

January 2019 Progress Update
Enrollment Growth & World Class Faculty and Scholar Program (F.S. §1004.6497) Initiatives

This report provides an update on activities and accomplishments associated with the following appropriations:

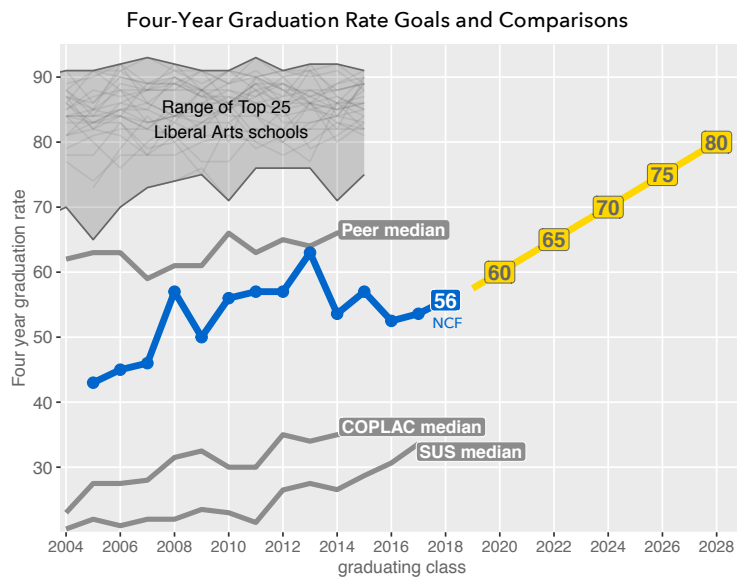
Appropriations			
Initiative	FY 2017-18	FY 2018-19	Total Recurring
Enrollment Growth	\$ 5,400,000	+\$ 3,635,000	\$ 9,035,000
World Class Faculty and Scholar Program	\$ 2,094,828	+\$ 575,342	\$ 2,670,170

These projects, designed to increase student enrollment, improve four-year graduation rates, better prepare students for immediate employment, and attract and retain world-class faculty, will propel New College into the top tier of all public and private liberal arts colleges and will provide immediate and lasting returns to Florida taxpayers.

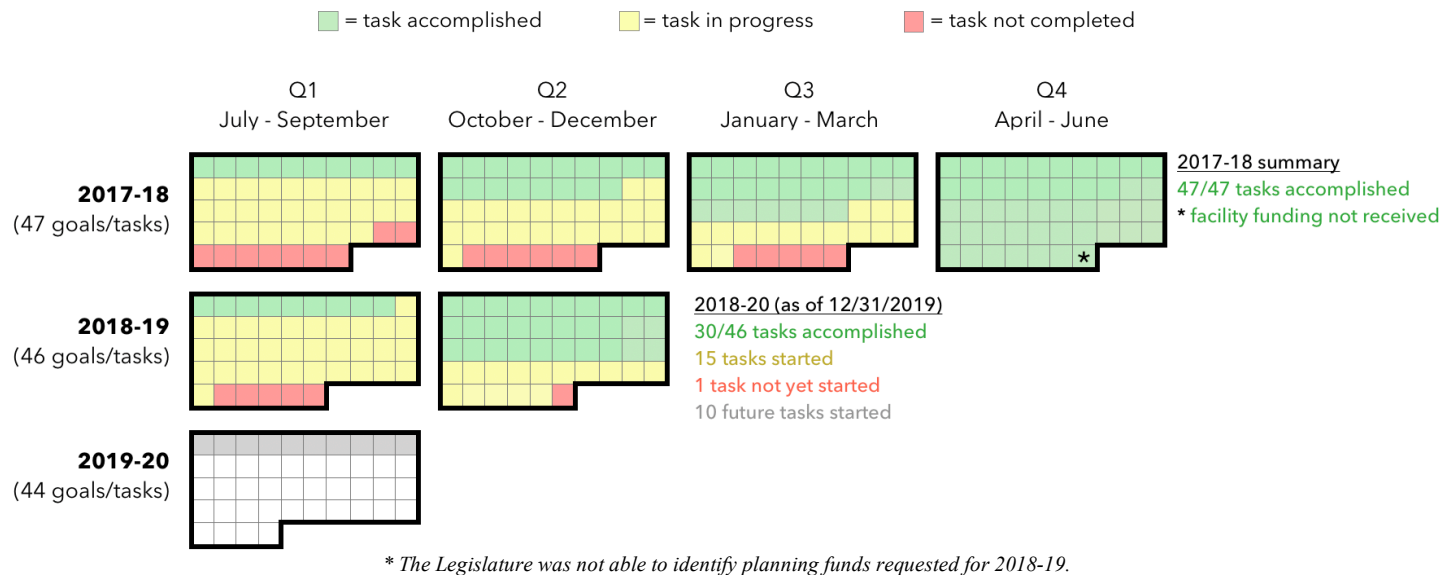
Enrollment Growth — 2017-18 Accomplishments

The New College Plan for Growth, unanimously approved by the Board of Governors as a SUS System Priority, detailed our plans to grow to 1200 students by 2023-24 and increase four-year graduation rates beyond 80%. Based on what we accomplished with the funds appropriated for 2017-18 and what we've accomplished so far in 2018-19, we're confident we will meet these goals and achieve the targets set in both our [2018 Accountability Plan](#) and in our [2018-28 Strategic Plan](#).

Enrollment Growth Metrics:	Goal	2017-18	2018-19	2019-20 goals	2020-21 goals
a) Enrollment	1200 (by 2023-24)	858 (Fall 2017)	832 (Fall 2018)	860 (Fall 2019)	900 (Fall 2020)
b) Four-year graduation rate	80 % (2027 graduates)	54 % (2017 grads)	56 % (2018 grads)	57.5 % (2019 grads)	60 % (2020 grads)



To meet these ambitious goals, our Growth Plan outlined 137 tasks we intended to accomplish over a three-year period. With the funds appropriated for 2017-18, we successfully accomplished all 47 tasks articulated in the first year of our Growth Plan. In the first two quarters of 2018-19, we have accomplished 30 of the 46 tasks identified for year two (and have made significant progress on another 15 tasks):



Highlights of these accomplishments include:

• Academic Excellence

- To strengthen the breadth and depth of our academic program, we successfully hired 15 new faculty members who have begun teaching in disciplines such as Artificial Intelligence, STEM, Sustainability, Global Issues, and the Arts. The new hires in STEM and globalization fields will increase our degree production in programs of strategic emphasis and meet increasing demands from students and local employers. The hires in arts and the humanities speak to our unique mission and fit perfectly within our region, as the arts contribute more than [\\$340 million each year in direct economic activity to Sarasota and Manatee counties](#). We're building upon the strengths of these new faculty as we have 10 open searches underway in 2018-19 in disciplines such as epidemiology, medical anthropology, applied statistics, medical humanities, Constitutional law, and Russian language and literature.
- To provide support for faculty to develop into effective educators, we have developed a new faculty mentoring program and have increased our investment in faculty development programming. Through a focus on evidence-based pedagogy, effective assessment of student learning, and quantitative reasoning across the curriculum, we are ensuring all New College students graduate with skills employers demand.
- To attract and retain a diverse pool of high-ability Florida students who will thrive at New College, we have made significant investments in Enrollment Management. The hiring of bilingual, transfer, graduate, and international student recruiters, along with a new online advertising campaign, chat bot service, parent communication plan, and recruiting events (Upward Bound day in April, Honors and STEM day for State College of Florida students, and Autopista Americas in Puerto Rico) will allow us to locate and attract students who will benefit most from a New College education. We have also worked to optimize admissions processes, offer additional financial aid options to students graduating in the top 10% of their high school classes, and create institutional work study positions.

- We have increased the number of high-impact practices offered to students, including internships, civic engagement, community engagement, collaborative projects, and study abroad.
- To ensure students graduate within four years, we have clarified pathways and removed barriers to academic success for both Florida first-time-in-college students and transfer students. We have developed a two-year course schedule, posted videos profiling successful thesis students, and continued to pilot of cross-registration within the Cross College Alliance (New College, USF-Sarasota Manatee, FSU-Ringling, Eckerd, and State College of Florida). We continue to work to develop additional articulation agreements and pathways for transfer students who would benefit from a New College education.
- On October 30, 2018, New College of Florida's State Authorization Reciprocity Agreement (SARA) application was approved by the Florida Postsecondary Reciprocal Distance Education Coordinating Council and the National Council for State Authorization Reciprocity. This approval authorizes New College to offer distance education to students as we work to implement distance learning strategies to complement the College's full-time, residential academic program.

• Student Development

- Through increased staffing in Student Affairs, we are now providing more co-curricular activities, including leadership skills training (through *Agents of Change*), intramurals (swimming, basketball, tennis, soccer, flag football, racquetball, and sailing), performance activities (dance and theater), residential life programming, and service learning opportunities. These activities will increase student self-confidence, build social connections, and promote well-being.
- To track student engagement in these activities and assess the impact of these activities on student development, we have implemented a co-curricular transcript system.
- We have piloted mid-semester check-in and progress report processes to identify and offer early interventions to students at-risk of leaving New College.
- To address unmet student need for disability services, counseling, and wellness, we have hired a Health Educator, as well as a Coordinator and Case Manager for Student Disabilities Services. We have also invested in an interactive screening program and therapist assistant online to expand counseling services.

• Institutional Infrastructure

- To increase institutional capacity for growth, we have hired an Assistant Director of Human Resources, a Procurement Specialist, and an Associate Vice President of Finance and Administration. Likewise, investments have been made to hire staff in emergency management, compliance and audit, and events coordination.
- To further enhance campus security and student safety, we have invested in an additional law enforcement officer and a communications officer.
- To enhance our academic program and increase our STEM degree production, we have renovated labs and replaced aging scientific equipment.
- We have addressed high-priority deferred maintenance projects, including roof replacement and water intrusion mitigation; HVAC renovations, boiler replacement, and computer lab remodeling.

- We have worked to update long-standing shared services agreements with USF Sarasota-Manatee regarding Counseling & Wellness Services and Library Services.
- Our growth plan included a request for planning funds for multi-use facilities (the top priority in our 2018-24 Capital Improvement Plan). Although the legislature was unable to identify planning funds requested for 2018-19, we have worked to keep the project on-schedule if funds are appropriated in 2019-20. To accommodate our growth, the multi-purpose facility will support academic excellence (classrooms, labs, and auditorium, and faculty offices), student development (space for health and wellness, student life, and advising), and administrative support (campus safety, records and registration, financial affairs, and employee support services).

Pages 5-7 display more detailed information on our accomplishments with funds appropriated for enrollment growth in 2017-18 and 2018-19.

World Class Faculty and Scholar Program (F.S. §1004.6497) – 2017-18 Accomplishments

The World Class Faculty and Scholar Program was established to fund and support the efforts of state universities to recruit and retain exemplary faculty and research scholars; elevating the national competitiveness of Florida’s state universities through faculty and scholar recruitment and retention.

For fiscal years 2017-18 and 2018-19, New College received \$2,094,828 and \$575,342 for the World Class Faculty and Scholar Program (totaling \$2,670,170). The following table shows how New College of Florida has used the funds appropriated for this program to recruit and retain exemplary faculty scholars:

Category	2017-18 (actual)	2018-19 (estimated)	Uses
Student participation in research	\$1,033,781	\$1,387,790	Financial aid and scholarships to attract and retain top students
Research-centric cluster hires	\$ 494,397	\$ 709,858	Salary/benefits for Faculty Endowed Chairs (5.08 FTE) and 2018-19 faculty recruitment efforts
Faculty retention efforts	\$ 250,000	\$ 214,000	Retention incentives for faculty
Professional development	\$ 100,000	\$ 358,522	Conference registration/travel, educational supplies, expenses, professional membership dues, summer faculty development
Instructional and research infrastructure	\$ 216,650	\$ -	Repairs, maintenance, and equipment for Marine Biology Research Center, Music Building, & Psychology Lab.
Total	\$2,094,828	\$2,670,170	

Approximately half of the funds have been used to provide financial aid and scholarships to top students who engage with faculty in undergraduate research efforts. New College also used these funds to provide retention incentives to top-producing faculty, to recruit new faculty to begin in 2019-20, and to pay the College portion of the following Faculty Chair positions:

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| Chemistry (Leonard Florsheim Chair) | History (Marian Hoppin Chair of Asian Studies) |
| International Studies (William G. & Marie Selby Chair) | Mathematics (Soo Bong Chae Chair) |
| Psychology (Buzzelli Chair) | Religion (Klingenstein Chair) |
| Spanish Language & Literature (PepsiCo Chair) | |

The remainder of the funds has been used to fund faculty professional development opportunities and to improve campus instructional and research infrastructure.

Green = goal accomplished

Yellow = In progress

Red = Not yet started

Grey = Future target

Academic	Benchmark	Notes	17-18	18-19
1. Increase number of faculty	a) identify disciplines for 2017-18 faculty searches	Faculty-led workshops yielded ideas for lines.	Green	Green
	b) identify key programs that could benefit most from senior hires and local partnerships	It was decided that no senior hires would be made for 2017-18. This will be revisited in 2019-20.	Green	Green
	c) search for 15 faculty to provide breadth and depth	15 faculty were hired and began in 2018-19.	Green	Green
	d) search for 15 faculty to meet demand from retention	10 searches are underway in 2018-19	Grey	Yellow
	e) search for 10 faculty to address increasing demand	(target for 2019-20)	Grey	Grey
2. Support faculty development to harness proven pedagogies, share best practices, and innovate with technology	a) establish office for innovation and excellence in teaching and learning with instructional staff	Director position advertised; candidates interviewed. Summer development programming will be offered this summer.	Green	Yellow
	b) implement comprehensive orientation for new faculty	New faculty participated in orientation in 2018-19	Grey	Green
	c) add value and cohesion to current practices for assessment of student learning and academic program review	Assessment & Evaluation Coord. has led the development of internal program review processes, improvement plans, curriculum maps, and plans-of-study.	Green	Green
	d) implement new pedagogy to improve student learning in into science, mathematics, and statistics courses	(target for 2019-20) Director of Quantitative Reasoning hired.	Grey	Green
	e) move ETS staff on to E&G funding from Tech Fee to allow funds to be used for tech investment.	To ensure sustainability, this decision was put on-hold until enrollment growth has been achieved.	Grey	Green
3. Shape pool of student applicants who would thrive at NCF	a) better screen inquiry pool	First-year class targets established; testing new College Board selection criteria; application essay rubric/training. Stronger 18-19 incoming class.	Green	Green
	b) collaborate with Florida College System to further diversify the applicant pool	We have signed two MOUs for our denied students to go to SCF and then earn a return to NCF without reapplying. We will develop pathways for SCF students to enter NCF AOCs.	Grey	Yellow
	c) build capacity in admissions to convert inquiries to applications	Marketing Coordinator, Bilingual and Transfer recruiter, International Recruiter hired. Contracted with Waybetter Marketing Inc for student recruitment services. Chat bot service and parent communication plan active.	Green	Green
	d) raise NCF's national profile through new media advertising and fresh website content	(target for 2017-20) Working with Carnegie Higher Ed Marketing to establish a new advertising campaign, IP targeting for our top 20 feeder schools and mobile footprinting. Contracted with Paskill Stapleton & Lord for Brand Positioning Strategy services.	Green	Green
	e) travel & host events to recruit top scholars	(target for 2017-20) Hosting Upward Bound day in April; hosting Honors and STEM day for State College of Florida students; participating in Autopista Americas recruiting events in Puerto Rico	Green	Green
	f) implement predictive models for applicant success at NCF	(target for 2017-19) Initial data collection meetings held. Models will be tested. Mid-semester check-in and progress report processes implemented.	Green	Green
4. Increase Enrollment Services capacity to support enrollment for a larger number of students	a) increase staffing in Financial Aid Office to serve students	Assistant Director of Financial Aid position hired	Green	Green
	b) improve software/policies to streamline financial aid, admissions, student evaluation, transcript, audit processes, self-reported student academic record system, advising (access to student services)	(target for 2019-20) Implemented Student Self-Reported Academic Report to eliminate the need for students to submit an official transcript before an admission decision can be made; working to automate the on-boarding and form collection for new student orientation. Software purchasing procedures reviewed.	Grey	Grey
	c) increase fundraising for scholarships and student grants	(target for '17-20) Offering additional financial aid options to top 10% students	Green	Green
	d) increase number of part-time on-campus jobs for students	(target for 2017-20) Created institutional work study positions to offer on-campus positions for approximately 25 students	Green	Green
5. Further develop fundamental academic skills for success	a) offer more writing-enhanced courses; Seminars in Critical Inquiry, which have demonstrated retention benefits	Writing-Enhanced Courses offered: 17 (Fall 2017); 9 (Spring 2018); 10 (Fall 2018); 11 (scheduled for Spring 2019)	Green	Green
	b) develop quantitative reasoning modules for courses in the Humanities and Social Sciences	We continued with "Introduction to Mathematics" for the Sciences in Fall '17 and '18. A new "Mathematics for Social Sciences" will be offered in Spring '18.	Green	Green
	c) increase the number of AOC writing development plans to better develop student writing skills prior to the thesis	(target for 2017-20). AOC writing development plans developed. More AOC writing plans are in development for 2018-19.	Green	Green
6. Increase engagement in high-impact practices	a) increase student participation in community engagement, civic engagement, and service; increase student participation in internships for academic credit	Planning meetings with SCOPE for Carnegie Community Engagement Classification. Discover SRQ course offered. Assessments being developed.	Green	Green
	b) increase the percentage of students who study off-campus by providing scholarships for international study	(target for 2019-20) High-Impact practices metric created for BOG Performance Funding System to incentivize off-campus study	Grey	Yellow
7. Clarify pathways and remove barriers to graduation	a) post 4-year requirements (pathways) for each AOC	AOCs have developed AOC pathways. Pathways are being posted online.	Green	Green
	b) annually post two-year calendar of course offerings	Two-year calendar posted	Green	Green
	c) Offer more courses in key areas (within AOCs and the LAC)	(target for 2018-20). The fifteen new faculty beginning in 2018-19 allow us to offer more courses within current AOC and LAC requirements.	Grey	Green
	d) post videos profiling successful senior thesis students	Videos posted	Green	Green
	e) allow cross-registration within Cross College Alliance	(target for 2017-20) Cross-registration open	Green	Green
	f) explore the integration of distance learning with academic contract system (Distance Learning Coordinator)	(2019-20) NCF received SARA approval in Fall 2018 to offer distance learning.	Grey	Yellow

Development	Benchmark	Notes	17-18	18-19
1. Develop residential life programming	a) develop first-year program to develop student self-confidence & social connections	Assistant Director for Student Success Programs position filled. First-year program presented to faculty but not yet implemented. 4x10 meetings held with students and faculty/staff pairs in Fall 2018. QEP planning underway.		
	b) develop and implement leadership training for leaders of student government, student clubs, and student organizations	Training provided: Club Council (October), Funding workshop with NCSA (monthly, beginning in November). Agents of Change was also offered October and November to provide leadership to all students, with a focus on NCSA and club leaders.		
	c) provide staff support and year-to-year continuity for clubs, organizations, and activities that build teamwork and social connections among students	(target for 2017-20) Assistant Director of Student Activities and Campus Engagement position filled.		
	d) provide space for student clubs, organizations, and activities	(target for 2017-20) While the LBR for facilities (planning portion) has been delayed, we have completed an audit of residential campus spaces to identify spaces to install student group storage; HCL 4 has been offered up as an event and meeting space as well as a student group resource space		
2. Expand opportunities for student engagement outside the classroom	a) establish and coordinate intramural and outdoor education program	Waterfront Coordinator hired. Outdoor Adventure LLC hosted two outdoor ed programs - camping and a wilderness survival event. Intramural activities included: swim club, men's basketball (competed in community league), tennis club, co-ed soccer club, co-ed flag football club, co-ed racquetball club, and co-ed sailing team. We provided coaching for basketball, soccer, swimming, and tennis. Students from Ringling College, USF-SM, and New College competed in Turkey Bowl. We hosted a singles tennis tournament.		
	b) increase opportunities for student performance in theater and dance	(target for 2017-20) Black Box Theater Technician and Dance Instructor hired; operating funds provided		
	c) provide space for student engagement in intramurals and performance	(target for 2017-20) 2018-19 LBR - facilities request submitted. The airport denied a request to use green space south of the bookstore (due to landing zone obstructions). The field behind the Fitness Center has been treated for insects. The waterfront sail club space and facilities have been cleaned and organized. Off-site space in the community (RL Taylor football field) was used for the Turkey Bowl. Likewise, an off-site pool was used for swim club practice. NCSA and the Physical Plant have planned to improve dance floors in Fitness Center for Dance Collective.		
	d) develop summer research program for 2nd/3rd year students to work with faculty in projects involving lab work, fieldwork, and studio/creative work	(target for 2019-20)		
	e) track and share student engagement info about contacts students have with student services, curricular, and co-curricular activities; engage students who have low levels of engagement	Contracted with CampusLabs to track co-curricular engagement. CampusLabs implemented in Fall 2018.		
3. Address unmet student need for disability services, counseling, and wellness	a) expand disability services to meet need: disability coordinator and case manager	Coordinator and Case Manager hired; Assistant Director search posted		
	b) expand counseling services to meet need: two psychologists	(target for 2018-19) Interactive screening program and Therapist Assistant Online		
	c) expand health services to meet need: full-time nurse and health educator	(target for 2018-20) Health Educator hired		
	d) space for health center facility	(target for 2019-20)		
4. Improve academic advising	a) explore model of faculty class advisor for each entering cohort	(target for 2017-20) Advising models discussed at senior staff retreats. First-year retention and a modified advising model have been chosen as the NCF QEP.		
	b) develop advising / mentorship program to improve digital resources for advising, consistency in academic advice, and lateral learning	(target for 2017-20). With advising the focus of the NCF QEP, resources and models have been explored. Development will begin in 2018-19.		
5. Effective programming for diversity & inclusion	a) formalize diversity and inclusion programming and initiatives for students, faculty, and staff	Director of Diversity & Inclusion search underway. Programming: Agents of Change monthly events in Ham Center engaging with students on a variety of diversity and inclusion topics, campus climate survey was administered, and cultural fair occurred in Hamilton Center in October.		
6. Increase access to library and library services	a) expand library hours and services	(target for 2019-20). Academic Affairs attended library conference; ideas developed. Library hours expanded during finals week in Fall 2018.		
	b) establish a digital data repository	(target for 2019-20)		

Infrastructure	Benchmark	Notes	17-18	18-19
1. Infrastructure for growth	a) Office/classroom/science facilities for 40 faculty and support staff at 35,000 sq. ft; additional space for physical plant/police at 15,000 sq. ft; gym/campus center and expanded facilities for student life and wellness at 75,000 sq. ft.	(target for 2017-20) Included as a BOG priority in both 2017 and 2018 - one of only five institution-specific priorities approved for inclusion in the SUS LBR. This funding request is included in the College's 2018-24 Capital Improvement Plan as its #1 priority. The Legislature was not able to identify planning funds requested for 2017-18 or 2018-19.	*	
2. Utilities, infrastructure, capital renewal on current plant	a) renew IT, ADA accessibility, code compliance b) PO&M on existing facilities	(target for 2017-20). Physical improvements made. (target for 2017-20) The College moved forward with several high priority deferred maintenance projects including, but not limited to: • roof replacement & water intrusion mitigation: Social Sciences; College Hall • East campus boiler replacement • HVAC Renovations in College Hall and Heiser Natural Sciences Bldg • Computer Lab Remodel supporting the Humanities Division		
3. Build capacity with local organizations	a) formalize shared services with adjacent campuses of USF-SM and FSU-R for police, emergency management, library, health and wellness, physical plant, grounds, purchasing b) implement Mellon Grant to connect faculty with local community and provide community resources c) solicit support from corporations and private foundations through the Office of Research Programs and Services	(target for 2017-20) Updated long-standing shared services agreements with USF-SM in Counseling/Wellness and Library (target for 2017-20) Mellon Grant activities for 2018-19 are being planned. (target for 2019-20)		
4. Increase student housing capacity	a) develop partnerships with adjacent campuses for shared student housing using P3 model	(target for 2017-20) We are working with BOG staff to prepare a Request for Information (RFI) to Florida's vendor community to obtain information and industry ideas from qualified finance, development, design and construction vendors interested in participating in a public-private partnership with the College to construct an additional 400 student housing beds. The College plans to use responses to the RFI to prepare one or more competitive solicitations and as the basis for any subsequent vendor meetings. It is anticipated that the RFI will be advertised during the first quarter of 2018. The NCF Board of Trustees has formed a committee to investigate student housing.		
5. Develop landscape that supports campus excellence	a) improve common areas in/outside Pei Courts b) build trails to link campuses within NCF and with adjacent campuses c) ensure sufficient staff for maintenance and groundskeeping	(target for 2017-20) . 2017-18 planning completed. (target for 2017-20) . Trail planning completed for 2017-18. (target for 2017-20) . Superintendent HVACR Maintenance and Custodial positions filled.		
6. Build sufficient support capacity for faculty and staff	a) ensure sufficient office space for new faculty and staff b) ensure sufficient administrative support is available for new faculty, staff, and students in key areas, such as Human Resources (2.0 FTE), Compliance/Audit (1.0), Institutional Research, Assessment, and Accreditation (1.0), Finance (3.0) c) ensure sufficient administrative support for expanded academic program	(target for 2017-20) . We have identified enough available offices HRIS Coordinator position filled; Chief Audit Executive/Chief Compliance Officer hired; Assessment Coordinator hired. (target for 2019-20)		
7. IT capacity	a) update fiber optic connectivity and wireless coverage b) refresh core network and residence hall network c) expand data centers, warehouse, and servers d) expand number of seats for academic software licenses e) sufficient number of help desk techs, network server admins, application developers, and database admins	(target for 2018-20) (target for 2018-20) (target for 2018-20) Support for servers and storage. Refreshed back-up technology and storage infrastructure; expanded rack space in the Hamilton center data room. (target for 2018-20) Evaluating license demand (target for 2018-20) New programmer and 2 help desk technicians hired to support growing demand in support request and technology		
8. Campus security	a) Police (8.0 FTE requested in SUS system-wide LBR for law enforcement) b) Emergency management	Interviews and background checks for a law enforcement officer and police communication officer are underway. Finding qualified police communication candidates is proving to be very difficult due to the significant competition for these candidates from other law enforcement agencies. Emergency Manager position filled. EM Plan being developed		
9. Maintenance	a) adopt regular schedule for maintenance, repair, and replacement of equipment in labs and studios b) adopt regular schedule for maintenance, repair, and replacement of equipment (computers, phones, office machines), furniture, and vehicles c) hire sufficient staff for maintenance	(target for 2017-20) Ongoing lab/studio maintenance completed. (target for 2017-20) Ongoing equipment maintenance completed. (target for 2017-20) Superintendent HVACR Maintenance position filled. Planning is underway to contract for landscape maintenance advisory services from a neighboring public institution that has outstanding landscape management staff; a specialty area where the College is weak.		