



## 2019-2020 Legislative Budget Request Priorities

### **Grow Enrollment to 1200 and Improve 4-Year Graduation Rate to 80% (Year 3 of 3): \$1,640,000**

- Board of Governors Priority – one of only five institution-specific priorities approved by the BOG for inclusion in the SUS LBR.
- Will fund the final year of a three-year, \$11.1 million recurring plan (of which \$5.4 million was appropriated in FY 2017-18 and \$3.63 million in FY 2018-19) to grow enrollment from 850 to at least 1200 students by 2023-24 and improve four-year graduation rates beyond 80% through three key initiatives:

#### 1) Academic Excellence

In the first two years of the growth plan, the College hired two dozen new faculty members, built alliances with institutions in the Florida College System to promote student transfer opportunities, and promoted career readiness through increased student participation in internship and community engagement activities. We will use the funds requested for Year 3 to improve student learning in introductory STEM courses and increase the accessibility and effectiveness of a New College education by working to implement distance learning strategies to complement the College's full-time, residential academic program. The requested funds will also allow for the hiring of ten additional faculty in programs of strategic emphasis that cluster with hires made in the first two years of the plan.

#### 2) Student Development

The first year of the growth plan focused on improving student persistence by improving student self-confidence and helping students develop social connections through enhanced student affairs programming. Funds in Year 2 provided systems to track student engagement with co-curricular activities, early alert interventions with at-risk students, and increased capacity for student disability services. We will use funds requested for Year 3 to increase our competitiveness with the top public and private liberal arts colleges by expanding access to library resources, further improving student career readiness, developing student leadership skills, enhancing mental health counseling support, and offering health and wellness programming to meet student demand.

#### 3) Infrastructure Enhancements

In the first two years of the plan, the College hired staff to meet increasing requirements and responsibilities in compliance, purchasing, human resources, institutional research, information technology, financial aid, and law enforcement. We will use funds requested for Year 3 to further enhance the College's information technology infrastructure to support distance learning, improve the appearance and functionality of our campus, and increase our capacity to compete for national, corporate, and community grants and help our faculty pursue external support for research, instruction, community service projects, and creative artistry.

- New College produces the **highest proportion of undergraduate STEM degrees** in the State University System (41%)
- At a total cost of \$6,780 in tuition, fees, and textbook costs for a four-year baccalaureate degree, New College offers the **lowest out-of-pocket-cost degree** in the State University System. New College ranks 9<sup>th</sup> nationally in lowest net price to students among all liberal arts schools in the country and New College students graduate with the lowest amount of debt in the state. New College truly changes lives.
- For these reasons, *U.S. News & World Report* ranks NCF 5<sup>th</sup> and *Washington Monthly* ranks New College 2<sup>nd</sup> among national public liberal arts colleges.
- What stops New College from achieving true greatness is our **small size** and the effects that follow from that size. Outside the Claremont consortium, every liberal arts college ranked in the top 40 has at least 1200 students. With fewer students, it becomes difficult to sustain a broad range of majors in the academic disciplines common to

high-quality liberal arts institutions. It also becomes difficult to sustain activities vital to student development.

- Four-year graduation rates are correlated with size. Among the top 100 national liberal arts colleges, those with enrollments near 1200 have **significantly higher four-year graduation rates** than schools with enrollments near 800. The requested funding will enable New College to increase its four-year graduation rate from 56% (among the best in Florida) to over 80% (among the best in the nation).

### Return on Investment

- Growing enrollment to 1200 and increasing four-year graduation rates to 80% result in **significant financial gains** for students, New College, and employers:
  - Achieving these goals will result in financial gains for New College and the local community, as well as **propel New College into the top tier of all public and private liberal arts colleges**
  - Approximately 10% of New College students take 5-6 years to graduate. With the estimate that each student taking six years to graduate loses \$100,000 in tuition, fees, and lost wages, a focus on improving our 4-year graduation rate could **save each cohort of students up to \$3,000,000**
  - The cost of educating first-year undergraduate students who do not begin a second year at New College is estimated to be \$1.2 million. Increasing the retention rate to hit a 4-year graduation rate of 80% would **cut those costs by more than half**.
  - In meeting our goals, New College will produce an additional **100 graduates per year**. Adding the full three-year, \$11 million request to our budget will **reduce the total cost of producing each New College graduate by more than \$19,000**. This increase in the number of graduates is critical human capital for the state, supplying highly qualified employees and innovative job-makers.
  - Increasing the 4-year graduation rate to 80% will improve New College's *U.S. News & World Report*, elevating it to the level of the **premier public and private liberal arts schools**.

## Fixed Capital Outlay

### FCO Priority #1: Multi-use Facilities Supporting Enrollment Growth (\$6 million in planning funds)

- Board of Governors Priority – #3 on Board of Governors' SUS 2019-20 PECO priority list.
- Approximately 107,000 square feet of new facilities space is needed to support our growth to 1200 students:
  - Space to support the academic program (classrooms, labs, an auditorium, teaching gym and faculty offices)
  - Space to support student development (health and wellness, student life, and advising)
  - Space for administrative support (campus safety, records & registration, financial affairs, employee support)
- The second year (2020-21) of the BOG's three-year capital budget plan includes an additional \$14 million for Phase 1 construction, furnishings and equipment. At the time of full build out following Phase 2, the project will comprise an estimated 107,000 square feet of new E&G space (\$47 million total all-in estimated costs in 2018 dollars) and will eliminate approximately \$5 million in deferred maintenance.
- We have identified the location and determined guiding principles for the multi-purpose project. The \$6 million for planning and design will generate detailed construction documents and determine 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.

## NEW COLLEGE LEADS THE SUS IN TOP NATIONAL 2018 RANKINGS

### **#2 Public Liberal Arts College** (*Washington Monthly*)

Based on factors related to social mobility, research, and public service.

### **#5 Public Liberal Arts College** (*U.S. News & World Report*)

Based on factors related to social mobility, graduation rates, faculty resources, and student GPAs and SAT scores.

### **#16 Best Value in Public Education** (*Kiplinger's Personal Finance*)

Based on admission rate, graduation rate, cost-per-year, student debt, and starting salary.

### **Top 20 Best Value College** (*Fiske Guide to College*)

Determined by academic quality in relation to the net cost of attendance.

### **#47 Best Value Public College** (*Forbes*)

Based on net price, net debt, alumni earnings, timely graduation, school quality, and access.

### **Academic Accolades**

- #1 Public College for Percentage of Undergraduates Who Earn PhDs (2016)
- 74 Fulbright Scholarships awarded to New College students in the past 15 years
- 1 of 2 Florida SUS schools ranked a Top Fulbright Producer in the past 5 years (2013-18)
- 25 Gilman International Scholarships awarded to New College students since 2004
- 16 New College students received NSF research grants for summer 2018 projects

**State University System  
Education and General  
2019-2020 Legislative Budget Request  
Form I**

<b>University(s):</b>	<b>New College of Florida</b>
<b>Issue Title:</b>	<b>Third Year Plan for Growth</b>
<b>Recurring Funds Requested:</b>	<b>\$1,640,000</b>
<b>Non-Recurring Funds Requested:</b>	
<b>Total Funds Requested:</b>	<b>\$1,640,000</b>
<b>Please check the issue type below:</b>	
<b>Shared Services/System-Wide Issue for Fiscal Year 2019-2020</b>	<input type="checkbox"/>
<b>Unique Issue for Fiscal Year 2019-2020</b>	<input checked="" type="checkbox"/>

- I. Description** – 1. Describe the service or program to be provided and how this issue aligns with the goals and objectives of the strategic priorities and the 2018 University Accountability Plan established by your institution (include whether this is a new or expanded service/program). If expanded, what has been accomplished with the current service/program? 2. Describe any projected impact on academic programs, student enrollments, and student services.

For FY 2019-2020, New College of Florida requests \$1.64 million in recurring funds to support the third and final year of the proposal to grow enrollment to 1,200 by 2023 and increase four-year graduation rates above 80%. The proposal, developed in collaboration with the Board of Governors (BOG) staff and unanimously approved by members of the BOG, informed the strategic plan initiatives of New College and the goals set in the 2018-2019 New College Accountability Plan approved by the BOG in June 2018.

For fiscal years 2017-2018 and 2018-2019, the Legislature provided \$5.4 million and \$3.63 million in recurring funds to implement the first two years of the growth plan at New College. A total LBR amount of \$1.64 million in recurring funds for FY 2019-2020 would fulfill the total proposed amount of \$10.6 million needed to support the goals and objectives of the plan in its entirety.

Furthermore, the New College Foundation has met the goal for year one by generating over \$3 million in private donations, with an end goal of raising \$11 million to support the growth plan.

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## Introduction and Goals

New College – one of Florida’s signature universities – exists to provide exceptionally talented students a world class education, a mission on which it delivers spectacularly:

- More than 90% of students entering New College intend to earn graduate degrees. These intentions are typically fulfilled, as 80% of graduates attend graduate school within five years of graduation. New College also ranks third in the nation (among all public and private universities) in producing graduates who earn doctoral degrees.
- New College produces the highest proportion of undergraduate STEM degrees in the SUS (41%). More impressively, New College ranks first among public universities in the nation in yielding students who earn PhDs in science, engineering, and mathematics. Because this proportion far exceeds that of any institution in Florida, tiny New College produces a significant proportion of Florida’s scientists.
- New College offers the lowest-cost to the student in the SUS and New College students graduate with the lowest amount of debt in the state. New College ranks ninth nationally for lowest cost to families with low-to-moderate incomes. New College truly changes lives.
- For these reasons, among others, New College is recognized as a leading liberal arts school. *U.S. News & World Report* ranks New College sixth among national public liberal arts colleges, while *Washington Monthly* ranks New College first among public liberal arts colleges and 29<sup>th</sup> among all public and private liberal arts institutions.

What stops New College from achieving true greatness is our small size. Outside the Claremont consortium, every liberal arts college ranked in the top 40 has at least 1,200 students. With fewer students, it becomes difficult to sustain the broad range of academic disciplines common to high-quality liberal arts institutions and the activities vital to student development.

For these reasons, four-year graduation rates are correlated with size. An examination of the top 100 liberal arts colleges shows that those with enrollments near 1,200 have significantly higher four-year graduation rates than those with enrollments near 800. New College’s four-year graduation rate of 54% – while surpassing the BOG’s 2025 System Strategic Plan goal of 50% – is considerably lower than the 85% average of the top ten national liberal arts colleges. Growing

to 1,200 students will improve New College's graduation rate and allow us to efficiently supply even more of the talent that Florida needs.

As detailed in our three-year growth proposal, funds requested for year three in the amount of \$1.64 million will continue the trajectory of supporting strategic initiatives in three key areas: academic excellence, student development, and infrastructure. New College will hire faculty in programs of strategic emphasis; evaluate and implement distance learning strategies that best complement our residential academic program; expand access to library resources and student services; and maintain and upgrade technology infrastructures throughout the campus community. Enhancements in these areas will allow New College to continue its trajectory to increase enrollment to 1,200 students by 2023 and the four-year graduation rate to 80% or above.

### **Academic Excellence**

For the first two years of the growth plan, New College conducted searches for new faculty members in preparation of the first phase of enrollment growth. We evaluated proposals for new faculty positions built on our uniqueness, our strengths, our location, and most importantly, our students. With the funds appropriated by the Legislature for the first two years, New College recruited over 15 highly qualified faculty in the areas of science, technology, engineering, and mathematics (STEM). Key investments were made to promote student participation in community engagement, civic activities and awareness of internship opportunities. Additionally, New College continues to build strong alliances with institutions in the Florida College System to promote student transfer opportunities.

Year three of our growth plan calls for hiring additional faculty in programs of strategic emphasis that will attract some of the brightest students in Florida and prepare them to serve the needs of employers locally, throughout Florida, and throughout the nation. The additional positions will cluster with hires made within the last two years to allow New College the opportunity to offer high-demand academic programs.

The funds requested to support academic excellence would allow New College to execute the plan to improve STEM pedagogy for all NCF students. Through a focus on improving student learning in introductory courses in the sciences, mathematics, and statistics, New College will increase student retention and produce graduates with the skills employers demand.

Additionally, the funds requested would allow for the evaluation and implementation of distance learning strategies to complement the residential, full-time, liberal arts academic program at New College. Our Accountability

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Plan sets goals to offer online and distance learning opportunities for students in 2020-2021. These funds would allow New College to execute a well-defined distance learning plan, increasing the accessibility and effectiveness of a New College education.

### **Student Development**

As noted in the proposal, limited residential life and student affairs programming have a large, noticeable impact on student retention and graduation rates. As a result, the primary focus for the last two years of the growth proposal was to enhance student affairs programming to improve student self-confidence and help students develop social connections to improve persistence. With the funds appropriated by the Legislature for year one and year two, key investments were made to improve student writing and quantitative skills, and enhance the efficiency of academic program assessments. Furthermore, New College expanded programs for dance and performance and provided additional services and accommodations for students with disabilities. Efforts are underway to support stronger access to health care services, meet student demand in the areas of mental health and disability services, and track student engagement as it relates to curricular and co-curricular activities.

Additional funding to support student development would allow New College to further expand initiatives to improve access to student services and extracurricular opportunities. Specifically, the funds will allow us to become more competitive with the top public and private liberal arts colleges by expanding access to library resources, improving student career readiness, developing the leadership skills of our students, and offering health and wellness programming to meet student demand.

### **Infrastructure**

Funding for the past two years of the growth proposal enhanced New College's ability to attract, recruit, and retain a growing number of bright students, world-class faculty, and qualified staff. Growing enrollments normally equates to a heightened level of responsibility in a number of critical areas such as, but not limited to, the recruitment of additional staff in mission critical areas and the upgrade and/or purchase of various software programs and systems. As a result, funds were used to support technology upgrades and maintenance, network administration, and application development. New College strives to keep up with the growing pace of the changing environment on campus and will continue to meet the increased demands for overall student success.

Funds requested in this LBR would further enhance New College's information technology infrastructure, serving the needs of a growing student body and

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allowing us to integrate distance learning into the College's academic plan. Through an investment in our Office of Research Programs and Services, these funds would increase our capacity to compete for national, corporate, and community grants, and help our new faculty pursue external support for research, instruction, community service projects and creative artistry. Finally, the funds would be used to maintain and enhance our physical infrastructure. Through our physical plant, we will improve the appearance and functionality of our campus. This will attract and help retain both students and faculty as we increase the size of our student body and improve the education offered by New College of Florida.

**II. Return on Investment** - *Describe the outcome(s) anticipated, dashboard indicator(s) to be improved, or return on investment. Be specific. For example, if this issue focuses on improving retention rates, indicate the current retention rate and the expected increase in the retention rate. Similarly, if it focuses on expanding access to academic programs or student services, indicate the current and expected outcomes.*

Growing enrollment to 1,200 and increasing the 4-year graduation rate above 80% would result in significant financial gains for students, New College, and employers.

- Approximately 10% of New College students take five or six years to graduate. Using Governor Scott's estimate that each student taking six years to graduate loses \$100,000 in tuition, fees, and lost wages, a focus on improving our 4-year graduation rate could save each cohort of students up to \$3,000,000.
- For New College, the cost of educating first-year undergraduate students who do not begin a second year is estimated to be \$1.2 million. Increasing the retention rate to hit a 4-year graduation rate of 80% would cut those costs by more than half.
- In meeting our enrollment and graduation rate goals, New College will produce an additional 100 graduates per year. Adding the full three-year, \$11 million request to our budget will reduce the total cost of producing each New College graduate by more than \$19,000. This increase in the number of graduates is critical human capital for the state, supplying highly-qualified employees and innovative job-makers.
- Increasing the 4-year graduation rate to 80% will improve New College's *U.S. News & World Report*, elevating it to the level of the premier public and private liberal arts schools.

Specifically, this growth proposal will increase headcount enrollment to 1,200 students by the 2022-23 academic year (compared to our 2016-17 enrollment of 875). The four-year graduation rate will improve to 80% for the 2023 entering



cohort (compared to our current 54% four-year graduation rate for the graduating class of 2017).

**II. Return on Investment** - Describe the outcome(s) anticipated, dashboard indicator(s) to be improved, or return on investment. Be specific. For example, if this issue focuses on improving retention rates, indicate the current retention rate and the expected increase in the retention rate. Similarly, if the issue focuses on expanding access to academic programs or student services, indicate the current and expected outcomes.

**III. Facilities** (If this issue requires an expansion or construction of a facility, please complete the following table.):

	<b>Facility Project Title</b>	<b>Fiscal Year</b>	<b>Amount Requested</b>	<b>Priority Number</b>
<b>1.</b>	Multi-Purpose Facility	2019-2020	\$26,000,000	1
<b>2.</b>				

**2019-2020 Legislative Budget Request**  
**Education and General**  
**Position and Fiscal Summary**  
**Operating Budget Form II**  
(to be completed for each issue)

**University:** New College of Florida  
**Issue Title:** Third Year Plan for Growth

	<u>RECURRING</u>	<u>NON- RECURRING</u>	<u>TOTAL</u>
<u>Positions</u>			
Faculty	10.00	0.00	10.00
Other (A&P/USPS)	12.00	0.00	12.00
	-----	-----	-----
Total	22.00	0.00	22.00
	=====	=====	=====
<u>Salary Rate (for all positions noted above)</u>			
Faculty	\$800,000	\$0	\$800,000
Other (A&P/USPS)	\$200,000	\$0	\$200,000
	-----	-----	-----
Total	\$1,000,000	\$0	\$1,000,000
	=====	=====	=====
Salaries and Benefits	\$1,200,000	\$0	\$1,200,000
Other Personal Services	\$0	\$0	\$0
Expenses	\$225,000	\$0	\$225,000
Operating Capital Outlay	\$0	\$0	\$0
Electronic Data Processing	\$215,000	\$0	\$215,000
Special Category (Specific)	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	-----	-----	-----
Total All Categories	\$1,640,000	\$0	\$1,640,000
	=====	=====	=====



## **New College of Florida Efficiencies**

Please describe three monetary or non-monetary operational efficiency efforts made, currently underway, or planned at your university within the past year that seeks to enhance the quality, effectiveness, and efficiency of processes that affect the students on your campus.

The efficiency efforts may include numerous approaches such as, but not limited to, cost avoidance, cost containment, eliminating duplicative efforts, or optimizing available resources.

### **1. Information Technology Cost Savings**

During FY 2017-2018, the New College Information Technology Office negotiated reductions in standard contract prices for new purchases of software and hardware equipment. In addition, IT staff consolidated the purchases of two major systems (Access Control and Document Imaging Systems) into one purchase to increase discount incentives offered by the vendor. Total annual savings resulted in \$51,532.

The IT staff also replaced the endpoint protection suite (for computer anti-virus and malware protection). The new protection suite will save an estimated 5-10 hours per month on various support requests handled by IT staff on a day to day basis. As part of the endpoint protection suite purchase, staff was able to negotiate a 5-year purchase term, rather than renewing annually. This provided a cost savings of \$19,200 over the next 5 years.

### **2. Direct Deposit Process and Student Orientation Process System**

The New College Business Office implemented a direct deposit process system for employee accounts payable payments and student refunds. This course of action resulted in savings of reduced stop payment bank charges and reduced staff time in negotiating return check payments.

Staff also implemented an electronic New Student Orientation system for the fall 2018 entering class. This project included the reduction of paper forms previously required by new in-coming students during the orientation process. Furthermore, the orientation system will allow for improved collaborations

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between campus departments when sharing pertinent student information and when updating the College's student and financial data systems.

### **3. Financial Aid Information Campaigns - A Continuous Effort**

New College campaigns, such as Stoplight, Early FAFSA, and Pell Outreach continue to improve deadline federal and need-based financial aid communication plans targeting current and prospective students, Pell-eligible students, and guidance counselors. Flyers, posters, and emails using the visual symbol of the Financial Aid Stoplight have improved student awareness of federal and need-based financial aid deadlines. This, in turn, improved the College's communication to students about ensuring best eligibility for aid consideration for the 2016-2017 and 2017-2018 academic years. Information on the new Early FAFSA is provided to current and prospective students, and to guidance counselors during the SUS Admission's Tour - communicating the best eligibility for student aid considerations for the upcoming academic year.

### **4. Savings through Contracts and Various Initiatives**

New College continues to utilize state contracts, shared contracts, shared initiatives, and consortiums for College purchases. Cost savings through the 3<sup>rd</sup> quarter of 2017-2018 was over \$600,000.



**New College of Florida  
10 Percent Reduction Exercise for  
2018-2019 Recurring General Revenue and Lottery Appropriations**

<b>University:</b>	<b>New College of Florida</b>
<b>Reduction Amount GR:</b>	<b>\$2,603,617</b>
<b>Reduction Amount Lottery:</b>	<b>\$ 110,848</b>
<b>Reduction Total:</b>	<b>\$2,714,465</b>

**Pursuant to the State of Florida Legislative Budget Instructions for FY 2019-2020, reductions must be program/issue specific and cannot simply be across-the-board percentage reductions:**

New College has been very fortunate to receive significant new recurring funding for the past two years totaling \$11.7 million. The Florida legislature appropriated and Governor Scott signed into law \$9 million to fund the first two years of a three-year plan at New College to increase enrollment to 1,200 and four-year graduation rates to 80% by 2023-2024. The College also received a total of \$2.7 million to support efforts to recruit and retain exemplary faculty and research scholars.

The immediate reaction to a 10% (\$2.7 million) reduction in recurring funds would be to consider lowering our enrollment growth target (below 1,200 students) or at least decelerating that growth (beyond 2023-2024). New College can't afford to lose the battle by not growing, as the associated increase in four-year graduation rates is vital to the future of the College.

**Action Plan**

To meet our growth targets in the face of a 10% reduction in funding, we would need to eliminate all planned spending of the \$2.7 million received as part of the Excellence in Higher Education appropriation. These reductions would include, but not be limited to, areas such as student scholarships and need-based financial aid, instructional and research initiatives, and recruiting and retaining high quality faculty. While these reductions would affect our ability to retain faculty and students, by protecting the growth funding, they would allow us to continue our trajectory to grow to 1,200 students by 2023-2024 and significantly increase four-year graduation rates.

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