmental and Flood Review:** Conduct an independent assessment of flood risk, stormwater impact, and habitat loss before any further construction in this coastal area.
4. **Reinstatement of Natural Preserve Designation:** Restore the Preserve's *Natural Preserve* classification in the final Master Plan to honor the original intent of the 2005 MOU and 2016 plan.
5. **Transparency and Oversight:** Ensure public access to relevant permits, plans, and environmental reviews, and establish an ongoing community oversight mechanism with Uplands neighborhood participation.

The Uplands Preserve represents a unique and irreplaceable part of Sarasota's coastal environment — one that was entrusted to New College under a promise of protection and stewardship. The recent actions and proposed developments conflict with that promise. I respectfully request that the City and relevant oversight bodies intervene to halt further

encroachment, ensure restoration, and uphold the commitments made to preserve this land for future generations.

Thank you for your time and for considering these concerns in your review of the proposed Master Plan. We hope the College and the City will honor the original intent of the Uplands Preserve and ensure that any future actions align with the principles of responsible planning and environmental stewardship.

Respectfully submitted,

Lilianne Raud
Uplands Resident

APPENDIX

Definitions:

Generally accepted definition for **Passive recreation** refers to leisure activities that require minimal facilities, cause little environmental impact, and do not significantly alter the natural landscape. These typically include **walking, picnicking, birdwatching, hiking, fishing, or enjoying scenic areas** — activities that don't involve organized teams, intensive field use, or large crowds.
Specifically **City of Sarasota** describes **passive recreation** as **"unstructured, spontaneous, low-impact"** activities, typically enjoyed individually or in small groups (e.g., walking, reading, picnicking) Link to source
Soccer fields (and other organized sports fields) are **not considered passive recreation**. They fall under **active recreation**, which includes structured, high-impact uses such as sports fields, courts, playgrounds, and facilities that require grading, turf management, lighting, and parking areas.

Excerpts from the Plans:

2016 Master Plan, (plan that is still currently in effect, since a new plan has not been adopted) **states**:
D *- Uplands Bayfront Preserve Area - New College's bay shore land (situated on the west side of the Uplands neighborhood and north of College Hall) is a substantial natural resource which should be preserved as an amenity and environmental study area. It also serves as one of the links in the envisioned north-south pedestrian way, which connects the Caples campus to the Uplands. Similar to the Bayfront campus restoration areas, the Uplands Bayfront Preserve area includes a meandering path, a lush tree canopy and native plant varieties. In general,* ***the Uplands shoreline is intended to remain in a natural state****, reflecting its natural beauty, value as an environmental study area, and the need to respect the potential for storm surge activity.*

Here is what the proposed 2025 Plan states about the Uplands Preserve:

Ⓓ *- UPLANDS BAYFRONT AREA*
New College's bay shore land (situated on the west side of the Uplands neighborhood and north of College Hall) is a substantial natural resource that offers potential as an amenity and study area. It also serves as one of the links in the envisioned north-south pedestrian way, which connects the South Campus to the Uplands. Similar to the West Campus restoration areas, the Uplands Bayfront area features a meandering path, a lush tree canopy, and native plant varieties, creating a flexible natural green space that supports both ecological value and recreational use.

Ⓔ *- RECREATION / OPEN SPACE*
Currently, the waterfront is under-utilized for recreation. Proposed improvements include the addition of a new dock/pier, multi-use trails connecting with South Campus, and movable shade structures. New flexible and adaptable design elements can be arranged to support open space for major waterfront events near College Hall, as well as a waterfront outdoor classroom, and a performance platform north of College Hall recreation area.

The following language has not changed between the 2016 and 2025 plan:

➤ *UPLANDS BAYFRONT Generally, the College campus is characterized as a pine flatwood area biological community and wildlife. The Uplands Bayfront is open space for recreational and potentially providing opportunities for research. Trails and outdoor classroom activities may occur in this space.*
pg 5:3 in 2016 Plan, pg 73 in proposed 2025 plan

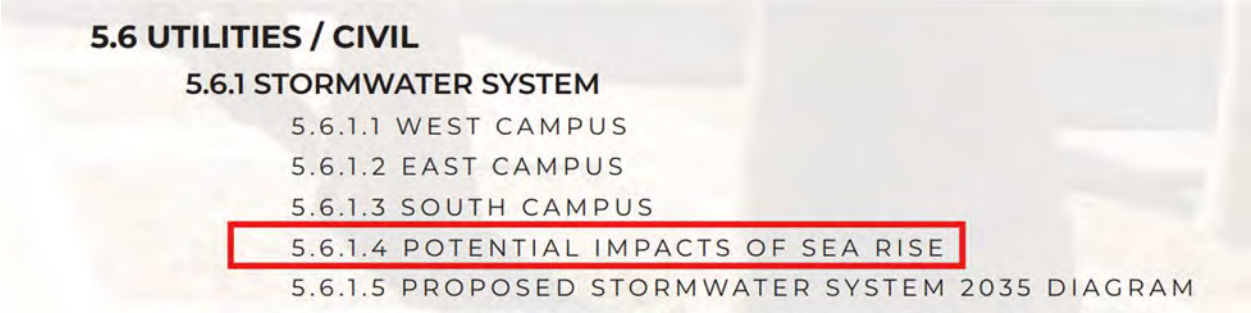
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Next, the Sea Level Rise, an extremely important consideration, is part of the 2016 plan but shows up only on the plan table of contents page 69 but not in the actual plan. Here is 2016 plan:

Potential Impacts of Sea Level Rise

The Uplands natural area will be vulnerable to sea level rise. The small tidal creek in this area will continue to back water into the Uplands. (pg 5:13)

In 2025 plan we have just this, table of contents from pg 69 (see the red box)



But this section actually does not exist between 5.6.1.3 and 5.6.1.5 in the 2025 plan on pg 102 and 103

2025-11-06 BoG regulation 21.202

RE: New College Campus Master Plan - BoG regulation 21.202

Inbox

Dear Laura,

Thank you for the opportunity to share our concerns about the New College of Florida Draft Master plan. I appreciate your time and attention.

I want to share an important requirement after reviewing the Florida Board of Governors' Regulation 21.202. When I read the regulation, it appears that the public has the right to access all background data used to support a campus master plan. The regulation states that *"all background data, studies, surveys, analyses and inventory maps not adopted as part of the campus master plan shall be available for public inspection while the campus master plan is being considered for adoption and while it is in effect."* (BoG Reg. 21.202(1)(c)). Based on that language, it seems entirely appropriate for the City, the counties, and the public to request additional background information from New College.

Regulation 21.202 also requires an Evaluation and Appraisal Report (EAR) every five years, summarizing progress, identifying needed policy changes, and outlining proposed amendments (BoG Reg. 21.202(7)). In addition, each campus master plan must include *"a section identifying monitoring and evaluation procedures to be followed in updating the adopted campus master plan every five years."* I do not see this required section in the current draft, which appears to be an omission that should be addressed.

The most recent EAR I have located is from 2013. If a newer EAR exists, it should be made available; if not, one must be produced, which could impact the validity and timing of the current master plan update.

In light of these requirements, I encourage Sarasota County to request:

1. The most recent EAR (BoG Reg. 21.202(7))

2. All background data, studies, and analyses referenced or relied upon in the draft master plan (BoG Reg. 21.202(1)(c))

Thank you and I look forward to your feedback.

Sincerely,
Judy Burns, president
Uplands Association, Inc.

FLORIDA STATE UNIVERSITY

November 17, 2025

New College of Florida
Attn: Facilities Management
5510 General Twining Blvd
Sarasota, FL 34243

RE: New College of Florida 2025 Campus Master Plan Update

Dear Vice President Fitz-Patrick:

This letter is regarding the New College of Florida 2025 Campus Master Plan Update.

Florida State University, for and on behalf of the John and Mable Ringling Museum of Art, has reviewed the above-referenced campus master plan pursuant to Section 1013.30, Florida Statutes.

We are providing our comments as part of the 90-day agency review period which commenced on August 18, 2025. For purposes of this response, Florida State University is responding as an "affected person" under Section 1013.30, Florida Statutes.

During our review, we noted that your Campus Master Plan included various proposals for improvements constructed on the Ringling Campus along with the proposed purpose and future use of these structures. One reference included a proposed pedestrian trail which would connect NCF's West Campus with the NCF South Campus by running through the Ringling Campus. Another proposes a trail along the Bayfront on the Ringling Campus.

These proposed improvements, and the pedestrian trail in particular, raise serious security concerns for our Ringling Campus. Access to The Ringling Campus is available to visitors during normal business hours with purchase of an admissions ticket, and visitors wear the appropriate wristband to signal this purchase. Some areas have varied levels of access and are controlled by key or card swipe access. Visitors must enter through the Visitor's Pavilion for admission and contacts must check in with Ringling Security before entry. The main focus of these protocols is to create a focused control point where access to the Ringling Campus can be appropriately monitored. Also, the Ringling depends on admissions revenue to support its operating budget and the use of wristbands tracks payment of admission.

The proposed improvements in the NCF Campus Master Plan would bypass these security protocols and would allow uncontrolled access across the Ringling Campus.

An alternative route for pedestrian access from the NCF West Campus to the NCF South Campus already exists along the well-lit Bay Shore Road sidewalk. This alternate existing route is the most direct route from the NCF West Campus to the academic buildings on the NCF South Campus and would likely be the most preferred path for NCF students from both the current and proposed areas of NCF Campus student activity. This route is consistent with your outlined Policy 3.6.1 in the NCF Campus Master Plan.

As stewards of one of the most important art and cultural collections in the country, Florida State University must ensure the security of the Ringling Campus and its associated art collection. We respectfully request that NCF consider the alternative route suggested above and remove references to any proposed improvements on the Ringling Campus. These changes will reduce compatibility issues between NCF and the Ringling Campus consistent with Objective 4.4 and 4.10 in the NCF Campus Master Plan.

Florida State University and the Ringling Museum remain committed to our longstanding special relationship with NCF. The Ringling Museum provides free admission to NCF students when we are open to the public.

We look forward to celebrating the continued growth and success of the New College of Florida.

Sincerely,

Kyle Clark
Senior Vice President
Finance & Administration

cc: Kate Delmore, Assistant Vice President, Facilities Management
James D. Stansbury, Department of Commerce

Mayor Debbie Trice
Vice Mayor Kathy Kelley Ohlrich
Commissioner Jen Ahearn-Koch
Commissioner Liz Alpert
Commissioner Kyle Battie

Dave Bullock
Interim City Manager
Shayla Griggs
City Auditor and Clerk
Joe Polzak
City Attorney

1565 First Street, Sarasota, Florida 34236
941-263-6000

November 13, 2025

Christie Fitz-Patrick
Chief of Staff & Vice President of Finance & Administration
New College of Florida
5800 Bayshore Rd
Sarasota, FL 34243

Dear Ms. Fitz-Patrick,

City of Sarasota staff have reviewed the New College of Florida's draft College Master Plan (Master Plan) update of June 25, 2025, for consistency with the City's comprehensive plan, known as the *Sarasota City Plan*. Staff has determined the Master Plan is consistent with the *Sarasota City Plan*.

As stated in the Master Plan, the City's Future Land Use Map classification for the college is Metropolitan-Regional #2. The land uses that are allowed in the classification are "institution of higher learning, museum, and entertainment." New College of Florida, an institution of higher learning, is consistent with the land uses allowed by Metropolitan-Regional #2.

As stated in the Master Plan, the Future Land Use Map classification for property along 58th Street is Single Family – Very Low Density. Prior to the construction of planned dormitories on this property, submittal of a comprehensive plan amendment application requesting a change of the Future Land Use Map to Metropolitan-Regional #2 is required to ensure consistency of the dormitories with the Future Land Use Map. This required comprehensive plan amendment is noted in the Master Plan with the following statements that are located on pages 129 and 164.

> *The ten single-family lots on the south side of 58th Street are designated in the Sarasota City Plan as Single- Family Very Low Density Future Land Use, which allows development at 4.5 units per acre or less. If New College is able to acquire the entirety of the single-family houses, it is anticipated that a Future Land Use Map Amendment for Metropolitan/Regional #2 will be needed for redevelopment as shown in the Campus Master Plan. (Page 129)*

> ***POLICY 4.9.2,** Where the acquisition of additional lands is necessary for continued growth and expansion, the College shall coordinate with the appropriate local government on any required amendment to the local government's Comprehensive Plan. (Page 164)*

1565 First Street
Sarasota, Florida 34236
941-263-6000

Please note that if New College does not acquire the entirety of the single-family lots along 58th Street, a Future Land Use Map to Metropolitan-Regional #2 will still be needed prior to construction on those New College of Florida owned properties where new dormitories are to be located. This will ensure consistency of the dormitories with the Future Land Use Map.

As specified in Section 1013.30 (10), Florida Statutes, the City looks forward to reviewing a draft of a proposed campus development agreement prepared by New College of Florida after adoption of the Master Plan. A City of Sarasota Development Application containing various required forms will need to be submitted for the proposed campus development agreement. The proposed campus development agreement should be accompanied by a level of service analysis prepared by New College of Florida for each of the City's relevant level of service standards that are adopted in the *Sarasota City Plan*. The level of service analysis must determine the impact of existing and proposed campus development reasonably expected over the term of the campus development agreement on each service or facility and any deficiencies in such service or facility which the proposed campus development will create or to which it will contribute. Upon receipt of the level of service analysis, the City's Development Review Committee (DRC), comprised in part by departments that manage level of service for subject infrastructure and services, will review and comment upon the analysis. The review and sign-off by DRC regarding the level of service analysis will support the proposed campus development agreement when submitted to the City Commission.

Questions about the processing of amendments to the *Sarasota City Plan* should be directed to David L. Smith, AICP, Manager of Long-Range Planning. Mr. Smith can be reached at 941-263-6462 or David.Smith@sarasotafl.gov.

Processing of the campus development agreement will be managed by the Development Services Department with assistance from the Planning Department. Your contact for the Development Services Department is Rebecca Webster, AICP, Acting Development Review Chief Planner. Ms. Webster can be reached at 941-263-6489 or Rebecca.Webster@sarasotafl.gov.

The City of Sarasota looks forward to working with the college in helping to achieve the goal of establishing New College of Florida as the pre-eminent liberal arts college in America.

Sincerely,

Steven R. Cover, AICP
Director of Planning

Attachment

Cc: David Bullock, Interim City Manager
Patrick Robinson, Deputy City Manager
Lucia Panica, Director of Development Services

Suggested Revisions to Draft Campus Master Plan

Page No.	Suggest Revisions for Intergovernmental Coordination *(additions and ~~deletions~~)*
139	List of all Coordinating Entities: City of Sarasota Planning Department City of Sarasota ~~Neighborhoods and~~ Development Services Department City of Sarasota Utilities Department
141	Topic 1 Coordinating Entities: City of Sarasota ~~Neighborhoods and~~ Development Services Department City of Sarasota Planning Department City of Sarasota Public Works Department
	Topic 2 Coordinating Entities: City of Sarasota ~~Neighborhoods and~~ Development Services Department City of Sarasota Planning Department Topic 3 City of Sarasota ~~Neighborhoods and Development Services~~Planning Department
143	Topic 4 City of Sarasota ~~Neighborhoods and Development Services~~Planning Department
144	Topic 5 City of Sarasota ~~Neighborhoods and Development Services~~Planning Department City of Sarasota Public Works Department
145	Topic 6 City of Sarasota ~~Neighborhoods and Development Services~~Planning Department Topic 7 City of Sarasota ~~Neighborhoods and Development Services~~Planning Department
146	Topic 8 City of Sarasota ~~Public Works~~Utilities Department
147	Topic 9 City of Sarasota ~~Public Works~~Utilities Department
150	Topic 13 City of Sarasota Police Department **Note:** the City of Sarasota does not provide fire, rescue, and emergency medical services. These services are administered by the Sarasota County Fire Department.

Campus Boundary

Additionally, the campus boundary line on several maps appears to include a portion of Uplands Boulevard within the boundary of the New College campus. Currently, Uplands Boulevard is a Sarasota County maintained road located in the County right-of-way. The boundary on various maps is different from the Campus Boundary Map located on page 17 which shows that Uplands Boulevard is not located within the boundary of the college. Consideration should be given to aligning the campus boundary on those various maps to the boundary map located on page 17. If New College has future plans to acquire the right-of-way through an application for a street/right-of-way vacation from Sarasota County, that should be noted in the text or on each of the maps displaying such boundary that includes Uplands Boulevard within the college boundary.

Manatee County Comments to Draft New College Master Plan

Comprehensive Planning

- **Public Outreach:** Has any outreach been conducted with the Upland Residential community (and other surrounding neighborhoods) to address potential disturbances this development may create? The proposed North Campus has a wide range of uses proposed for this site; weddings, conferences, seminars, etc that could create additional noise and traffic that could negatively impact the surrounding residential neighborhoods. Ensure good practice of public outreach is being held to surrounding residential.
- **Future Land Use Category:** Ensuring compliance with our Comprehensive Plan R/OS - public schools allowed when associated with a public park and density/intensity should be minimal for this Future Land Use Category, both of which are unsatisfied with this proposed building site.
    - Policy 2.2.1.25. R/OS: Establish the Recreation/Open Space future land use category as follows:

      Policy 2.2.1.25.1. Intent: To recognize areas with significant recreation and permanent open space lands, historic sites, and other areas for the preservation of cultural and recreational amenities.

      Policy 2.2.1.25.2. General Range of Potential Uses (see Policy 2.2.1.5): State parks, historic sites, district or regional parks, significant recreational and open spaces or public schools when associated with public parks. New public schools in the Recreation-Open Space (R/OS) future land use category are encouraged to be sited in conjunction with adjacent public recreation facilities for which the school facilities are an integral part.

      Policy 2.2.1.25.3. Range of potential Density/Intensity: Density and intensity limits are not applied to this category. Generally, for other than historic sites, density/intensity shall be minimal.

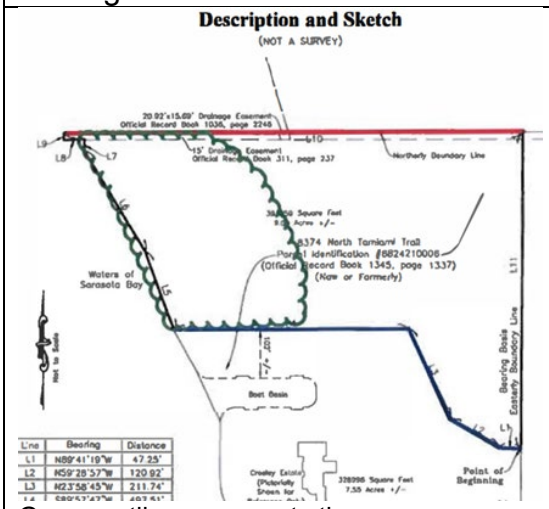
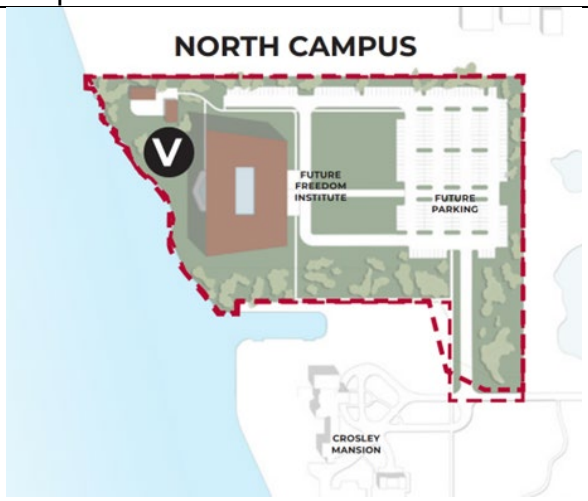
      Policy 2.2.1.25.4. Other Information:

      (a) Any recreational area designated as R/OS shall be:

      (1) A major recreational facility, other than a local park, as defined in the Recreation/Open Space Element.

      (2) An open space area which may include special camps and programs designed to meet a public need and which are consistent with appropriate resource protection.

- **Use Agreement:** Based on the use agreement from the donation of this land in 2024, the proposed new building on the North Campus appears to be in the location agreed to be greenspace (the green outlined area on the description and sketch). Use Agreement will be attached but see below for reference.

Use Agreement – 12/23/24	Proposed Master Plan - Current
 Green outline represents the "Greenspace"/preservation area	 Building site is within the agreed greenspace area

  - Exhibit "C" Use Agreement - Page 1, agreed item #1:
    "The Parties agree that certain section of the Parcel as set forth on the site plan attached on "Exhibit B" attached hereto and made a part hereof shall be held as greenspace (the "Greenspace"). The Parties agree that development for footpaths, recreational uses, or other additional ancillary uses to enjoy and secure the Greenspace are expressly permitted. This section in no way limits NCF from building docks or from undertaking any other development to aid in the use and enjoyment of the waterway. NCF understands and agrees that the Parcel is encumbered by all matters of record. Furthermore, only passive recreation is permitted to protect the existing seagrass."
- **Conservation / Preservation for North Campus**: No mention of North Campus in this section (starts on page 72) despite being in the Coastal Evacuation Area Overlay, Coastal High Hazard Area Overlay, Coastal Planning Area Overlay, Historic Resources Overlay, and Historic and Archaeological Overlay. What conservation and preservation efforts are being extended to the North Campus?
- **Coastal Overlay Districts:** Manatee County's Land Development Code has section 403.8. - Coastal Overlay Districts (CHHA, CEA and CPA). This is intended to promote the public health, safety, and general welfare in these areas. How is the campus ensuring these principles are implemented on the North Campus?

- **Transportation:** The North Campus is not mentioned in this section (starting on page 86). What is the strategy for ensuring circulation to the North Campus, etc. pedestrian and multimodal options.
- **Automobile Circulation:** It was stated previously the North Campus would be utilized for a variety of events that would serve more than just the student population. How are these uses going to be addressed in terms of automobile circulation?
- **Access:** Seagate Drive appears to be the sole access point for the property. Because this road serves USFSM, Crosley Estates, and the proposed North Campus for New College, there are concerns about its capacity—especially given the events held at Crosley Estates and the increased activity anticipated from the New College development.
- **Pedestrian Access:** Will the master plan allow pedestrian access across the Crosley Estates that currently separate the North and West Campus? The Use Agreement NCF has with Manatee County includes the agreement that NCF will extend the existing multi-purpose trail to the north and south.
    - Exhibit “C” Use Agreement - Page 1, agreed item #2:
      “At such time as NCF constructs improvements on the Parcel, NCF agrees to extend the existing multi-purpose trail so that it connects the neighborhoods to the north and south of the NCF campus and to allow the trail to be available to the public.”

Environmental Planning

- **Open Space:** F.A.C. 1013.30(9)(b) states an amendment to a campus master plan must be reviewed and adopted if the amendment would decrease the amount of natural areas, open space, or buffers on the campus by more than 10 percent. EPS Staff believes an acreage and percentage should be included in the Master Plan for this provision to be regulated
- **Policy 13.7.5:** Policy 13.7.5 encourages college personnel to seek consultation with FWC and/or USFWS if listed species are encountered, as well as a Wildlife Biologist, if needed. EPS Staff recommends language be added addressing the requirement of listed species surveys to be conducted by a qualified Wildlife Biologist for any future development projects and prior to commencement of construction. This language was identified under sections for native habitat.
- **Objective 13.7:** Objective 13.7 relates to habitat and listed species; however, policies 13.7.1-3 that follow are geared toward erosion and sediment control best practices and hazardous waste. Should these policies be placed elsewhere and more specific policies towards habitat and species be included?

November 14, 2025

Ms. Christie Fitz-Patrick
President's Office
New College of Florida
5800 Bayshore Road
Sarasota, Florida 34243

Dear Ms. Fitz-Patrick,

FloridaCommerce has completed its review of the proposed update to the New College of Florida Campus Master Plan. We have reviewed the proposed update to the Campus Master Plan pursuant to Section 1013.30, Florida Statutes (F.S.), and we are providing a comment regarding compliance of the proposed Campus Master Plan with the statutory requirements.

Comment: The proposed update does not properly update the New College of Florida Campus Master Plan for the next 10 to 20 years from the anticipated adoption of the update and is not supported by adequate data and analysis as required by Section 1013.30(3), F.S. The proposed update to the Campus Master Plan does not include the following: (1) at least the 10 year planning timeframe from adoption of the plan; (2) projected student enrollment for at least the next 10 years; and (3) an assessment of the need for and plans for the provision of roads, parking, public transportation, potable water and sanitary sewer facilities for the next 10 years, including data and analysis of the projected impacts of development on onsite and offsite infrastructure.

FloridaCommerce recommends that the update to the Campus Master Plan be revised to include the above items prior to adoption.

We appreciate the opportunity to review the proposed update to the New College of Florida Campus Master Plan. Please provide FloridaCommerce with a copy of the adopted Campus Master Plan upon final adoption. If you have any questions concerning this review, please contact Matt Preston, Planning Analyst, by telephone at (850) 717-8490, or by email at matt.preston@commerce.fl.gov.

Sincerely,

James D. Stansbury, Chief
Bureau of Community Planning and Growth

JDS/mp

cc: Glenn Darling, Principal Architect, Hall Darling Design Studio
Chris Reed, Founder and Design Director, Stoss Landscape Urbanism
Kelly Ard, Managing Partner, Designlab Architects
Bryan Dunkelberger, Principal, S3 Design, Inc.
Jeff Westmoreland, PLA Director, BGE, Inc.
Rebekah Harp, Interim Executive Director, Southwest Florida Regional Planning Council

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New College of Florida
The Honors College

Christie FitzPatrick <cfitzpatrick@ncf.edu>

[External] New College of Florida (NCF) 2025 Campus Master Plan Update

2 messages

Plan_Review <Plan.Review@dep.state.fl.us> Mon, Nov 17, 2025 at 2:29 PM
To: "campusmasterplan@ncf.edu" <campusmasterplan@ncf.edu>
Cc: "cfitzpatrick@ncf.edu" <cfitzpatrick@ncf.edu>, Plan_Review <Plan.Review@dep.state.fl.us>

To: Christie Fitz-Patrick, Chief of Staff & Vice President of Finance & Administration

Re: New College of Florida (NCF) 2025 Campus Master Plan Update – Review of Proposed Campus Master Plan

The Office of Intergovernmental Programs of the Florida Department of Environmental Protection (Department) has reviewed the above-referenced Campus Master Plan Update pursuant to Section 1013.30, Florida Statutes. The Department conducted a detailed review that focused on potential adverse impacts to important state resources and facilities, specifically: air and water pollution; wetlands and other surface waters of the state; federal and state-owned lands and interest in lands, including state parks, greenways and trails, conservation easements; solid waste; and water and wastewater treatment.

Based on our review of the submitted draft master plan, the Department has found no provision that, if adopted, would result in adverse impacts to important state resources subject to the Department's jurisdiction. The Department's South District Office reviewed the draft plan and had no formal comments beyond advising adherence to applicable rules and statutes in the design and application of the proposed development projects. Detailed review of such projects will occur upon receipt of applications for any required permits from the Department.

Thank you for the opportunity to review the draft plan. If you have any questions, please contact me at (850) 717-9037 or Lindsay.Weaver@FloridaDEP.gov.

Lindsay Weaver

Lindsay Weaver
Director of Intergovernmental Programs
Florida State Clearinghouse Coordinator
Florida Department of Environmental Protection
Lindsay.Weaver@FloridaDEP.gov

Office: 850-717-9037

From: Christie Fitz-Patrick <cfitzpatrick@ncf.edu>
Sent: Monday, August 18, 2025 8:00 AM
To: Plan_Review <Plan.Review@dep.state.fl.us>
Subject: Commencement of 90-Day Agency Review of the 2025 Update to the New College of Florida Campus Master Plan Pursuant to Florida Statute 1013.30

EXTERNAL MESSAGE
This email originated outside of DEP. Please use caution when opening attachments, clicking links, or responding to this email.

New College of Florida
The Honors College

August 18, 2025

Department of Environmental Protection

Lindsay Weaver, Environmental Specialist

Plan.Review@FloridaDEP.gov

Dear Ms. Weaver:

New College of Florida (NCF) is in the process of considering its 2025 Update to its Campus Master Plan pursuant to Florida Statute 1013.30. Before the 2025 Update can be adopted, a copy of the draft 2025 Update must be sent for review or made available electronically to the host and any affected local governments, the state land planning agency, the Department of Environmental Protection, the Department of Transportation, the Department of State, the Fish and Wildlife Conservation Commission, and the applicable water management district and regional planning councils. At the request of a governmental entity, a hard copy of the draft master plan shall be submitted within 7 business days of an electronic copy being made available.

This correspondence serves as the electronic transmittal of the 2025 Update for purposes of commencing the 90-day agency review period. An electronic copy of the 2025 Update is attached to this email. The 2025 Update can also be accessed on the NCF website at the following address: NCF-Masterplan-Document-Draft_06.26.25.pdf.

If you wish to receive a hard copy of the 2025 Update, please respond to this email and provide the contact information to which to send it, and a hard copy will be provided to you within 7 days in accordance with Florida Statute 1013.30.

Agency comments to the 2025 Update may be submitted no later than November 17, 2025, either (1) via email to the following address: campusmasterplan@ncf.edu, or (2) in writing via U.S. Mail to the following address:

Christie Fitz-Patrick

President's Office

New College of Florida

5800 Bayshore Rd

Sarasota, FL 34243

We look forward to receiving any comments you may have to the 2025 Update.

Thank you for your time and consideration.

Christie Fitz-Patrick

Chief of Staff & Vice President of Finance & Administration

941. 487.4443

New College of Florida
Dep Customer Survey

Campus Master Plan <campusmasterplan@ncf.edu> Mon, Nov 17, 2025 at 2:43 PM
To: Bill Clague <bclague@grimesgalvano.com>

[Quoted text hidden]

FLORIDA DEPARTMENT of STATE

RON DESANTIS
Governor

CORD BYRD
Secretary of State

New College of Florida
President's Office
5800 Bayshore Rd.
Sarasota, FL 34243

September 26, 2025

RE: DHR Project File No.: 2025-6239
90-Day Agency Review of the 2025 Update to the New College of Florida Campus Master Plan
Pursuant to Florida Statute 1013.30

To Whom It May Concern:

In accordance with this agency's responsibilities under Chapter 267.061 and Chapter 1013.30(6), *Florida Statutes,* we reviewed the referenced Campus Master Plan.

Our office is pleased to note that multiple policies within different elements and objectives of the proposed campus master plan address historical resource conservation concerns. Additionally, we applaud the college's inclusion in chapters four and five of a plan to survey and catalog its historical resources to create an inventory for preservation.

Moving forward, our office respectfully requests that, per Chapter 267, *Florida Statutes* and objective 4.3 of the Future Land Use Element of New College's proposed campus master plan, our office be given an opportunity to consult and coordinate prior to any undertakings that include land clearing or ground disturbance as well as any rehabilitation activities, substantial alterations or demolition of structures over 50 years of age in order to assess potential for these undertakings to adversely impact any state-owned historical resources.

If I can be of any further help, or if you have any questions about this letter, please feel free to contact Jennifer Tobias at *Jennifer.Tobias@dos.fl.gov.*

Sincerely,

Kelly L Chase
For

Alissa S. Lotane
Director, Division of Historical Resources and State Historic Preservation Officer

Southwest Florida Water Management District

2379 Broad Street, Brooksville, Florida 34604-6899
(352) 796-7211 or 1-800-423-1476 (FL only)
WaterMatters.org

An Equal Opportunity Employer

Bartow Office
170 Century Boulevard
Bartow, Florida 33830-7700
(863) 534-1448 or
1-800-492-7862 (FL only)

Sarasota Office
78 Sarasota Center Boulevard
Sarasota, Florida 34240-9770
(941) 377-3722 or
1-800-320-3503 (FL only)

Tampa Office
7601 U.S. 301 North
Tampa, Florida 33637-6759
(813) 985-7481 or
1-800-836-0797 (FL only)

John R. Mitten
Chair, Hernando, Marion
Jack Bispham
Vice Chair, Manatee
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James Holton
Pinellas
Dustin Rowland
Pasco
Robert Stern
Hillsborough
Nancy Watkins
Hillsborough, Pinellas

Brian J. Armstrong, P.G.
Executive Director

September 17, 2025

Ms. Christie Fitz-Patrick
President's Office
New College of Florida
5800 Bayshore Road
Sarasota, FL 34243

Subject: **New College of Florida Campus Master Plan Amendment**

Dear Ms. Fitz-Patrick:

The Southwest Florida Water Management District (District) has reviewed the proposed amendment. We are not forwarding any comments for consideration.

We appreciate this opportunity to participate in the review process. If you have any questions or require further assistance, please do not hesitate to contact me at (352) 269-6937 or james.golden@watermatters.org.

Sincerely,

James J. Golden, AICP
Senior Planner

JG
cc: Yazmin Valdez, DOC

STATE UNIVERSITY SYSTEM OF FLORIDA

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 Spaatz 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:

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

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:

Classifications	E&G Space Categories	Space Standard
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 facilities[2]: 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:

(FTE x 88.9875) – Inventory = 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)]									
Preliminary Assessment of Projected Needs		**Classroom**	**Teaching Lab**	**Study**	**Research Lab**	**Office**	**Auditorium/ Exhibition**	**Instructional Media**	**Gymnasium**	**Campus Support Services**	**TOTAL**
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 *Reported space with no adjustments to NASF*		**Classroom**	**Teaching Lab**	**Study**	**Research Lab**	**Office**	**Auditorium/ Exhibition**	**Instructional Media**	**Gymnasium**	**Campus Support Services**	**TOTAL**
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

The Honors College

Business/Strategic Plan

2024-2029

Contents

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

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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.

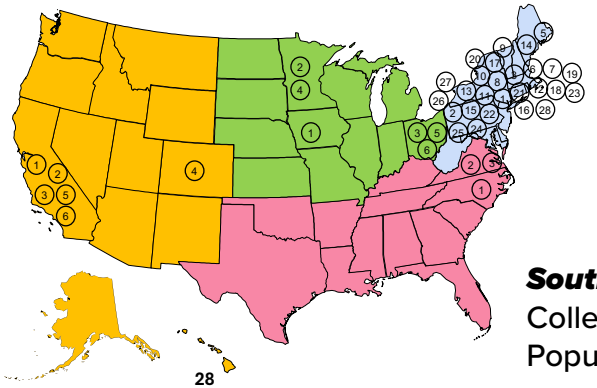
43 “Best” U.S. Liberal Arts Colleges – 2024
Geographic Distribution of Colleges and Population by Region and State
Colleges, Acceptance Rates, Population

Midwest
Colleges 14%
Population 21%

West
Colleges 14%
Population 24%

Northeast
Colleges 65%
Population 20%

South
Colleges 7%
Population 36%



6			**6**			**3**			**28**											
14%			**14%**			**7%**			**65%**											
West			**Midwest**			**South**			**Northeast**											
1	Pomona	7%	1	Grinnell	14%	1	Davidson	18%	1	Juilliard	7%	8	Barnard	11%	15	Haverford	18%	22	Lafayette	35%
2	Harvey Mudd	10%	2	Carleton	18%	2	Washington and Lee	19%	2	Swarthmore	8%	9	Middlebury	13%	16	Wesleyan	19%	23	Holy Cross	35%
3	Claremont McKenna	11%	3	Denison	28%	3	Richmond	29%	3	Williams	9%	10	Hamilton	14%	17	Vassar	20%	24	Bucknell	35%
4	Colorado College	14%	4	Macalester	31%				4	Bowdoin	9%	11	Cooper Union	15%	28	Babson	25%	25	Franklin & Marshall	35%
5	Pitzer	18%	5	Oberlin	34%				5	Colby	9%	12	Wellesley	16%	19	Smith	30%	26	Lehigh	35%
6	Scripps	30%	6	Kenyon	35%				6	Amherst	9%	13	Colgate	17%	20	Skidmore	31%	27	Bryn Mawr	35%
									7	Tufts	11%	14	Bates	17%	21	Trinity College	35%	28	Connecticut College	35%

Population in millions	78.76	68.85	120.26	65.96
	23.6%%	20.6%	36.0%	19.8%

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.

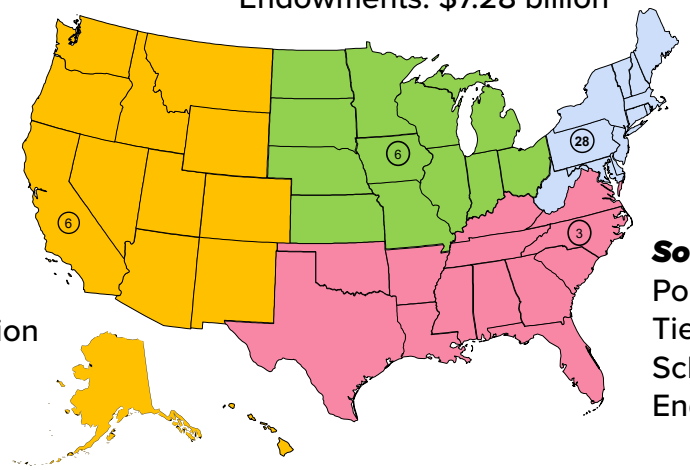
As a result, most of the 43 “best” liberal arts colleges are in the Northeast – the geographic area with the smallest population.

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

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

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

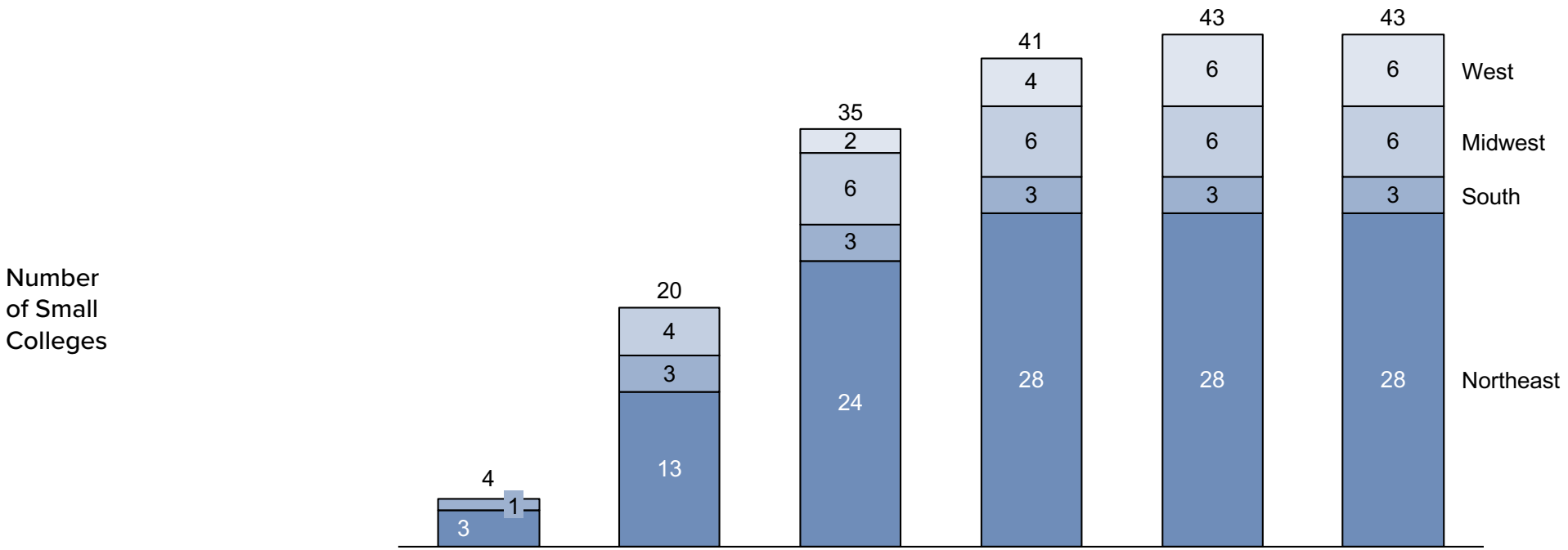


South
Population: 120 million
Tier 1 Students: 36%
Schools: 3
Endowments: $6.45 billion

	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.



US Population (in millions)	1800		1850		1900		1950		2000		2050	
West	0.00		0.12	(0.5%)	4.31	(5.7%)	20.19	(13.3%)	63.20	(22.5%)	99.96	(24.6%)
Midwest	0.05		5.40	(23.3%)	26.33	(34.5%)	44.46	(29.4%)	64.39	(22.9%)	74.04	(18.3%)
South	2.13	(40.1%)	7.95	(34.4%)	21.92	(28.8%)	41.73	(27.6%)	91.78	(32.6%)	161.16	(39.7%)
Northeast	3.13	(58.9%)	9.96	(41.8%)	23.66	(31.0%)	44.95	(29.7%)	62.05	(22.0%)	70.49	(17.4%)
Total US	5.31	(100.0%)	23.13	(100.0%)	76.22	(100.0%)	151.33	(100.0%)	281.42	(100.0%)	405.63	(100.0%)

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

By 2050, the geographic imbalance will be even greater.

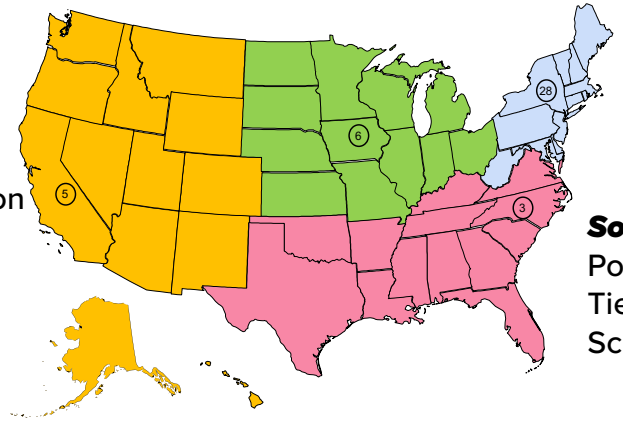
43 “Best” U.S. Liberal Arts Colleges – 2050
Geographic Distribution by Region – Population, Colleges,
Tier 1 (Top 6%) High School Seniors
Number of colleges; millions; ratio

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

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

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

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

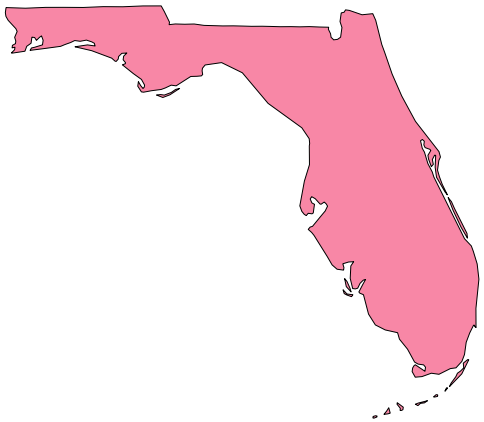


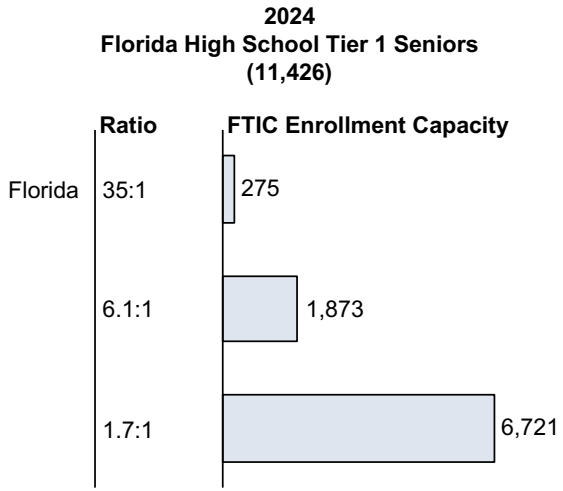
	West	Midwest	South	Northeast	Total
Tier 1 High School "Seniors"	39,177	34,251	59,822	32,810	166,060
43 Best Small Liberal Arts Colleges	6	6	3	28	43
“Enrollment Capacity"	2,333	3,571	1,863	19,464	27,231
Ratio of Tier 1 "Students" to “Enrollment Capacity”	17:1	10:1	32:1	1.7:1	6:1

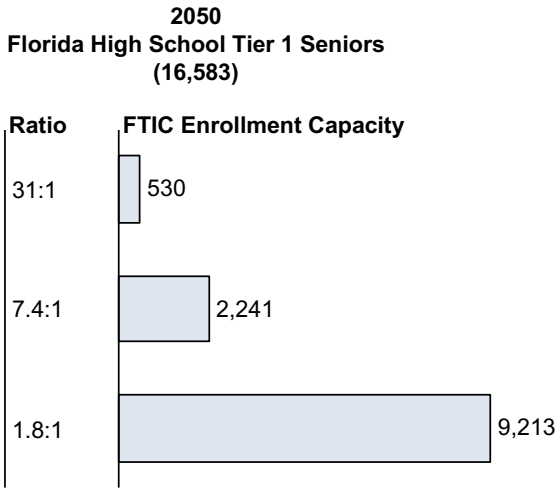
Florida Top Small Liberal Arts FTIC Capacity – 2024 and 2050

Establishing 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

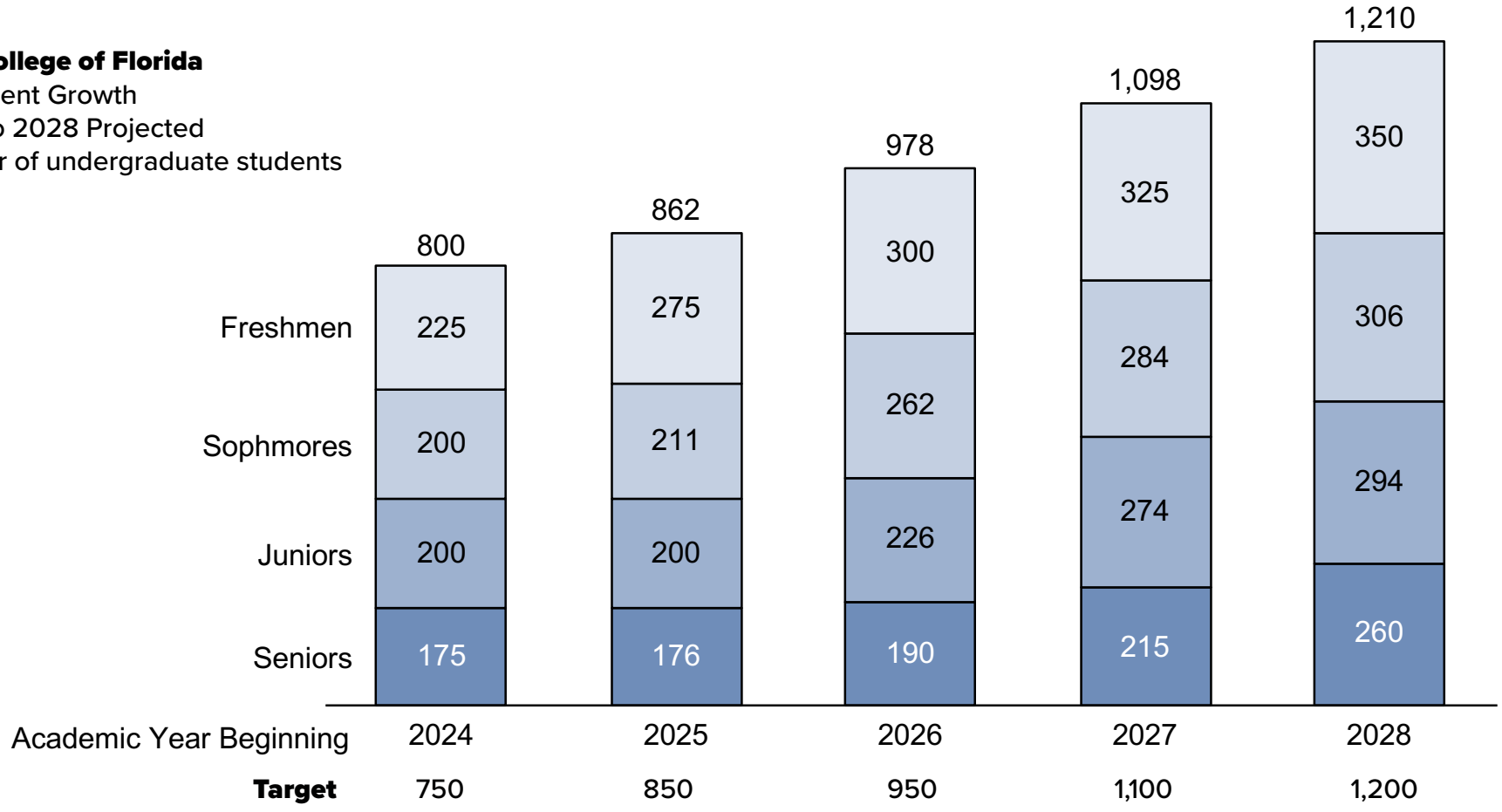
The New College action plan for enrollment will increase the student body from roughly 750 today to 1,200 by 2028 and to 1,800 by 2034.

- **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

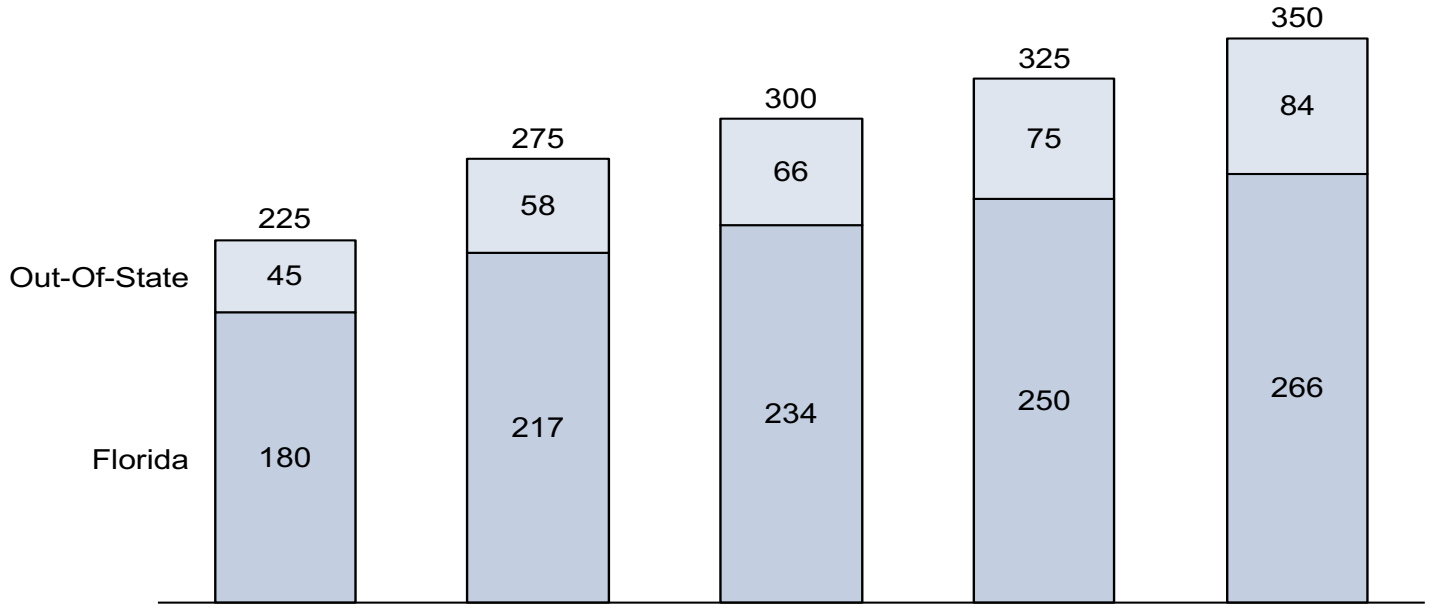


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New College Matriculation Growth: 2024 to 2028

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.

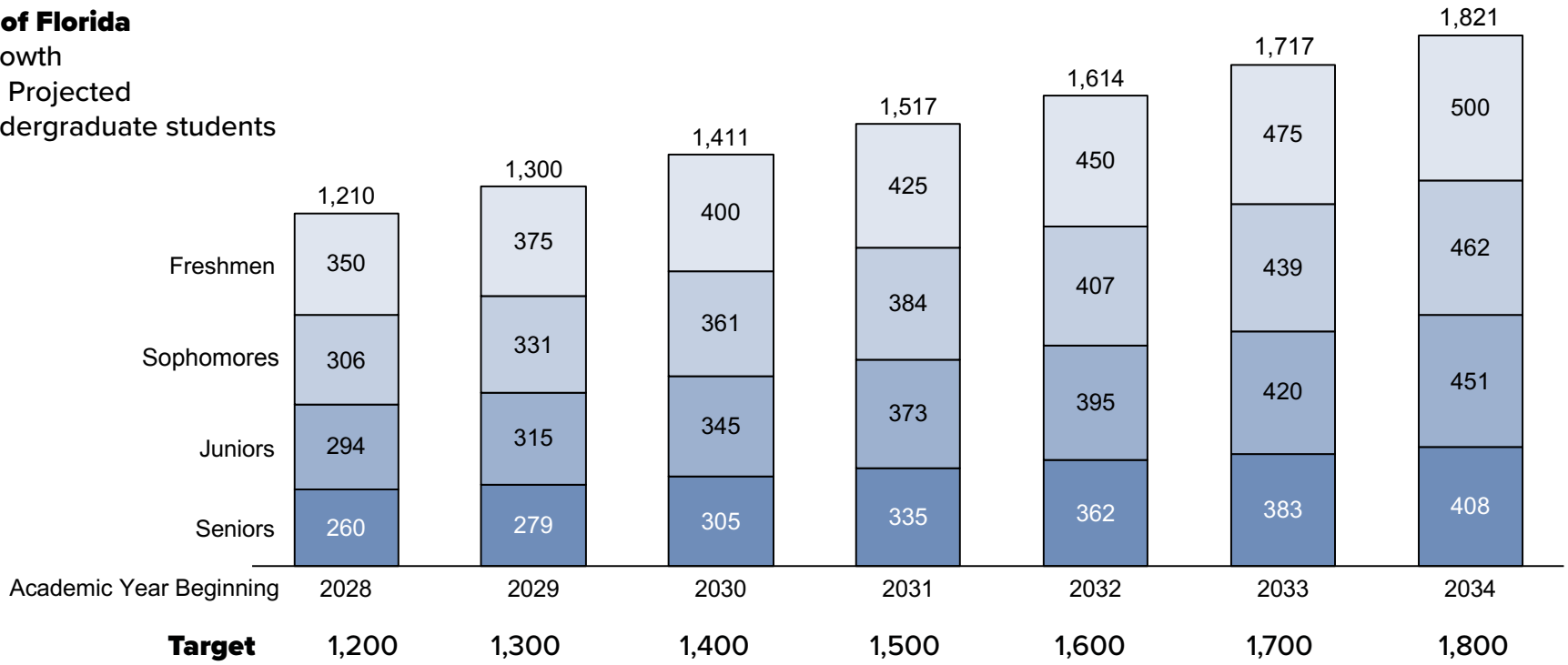
Academic Year Beginning	2024	2025	2026	2027	2028
	Year 1	Year 2	Year 3	Year 4	Year 5
Enrollment Target	750	850	950	1,100	1,200
Model					
Freshman	225	275	300	325	350
	(15.0%)	(12.0%)	(12.0%)	(12.0%)	
Sophomores	180	191	242	264	286
Transfers Sophomores	20	20	20	20	20
Total Sophomores	200	211	262	284	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).

New College of Florida
Enrollment Growth
2028 to 2034 Projected
Number of undergraduate students

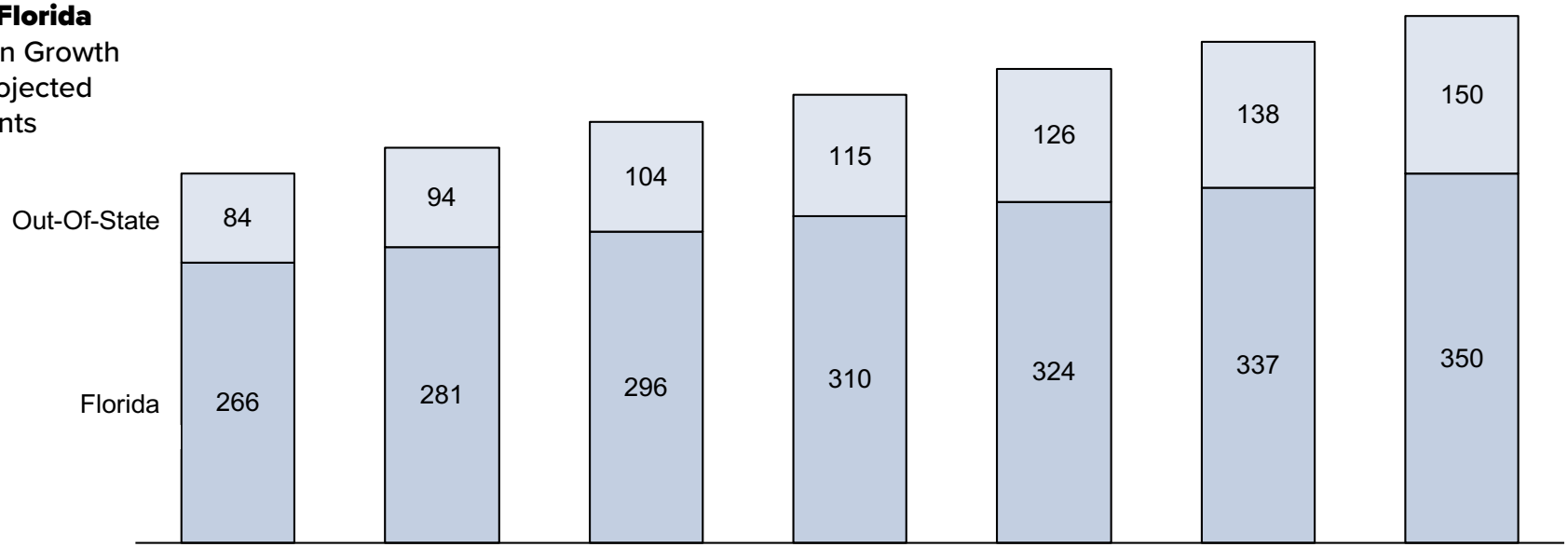


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New College Matriculation Growth: 2028 to 2034

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



Academic Year Begins	2028	2029	2030	2031	2032	2033	2034
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 Students	102	125	151	177	206	236	267
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 Year 5	2029 Year 6	2030 Year 7	2031 Year 8	2032 Year 9	2033 Year 10	2034 Year 11
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.

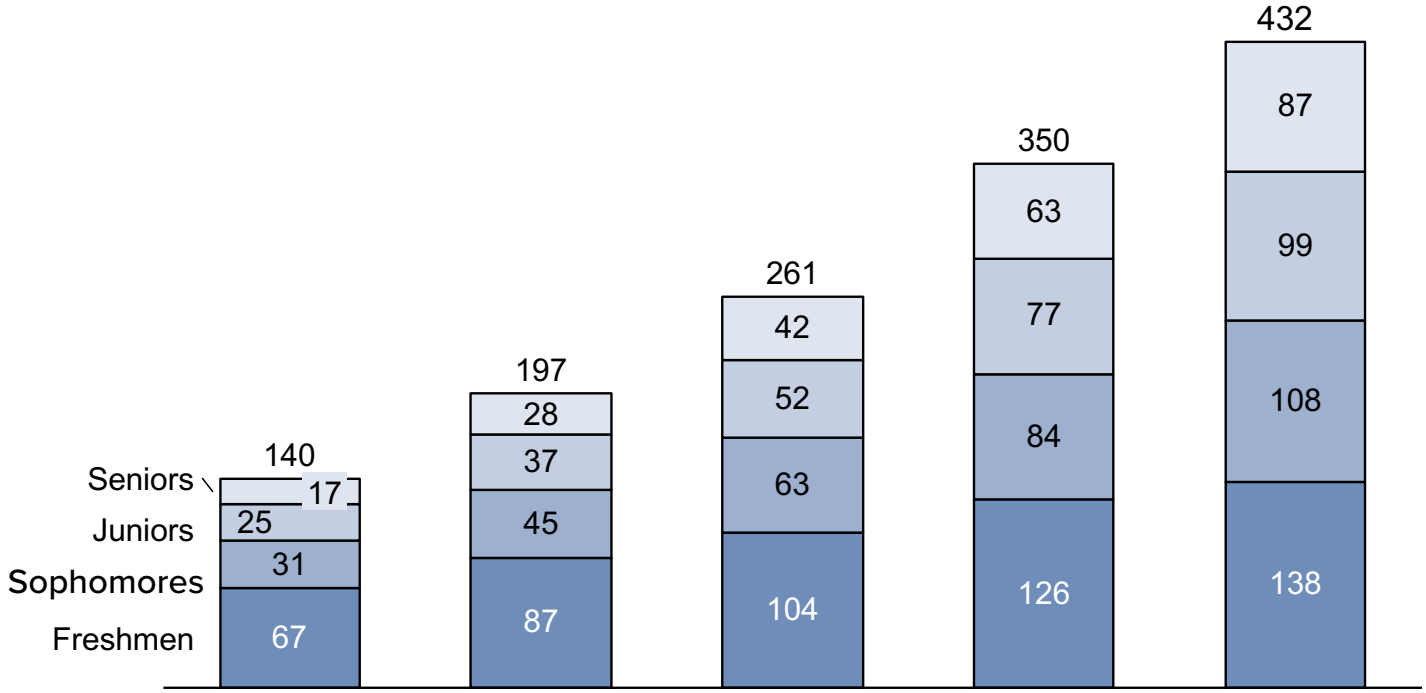
- **Number of Sports Added by 2034.** New College plans to increase the number of available sports from 12 in 2024 to 24 in 2028 – and eventually to as many as 30 sports by 2034.
- **432 Scholar Athletes by 2028.** The number of students participating in sports is projected to increase from 140 in 2024 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.

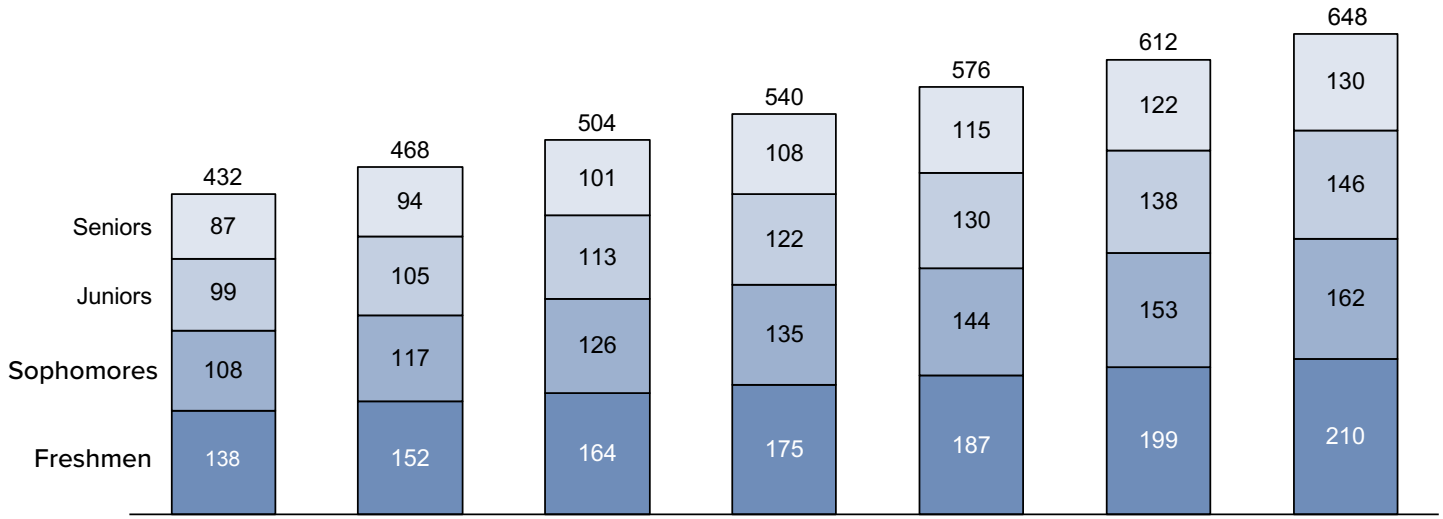
New College of Florida
Participant Growth – Sports
2024 to 2028 Projected
Number of students



Academic Year Beginning	2024	2025	2026	2027	2028
Target	750	850	950	1,100	1,200
Percent	18.7%	23.2%	27.5%	31.8%	36.0%
Number of Sports					
Men's	5	8	10	11	12
Women's	7	10	11	12	12
Total	12	18	21	23	24

Action Plan for Intercollegiate Athletics

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



Academic Year Beginning	2028	2029	2030	2031	2032	2033	2034
Target	1,200	1,300	1,400	1,500	1,600	1,700	1,800
Percent	36.0%	36.0%	36.0%	36.0%	36.0%	36.0%	36.0%
Number of Sports							
Men's	12	12	13	13	14	14	15
Women's	12	13	13	14	14	15	15
Total	24	25	26	27	28	29	30

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.

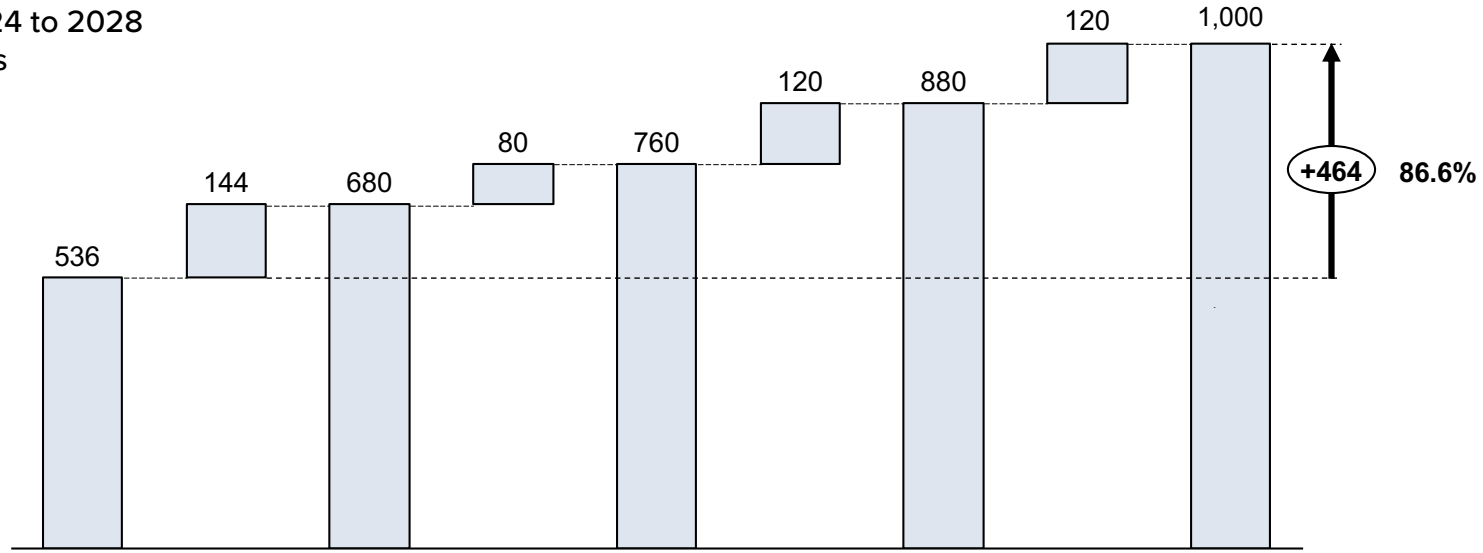
- **Food Services Plan.** Commensurate with the increase in housing, New College plans to improve its existing food services qualitatively (food rating of "A", wider variety of food options, outside vendors) and quantitatively (food service level increasing to 1,200 students and 171 faculty plus administrative 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	2024		2025		2026		2027		2028	
Target Enrollment	750		850		950		1,100		1,200	
Housing for 80%	600		680		760		880		960	
Additional Housing Capacity		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).

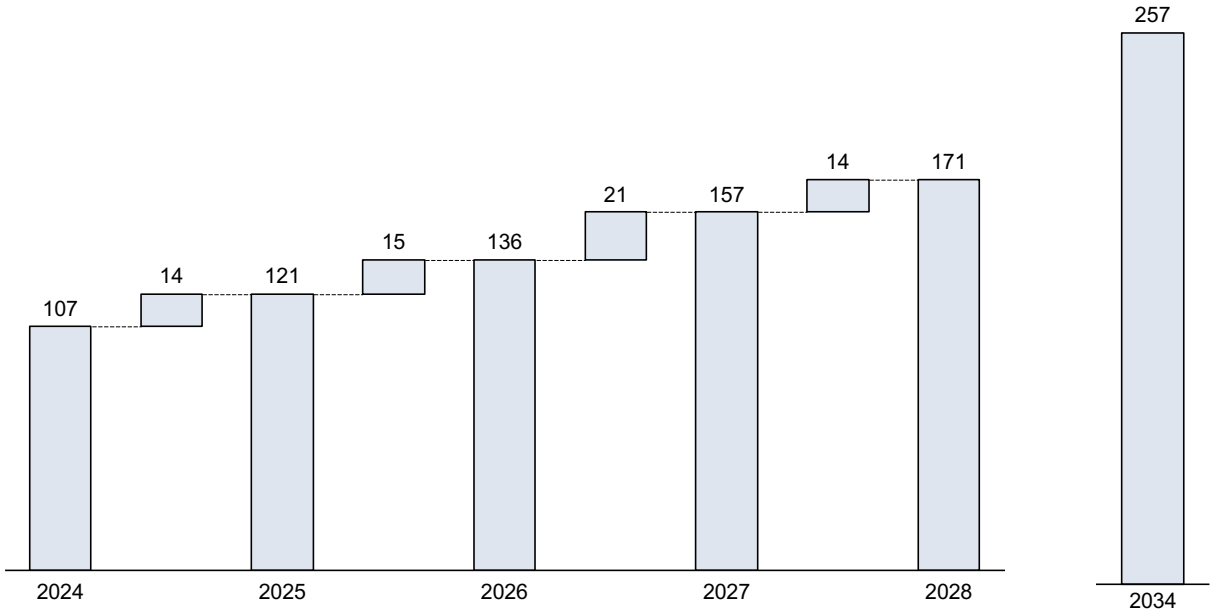
- **Other Quantitative Factors.** Several other factors will influence the exact projections in the plan, including new programs, shift in emphasis across departments, relative attrition in tenured and non-tenured positions, and availability of potential stellar additions to the faculty.

- **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



Academic Year Beginning	2024		2025		2026		2027		2028		2034
Target Enrollment	750		850		950		1,100		1,200		1,800
Student:Faculty Ratio	7:1		7:1		7:1		7:1		7:1		7:1
Attrition		34		15		16		19		84	
New Hires*		48		30		37		33		148	
Net Increase		14		15		21		14		64	

** 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	**Action Plan 1: Attract Students with Broad Intellectual Curiosity** • 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 **Action Plan 2: Encourage "Civil Discourse"** • Build an orientation program that highlights the value of free speech and civil discourse • Host Symposiums **Action Plan 3: Develop Core Liberal Arts Curriculum** • Core curriculum framework proposal is being built with the faculty and will be approved at a future board of trustees meeting **Action Plan 4: Establish High Participation Sports and Cultural Programs** • New College increases from six sports teams in 2023 to 12 by Fall 2024 **Action Plan 5: Create Vibrant Student Life, Top-Tier Housing and Infrastructure** • Acquire temporary student housing • Finalize the campus master plan • New food services vendor selected **Action Plan 6: Recruit Faculty with High Interest in Teaching and Mentoring Students** • Increase faculty recruitment with approximately 40 new hires	$15,000,000 Nonrecurring E&G • $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 **PECO Received:** $6.25 million Dorm Remediation **Additional work – no state funding requested** • Secured 9-acre parcel from Manatee County

2025	862	**Action Plan 1: Attract Students with Broad Intellectual Curiosity** • Establish a targeted articulation agreement with out-of-state consortium of Liberal Arts postsecondary schools (2-year schools) **Action Plan 2: Encourage "Civil Discourse"** • Host Socratic Stage events with world-renowned speakers • Secure funding for the Freedom Institute **Action Plan 3: Develop Core Liberal Arts Curriculum** • Implement core curriculum framework **Action Plan 4: Establish High Participation Sports and Cultural Programs** • New College will expand from 12 sports teams to 18 by Fall 2025 **Action Plan 5: Create Vibrant Student Life, Top-Tier Housing and Infrastructure** • Acquire temporary student housing • Secure financial resources for funding new student housing and Multi-Purpose Building to support student enrollment growth **Action Plan 6: Recruit Faculty with High Interest in Teaching and Mentoring Students** • Increase faculty recruitment for new master's programs and growing online program • Provide training and support for retaining faculty	$25,000,000 Recurring E&G and $10,000,000 Nonrecurring E&G • $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 1. Free Speech/Civil Discourse institute (K-12, Colleges & Universities and Corporations) 2. Latin American Institute (Philosophy, politics, economics) **PECO Request** 1. Multi-Purpose Facility Supporting Enrollment Growth Phase I 2. Land Acquisition for purchase of the Sarasota Manatee Airport property which holds a long-term lease with New College **Additional work – no state funding requested** • $50-$100 million East Campus Sports Complex • $50 million PEI Renovation • Plan P3 for new student housing • Increase endowment support by 2%

2026	978	**Action Plan 1: Attract Students with Broad Intellectual Curiosity** • Expand dual enrollment agreements with at least three more area school districts **Action Plan 2: Encourage "Civil Discourse"** • Socratic Stage events with world-renowned speakers • Secure additional funding for the Freedom Institute **Action Plan 3: Develop Core Liberal Arts Curriculum** • Refine core curriculum with cutting edge course offerings **Action Plan 4: Establish High Participation Sports and Cultural Programs** • Fall 2026 New College has 21 sports teams and expands student intercollegiate sports • Expand partnerships with local cultural programs **Action Plan 5: Create Vibrant Student Life, Top-Tier Housing and Infrastructure** • 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 **Action Plan 6: Recruit Faculty with High Interest in Teaching and Mentoring Students** • Faculty recruitment for the new Master's Programs	**PECO Request** 1. Multi-Purpose Facility Supporting Enrollment Growth Phase II **Additional work – no state funding requested** • Ongoing $50-$100 million East Campus Sports Complex • Ongoing $50 million PEI Renovation • Ongoing P3 for new student housing • Increase endowment support by 2%

2027	1098	**Action Plan 1: Attract Students with Broad Intellectual Curiosity** • Expand dual enrollment to include collegiate high school students **Action Plan 2: Encourage "Civil Discourse"** • Host Socratic Stage events with world-renowned speakers **Action Plan 3: Develop Core Liberal Arts Curriculum** • Refine core curriculum with cutting edge course offerings **Action Plan 4: Establish High Participation Sports and Cultural Programs** • New College will expand its number of sports teams to 23 in Fall 2027 • Expand partnerships with local cultural programs **Action Plan 5: Create Vibrant Student Life, Top-Tier Housing and Infrastructure** • 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 **Action Plan 6: Recruit Faculty with High Interest in Teaching and Mentoring Students** • Faculty recruitment for new programs	**PECO Request** 1. Multi-Purpose Facility Supporting Enrollment Growth Phase III **Additional work – no state funding requested** • Ongoing $50-$100 million East Campus Sports Complex • Ongoing $50 million PEI Renovation • Ongoing P3 for new student housing • Increase endowment support 2%

2028	1210	**Action Plan 1: Attract Students with Broad Intellectual Curiosity** • Expand articulation agreements with out-of-state schools **Action Plan 2: Encourage "Civil Discourse"** • Socratic Stage events with world-renowned speakers. **Action Plan 3: Develop Core Liberal Arts Curriculum** • Refine core curriculum with cutting edge course offerings. **Action Plan 4: Establish High Participation Sports and Cultural Programs** • New College will expand intercollegiate athletics to include 24 sports teams in Fall 2028 **Action Plan 5: Create Vibrant Student Life, Top-Tier Housing and Infrastructure** • Open new student housing on west side of campus • Secure financial resources for funding new student housing **Action Plan 6: Recruit Faculty with High Interest in Teaching and Mentoring Students** • Provide training and support for retaining faculty	**Additional work – no state funding requested** • Ongoing $50-$100 million East Campus Sports Complex • Ongoing $50 million PEI Renovation • Ongoing P3 for new student housing • Increase endowment support by 2%

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.

New College of Florida
2025 Levels of Service Analysis in Support of an Updated Campus Development Agreement

Prepared for:
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December 8, 2025

I. Background

New College of Florida is in the process of updating its existing Campus Master Plan (2025 Master Plan Update), last adopted in October 2015, as amended in August 2016. Along with the Master Plan, the college has entered into a Campus Development Agreement with the City of Sarasota, last updated and executed on October 21, 2020. The Development Agreement references a document titled "2016 Levels of Service Analysis In Support of an Updated Campus Development Agreement" that was prepared by Stantec for New College of Florida, dated October 3, 2016, which was an update to an earlier version also prepared by Stantec dated September 2012.

The intention of this Levels of Service Analysis document is to provide an update to the October 2016 Analysis based on information contained in the ongoing Master Plan Update document, including comparisons between this and the 2015 Master Plan for student enrollment and physical buildings. This revision will then be referenced for updated and/or new Development Agreements with local jurisdictions as appropriate. No measurements of existing infrastructure capacity, including potable water and wastewater flow or traffic counts, are a part of the scope of this document.

Student Enrollment

As noted in the 2016 Analysis by Stantec, New College shared the campus with the students, faculty, and staff of the University of South Florida, Sarasota-Manatee (USF S/M) until the early 2000's. In 2001, New College became a separate independent university in the State University System of Florida. As a part of this process, the University of South Florida moved operations to a separate campus in 2006.

The 2016 Analysis provided an ongoing update from previous Analysis Documents and Campus Development Agreement from June 2005. Between the 2005 and 2012 documents, there was a major change in the student population on the New College of Florida campus. At the time of the adoption of the 2005 Agreement, New College shared the campus with students, faculty, and staff of USF S/M. In Fall 2006, USF S/M relocated to a separate, nearby campus. Prior to this relocation, the combined student population was approximately 2,400 students. Following the relocation, approximately 1,700 students moved to the new USF S/M campus, with just over 750 students remaining on the New College Campus.

The separation of the two campuses and the resulting reduction in the student population remaining on the New College campus created a significant drop in the Level of Service across the entire 2016 Analysis. This Analysis concluded that these changes significantly reduced the vested Level of Service impacts, first established based on the larger student population, for the duration of the previous Development Agreement and even beyond a 20-year long-range scenario

associated with the 2015/2016 Campus Master Plan Update. Student enrollment is summarized in Table A below.

Table A New College Enrollment

NEW COLLEGE OF FLORIDA ENROLLEMENT	
YEAR	FALL TERM ENROLLMENT
2004-2005*	2,300
2005-2006*	2,432
2006-2007	767
2007-2008	783
2008-2009	785
2009-2010	801
2010-2011	845
2011-2012	832
2012-2013	793
2013-2014	834
2014-2015	861
2015-2016	875
2016-2017	859
2017-2018	837
2018-2019	726
2019-2020	675
2020-2021	660
2021-2022	660
2022-2023	732
CURRENT**	861
PROJECTED**	1,200
NOTES: * Total includes the combined enrollment of New College and University of South Florida students ** Approximate total from 2025 Master Plan Update Sources: Annual New College Fact Book and previous Analysis documents	

The result of the physical separation of the two institutions in 2006 was that the student population for the New College campus was reduced by more than two-thirds. Further, as of the Fall 2023 semester, 87% of first year students live on campus, with 74% of all degree seeking undergraduates in that category.

Per the 2016 Analysis, the New College Campus Master Plan evaluated a hypothetical 50-year build-out plan, from 2006 to 2056, which accounted for a near doubling in size of the college to 1600 students by the year 2056. The current 2025 Master Plan Update projects student enrollment growth up to 1,200 with some discussion of contemplating growth to 1,500 students over a longer term. These long-term enrollment projections are still well below the student population with the combined campuses, representing roughly two-thirds of the overall student body accounted for in previous Development Agreements.

Campus Building Information

In order to maintain a record for comparison purposes, in addition to student enrollment, a summary of the building area from the 2025 Master Plan Update including the total projected build-out in the previous analysis is provided in Table B below.

Table B Building area summary

		BUILDING AREA (SF) PER CAMPUS MASTER PLAN (YEAR NOTED)			
CAMPUS AREA	YEAR	EXISTING	PROPOSED DEMO	PROPOSED NEW	BUILD-OUT TOTAL
WEST	**2025**	**259,469**	**46,127**	**537,322**	**750,664**
	2015	*271,365*	*51,675*	*315,153*	*534,843*
EAST	**2025**	**324,282**	**119,524**	**145,986**	**350,744**
	2015	*326,342*	*61,741*	*343,400*	*608,001*
SOUTH	**2025**	**38,399**	**0**	**16,246**	**54,645**
	2015	*38,519*	*0*	*6,120*	*44,639*
NORTH	**2025**	**0**	**0**	**125,850**	**125,850**
	2015	*0*	*0*	*0*	*0*
TOTAL	**2025**	**622,150**	**165,651**	**825,404**	**1,281,903**
	2015	*636,226*	*113,416*	*664,673*	*1,187,483*

This represents an increase of approximately 98,000 sf total, a change of 8.25% from the total building area reflected in the 2015 Master Plan.

Land Transfers and Acquisitions

The Master Plan identifies the priority acquisitions as the 58th Street residential properties located in the City of Sarasota and gas station parcel currently owned by the airport, located in Sarasota County, at the northeast corner of Tamiami Trail and General Spaatz Boulevard. New College may pursue purchase of these properties through the New College Foundation.

As noted in Chapter 4 of the 2025 Master Plan Update, New College may also pursue a land transfer agreement with SRQ Airport for College-owned properties that are affected by the Runway Protection Zone, which includes significant portions of the Circus Hall of Fame property, the former Zinn's property and the parcel at the corner of Poinciana Drive and Parkview Drive.

Additionally, the College should begin to consider a plan for how to address the ownership arrangement of the East Campus property over a long-term period. This property is currently leased from SRQ Airport under a long-term lease arrangement. A portion of the property may be available for acquisition as part of a land swap with SRQ Airport. A plan for acquisition or lease extension for the remainder of the property would need to be developed.

The College also needs to participate in planning efforts along US 41 with USF to ensure that the potential for future joint institutional use facilities can be located between the USF S/M and New College campuses.

The Car Museum, acquired many years ago, has been demolished with plans for redevelopment for New College use. Vesting of the regional tourist use's approximately 62,000 sf is accounted for in this analysis.

II. Transportation Impact Analysis Review

Overview

This analysis document provides an accounting of both historical enrollment and physical building space summarized in both the 2015 Campus Master Plan and the 2025 Master Plan Update. As documented in previous Level of Service Analysis documents, the historical student enrollment for the New College Campus has been dramatically reduced since the separation of the New College and adjacent University of South Florida campuses. The vested enrollment prior to this separation was well above the current New College enrollment and roughly 200% above the long-range enrollment projections in the 2025 Master Plan Update.

Transportation Demand Management Emphasis

As noted above, approximately 87% of all incoming students and 74% of the overall student body live on campus. This is in sharp contrast to two decades prior, when New College was a separate unit within the University of South Florida and there was more of an emphasis on catering to the greater numbers of USF S/M commuter students. The Campus Master Plan has a goal to maintain the 75% overall on-campus student housing ratio.

One of the 7 "Big Ideas" in the 2025 Master Plan Update is to "provide a high-quality, pedestrian-friendly environment. The improvement of pedestrian and bicycle paths, encouragement of transit alternatives, reduction of parking, removal of cars from central campus areas, and use of on-street parking (to promote street safety) will serve this end.

Additional measures codified in the 2025 Master Plan Update contain a series of TDM actions to be implemented, including:

- Establishing a free transit pass and parking "cash-out" program to financially reward carpoolers, transit riders, bicycle and pedestrian commuters.
- Encouraging the use of alternative modes with incentive programs.
- Restricting parking to the campus perimeters and "park-once" lots to discourage the proliferation of independent lots and structures throughout the campus.
- Focusing on the development of pedestrian-oriented areas.
- Enhancing landscape and pedestrian amenities where parking and roads are removed.
- Selectively removing or reconfiguring remaining roads to function as an effective circulation network and emphasizing "park-once" strategies.
- Restricting the speed of cars within the campus, on thoroughfares adjacent to campus and providing pedestrian amenities adjacent to roadways.
- Promoting a more pedestrian- and public transportation-friendly link between the campus and adjacent neighborhoods to help reduce emissions associated with automobiles.
- Providing bicycle racks and locks, well-designed routes and establishing shower/changing areas in a variety of locations on campus to facilitate internal New College campus bicycle usage.
- Implementing pedestrian and bicycle route and user enhancements such as route lighting, upgraded walking surfaces, accessible and attractive places for refreshment, bicycle racks at shared facilities, emergency call boxes, and a bicycle loan program.
- Creating 5- to 15-minute loading/drop-off zones in key locations, especially near the west end of General Spaatz Boulevard, Cook Library, and the Hamilton lawn drop-off area.
- Initiating parking stall labels, issuance of permits, and enforcement of parking stalls by group affiliation. Permits are to be issued based on status as faculty, student, staff, or visitor to help organize the efficiency of stall usage.

Conclusion

From the 2012 Stantec report and reiterated in the subsequent 2016 analysis: *"The New College of Florida, Campus Development Agreement associated Transportation Impact Analysis Review, conducted in the fall of 2010, describes the significant changes that have occurred to the campus since the prior Campus Development Agreement. The results of these changes are a significant reduction in the prior vested level of service impacts for the duration of the pending Campus Development Agreement and even beyond the 50-year long-range scenario of the New College Campus Master Plan. The pending Campus Development Agreement therefore meets the City of Sarasota's Transportation Level of Service standards with no resulting degradation of the existing levels-of-service on adjacent and impacted roadways."*

This review finds that this conclusion is still valid based on the current and projected student enrollment levels contained in the 2025 Master Plan Update.

III. Potable Water and Wastewater Impact Analysis Review

Summary

The existing potable water distribution and wastewater collection-conveyance systems serving these campus areas of New College of Florida have been evaluated for Level of Service (LOS) concurrency capacity. The reductions in potable water demand and wastewater flow generation due to the relocation of the USF S/M students and faculty in 2006 have left additional capacity to serve an increase in future student enrollment. Existing City of Sarasota potable water distribution and wastewater collection systems serving the campus areas have sufficient capacity to continue service provision to New College of Florida for the duration of the pending Campus Development Agreement and even beyond the 20-year long-range scenario of the New College Campus Master Plan.

For the north campus, it is anticipated that potable water and wastewater for any new buildings will be provided by Manatee County. Evaluation of specific water and wastewater system components for future classroom and student residences may be warranted on a case-by-case basis.

Overview

This analysis provides an accounting of the impacts of both enrollment and physical construction activity that have occurred since the prior Amendment to the Campus Development Agreement (2020) and accounting for the current 2025 Master Plan Update. In addition, this analysis provides the projected needs and their associated impacts to Potable Water and Wastewater Levels of Service (LOS) for the 10-year duration of the proposed update to the existing Campus Development Agreement.

As discussed in greater detail above, the physical relocation in the Fall of 2006 of approximately 1700 students and associated staff and faculty to the new USF S/M campus in Manatee County, has dramatically reduced the impacts on the existing potable water distribution and wastewater collection/conveyance systems. This reassignment of USF students and faculty leaves existing potable water and wastewater system capacity that will provide service for both near-term and long-range expansion of New College of Florida facility and its student population.

Potable Water/Wastewater Analysis

For the 2025 Master Plan Update, the New College of Florida Campus is divided into four distinct geographical areas, the East, West, South and North Campuses. The East Campus is located east of U.S. 41 and north of University Parkway. The West Campus is located along the west side of U.S. 41 stretching westward to Sarasota Bay between Edwards Drive and 58th Street West and includes the Jane Bancroft Cook Library. The South Campus lies south of the West Campus and

the John Ringling Museum between Bayshore Road and Sarasota Bay. The North campus is located to the north of the Crosley Estate and west of the USF Sarasota-Manatee Campus along Sarasota Bay. These four campus areas are served with potable water and wastewater provided by the City of Sarasota and Manatee County, described in further detail below.

East Campus:

This campus contains the vast majority of on-campus student housing along with the community pool, fitness center, two instructional classroom buildings, the college's maintenance facility, and a boiler plant. The East Campus is serviced with potable water through a 10-inch water main on University Parkway with a 6-inch, 8-inch and 10-inch water main crossing US 41 north of the pedestrian bridge into the East Campus and connecting to an existing 8-inch water line on Bayshore Road. The classroom buildings and student residences have individual master water meters that provide monitoring of usage on a monthly basis.

The wastewater from each building is collected through a central gravity main collection system to the City of Sarasota Lift Station No. 51. This 200-gpm lift station pumps and discharges the wastewater flow through a 6-inch force main crossing University Parkway and into a gravity collection system that flows to the City of Sarasota Lift Station No. 21. Currently the existing system provides the required capacity. Further evaluation of the lift stations may be required as additional facilities are anticipated.

West Campus:

The majority of the New College classrooms and faculty offices are located on the West Campus. These buildings are served with potable water via an 8-inch water line on Bayshore Road that also connects to a 6-inch, 8-inch and 10-inch water main on the East Campus, providing a string water distribution loop. The various classroom buildings and one student residence building have individual master water meters that provide monitoring of usage on a monthly basis. The structures of the former Viking Motel on the north end of Bayshore Road, which provided student housing, have been transferred to the USF Sarasota-Manatee Campus, reducing the demand for water and sewer service on the West Campus infrastructure. Potable water service with fire protection is provided to each building or group of buildings through a water meter via 8-inch water lines internal to the campus and along 58th Street, creating an internal water distribution loop.

Per the Master Plan, a chiller building and cooling water system located on the south side of the Jane Bancroft Cook Library is currently served by a master water meter. As has been noted in previous Level of Service review documents, a reduction of potable water usage would occur through the connection to an existing permitted irrigation well within 150 feet of the chiller structure. This would significantly reduce potable water usage on the College, while retaining the water meter as a back-up supply source. Historical data through several revisions of the Level of

Service Analysis reviews have consistently allocated almost 150,000 gpd for this single use. The current 2025 Master Plan Update recommends maintains the recommendation for this conversion and this review document takes that into account. This change brings the potable water projections for the full build-out of the updated Master Plan down to meet the City of Sarasota Level of Service requirements (See Table C).

Wastewater service is provided through collection of on-campus gravity sewer mains to three private (New College) lift stations and one City of Sarasota-maintained lift station discharging to an 8-inch force main on Bayshore Road. The City of Sarasota Lift Station No. 56, located north of College Hall near Sarasota Bay, receives a limited amount of wastewater and must pump to the 8-inch force main. Currently the existing system provides the required capacity.

It should be noted that, with the proposed reconfiguration of buildings on the West campus and the addition of student housing, the projected wastewater discharge for this portion of campus does increase significantly. Further evaluation of the lift stations and the overall sanitary sewer network on this portion of the campus will be required as these additional facilities are constructed.

South Campus:

The Caples Campus comprises the Fine Arts Complex and faculty offices located between Bayshore Road and Sarasota Bay, immediately south of the John Ringling Museum. The new classrooms buildings and auditorium that compose the Fine Arts Complex are served by one master meter. The two historic Caples Mansion and garage structures providing classroom and faculty offices are on a separate meter, connected to an internal 8-inch water distribution line with fire protection. This water line is connected to the 6-inch water line on Bayshore Road.

Wastewater service is provided by an internal gravity collection system to two New College-maintained lift stations including Lift Station No. 4, which discharges into the City of Sarasota's 8-inch gravity system and wastewater system, and a second un-numbered lift station. Further evaluation of the lift stations may be required as additional facilities are anticipated.

North Campus

Per the Manatee County GIS System, utility infrastructure for both potable water and wastewater are located on or adjacent to the North Campus parcel. There is an existing gravity sanitary sewer main located along Longbay Boulevard to the north of the campus property, with an existing manhole located near the intersection of Longbay and Eagles Nest Lane. A force main extending from the south to this manhole connects two existing lift stations to the gravity sewer from both the Crosley Estate facility and The Uplands neighborhood. Per record drawings on file with Manatee County, there is an existing 6" PVC potable water line that extends through the middle of the North Campus parcel, running in a generally north-south direction from Seagate Drive to

Longbay Boulevard. Analysis of specific capacities of the adjacent infrastructure and flow requirements will need to be made once plans for the North Campus facilities are developed.

Conclusion

Collectively, the wastewater flows generated by the combination of privately-owned and City-maintained lift stations on the New College Campus. Flow discharge into the City of Sarasota wastewater system and potable water projections were deemed in the 2016 Analysis to be a significant net flow rate reduction from the amount previously generated with the combined USF/New College campus, with water demand reduced by just over 23,000 gallons per day and wastewater demand reduced by over 17,600 gpd due to reductions in the New College Facilities.

Additional efforts to reduce potable water use in the chillers by using existing permitted well water will yield further capacity in the potable water system for future student enrollment and facilities. Other efforts in these utility service reductions are encouraged. Removing the amount of water allocated in this analysis for the chiller plant, the 2025 Master Plan Update reflects a significant decrease in the potable water projections. This along with the wastewater projections are both below the City of Sarasota Level of Service requirement (See Table C below).

Currently, on-site campus potable water and wastewater system capacity (See Table C) meets or exceeds the City Level of Service concurrency requirements as well as the long-range student enrollment increase projections for the New College of Florida campus. As additional facilities are anticipated, further analysis will be needed to evaluate the localized impact to the affected portion of campus and to identify if specific improvements are necessary.

Table C Potable Water and Wastewater Projections

POTABLE WATER AND WASTEWATER PROJECTIONS PER CAMPUS MASTER PLAN (YEAR NOTED)			
CAMPUS AREA	YEAR	POTABLE WATER (GPD)	WASTEWATER (GPD)
WEST	**2025**	**96,832**	**70,584**
	2015	*192,769*	*38,524*
EAST	**2025**	**99,077**	**86,670**
	2015	*113,751*	*92,978*
SOUTH	**2025**	**5,624**	**4,399**
	2015	*5,249*	*4,199*
City of Sarasota Subtotals			
	2025	***201,533***	***161,653***
	2015	*311,770*	*135,701*
	NET CHANGE (2015 - 2025 Master Plans)	-35.36%	19.12%
NORTH	**2025**	**18,878**	**15,102**
	2015	*0*	*0*
TOTAL	**2025**	**220,410**	**176,755**
	2015	*311,770*	*135,701*

NOTE: Potable Water Projections include convserion of the water source for the chiller from the current potable water connection to an existing, adjacent well.

IV. Stormwater Analysis Review

Overview

This analysis will provide an accounting of the stormwater permitting activity that has occurred since the prior Amendment to the Campus Development Agreement on October 21, 2020.

The City's Stormwater Level of Service requires that the stormwater system shall provide adequate capacity to maintain a minimum level of service C (Street and Yard Flooding only) using a 25-year/24-hour design storm. Similarly, Manatee County has minimal stormwater management Level of Service standards that are based on the 25-year/24-hour duration storm event.

Because stormwater concurrency is generally determined at the completion of construction and release to the operation and maintenance phase, the permits from the Southwest Florida Water Management District (SWFWMD) were reviewed and noted in the Table below.

Stormwater Analysis

The SWFWMD permits for the New College Campus are summarized in Table D. There are three permits which are considered ongoing and have not yet expired. New College of Florida will pursue the transfer to maintenance and operation phase at the completion of the projects, as applicable. The existing NCF campus can be considered concurrent based upon the established permitting process parameters currently being followed.

Future Plans

In addition, the Campus Master Plan outlines future actions that will provide integration of sustainability goals into the stormwater system. Four zones are described:

West Campus - The concept for this portion of the system must be well coordinated with ecologically oriented regenerative landscapes. Currently, existing drainage from the West Campus area outfalls to Sarasota Bay, and consists of open surface water ponds, swales and closed underground storm drains.

The existing stormwater system also includes open drainage features/watercourses along the north and south side of the campus. Enhancement of the existing, open drainage basins along the north and south side of the system would allow it to function more sustainably with minimal modification. In addition, a stormwater pond and saltwater marsh area have been constructed in the northwest portion of this campus. The two existing outfalls from the West Campus could

both be redirected to the stormwater pond area which could then outfall to the saltwater marsh area.

There may also be opportunities to "daylight" a portion or all of one or both of these primary stormwater pipes. It is also recommended that Low Impact Development (LID) strategies including bioretention, Florida friendly landscaping, permeable pavers, green walls, green roofs, tree-box filters, rain gardens, curb-less parking islands and cisterns be considered to address stormwater runoff close to its source in the built areas of the campus.

East Campus - Currently, drainage from the central campus area outfalls to the U.S. 41 storm sewer system. The existing drainage infrastructure consists of open surface water ponds, drainage ditches and closed underground storm drains. The 2025 Master Plan Update for the central campus proposes both on-site bioretention and a regional stormwater management facility located north of College Drive. This entire system could be inter-connected to the FDOT drainage system possibly provide for additional regional benefits which could be credited to the College. Such improvements may help address any shortfall in on-site stormwater for the East Campus. Low Impact Development strategies similar to those shown for West Campus are proposed.

Under existing conditions, drainage from the East Campus area outfalls to a large stormwater pond north of the campus within the Sarasota-Bradenton Airport property. The existing drainage infrastructure consists of open drainage ditches and closed underground storm drains. The stormwater infrastructure in the East Campus area has not been surveyed, which is recommended. The eastern portion of the campus historically contained an elongated wetland slough system that ran from south to north and has been altered.

It is recommended that to improve the stormwater system in this area, a water level and overflow structure be constructed to enhance the wetland area and provide a more direct outfall to the north during major storm events. The 2025 Master Plan Update anticipates that the east-west ditch located along the north side of the East Campus will be enclosed or removed and relocated due to maintenance and aesthetic problems. It is also recommended that the College work with the Sarasota Bradenton Airport Authority to create a stormwater environmental area to address joint issues in this area. Low Impact Development strategies similar to those shown for west and central campus are proposed.

South Campus - Currently, drainage from the Caples Campus area outfalls to Sarasota Bay. The existing drainage infrastructure consists of surface water ponds and underground storm drains. Stormwater from the Caples Campus is presently served by a small but unsightly pond. The 2025 Master Plan Update calls for a detailed review of possible improvements to increase the stormwater capacity of this facility.

North Campus – Similar to the West Campus, this area's location adjacent to Sarasota Bay requires an approach to stormwater management that utilizes the existing landscape. Incorporating Low Impact Development strategies will be important to the design of the stormwater system on the North Campus to accommodate any improvements.

Conclusion

It is expected that the anticipated growth for the next 20 years will be accommodated by the available vacant land on campus to provide an overall net benefit to stormwater treatment and attenuation at the current standards and Level of Service requirements.

Table D: Active SWFWMD Permits for New College of Florida

Permit Number	Project Name	Issued Date	Expiration Date
866.022	58th Street Connector	12/15/2023	12/15/2028
Exempt Application	Palmer Complex & 58th Street Demo	01/11/2024	N/A
Exempt Application	NCF Event Lawn	11/26/2024	N/A

V. Mass Transit Level of Service Review

The City of Sarasota has a straightforward Level of Service standard for transit. It is simply to be consistent with Sarasota County's adopted Level of Service for Sarasota County Area Transit system (Breeze) which is to maintain its current level of services, as measured by vehicle revenue hours, at 1995 levels. Manatee County Area Transit (MCAT) provides a fixed route mass transit system designed to operate at a projected level of 9.81 Annual Passenger Miles per Capita.

Recently rebranded as Breeze, the Sarasota County Area Transit system provides service to New College through Bus Route 99 "Sarasota/SRW/Bradenton" connecting from downtown Bradenton to a stop near the Sarasota City Hall, generally following along Highway 41. There are two stops adjacent to the New College Campus, one along Highway 41 and the other on General Spaatz Boulevard. Standard Breeze routes operate from 5:00 a.m. to 11:00 p.m., Monday through Saturday, with Sunday service from 6:00 a.m. to 10:00 p.m. Fares are waived for New College Staff and Students.

Traffic strategies related to sustainability is a key component of the vision provided in the 2025 Master Plan Update. The transportation plan for the campus is based on a series of adjustments to the existing infrastructure of roads, parking lots, and on modifications to current transportation policies.

Specific measures to be implemented related to mass transit are as follows:

- The College shall evaluate enhanced mass transit opportunities with Sarasota County Area Transit (Breeze), Manatee County Area Transit (MCAT) and the City of Sarasota. Coordination with Breeze and MCAT to provide more convenient drop-off points including on-campus stops should be explored.
- The College shall establish a convenient shuttle system to the campus if needed, should off-campus parking lots be identified.
- The College shall provide to all enrolling students information regarding the availability and scheduling of Breeze and MCAT buses and the restrictive policies of on campus parking and auto transportation.
- The College shall implement transportation demand management (TDM) strategies designed to encourage the use of alternative modes of transportation and reduce the dependence on the single-occupant automobile as a mode of travel.
- Restrict the speed of cars within campus, on thoroughfares adjacent to campus, and provide pedestrian and alternative mobility amenities.

The implementation of these policies and New College's commitment to sustainability mesh with Sarasota and Manatee County's desire to improve transit service. The Level of Service requirement is met and enhanced by New College's ongoing efforts.

VI. Solid Waste Level of Service Review

The City of Sarasota has a Level of Service standard for its solid waste collection system that shall provide collection and disposal of 6.9 pounds of waste per day per capita to ensure adequate and safe solid-waste services. The City does not own or operate any disposal facilities but does provide residential and commercial solid waste trash collection as State mandated. The City contracts with a third-party vendor for collection. Disposal of municipal solid waste is governed by an interlocal agreement between the City and Sarasota County that provides for the disposal at the County's Central Sarasota Landfill.

In August 2014, New College initiated a new trash and recycling program. For the West, East, and South campuses, trash service continues to be handled by the City of Sarasota, and trash compactor service continues to be provided by Republic Services. However, Waste Management will be the new single stream recycling vendor, so that all plastic, metal, paper and light cardboard can be collected together. For the north campus area, solid waste disposal will be provided by Manatee County. The County has established a Level of Service for a landfill disposal rate of four and one-half (4.5) pounds per capita. Collection and disposal are contracted through a private solid waste vendor, with disposal at the Lena Road Landfill. As of 2023, published reports indicate a 15-year anticipated capacity at that landfill, with work ongoing to provide for additional capacity.

Several 96-gallon receptacles clearly labeled for either trash or recycling have been located in the housing areas, accessible, yet hidden from public view. The lids will be interchangeable so that when recycling increases and trash collection decreases, only the receptacle lids will need be replaced. These large receptacles will be transferred to compactors by custodians. It is anticipated that the amount of waste recycled will increase over time due to the ease of the single stream service.

In June 1998 the Central County Solid Waste Disposal Complex was opened. This facility consists of approximately 550 acres of landfill area. It is projected in Sarasota County's Comprehensive plan to serve the County's needs through 2038.

As noted above, there has been a significant reduction in the prior vested Level of Service impacts due to the reduction in the number of students following the separation of student, faculty, and staff for New College and USF S/M. This reduction in impact will exceed the duration of the pending Campus Development Agreement and is also expected to likely exceed the long-range scenario of the 2025 Master Plan Update (50 years).

VII. Recreation and Open Space Level of Service Review

The City of Sarasota has a Level of Service standard for open space and recreation facilities at a minimum of 10 acres per 1,000 resident population. The Level of Service standards for Manatee County are based on the park size and population for the unincorporated areas of the County – one local park per 10,000 residents, one district park per 100,000 residents, and one regional park for 500,000 residents.

New College itself has extensive open space and recreation facilities, including a fitness center, outdoor swimming pool, tennis courts, basketball and beach volleyball courts, extensive greens, pathways, urban open spaces, and boating facilities. Other public facilities close to the New College Campus include North Tower Park and Centennial Park. Public access to Sarasota Bay exists at Indian Beach at the south end of Bayshore Road. In addition, Sunset Circle Park and a semi-public access to Sarasota Bay are located along North Shore Drive south of the Caples Campus.

As discussed elsewhere in this document, there has been a significant reduction in the prior vested Level of Service impacts related to the reduction in the number of students with the physical separation of New College and USF S/M. This reduction in impact will exceed the duration of the pending Campus Development Agreement and will even extend beyond the long-range scenario of the 2025 Master Plan Update.

VIII. Appendix A | 2025 Master Plan Update Building Inventory

WEST CAMPUS		BUILDING AREA (SF)				
BUILDING NAME	2024 STATUS	EXISTING	PROPOSED RENOVATION	PROPOSED DEMO	PROPOSED NEW	BUILD-OUT TOTAL
COOK HALL	EXISTING TO REMAIN	12,047	0	0	0	12,047
COLLEGE HALL	EXISTING TO REMAIN	21,441	0	0	0	21,441
ROBERTSON HALL	EXISTING TO REMAIN	3,681	0	0	0	3,681
PRITZKER LABORATORY	EXISTING TO REMAIN	8,920	0	0	0	8,920
KEATING CENTER	EXISTING TO REMAIN	7,000	0	0	0	7,000
SOCIAL SCIENCE	EXISTING TO REMAIN	1,794	0	0	0	1,794
SARASOTA ANTHROPOLOGY LAB	EXISTING TO REMAIN	652	0	0	0	652
FOUR WINDS CAFÉ	EXISTING TO REMAIN	1,402	0	0	0	1,402
ARCHAEOLOGY LAB	EXISTING TO REMAIN	1,771	0	0	0	1,771
POLICE BUILDING	EXISTING TO RENOVATE	2,033	2,033	0	0	2,033
HEIRSER NATURAL SCIENCES BUILDING	EXISTING TO REMAIN	36,214	0	0	0	36,214
ACADEMIC CENTER BUILDING (ACE)	EXISTING TO REMAIN	35,787	0	0	0	35,787
COOK LIBRARY	EXISTING TO REMAIN	74,731	0	0	0	74,731
CHILLER EQUIPMENT ENCLOSURE	EXISTING TO REMAIN	3,535	0	0	0	3,535
CHIKEE OUTDOOR CLASSROOM	EXISTING TO REMAIN	1,296	0	0	0	1,296
GREENHOUSE	EXISTING TO REMAIN	1,038	0	0	0	1,038
FUTURE ADMINISTRATION/STUDENT SERVICES	NEW	0	0	0	75,936	75,936
FUTURE HOUSING 01	NEW	0	0	0	54,075	54,075
FUTURE ACADEMIC BUILDING 01	NEW	0	0	0	22,623	22,623
FUTURE ACADEMIC BUILDING 02	NEW	0	0	0	15,318	15,318
FUTURE STUDENT SERVICES BUILDING	NEW	0	0	0	55,260	55,260
FUTURE ACADEMIC BUILDING 03	NEW	0	0	0	39,000	39,000
FUTURE HOUSING 02	NEW	0	0	0	54,075	54,075
FUTURE HOUSING 03	NEW	0	0	0	54,075	54,075
FUTURE HOUSING 04	NEW	0	0	0	54,075	54,075
FUTURE HOUSING 05	NEW	0	0	0	54,075	54,075
FUTURE HOUSING 06	NEW	0	0	0	9,000	9,000
FUTURE HOUSING 07	NEW	0	0	0	9,000	9,000
FUTURE HOUSING 08	NEW	0	0	0	9,000	9,000
FUTURE HOUSING 09	NEW	0	0	0	9,000	9,000
FUTURE HOUSING 10	NEW	0	0	0	9,000	9,000
FUTURE HOUSING 11	NEW	0	0	0	9,000	9,000
FUTURE CHILLER ADDITION	NEW	0	0	0	4,010	4,010
FUTURE PERFORMANCE PLATFORM	NEW	0	0	0	800	800
PALMER BUILDINGS	EXISTING TO DEMO (PHASE 1)	41,939	0	41,939	0	0
BON SEIGNEUR	EXISTING TO DEMO (PHASE 1)	4,188	0	4,188	0	0
2025 SUBTOTAL WEST CAMPUS		**259,469**	**2,033**	**46,127**	**537,322**	**750,664**
2015 SUBTOTAL WEST CAMPUS		*271,365*	*0*	*51,675*	*315,153*	*534,843*

EAST CAMPUS		BUILDING AREA (SF)				
BUILDING NAME	2024 STATUS	EXISTING	PROPOSED RENOVATION	PROPOSED DEMO	PROPOSED NEW	BUILD-OUT TOTAL
Z RESIDENCE HALL	EXISTING TO REMAIN	25,407	0	0	0	25,407
PEI 1 - UNDISCLOSED USE	EXISTING TO RENOVATE	24,482	24,482	0	0	24,482
PEI 2 - UNDISCLOSED USE	EXISTING TO RENOVATE	24,482	24,482	0	0	24,482
PEI 3 - UNDISCLOSED USE	EXISTING TO RENOVATE	24,213	24,213	0	0	24,213
"Y" RESIDENCE HALL	EXISTING TO REMAIN	11,448	0	0	0	11,448
"X" (SEARINGO) RESIDENCE HALL	EXISTING TO REMAIN	11,447	0	0	0	11,447
"W" (PETERSON) RESIDENCE HALL	EXISTING TO REMAIN	11,448	0	0	0	11,448
"V" RESIDENCE HALL	EXISTING TO REMAIN	11,447	0	0	0	11,447
GOLDSTEIN RESIDENCE HALL	EXISTING TO REMAIN	24,396	0	0	0	24,396
DORT RESIDENCE HALL	EXISTING TO REMAIN	24,396	0	0	0	24,396
HAMILTON BOILER PLANT	EXISTING TO REMAIN	2,904	0	0	0	2,904
FITNESS CENTER	EXISTING TO RENOVATE	8,390	8,390	0	0	8,390
FITNESS CENTER POOL HOUSE	EXISTING TO REMAIN	298	298	0	0	298
FUTURE ATHLETIC COMPLEX/RETAIL	NEW	0	0	0	56,918	56,918
FUTURE ATHLETIC COMPLEX/TERRACE	NEW	0	0	0	25,450	25,450
FUTURE BASEBALL BUILDING	NEW	0	0	0	47,342	47,342
FUTURE SOFTBALL BUILDING	NEW	0	0	0	7,720	7,720
FUTURE MAINTENANCE BUILDING	NEW	0	0	0	3,729	3,729
FUTURE FACILITY BUILDING	NEW	0	0	0	4,827	4,827
PHYSICAL PLANT PPD	EXISTING TO DEMO	5,390	0	5,390	0	0
HAMILTON CENTER	EXISTING TO DEMO (PHASE II)	24,778	0	24,778	0	0
HAMILTON CLASSROOM	EXISTING TO DEMO (PHASE II)	15,399	0	15,399	0	0
SUDAKOFF LECTURE & CONFERENCE CTR	EXISTING TO DEMO (PHASE II)	12,216	0	12,216	0	0
CAR MUSEUM	EXISTING TO DEMO (CURRENT)	58,454	0	58,454	0	0
CAR MUSEUM SHOP	EXISTING TO DEMO (CURRENT)	3,287	0	3,287	0	0
2025 SUBTOTAL EAST CAMPUS		**324,282**	**81,865**	**119,524**	**145,986**	**350,744**
2015 SUBTOTAL EAST CAMPUS		*326,342*	*73,177*	*61,741*	*343,400*	*608,001*

SOUTH CAMPUS		BUILDING AREA (SF)				
BUILDING NAME	2024 STATUS	EXISTING	PROPOSED RENOVATION	PROPOSED DEMO	PROPOSED NEW	BUILD-OUT TOTAL
CAPLES MANSION	EXISTING TO REMAIN	5,804	0	0	0	5,804
CAPLES GARAGE (CARRIAGE HOUSE)	EXISTING TO REMAIN	2,350	0	0	0	2,350
ISERMANN / FELSMANN BUILDING	EXISTING TO REMAIN	11,262	0	0	0	11,262
SCULPTURE STUDIO	EXISTING TO REMAIN	5,975	0	0	0	5,975
SAINER AUDITORIUM	EXISTING TO REMAIN	8,493	0	0	0	8,493
LOTA MUNDY MUSIC BUILDING	EXISTING TO REMAIN	4,515	0	0	0	4,515
FUTURE BOATHOUSE	NEW	0	0	0	16,246	16,246
2025 SUBTOTAL SOUTH CAMPUS		**38,399**	**0**	**0**	**16,246**	**54,645**
2015 SUBTOTAL SOUTH CAMPUS		*38,519*	*0*	*0*	*6,120*	*44,639*

NORTH CAMPUS		BUILDING AREA (SF)				
BUILDING NAME	2024 STATUS	EXISTING	PROPOSED RENOVATION	PROPOSED DEMO	PROPOSED NEW	BUILD-OUT TOTAL
FUTURE FREEDOM INSTITUTE & EDUCATIONAL CONTEMPLATIVE CENTER	NEW	0	0	0	125,850	125,850
2025 SUBTOTAL NORTH CAMPUS		**0**	**0**	**0**	**125,850**	**125,850**
2015 SUBTOTAL NORTH CAMPUS		*0*	*0*	*0*	*0*	*0*

OVERALL CAMPUS AREA		BUILDING AREA (SF)				
		EXISTING	PROPOSED RENOVATION	PROPOSED DEMO	PROPOSED NEW	BUILD-OUT TOTAL
2025 SUBTOTAL OVERALL		**622,150**	**83,898**	**165,651**	**825,404**	**1,281,903**
2015 SUBTOTAL OVERALL		*636,226*	*73,177*	*113,416*	*664,673*	*1,187,483*