

**New College of Florida Board of Trustees
Approved Minutes
Meeting of April 23, 2005**

Members Participating: Brian Cody; John Cranor; Rev. Jerome Dupree; Dr. Keith Fitzgerald; Gen. Rolland V. Heiser; Warren Hudson; Bob Johnson; Major Gen. Raymond E. Mason; Kenneth Misemer; Col. Mickey Presha; Dr. Vicki Raeburn; Alexis Simendinger; Jane Smiley. **Ex Officio:** Gordon E. Michalson, Jr., President.

Call to Order

Chairman Johnson called the meeting to order at 10:00 A.M.

Acknowledgement of Notice of Meeting

Chairman Johnson requested and received acknowledgement that the meeting had been duly noticed on April 11, 2005.

Approval of Minutes

Chairman Johnson asked for approval of the Minutes of the Meeting of February 5, 2005. Vice President Martin stated that Professor David Mullins had brought to his attention the fact that the Minutes require an edit on page 7, paragraph 2, in his response to Rev. Dupree's question as to what the average percentage increases in salary were for administrative and professional staff and for faculty from 03-04 to 04-05. The correction should read: "Mr. Martin responded the increases totaled on average 7.8 percent for staff and 5.8 percent for faculty, including the \$1,500 bonus for both, and assuming the three percent increase is approved for faculty by UFF." Rev. Dupree moved and Mr. Misemer seconded a motion that the minutes of the Board of Trustees (BOT) meeting of February 5, 2005 be approved as corrected. The motion was approved unanimously.

Chairman's Report

Chairman Johnson welcomed Ron Heiser back to the Board of Trustees (BOT) after serving with distinction on the Florida Board of Governors (BOG). He is continuing his 30+ years of involvement with New College. The Chairman has appointed Trustee Heiser to the Finance and Administration Committee and he has accepted. Chairman Johnson congratulated Trustee Dupree on completing 22 years as pastor of his church and Trustee Misemer on completing six years as Chairman of the New College Foundation board. Mr. Johnson reported that New College of Florida continues to operate smoothly, with many of the start-up details now out of the way, and an even rhythm has been established by the administration. Led by President Michalson, everyone is working well together and the lobbyists are doing an excellent job for the College in Tallahassee. Chairman Johnson invited Dr. Michalson to deliver the good news on several fronts.

President's Report

President Michalson began by noting that this is now "senior thesis season," a strenuous time for students and faculty on top of a very heavily scheduled semester. He said it has been gratifying to have so many events taking place on campus, quite a few simultaneously. The legislature is wrapping up their work in conference committee. It seems that New College's PECO request for a \$1million land acquisition fund and \$2.4 million for utilities/infrastructure funds is assured. The programmatic enhancement request for about \$726,000 was reduced to somewhere between \$500,000 to \$600,000 by the House, but that seems to have been accepted by the Senate. Bob Johnson, Hugh MacMillan and Pat O'Connell have had a lot to do with this success. President Michalson reported that he had spent two days earlier in the week at the SUPA/BOG meetings where Rep. Dennis Baxley advocated for "balance in the classroom" in a robust exchange. Neither Dr. Michalson nor his fellow SUPA presidents think a legislative solution to this matter is justified and it is not likely to come to a vote. In his view, high quality liberal arts education is not a partisan matter. The BOG is still wrapped up in issues that leave NCF under the radar: their strategic plan focuses on increasing university degree production in the "critical needs fields" of nursing, education, and engineering, none of which are offered at NCF. The BOG has changed from seeking to have 50 percent of all degree production focused in these fields by 2012 (which would necessitate a decrease in the number of degrees in other fields – a zero sum game) to favoring an overall increase in the number of degrees produced in the critical needs fields. A BOG issue which does impact the NCF BOT is the struggle over local boards' rulemaking efforts and the BOG's rights to review those efforts. The Florida Board of Education attorneys want the right of review within a 30-day period of all rules made by local UBOTs. The SUS Council of (General) Counsels views this as unnecessary and opposed to the stated goal of devolving authority to the local boards. Steve Pfeiffer's strong background in administrative law makes him the point person, with the University of Florida general counsel, on this important issue.

President Michalson reported that three complicated projects are coming together at the same time. (1) The search for a architectural consulting firm to guide and manage the 2005 Campus Master Planning process is about to culminate in a series of on-campus presentations from finalist firms in early May. The committee's advertisement for consulting help

characterized New College as “more collage than campus;” its iconoclastic message left the more traditional firms puzzled, which was precisely the outcome desired from the kind of firm that would take a patronizing attitude toward the smallest member of the SUS and deliver a standard campus planning package. The distinctive ad had its desired effect, and recruited about a dozen very interesting firms that have provided some complicated and nuanced ideas. With \$250,000 from the state to cover the 2005 Campus Master Planning process, Dr. Michalson hoped that one of these firms will give the College a half million dollars worth of planning and design expertise. (2) Alongside this effort, moving simultaneously is the process to select the architectural firm to design the new residential hall space on the east side of campus. Folded in with the new hall is the renovation (probably not the replacement) of the Pei Complex and the renovation or replacement of Hamilton Center. By bringing the Ham Center footprint into play, more design options are created for new dorm space. While it is awkward to move forward on decisions affecting the east campus renovations before beginning the 2005 Campus Master Plan, the idea is to mesh the two projects by having the East Campus designers do some mini-master planning as part of their project. (3) Four candidates for the Dean of Students position will be interviewed on campus in early May also. Seeking to weave a more seamless relationship between student and academic life and the in-class and out-of-class learning with the new Dean, Dr. Michalson acknowledged the College’s indebtedness to outgoing Dean of Students Mark Blaweiss for what he brought to the table in Student Affairs during his six years at the helm. Dean Blaweiss has had the most longevity in his position as any of his predecessors, who reported to the USF Sarasota-Manatee Dean. Dr. Michalson stressed that the transitional period of Mark Blaweiss’ service was critical to getting the College from that point to this closer academic/co-curricular unity. The new Dean will not be a faculty member but likely will be a person coming from faculty culture who will bridge the gap between the academic side of the house and student life, with academic strength in keeping with our mission and our special place in the State University System.

The “Educational and Cultural Corridor” is the new name for what has been known as the “university district” – the area on US 41 from the Ringling School of Art and Design north to the Crosley property, including the Ringling Museum, USF Sarasota-Manatee, and New College. President Michalson informed the Board that those institutions banded together a while ago to gain some control and leverage over the economic development of the North Trail, so that development would not result in a wall of condos but instead in a variety of mixed-use institutionally-friendly businesses, e.g. coffee houses, bookstores, card shops, and pubs. The City of Sarasota, Sarasota County, and Manatee County have joined with the educational and cultural partners, each contributing \$20,000 for consulting work to get the Corridor plan started. It is likely the airport will become the eighth partner. Dr. Michalson noted that the NCF contribution was paid for from funds carried forward from unfilled positions. He stressed that it was critical for New College to integrate the North Trail planning into the Campus Master Planning process, and also to include the surrounding neighborhoods and the impact on those neighborhoods in planning for both the Trail and the College. Two weeks ago, he mentioned that John Wetenhall of the Ringling Museum had given him a tour of the very large art library and educational building going up on the Caples campus. As he had told the BOT before, Dr. Michalson said that a special art library door will be designated for New College faculty and students on the Caples side of the new building. He pointed out that the door also is open to negotiate with the Ringling Museum for classroom space in their new facility, for FSU is encouraging the Museum to form educational partnerships to align it better with the FSU mission.

Dr. Michalson touched on the police leadership issue, noting that the recent issue of the *Catalyst* provided rational coverage. He indicated that Interim Chief Wes Walker is an experienced presence on the NCF Police Department and has the department’s mission well in line with the mission of the College. On the good news front, three successful new faculty tenure-track hires have been made, in American History (Dr. Bob Johnson), Sociology (Dr. Chavella Pittman, an African-American from the U. of Michigan – the fourth tenure track such hire since 2000), and Studio Art (Kim Anderson, who is teaching here as a Visiting Professor this year). Fulbright grants have been awarded to three New College students this spring for a year in Germany: to Thomas Patteson in Musicology, a 2004 graduate, and to Miranda Tedholm and Erica Haas, who will graduate in 2005, for English Language Teaching Assistantships in Germany. Thomas was recognized recently by the Florida Senate on behalf of all our Fulbrighters; he met with at least 15 different Senators and Representatives, including Dennis Baxley, who concluded that the home-schooled Thomas was “a super guy.” Another New College student received a \$5000 Morris K. Udall Scholarship, one of 80 environmental awards made in the United States. Negotiations with the New College chapter of the United Faculty of Florida have concluded and President Michalson announced the Board would be considering the contract for approval later in the meeting; assuming the Board ratifies the agreement, there will be an official signing ceremony with representatives of the UFF bargaining unit. All in all, the College and UFF are moving forward with common purpose to promote the NCF core mission, which is about students, about the academic program, and about faculty having the responsibility for the integrity of the academic program. Neither the Foundation nor the College is drawn to the metaphor of college as a “factory,” a term recently used by a member of the Board of Governors to describe the universities, putting out products to match up with critical needs of the state. New College and its Foundation have a different vision, beginning with the quality of student we attract, a student-centered vision, and is entirely dependent of the faculty culture. For those with a business background, it is important to understand that the tenure system is critical for faculty in order to maintain ownership of the academic program. Faculty members at

New College have a sense of ownership of this core activity and they take time to work with and help students with issues and problems, regardless of how much time it takes.

Trustee Hudson inquired about his February request for benchmarking NCF faculty wages. Dr. Michalson noted he was remiss in not forwarding to Mr. Hudson the most recent benchmarking studies. He noted that even the most recent increases in faculty salaries expected to be approved later in the meeting (3 percent) would not greatly affect the situation. New College is still playing “catch-up” with our peer institutions in terms of faculty salaries, and the Board affirmed its desire to rectify this situation at that February 2005 meeting. Four years ago the firm MGT of America, Inc. prepared an equity salary study of what it would cost to run an independent New College, which helped us plan. However, he reported that the most recent management study on the funding needed to by NCF to meet its goals concluded that our base budget is 53 percent below that of our peer liberal arts institutions and two-thirds of the 53 percent differential is due to differences in faculty salaries. He noted that a bigger issue is the challenge caused by the rising cost of housing in the greater Sarasota area, assuring somehow that new faculty who come to New College at the assistant professor level, can get into the housing market. Chairman Johnson agreed and added that he is engaged in discussion with other institutions and developers to arrive at some creative and beneficial solutions.

Trustee Cranor asked whether the removal of the wall between the Ringling Museum and New College, damaged in last fall’s hurricanes, would be permanent. Dr. Michalson said he hoped so, he’d been promoting a common park-like shared landscape for 13 years. The College and the Museum are both part of the State system and now share more activities in common than ever before. Chairman Johnson mentioned the shared chiller plant and the air conditioning system, collaborative projects that New College has undertaken with the FSU Ringling Museum Complex for economic reasons.

Legislative Report

Mr. MacMillan reported that New College now has a solid base of support in the legislature, due to the combined effort of President Michalson, the Chairman and BOT, alums, and many others. The healthy economy and the increased state revenue have brightened the picture as well; a substantial portion of the revenues (almost \$40 million) has been put into the education budget. The Senate and the joint Conference Committee seem to be accepting the position of the House Appropriations Committee, so NCF will be getting most of the legislative budget it requested for FY 05-06. Mr. MacMillan described the visit to the state legislature of Tom Patteson, NCF Fulbright grantee heading for a year of musicology study in Germany, who put an accomplished face and presence on the NCF image. Tom was home-schooled, took courses at Indian River Community College, and had something appropriate to say to each legislator he met, particularly Sen. Baxley who chairs the Education Council. Mr. MacMillan also mentioned that earlier Governor Bush himself encouraged President Michalson to meet with his Deputy Chief of Staff William Large, an expert on Haiti, to discuss NCF’s Caribbean initiative and Florida’s interest in helping the area. Chairman Johnson thanked him for his work and that also of Pat O’Connell.

New College Foundation Report

Trustee and Foundation President Cranor reported that the Foundation’s board met yesterday to authorize the detailed planning and execution of a major campaign to (1) fund the Academic Strategic Plan (a \$40,000,000 initiative – new faculty, facilities, research funds); (2) develop an enhanced endowment to allow the Foundation to respond to the increased needs of the College (a \$25,000,000 initiative for scholarships, research funds, faculty development, and unrestricted funds). The Foundation’s commitment to this \$65 million dollar campaign total and is consistent with both the size and quality of New College. Mr. Cranor stated that implementation will be immediate.

Audit Committee Report

Trustee Raeburn reported that the Audit Committee met at 8:30 a.m. to review the 2003-04 NCF Audit. It was “clean,” exhibited no deficiencies, and was in compliance with all accepted standards and principles. The Committee commended Vice President Martin and his team for their work on the 03-04 Audit. It tabled discussion on the internal audit by CPA Associates until the next meeting. Trustee Raeburn reported that the State Auditor General’s Office began a series of operational audits for the 2004 calendar year yesterday. No actions are required and the Committee wished Mr. Martin and the College well in the new audit.

External Affairs Committee Report

Trustee Simendinger reported that the External Affairs Committee also met earlier. They brainstormed around three interconnected ideas or goals, which Jake Hartvigsen, Director of Public Affairs, was instrumental in helping to develop within the parameters of using existing staff and resources. The Committee discussed (1) expanding national media coverage for NCF; (2) using out-of-state communications to broaden our ability to speak to out-of-state corporations, foundations, and granting institutions to expand the NCF resource base; and (3) broadening out-of-state enrollment at NCF. It is clear that the first two goals, expanding national media “reputational” coverage of NCF and ratcheting up the

fundraising, will also help raise awareness of NCF nationally and raise the scholarship funds necessary to begin a shift in the present enrollment trends, which is one of the goals set by the President. Ms. Simendinger reported that the Committee endorsed harnessing these ideas and targeting a single laboratory city target. She suggested that the Committee would work with the Admissions Office to identify an appropriate target city, develop an appropriate communications strategy to expanded coverage (perhaps work with reporters there on good stories or advertising, using paid media coverage), focus on meeting and greeting some key people from local media organizations and corporations and foundations, and then working with Admissions and alumnae/i to get out-of-state students not only to be interested in New College, but to enroll.

Finance and Administration Committee Report

Vice Chair Presha reported that at the Committee's meeting earlier that morning, Vice President Martin advised that the College was financially sound and had adequate reserves on hand. Trustee Presha asked Vice President Martin to present three items which require BOT action.

- **Write-Off of Uncollectible Accounts, Settlement of Delinquent Accounts**

Mr. Martin stated that the College has to establish a policy and a process for proper handling of uncollectible accounts and reconciling the books, while still trying to collect amounts due. Mr. Misemer moved that the proposed policy on write-off of uncollectible accounts and settlement of delinquent accounts be adopted; the motion was seconded by Mr. Cranor and approved unanimously.

- **Authorization to Amend Current Parking Rules and Regulations**

Mr. Martin explained that New College and USF Sarasota-Manatee share a parking service, for which USF S-M is the managing partner. The current parking rules and regulations are outdated and in need of revision; USF S-M is similarly updating their rules and regulations, all of which will ultimately feed into the Administrative Procedures rulemaking process. BOT approval of the proposed authorization to amend current parking rules and procedures will enable NCF to proceed. Mr. Misemer inquired about BOT, Foundation, and Presidential parking privileges, and was assured that these cases would be covered before the rules are presented to the BOT for consideration. Mr. Misemer moved to authorize the amendment of current parking rules and regulations, seconded by Trustee Dupree, and approved unanimously.

- **Authorization of Two-Year Extension to Existing Campus Development Agreement between the City of Sarasota and New College of Florida.**

Mr. Martin pointed out that when development takes place at an SUS institution, there is potential infrastructure impact on the area surrounding the campus. The purpose of a campus development agreement is to address issues regarding the off-campus infrastructure that is required to accommodate such development. He asked General Counsel Pfeiffer to explain the details. Mr. Pfeiffer stated that the existing Campus Development Agreement regarding New College was entered into on June 23, 2000 with the Board of Regents and expired on December 31, 2004. In the meantime, Florida Statutes were revised to give the BOTs of each SUS institution the responsibility for adopting campus master plans and entering into campus development agreements with local governments. New College is not proposing to undertake any development activities prior to December 31, 2006 that were not considered by the City of Sarasota when the 2000 Campus Development Agreement was approved, or that would adversely impact off-campus infrastructure including roadways.

Mr. Pfeiffer stated that even a new residence hall is within the square footage parameters set forth in the 2000 Campus Development Plan. Accordingly, New College seeks an extension of the existing Agreement in order to accommodate development that is consistent with the 1995 Campus Master Plan. NCF has filed a request to extend the Agreement with the Sarasota Planning Board and is scheduled for the City Commission's review and approval in mid-May or early June. No opposition has been raised to extending the Development Plan through 2006. Trustee Cody moved to authorize a two-year extension to the existing Campus Development Agreement between the City of Sarasota and New College of Florida, seconded by Trustee Smiley. Trustee Raeburn asked when the 1995 Campus Master Plan Update would be ready for BOT review. Mr. Martin stated that the 1995-2005 update, a very extensive document, will be ready soon and will be mailed to the Trustees for consideration and adoption at the June 22, 2005 BOT meeting. The 1995-2005 update will be a recap of all the construction, renovation, utilities infrastructure work that was accomplished in this period and has to be reported. It also will document for the first time in two new elements (1) the siting of the proposed new residence hall for the east campus and (2) the addition of previously approved land acquisition parcels (the Circus Hall of Fame property, the 58th Street properties, and the Car Museum). Since the 1995 Plan is a joint plan with USF S-M, the Crosley Campus Plan will be included. In response to a question from Trustee Simendinger, Mr. Pfeiffer responded that the City of Sarasota has no permitting authority once it signs off on the Campus Development Agreement. VP Martin explained that state institutions adhere to a very detailed and rigorous internal planning and permitting process, with up to 200 inspections by state building code enforcement officials and environmental health and safety inspectors and fire marshals, perhaps even more stringent than local government might be. NCF contracts with its neighbor next door, FSU, to provide these permitting services. The motion was adopted unanimously.

Trustee Dupree inquired about the timetable for the 2005 Campus Master Plan for NCF; Mr. Martin assured him that a College committee was working on the selection of a team of consultants and that once the team was selected, the planning process would be between six to eight months. Mr. Martin noted that once the plans are on paper, they would be posted on the NCF website with plenty of time and opportunity for the BOT and all the neighboring stakeholders to ask questions and make comments to be factored into the development of the 2005 Master Plan.

Authorization to Enter Agreement with Sarasota-Bradenton Airport Authority

Chairman Johnson advised the trustees that in accordance with their earlier directive, NCF has signed a contract to buy the Circus Hall of Fame property. VP Martin has been working with the state on the contracting process for the Car Museum property. Developments are expected to move rapidly with the property owner, Sarasota-Bradenton Airport Authority. Since the developments are expected perhaps before the next BOT meeting, Chairman Johnson asked the trustees for a motion to provide him and the president with the authority to enter an agreement with the Sarasota-Bradenton Airport Authority to acquire the property under the laws and rules of the State of Florida. Trustee Presha so moved, seconded by Mr. Misemer, and the motion was carried unanimously. Trustee Cody asked if the purchase agreement would come before the BOT again for approval; Chairman Johnson said it would not.

Ratification of New College United Faculty of Florida Contract with NCF Board of Trustees

The Chairman introduced the contract ratification by recognizing those who had led the negotiation process: Provost Charlene Callahan for the BOT and Professor of Philosophy Aron Edidin for the NC United Faculty of Florida (UFF). The Chairman recognized Selby Professor of Economics Fred Strobel, President of the NC UFF bargaining unit and Dr. Tom Auxter of the University of Florida, President of the UFF, whom Dr. Michalson noted also is a famous Kant scholar. Both Chairman Johnson and Dr. Strobel remarked that the negotiations at New College had been extremely collegial. Professor Strobel acknowledged that the “heavy lifting” in the negotiations on behalf of NC UFF was done by Dr. Edidin, chair of bargaining committee, Dr. David Mullins and Dr. Patrick McDonald, both mathematicians, and Dr. Anne Fisher, Director of the Counseling and Wellness Center. Dr. Strobel thanked the BOT for its early recognition of the UFF bargaining unit, noting that the NCF chapter was the second in the state to be recognized. He noted that the quickest way to judge the quality of a college was to look at Faculty Handbook or the union contract. On all important counts – academic freedom, ownership of the academic program, faculty benefits – New College is doing well, and this has been important in hiring new faculty members. Trustee Fitzgerald made a motion to ratify the Collective Bargaining Agreement between New College of Florida and the United Faculty of Florida for 2005-2008, it was seconded by Vice Chair Presha, and approved unanimously. Provost Callahan added that the negotiations had been especially cordial because the two sides had the same goal in mind, creating the best possible working environment for the faculty at New College of Florida. The two teams customized the agreement to suit the situation for faculty members at New College. Chairman Johnson invited the signatories of the collective bargaining agreement to come forward for the signing ceremony, amidst a round of applause. He then invited everyone to join the Board for lunch at the end of the meeting.

Other Business

Legislative Budget Request for 2006-07 Scheduled for Consideration by BOT on June 22, 2005

VP Martin announced that he learned yesterday that the Florida Board of Governors has requested the submission of SUS 2006-07 Legislative Budget Requests earlier than ever before this year, by June 3. The Legislative Budget Requests will be considered drafts until they can be acted upon by the individual university boards. In the NCF case, Mr. Martin stated that the FY 2006-07 Legislative Budget Request would come before the trustees at the teleconference meeting on June 22, the same meeting that will consider NCF’s FY 05-06 Operating Budget. Changes in the budget request can be made at that time and the NCF Legislative Budget Request resubmitted to the Board of Governors.

Since there was no further business, the meeting was adjourned at 11:30 P.M.

Respectfully submitted,

Suzanne Janney
Assistant Secretary