

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
FLORIDA ATLANTIC UNIVERSITY
BOCA RATON, FLORIDA
November 3, 2016

*Video or audio archives of the meetings of the Board of Governors
and its Committees are accessible at <http://www.flbog.edu/>.*

1. Call to Order

Governor Colson convened the meeting of the Strategic Planning Committee at 9:38 a.m. on November 3, 2016 with the following members present: Governors Jordan, Lautenbach, Levine, Morton, and Tyson. A quorum was established. Other Board members in attendance were Governors Kuntz, Doyle, Hebert, Huizenga, Link, Stewart, Tripp, and Valverde.

2. Approval of September 21, 2016 Committee Meeting Minutes

Governor Colson called for a motion to approve the minutes from the Committee's September 21, 2016 meeting. A motion was made by Governor Lautenbach, seconded by Governor Jordan, and the motion carried unanimously.

3. New College of Florida Growth

Governor Colson said that in the context of its 2016 University Work Plan presented in June 2016, New College of Florida was asked to consider the particular initiatives and associated resources necessary to increase its student population to 1,200. He said that on July 29, 2016 Board staff conducted a site visit at New College of Florida, meeting with College personnel and touring facilities. Chair Colson noted that the Strategic Planning Committee's recommendation would be forwarded to the Board's Budget and Finance Committee for consideration. He then invited New College of Florida President Donal O'Shea to make a presentation on the College's initiative plans, needed resource estimates, and a Legislative Budget Request to increase its enrollment to 1,200 students.

President O'Shea began by saying that New College of Florida has a curricular model of education that works, involving close interaction between students and faculty. He

noted that New College of Florida students garner attention nationally and that a disproportionate share of national fellowships are won by New College of Florida students. President O'Shea noted that over the last 15 years, 82 New College of Florida students have won Fulbright fellowships and that the prospect of winning a Fulbright is approximately one in a thousand. He said, therefore, that the number of Fulbright fellowships that would have been predicted for New College of Florida, based upon its small size, would have been just two students over the last 15 years.

President O'Shea said that 80% of New College of Florida graduates go to graduate school within five years after receiving their baccalaureates and that another significant percentage start their own businesses. He said that the National Science Foundation tracks graduates who go on and received doctorates in STEM and that New College of Florida leads the State University System in that category.

He noted that New College of Florida is currently ranked the 5th public liberal arts college in the United States by *U.S. News and World Report* and first by the *Washington Monthly*. He said that New College's aspiration is to become one of the top 25 liberal arts colleges in the country, both public and private.

He then turned to impediments. He said that New College is simply not graduating enough students. He noted that New College of Florida's four-year graduation rate is only 57% and that this is not good enough to be comparable with the top national private liberal arts institutions, which are New College's competitors. President O'Shea said that one of the primary reasons for New College of Florida's low graduation rate is that there are few activities for students outside of the classroom.

President O'Shea said that although New College of Florida's academic program is excellent it is too thin and that the College has only 79 professors to cover 30 disciplines. He noted that if a professor takes a leave of absence, students might need to postpone their theses or change their topics. He said that inadequate student affairs and academic infrastructure result in New College of Florida's not being big enough to reach an economy of scale. He said that to become great New College of Florida needs to achieve a four-year graduate rate of 80% and that to improve graduation rates the College needs to increase its retention rate because retaining more students would result in higher enrollment. He said, however, that, due to its current infrastructure, the College is not able to support a higher number of students.

President O'Shea indicated that enhancing academic programs and providing student support services is critical and that facilities are necessary to do both. He said that this would necessitate adding 40 faculty in order to maintain a 10:1 student-to-faculty ratio, which would put New College of Florida at approximately the mid-point of the top 100 liberal arts colleges. He said that additional staff would also be needed to improve residential life.

Turning to associated costs, President O'Shea said that facilities would be needed to accommodate growth to 1,200 students. He said that 125,000 square feet of new space would be needed, noting that the costs associated with residence halls would be provided with public/private donations. President O'Shea indicated that necessary recurring funds would be mostly devoted to personnel associated with academics and student affairs infrastructure and that Plant Operations and Maintenance dollars in order to maintain facilities would total \$12.3M a year.

As to non-recurring costs, he said that the 125,000 square feet of new space would cost approximately \$45M. He noted that 45% of New College of Florida's buildings are more than 40 years old and that seven are more than 85 years old.

Finally, he said that the four-year graduation rate is important because it represents a lower cost to the student and a lower cost to the state. He noted, further, that the Sarasota area has many interesting companies and that all of them want New College of Florida graduates. He said that 100% of the companies having interns from New College of Florida want another one and that the College is simply not able to produce enough graduates to meet the demand.

Following President O'Shea's presentation, Board members had the opportunity to ask questions or to make observations. Governor Colson queried as to whether the \$45M associated with a student center would allow it to be shared with other institutions in the Sarasota area, and President O'Shea said that New College of Florida was very amenable to that idea. Governor Morton noted that New College of Florida students seemed to do very well in getting scholarships. President O'Shea responded that if the College grew to 1,200 students it would translate to increased fundraising and, therefore, even more scholarships.

Governor Link said that increasing New College of Florida's student enrollment to 1,200 would be one of the best investments that the Board of Governors could make. Governor Tyson asked whether the College anticipated an increase in the number of students winning national awards if its enrollment increased, and President O'Shea said that he believed it would. Governor Jordan said that enhancing the student affairs component at New College of Florida would greatly increase its ability to retain students.

There being no further discussion, Governor Colson entertained the motion to forward New College of Florida's growth plan and recommended Legislative Budget Request to the Board's Budget and Finance Committee, except for that portion relating to facilities which would be submitted to the Facilities Committee.

The motion was made by Governor Lautenbach, seconded by Governor Jordan, and the motion carried unanimously.

4. Closing Remarks and Adjournment

There being no further business to come before the Committee, the meeting was adjourned at 10:06 a.m.

Dean Colson, Chair

R.E. LeMon, Associate Vice Chancellor