

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES
Meeting Date: July 10, 2017

SUBJECT: 2018-19 Legislative Budget Request

PROPOSED BOARD ACTION

1. Approve the College's 2018-19 Legislative Budget Requests as proposed.
2. Authorize the President (or the Designee), with the approval of the Board Chair, to make necessary adjustments to the Legislative Budget Request.

BACKGROUND INFORMATION

Sections 1001.74, 1011.40(1) and 1013.60 F.S. require each university to submit an institutional budget request within established guidelines. On March 29, 2017, the Board of Governors approved the final guidelines for both operating and Fixed Capital Outlay (FCO) sections of the State University System's (SUS) Legislative Budget Request (LBR) for 2018-19. The Board of Governors will meet August 31, 2017 to consider composition of the initial State University System LBRs with an estimated submission date to the Governor and Legislature of around September 15, 2016. The earlier submission date is due to the 2018 Legislative Session starting January 9, 2018.

The College is proposing a single LBR for inclusion in the SUS request - funding for the second year of a three-year plan to grow enrollment at New College to 1,200 and increase four-year graduation rates. The three-year plan was developed in collaboration with BOG staff and unanimously approved by the BOG in November 2016 for inclusion in the FY 2017-18 Legislative Budget Request. This year's request is to fund the second year of the plan.

Supporting Documentation Included:

LBR for 18-19 Second Year Plan for Growth
Full Text of New College's Growth Proposal Dated October 21, 2017

Facilitators/Presenters: President O'Shea, Provost Feldman, VP Martin, and Chief of Staff Thiessen

Other Support Documents Available: BOG FY 2018-19 LBR Guidelines

**Education and General
2018-2019 Legislative Budget Request
Form I**

University(s):	New College of Florida
Issue Title:	Second Year Plan for Growth
Priority Number	
Recurring Funds Requested:	\$3,635,000
Non-Recurring Funds Requested:	\$ 0
Total Funds Requested:	\$3,635,000
Please check the issue type below:	
Shared Services/System-Wide Issue for Fiscal Year 2018-2019	<input checked="" type="checkbox"/>
New Issue for Fiscal Year 2018-2019	<input 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 2017-18 Work 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.

This LBR funds year two of a three-year proposal to grow enrollment at New College to 1,200 and increase four-year graduation rates above 80% by 2023. The proposal, developed in collaboration with BOG staff and unanimously approved by the BOG in November of 2016, informed the strategic growth initiatives and goals set in the BOG-approved 2017-18 New College Work Plan.

The legislature provided \$5.4 million to implement the first year of our growth plan in 2017-18 (which we will supplement with a goal of \$3 million in private fundraising). While the proposal originally called for \$4.1 million in new funding for year two, we can fully implement this phase of the plan with \$3.635 million¹.

¹ The \$5.4 million request for year one included \$417,500 in nonrecurring costs. Because the legislature appropriated \$5.4 in recurring funds, we have reduced our request by \$457,000 (the amount of nonrecurring funds originally requested for year two).

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:

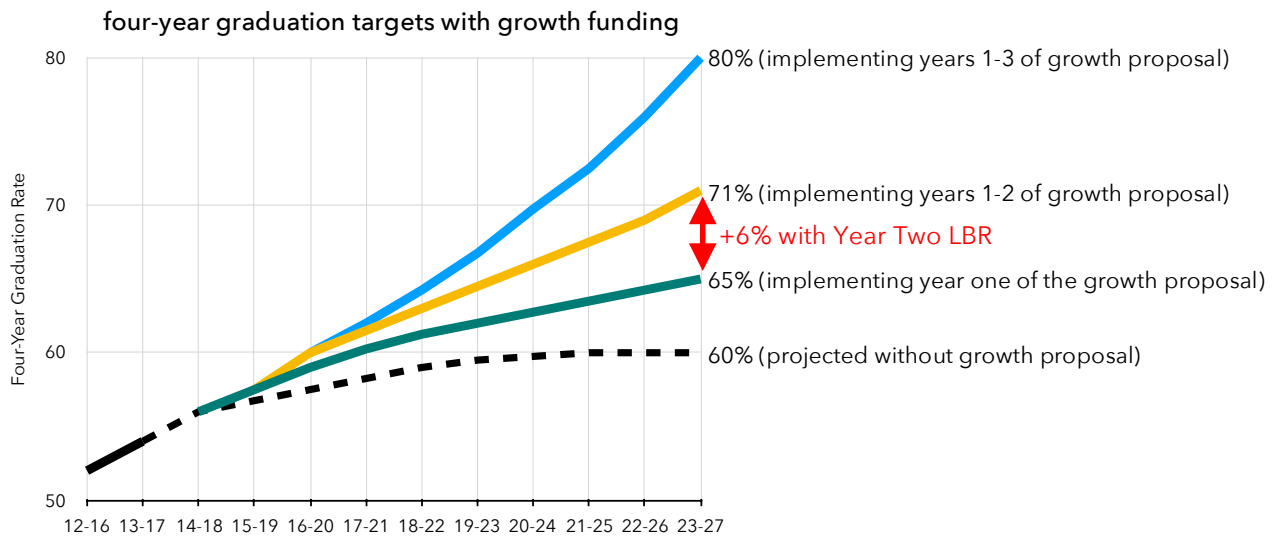
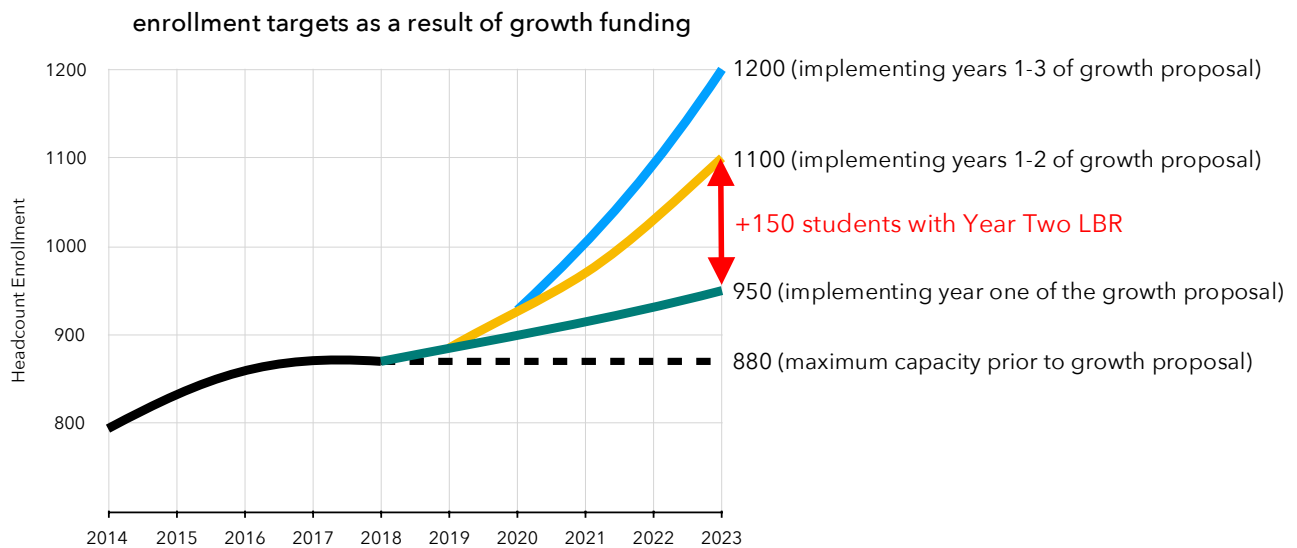
- More than 90% of students entering New College intend to earn graduate degrees. These intentions are typically fulfilled, as 80% of graduates attend graduate school within five years of graduation. New College also ranks ninth in the nation in producing graduates who go on to earn doctoral degrees.
- New College produces the highest proportion of undergraduate STEM degrees in the SUS (37%). More impressively, New College ranks third in the nation in yielding students who go on to earn PhDs in science, engineering, and mathematics (exceeded only by Caltech and Harvey Mudd, and just ahead of MIT). 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 degree 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 fifth among national public liberal arts colleges, while *Washington Monthly* ranks New College first among public liberal arts colleges and 20th 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 1200 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 1200 have significantly higher four-year graduation rates than those with enrollments near 800. New College’s four-year graduation rate of 52% — 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 1200 students will improve this graduation rate and will 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 two will support strategic initiatives in three key areas: academic excellence, student development, and infrastructure. Enhancements in these areas will allow us to continue on our goals to increase enrollment to 1200 and to improve our four-year graduation rate to 80% by 2023.

More specifically, as the following charts show, this \$3.675 million request for the second year of our growth proposal will increase our enrollment target by an additional 150 students (by 2023) and our four-year graduation rate by an additional 6% (for the 2023 entering cohort).



Specific Initiatives for Academic Excellence, Student Development, and Infrastructure in Year Two of the Growth Proposal

Academic Excellence

With funding appropriated for 2017-18, we conducted searches for 15 new faculty members in preparation for the first phase of enrollment growth. We evaluated proposals for new faculty positions that build on our strengths, capitalize on our location, and meet student demand. We began searches in August of 2017, to fill these positions. The 2017-18 funding also allowed us to make key investments in programming to improve student writing and quantitative skills, as well as improve academic program assessment.

This LBR for year two of the growth proposal provides for:

- 15 additional faculty lines and administrative support to increase capacity for the second phase of enrollment growth.
- 2 staff for the new Office for Teaching Innovation and Excellence. These staff will join a Director hired with 2017-18 funding. In addition to providing orientation and mentorship for new faculty, this Office will provide programs to improve pedagogy for current faculty by deploying evidence-based strategies to energize teaching and learning excellence.
- A summer research program for 3rd and 4th year students to work with faculty in labs or in the field. These summer experiences will feature teamwork, mentoring, and engaging in meaningful connections with the larger community and region.
- 1 position in the Center for Engagement and Opportunity to help increase student participation in community engagement, civic engagement, and service; as well as increase participation in internship opportunities.
- Further diversify the applicant pool and increase Florida College System transfer student enrollment and success.

Student Development

As noted in the original proposal, limited residential life and student affairs programming has had a large, noticeable impact on student retention and graduation rates. Because of this, the primary focus of the first year of the growth proposal was to enhance student affairs programming to improve student self-confidence and help students develop social connections to improve persistence. Our key investments included a first-year program coordinator, a director of diversity programs, a counseling and wellness case manager, and a health educator; expanded programs for dance and performance; and additional services for students with disabilities.

This LBR for year two of the growth proposal provides for further enhancements to student development:

- Systems to track student engagement with curricular and co-curricular activities allowing early intervention with at-risk students.
- 1 disability case manager to track and coordinate support from a variety of college units.
- 1 psychologist to meet the needs of growing enrollment.
- 1 health center staff to expand health center hours.
- 1 community service coordinator to expand service learning.

Infrastructure

Funding for the first year of the growth proposal enhanced New College's ability to attract, recruit, and retain growing numbers of high-quality students and faculty. With growing enrollment and staffing come increased responsibilities for managing staff, revenue, purchasing, and reporting requirements. Staffing in the areas of compliance, purchasing, human resources, and institutional research meet these increased requirements. Additionally, this funding allowed for improved campus security through the hiring of an additional police officer and dispatcher.

This LBR for year two of the growth proposal supports these initiatives:

- 3 staff and operational funding in the area of Information Technology. IT staff led projects in technology renewal and upgrades, network administration, and application development. They also led initiatives to improve efficiency through data automation, interactive data visualization, student co-curricular activity tracking, and student advising. Further, they will lead efforts to meet student expectations by improving wireless coverage campus wide. This technology renewal will increase efficiencies as enrollment increases.
- 2 additional police officers to ensure two officers are on duty 24/7.
- 1 financial aid staff to meet the needs of growing enrollment and to help recruit and retain top students.

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% will 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 52% four-year graduation rate for the graduating class of 2016).

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

Additional facilities are needed to support this growth. A funding request totaling \$46 million (\$4 million in planning and \$42 million for construction, furnishings and equipment) ranked fifth highest on the Board of Governors' SUS 2017-18 PECO priority "A" list. Although the Legislature was not able to identify the \$4 million in planning funds requested for FY 2017-18, if the planning funds are appropriated in FY 2018-19, the project can stay on the schedule currently proposed. This funding request is included in the College's 2018-19 to 2022-23 Capital Improvement Plan as its #1 priority. The project includes roughly 100,000 square feet of E&G multi-use space supporting the academic program (classrooms, labs, an auditorium and faculty offices), student development (space for health and wellness, student life and advising), administrative support (campus safety, records & registration, financial affairs, employee support services) and various site improvements.

It is anticipated that new residence halls will be constructed using Public-Private Partnership (P3) private financing.

We have moved forward in identifying the location for the multi-purpose project and completing a design charrette to determine guiding principles for the project. The \$4 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.

	Facility Project Title	Fiscal Year	Amount Requested	Priority Number
	New College Multi-Purpose Facility Supporting Enrollment Growth	18-19	\$ 4,000,000 (Planning & Design)	1
		19-20	<u>\$42,000,000</u> (Const. & FFE)	
			\$46,000,000 (Total)	

2018-2019 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: Second Year Plan for Growth

	<u>RECURRING</u>	<u>NON- RECURRING</u>	<u>TOTAL</u>
<u>Positions</u>			
Faculty	15.00	0.00	15.00
Other (A&P/USPS)	16.00	0.00	16.00
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Total	31.00	0.00	31.00
	=====	=====	=====
<u>Salary Rate (for all positions noted above)</u>			
Faculty	\$1,080,000	\$0	\$1,080,000
Other (A&P/USPS)	\$880,000	\$0	\$880,000
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Total	\$1,960,000	\$0	\$1,960,000
	=====	=====	=====
Salaries and Benefits	\$2,780,000	\$0	\$2,780,000
Other Personal Services	\$0	\$0	\$0
Expenses	\$625,000	\$0	\$625,000
Operating Capital Outlay	\$0	\$0	\$0
Electronic Data Processing	\$230,000	\$0	\$230,000
Special Category (Specific)	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
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Total All Categories	\$3,635,000	\$0	\$3,635,000
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Summary of Growth Proposal
(approved by the Board of Governors in November of 2016)

Funding Requests

		2017-18	2018-19	2019-20	Total
Requests for growth:	40.0 faculty (salary + benefits):	\$1,500,000	\$1,500,000	\$1,000,000	\$4,000,000
	61.0 staff (salary + benefits):	\$2,160,000	\$1,280,000	\$640,000	\$4,080,000
	operational:	\$890,000	\$405,000	\$100,000	\$1,395,000
	PO&M - enhance existing:	\$300,000	\$300,000	\$300,000	\$900,000
	equipment maintenance:	\$150,000	\$150,000	–	\$300,000
	recurring total:	\$5,000,000	\$3,635,000	\$2,040,000	\$10,675,000
	faculty start-up:	\$187,500	\$187,500	\$125,000	\$500,000
	PO&M (new):	\$150,000	\$150,000	\$200,000	\$500,000
	existing infrastructure:	\$80,000	\$120,000	–	\$200,000
	nonrecurring total:	\$417,500	\$457,500	\$325,000.00	\$1,200,000
TOTAL:		\$5,417,500	\$4,092,500	\$2,365,000	\$11,875,000

Additional requests:	SUS LBR: Law Enforcement:	\$160,000	\$240,000	\$240,000	\$640,000
	SUS LBR: Mental Health:	–	\$80,000	\$80,000	\$160,000
	capital project:	\$4,500,000	\$36,000,000	\$4,500,000	\$45,000,000
	PO&M (new):	\$500,000	\$500,000	\$600,000	\$1,600,000
	existing infrastructure:	\$5,562,000	\$3,000,000	\$4,000,000	\$12,562,000
	capital infrastructure total:	\$10,562,000	\$39,500,000	\$9,100,000	\$59,162,000

Note: capital project and new PO&M funding requests are estimates subject to discussions with BOG facilities staff

GRAND TOTAL:	\$16,139,500	\$43,912,500	\$11,785,000	\$71,837,000
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Fundraising Goals:	\$3,000,000	\$4,000,000	\$4,000,000	\$11,000,000
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Growth Projections

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	change
enrollment:	850	875	900	950	1025	1100	1200	+350 (41%)
faculty:	81	81	96	111	121	121	121	+40 (49%)
(new searches):	–	(+15)	(+15)	(+10)	–	–	–	
student-faculty ratio:	10:1	11:1	9:1	9:1	8:1	9:1	10:1	(no change)
staff:	200	227	244	256	256	256	256	+56 (28%)
(new requests):	–	(+25)	(+13)	(+8)	–	–	–	
(move to E&G)*:	–	(+2)	(+3)	–	–	–	–	
(in SUS LBRs)**:	–	(+2)	(+4)	(+4)	–	–	–	
students-per-staff:	4.3	3.9	3.7	3.7	4.0	4.3	4.7	+0.4

* denotes positions moving to recurring or E&G funding

** requested in SUS system-wide LBRs for Law Enforcement and Mental Health

Position Requests:

2017-18	2018-19	2019-20
44.0 FTE total (15 faculty, 29 staff)	35.0 FTE total (15 faculty, 20 staff)	22.0 FTE total (10 faculty, 12 staff)
<p><u>Academic Affairs (23.0 FTE)</u> Faculty (15.0) Teaching & Learning (3.0) Writing/Quant Resource (3.0) Career Services (1.0) IR, Assessment, Accred. (1.0)</p> <p><u>Student Affairs (11.0 FTE)</u> Leadership, Orgs, Activities (3.0) Intramurals; Outdoor Educ. (2.0) Perform: Theater/Dance (2.0) Director of Diversity (1.0)* Disabilities Services Coord (1.0) First-Year Coordinator (1.0)* Track Student Engagement (1.0)</p> <p><u>Other (10.0 FTE)</u> Admissions (3.0) Graphic Des.; Digital Comm (2.0) Police (2.0)** Compliance / Audit (1.0) Emergency Management (1.0) Human Resources (1.0)</p>	<p><u>Academic Affairs (20.0 FTE)</u> Faculty (15.0) Administrative Support (3.0) Ed. Technology Services (2.0)*</p> <p><u>Student Affairs (5.0 FTE)</u> Case Manager (1.0) Community Service Coord. (1.0) Health Educator (1.0)* Nurse (1.0) Psychologist (1.0)**</p> <p><u>Other (10.0 FTE)</u> IT Network Admin, AppDev (3.0) Police (3.0)** Finance (2.0) Financial Aid (1.0) Human Resources (1.0)</p>	<p><u>Academic Affairs (14.0 FTE)</u> Faculty (10.0) Library + Digital Initiatives (2.0) Distance Learning Coord. (1.0) Research Program/Services (1.0)</p> <p><u>Student Affairs (1.0 FTE)</u> Psychologist (1.0)**</p> <p><u>Other (7.0 FTE)</u> IT Support (3.0) Police (3.0)** Finance (1.0)</p>

* denotes positions moving to recurring or E&G funding

** requested in SUS system-wide LBRs for Law Enforcement and Mental Health

Enhanced Capacities:

Academic Excellence: Office for Teaching Innovation & Excellence and faculty orientation program to improve pedagogy, integrate technology, and improve student learning. Increased admissions capacity, predictive admissions models to improve selectivity, recruitment of top scholars, and diversity of the applicant pool. Improved academic advising, increased course offerings, C4 cross-registration, and 4-year plans of study to clarify pathways to graduation. Seminars in critical inquiry, quantitative modules, cohesive assessment/program review processes to improve student learning. Career Center and coordination of internships and international study opportunities to increase student engagement. Private funds for summer research, financial aid, and on-campus jobs. Extended library hours and digital data repository

Student Development: Enhanced capacity, programming, and opportunities in (and space for) student affairs, diversity & inclusion, intramurals, student clubs/organizations/activities. Enhanced student services capacity in disabilities services, health/wellness, health education, outdoor education, financial aid. Peer advising; system to track student engagement.

Infrastructure: Facilities space for health center, gymnasium, student activities; improved advertising and online content; admissions capacity; updated IT; improved ADA accessibility; campus appearance; regular maintenance schedule

Appendix: New College Growth Proposal

Goal: Elevate New College of Florida to a premier liberal arts institution through transformative change

Primary metrics: 1) Improve four-year graduation rate to 80%, a level comparable to premier liberal arts institutions
2) Improve academic progress rate to 90%

Secondary effect: New College will move up in the rankings of all public and private liberal arts colleges

Areas of focus: 1) Academic excellence
2) Student development
3) Enhanced infrastructure

Methods for improvement: 1) Build capacity
2) Clarify pathways and remove barriers
3) Collaborate and build partnerships

<u>Page</u>	<u>Contents</u>
11-12	Academic excellence plan
13-14	Student development plan
15-16	Enhanced infrastructure plan
17	Summary

Academic	benchmark	timeline	faculty	staff	salary+benefits	operational	total recurring	nonrecurring	total request	collaborations	impact	
1. Increase number of faculty	a) identify disciplines for 2017-18 faculty searches	FY 2016-17	0.0	0.0	\$0	\$0	\$0	\$0	\$0		<ul style="list-style-type: none"> US News: 6-year grad. rate % full-time faculty student:faculty ratio class size faculty qualifications retention rate 	
	b) identify key programs that could benefit most from senior hires and local partnerships	FY 2016-19	salaries required for senior hires will be augmented with private funding									<ul style="list-style-type: none"> Private fundraising will be used to hire any faculty above junior level
	c) search for 15 faculty to improve academic excellence and provide breadth and depth of curriculum needed for a top liberal arts school	FY 2017-18	15.0	0.0	\$1,500,000	\$0	\$1,500,000	\$1,687,500	\$1,687,500		<ul style="list-style-type: none"> BOG metrics: 6-year grad. rate academic prog. rate # of Top 50 rankings 	
	d) search for 15 faculty to address increasing student demand due to improved retention	FY 2018-19	15.0	0.0	\$1,500,000	\$0	\$1,500,000	\$1,687,500	\$1,687,500		<ul style="list-style-type: none"> BOG metrics: 6-year grad. rate academic prog. rate # of Top 50 rankings 	
	e) search for 10 faculty to address increasing student demand due to growth	FY 2019-20	10.0	0.0	\$1,000,000	\$0	\$1,000,000	\$1,125,000	\$1,125,000		<ul style="list-style-type: none"> Other metrics: 4-year grad. rate 	
	Total	Total	40.0	0.0	\$4,000,000	\$0	\$4,000,000	\$500,000	\$4,500,000		<ul style="list-style-type: none"> US News: 6-year grad. rate 1st-year retention rate 	
	2. Support faculty development in proven pedagogies, share best practices, and incorporate innovative teaching techniques using new technology	a) establish office for innovation and excellence in teaching and learning with instructional staff	FY 2017-18	0.0	3.0	\$240,000	\$80,000	\$320,000	\$0	\$320,000	<ul style="list-style-type: none"> US News: 6-year grad. rate 1st-year retention rate 	
	b) implement comprehensive orientation and assimilation for new faculty	FY 2018-19	0.0	0.0	\$0	\$10,000	\$10,000	\$0	\$10,000	<ul style="list-style-type: none"> BOG metrics: 6-year grad. rate academic prog. rate 		
	c) add value and cohesion to current practices for assessment of student learning and academic program review	FY 2018-19	0.0	0.0	\$0	\$30,000	\$30,000	\$0	\$30,000	<ul style="list-style-type: none"> BOG metrics: 6-year grad. rate academic prog. rate 		
	d) implement new pedagogy to improve student learning in introductory courses in the sciences, mathematics, and statistics	FY 2019-20	0.0	0.0	\$0	\$15,000	\$15,000	\$0	\$15,000	<ul style="list-style-type: none"> Other metrics: 4-year graduation rate sat. contracts NSSSE engagement 		
e) move ETS staff to E&G funding from Tech Fee to allow funds to be used for tech investment.	FY 2018-19	0.0	2.0	\$160,000	\$0	\$160,000	\$0	\$160,000				
Total	Total	0.0	5.0	\$400,000	\$135,000	\$535,000	\$0	\$535,000		<ul style="list-style-type: none"> US News: admissions test scores grad. performance 6-year grad. rate 1st-year retention rate acceptance rate academic peer ratings hs counselor ratings 		
3. Shape pool of student applicants who would thrive at NCF	a) better screen inquiry pool	FY 2017-18	0.0	0.0	\$0	\$100,000	\$100,000	\$0	\$100,000	<ul style="list-style-type: none"> US News: admissions test scores grad. performance 6-year grad. rate 1st-year retention rate acceptance rate academic peer ratings hs counselor ratings 		
	b) collaborate with Florida College System to further diversify the applicant pool	FY 2018-19	0.0	0.0	\$0	\$120,000	\$120,000	\$0	\$120,000	<ul style="list-style-type: none"> Investigate collaboration with Florida College System institutions to expand applicant pool 		
	c) build capacity in admissions to convert inquiries to applications	FY 2017-18	0.0	1.0	\$80,000	\$20,000	\$100,000	\$0	\$100,000	<ul style="list-style-type: none"> BOG metrics: 6-year grad. rate academic prog. rate freshmen in top 10% 		
	d) raise NCF's national profile through new media advertising and fresh website content	FY 2017 -->	0.0	2.0	\$160,000	\$200,000	\$360,000	\$50,000	\$410,000			
	e) travel & host events to recruit top scholars	FY 2017 -->	0.0	2.0	\$160,000	\$80,000	\$240,000	\$0	\$240,000			
	f) develop, evaluate, and implement predictive models for applicant success at NCF	Develop 16-17, Evaluate 17-18, Implement 18-19	0.0	0.0	\$0	\$35,000	\$35,000	\$0	\$35,000	<ul style="list-style-type: none"> Other metrics: 4-year graduation rate 		
Total	Total	0.0	5.0	\$400,000	\$555,000	\$955,000	\$50,000	\$1,005,000				
4. Increase Enrollment Services to support enrollment for a larger number of students	a) increase staffing in Financial Aid Office to better serve additional students	FY 2018-19	0.0	1.0	\$80,000	\$0	\$80,000	\$0	\$80,000	<ul style="list-style-type: none"> US News: admissions test scores grad. performance 6-year grad. rate 1st-year retention rate acceptance rate 		
	b) improve software and policies to streamline financial aid, admissions, student evaluation, transcript audit processes, self-reported student academic record system, advising (access to student services)	FY 2018 -->	0.0	0.0	\$0	\$230,000	\$230,000	\$120,000	\$350,000	<ul style="list-style-type: none"> Private fundraising & increased tuition revenue (ultimate goal = \$3m) BOG metrics: 6-year grad. rate academic prog. rate freshmen in top 10% cost to student 		
	c) increase fundraising for scholarships and student grants	FY 2017 -->	privately funded									
	d) increase number of part-time on-campus jobs for students	FY 2017 -->	privately funded									
Total	Total	0.0	1.0	\$80,000	\$230,000	\$310,000	\$120,000	\$430,000		<ul style="list-style-type: none"> Other metrics: 4-year graduation rate student debt load 		

Academic	benchmark	timeline	faculty	staff	salary+benefits	operational	total recurring	nonrecurring	total request	collaborations	impact
5. Enhance resources to further develop fundamental academic skills for success at NCF	a) offer more writing-enhanced courses and Seminars in Critical Inquiry, which have demonstrated a positive effect on student retention	FY 2017-18	0.0	2.0	\$160,000	\$0	\$160,000	\$0	\$160,000		<ul style="list-style-type: none"> US News: 6-year grad. rate 1st-year retention rate
	b) develop quantitative reasoning modules for courses in the Humanities and Social Sciences	FY 2017-18	0.0	1.0	\$80,000	\$0	\$80,000	\$0	\$80,000		<ul style="list-style-type: none"> BOG metrics: 6-year grad. rate academic prog. rate
	c) increase the number of AOC writing development plans to better develop student writing skills prior to the thesis	FY 2017 -->	0.0	0.0	\$0	\$10,000	\$10,000	\$0	\$10,000		<ul style="list-style-type: none"> Other metrics: 4-year graduation rate sat contracts
	Total	0.0	3.0	\$240,000	\$10,000	\$250,000	\$0	\$250,000			
6. Further increase student engagement in high-impact practices, such as internships and international study opportunities	a) increase student participation in community engagement, civic engagement, and service; increase student participation in internships for academic credit	FY 2017-18	0.0	2.0	\$160,000	\$15,000	\$175,000	\$0	\$175,000	Private fundraising for international study scholarships	<ul style="list-style-type: none"> US News: 6-year grad. rate 1st-year retention rate
	b) increase the percentage of students who study off-campus by providing scholarships for international study	FY 2019 -->		privately funded							<ul style="list-style-type: none"> BOG metrics: % enrolled/employed in 1 year median wages 6-year grad. rate academic prog. rate
	Total	0.0	2.0	\$160,000	\$15,000	\$175,000	\$0	\$175,000			<ul style="list-style-type: none"> Other metrics: 4-year graduation rate % FTE online courses NSSE engagement % internship participation
	a) post 4-year requirements or pathways of study for each AOC with checklists for students	FY 2017-18	0.0	0.0	\$0	\$0	\$0	\$0	\$0		
7. Clarify pathways and remove barriers to graduation	b) annually post two-year calendar of course offerings	FY 2017 -->	0.0	0.0	\$0	\$0	\$0	\$0	\$0		<ul style="list-style-type: none"> US News: 6-year grad. rate 1st-year retention rate
	c) with increased capacity through faculty hires, offer more courses in key areas (within AOCs and the LAC)	FY 2018 -->	0.0	0.0	\$0	\$0	\$0	\$0	\$0	C4 Consortium for cross-registration	<ul style="list-style-type: none"> BOG metrics: 6-year grad. rate academic prog. rate
	d) post videos profiling successful senior thesis students	FY 2017-18	0.0	0.0	\$0	\$0	\$0	\$0	\$0		<ul style="list-style-type: none"> Other metrics: 4-year graduation rate % FTE online courses time to degree
	e) move beyond pilot phase with policies and practices that allow NCF students to cross-register for a limited number of classes at USF-SM, Ringling College, FSU-R, State College of Florida, and Center for Architecture Sarasota UF	FY 2017 -->	0.0	0.0	\$0	\$0	\$0	\$0	\$0		
f) explore the integration of distance learning with academic contract system (Distance Learning Coordinator)	FY 2019-20	0.0	1.0	\$80,000	\$15,000	\$95,000	\$0	\$95,000			
Total	0.0	1.0	\$80,000	\$15,000	\$95,000	\$0	\$95,000				
Academic Excellence Total			40.0	17.0	\$5,360,000	\$960,000	\$6,320,000	\$670,000	\$6,990,000		

Development	benchmark	timeline	faculty	staff	salary+benefits	operational	total recurring	nonrecurring	total request	collaborations	impact
1. Develop residential life programming	a) develop first-year program to develop student self-confidence & social connections	FY 2017-18									US News: • 6-year grad. rate • 1st-year retention rate • grad. performance
	b) develop and implement leadership training for leaders of student government, student clubs, and student organizations	FY 2017-18	0.0	4.0	\$320,000	\$45,000	\$365,000	\$0	\$365,000	Coordinate student activities with other local campuses	BOG metrics: • 6-year grad. rate • academic prog. rate
	c) provide staff support and year-to-year continuity for clubs, organizations, and activities that build teamwork and social connections among students	FY 2017-->									Other metrics: • 4-year graduation rate
	d) provide space for student clubs, organizations, and activities	Plan 17-18, Build 18-19, Finish 19-20	0.0	0.0	\$0	(included in infrastructure request)	(included in infrastructure request)	(included in infrastructure request)	\$0		
	Total		0.0	4.0	\$320,000	\$45,000	\$365,000	\$0	\$365,000		
	a) establish and coordinate intramural and outdoor education program	FY 2017-18	0.0	2.0	\$160,000	\$25,000	\$185,000	\$0	\$185,000		US News: • 6-year grad. rate • 1st-year retention rate • graduation performance
	b) increase opportunities for student performance in theater and dance	FY 2017-->	0.0	2.0	\$160,000	\$30,000	\$190,000	\$0	\$190,000		US News: • 6-year grad. rate • 1st-year retention rate • graduation performance
	c) provide space for student engagement in intramurals and performance	Plan 17-18, Build 18-19, Finish 19-20	0.0	0.0	\$0	(included in infrastructure request)	(included in infrastructure request)	(included in infrastructure request)	\$0		BOG metrics: • 6-year grad. rate • academic prog. rate
	d) develop summer research program for 2nd/3rd year students to work with faculty in projects involving lab work, fieldwork, and studio/creative work	FY 2018-->								privately funded	Private fundraising for summer research program
	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	Plan 17-18, Implement 18-19	0.0	1.0	\$80,000	\$10,000	\$90,000	\$30,000	\$120,000		Other metrics: • 4-year graduation rate • NSSSE engagement
Total		0.0	5.0	\$400,000	\$65,000	\$465,000	\$30,000	\$495,000		US News: • 6-year grad. rate • 1st-year retention rate • graduation performance	
3. Address unmet student need for disability services, counseling, and wellness	a) expand disability services to meet need: disability coordinator and case manager	FY 2017-18	0.0	2.0	\$160,000	\$30,000	\$190,000	\$0	\$190,000	Health center could be shared with USE-SM and FSUR.	US News: • 6-year grad. rate • 1st-year retention rate • graduation performance
	b) expand counseling services to meet need: two psychologists	FY 2018-19	0.0	2.0*	\$160,000	\$30,000	\$190,000	\$0	\$190,000	*If SUS system-wide LBR for mental health is funded, staffing requests are reduced to 4.0	BOG metrics: • 6-year grad. rate • academic prog. rate
	c) expand health services to meet need: full-time nurse and health educator	FY 2018-19, 19-20	0.0	2.0	\$160,000	\$30,000	\$190,000	\$0	\$190,000		Other metrics: • 4-year graduation rate
	d) space for health center facility	FY 2019-20	0.0	0.0	\$0	(in infrastructure request)	(in infrastructure request)	(in infrastructure request)	\$0		
Total		0.0	6.0	\$480,000	\$90,000	\$570,000	\$0	\$570,000		US News: • 6-year grad. rate • 1st-year retention rate • grad. performance	
4. Improve academic advising	a) explore model of faculty class advisor for each entering cohort	FY 2017-->								privately funded	Private fundraising for faculty class advisors
	b) develop advising / mentorship program to improve digital resources for advising, consistency in academic advice, and lateral learning	FY 2017-->	0.0	0.0	\$0	\$20,000	\$20,000	\$0	\$20,000		BOG metrics: • 6-year grad. rate • academic prog. rate
Total		0.0	0.0	\$0	\$20,000	\$20,000	\$0	\$20,000		Other metrics: • 4-year graduation rate	

Development	benchmark	timeline	faculty	staff	salary+benefits	operational	total recurring	nonrecurring	total request	collaborations	impact
5. Effective programming for diversity and inclusion	a) Formalize diversity and inclusion programming and initiatives for students, faculty, and staff	FY 2017-18	0.0	1.0	\$80,000	\$25,000	\$105,000	\$0	\$105,000		<ul style="list-style-type: none"> US News: 6-year grad. rate 1st-year retention rate grad. performance
											<ul style="list-style-type: none"> BOG metrics: 6-year grad. rate academic prog. rate
		Total	0.0	1.0	\$80,000	\$25,000	\$105,000	\$0	\$105,000		<ul style="list-style-type: none"> Other metrics: 4-year graduation rate
6. Increase access to library and library services	a) expand library hours and services b) establish a digital data repository	FY 2019-20	0.0	1.0	\$80,000	\$20,000	\$100,000	\$0	\$100,000	Library is shared with USF-SM	<ul style="list-style-type: none"> US News: 6-year grad. rate
											<ul style="list-style-type: none"> BOG metrics: 6-year grad. rate
		Total	0.0	1.0	\$80,000	\$30,000	\$110,000	\$0	\$110,000		<ul style="list-style-type: none"> Other metrics: 4-year graduation rate

Student Development:
included in SUS systemwide LBR for mental health:
Total: 0.0 18.0 \$1,440,000 \$295,000 \$1,735,000

(not including what's in the infrastructure request)

Infrastructure	benchmark	timeline	faculty	staff	salary+benefits	operational	total recurring	nonrecurring	total request	collaborations
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.	Plan (2017-18), Build (2018-19), Finish (2019-20)	0.0	0.0	\$0	\$1,600,000	\$1,600,000	\$4,500,000 \$36,000,000 \$4,500,000	\$46,600,000	Potential for shared space
	* costs, estimated from 125,000 sq. ft. at \$360 per sq. ft. (\$300 construction + \$30 planning + \$30 furnishings), subject to discussions with BOG facilities staff.									
2. Utilities, infrastructure, capital renewal on current plant	a) renew IT, ADA accessibility, code compliance	FY 2017-18 FY 2018-19 FY 2019-20	0.0	0.0	\$0	\$0	\$0	\$5,562,000 \$3,000,000 \$4,000,000	\$12,562,000	Priority #2 for NCF Capital Improvement Plan 2017-2022
	b) PO&M on existing facilities	FY 2017-18, FY 2018-19, FY 2019-20	0.0	0.0	\$0	\$900,000	\$900,000	\$900,000	\$900,000	
Total			0.0	0.0	\$0	\$900,000	\$900,000	\$12,562,000	\$13,462,000	
3. Build capacity with local organizations	a) formalize shared services with adjacent campuses of USF-SM and FSU-R for police services, emergency management, library, health and wellness, physical plant, grounds, purchasing	FY 2016 -->								Shared services
	b) implement Mellon Grant to connect faculty with local community and provide community resources	2016-20								Grants
	c) solicit support from corporations and private foundations through the Office of Research Programs and Services	FY 2018 -->	0.0	1.0	\$80,000	\$0	\$80,000	\$0	\$80,000	Community Collaborations
	Total 0.0 1.0 \$80,000 \$0 \$80,000 \$0									
4. Increase student housing capacity	a) develop partnerships with adjacent campuses for shared student housing using P3 model	FY 2017 -->								Shared student housing
	Total 0.0 0.0 \$0 \$0 \$0 \$0									
5. Develop landscape that supports campus excellence	a) improve common areas in/outside Pei Courts	FY 2017 -->								Private-Public Partnerships
	b) build trails to link campuses within NCF and with adjacent campuses	FY 2017 -->								Investigate shared service for groundskeeping with FSU-Ringling
	c) ensure sufficient staff for maintenance and groundskeeping	FY 2017 -->								
	Total 0.0 0.0 \$0 \$0 \$0 \$0									
6. Build sufficient support capacity for faculty and staff	a) ensure sufficient office space is available for new faculty and staff	FY 2017 -->	0.0	0.0	\$0	\$0	\$0	\$0	\$0	
	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)	FY 2017 -->	0.0	7.0	\$560,000	\$140,000	\$700,000	\$0	\$700,000	
	c) ensure sufficient administrative support for expanded academic program	FY 2018 -->	0.0	3.0	\$240,000	\$240,000	\$240,000	\$240,000	\$240,000	
Total			0.0	10.0	\$800,000	\$140,000	\$940,000	\$0	\$940,000	

Infrastructure	benchmark	timeline	faculty	staff	salary+benefits	operational	total recurring	nonrecurring	total request	collaborations
7. IT capacity	a) update fiber optic connectivity and wireless coverage	FY 2018 -->								
	b) refresh core network and residence hall network	FY 2018 -->								
	c) expand data centers, warehouse, and servers	FY 2018 -->								
	d) expand number of seats for academic software licenses	FY 2018 -->								
8. Campus security	e) sufficient number of help desk technicians, network server administrators, application developers, and database administrators	FY 2018-19, FY 2019-20	0.0	6.0	\$480,000	\$0	\$480,000	\$0	\$480,000	
	a) Police (8.0 FTE requested in SUS system-wide LBR for law enforcement)	FY 2017-18	0.0	8.0*	\$640,000	\$0	\$640,000	\$0	\$640,000*	Police are shared with USF -SM
	b) Emergency management	FY 2017-18	0.0	1.0	\$80,000	\$0	\$80,000	\$0	\$80,000	*If SUS system-wide LBR for law enforcement is funded, this request is reduced to \$0.
	Total		0.0	9.0	\$720,000	\$0	\$720,000	\$0	\$720,000	
9. Maintenance	a) adopt regular schedule for maintenance, repair, and replacement of equipment in labs and studios	FY 2017 -->	0.0	0.0	\$0	\$150,000	\$150,000	\$250,000	\$400,000	
	b) adopt regular schedule for maintenance, repair, and replacement of equipment (computers, phones, office machines), furniture, and vehicles	FY 2017 -->	0.0	0.0	\$0	\$150,000	\$150,000	\$250,000	\$400,000	
	c) hire sufficient staff for maintenance	FY 2017 -->								
	Total		0.0	0.0	\$0	\$300,000	\$300,000	\$500,000	\$800,000	

* costs, estimated from 125,000 sq. ft. at \$360 per sq. ft. (\$300 construction + \$30 planning + \$30 furnishings), subject to discussions with BOG facilities staff.

	faculty	staff	salary+benefits	operational	total recurring	nonrecurring	total request
Update Infrastructure:	0.0	18.0	\$1,440,000	\$440,000	\$1,880,000	\$500,000	\$2,380,000
existing infrastructure:	0.0	0.0	\$0	\$900,000	\$900,000	\$12,562,000	\$13,462,000
capital project for growth:	0.0	0.0	\$0	\$1,600,000	\$1,600,000	\$45,000,000*	1,600,000
SUS system-wide LBR for law enforcement:	0.0	8.0	\$640,000	\$0	\$640,000	\$0	\$640,000
Total:	0.0	26.0	\$2,080,000	\$2,940,000	\$5,020,000	\$58,062,000	\$63,082,000

Funding Requests:		2017-18	2018-19	2019-20	Total
Requests for growth:	40.0 faculty (salary + benefits):	\$1,500,000	\$1,500,000	\$1,000,000	\$4,000,000
	61.0 staff (salary + benefits):	\$2,160,000	\$1,280,000	\$640,000	\$4,080,000
	operational:	\$890,000	\$405,000	\$100,000	\$1,395,000
	PO&M - enhance existing:	\$300,000	\$300,000	\$300,000	\$900,000
	equipment maintenance:	\$150,000	\$150,000	-	\$300,000
	recurring total:	\$5,000,000	\$3,635,000	\$2,040,000	\$10,675,000
	faculty start-up:	\$187,500	\$187,500	\$125,000	\$500,000
	PO&M (new):	\$150,000	\$150,000	\$200,000	\$500,000
	existing infrastructure:	\$80,000	\$120,000	-	\$200,000
	nonrecurring total:	\$417,500	\$457,500	\$325,000.00	\$1,200,000
TOTAL:	\$5,417,500	\$4,092,500	\$2,365,000	\$11,875,000	
Additional requests:	SUS LBR: Law Enforcement:	\$160,000	\$240,000	\$240,000	\$640,000
	SUS LBR: Mental Health:	-	\$80,000	\$80,000	\$160,000
	capital project:	\$4,500,000	\$36,000,000	\$4,500,000	\$45,000,000
	PO&M (new):	\$500,000	\$500,000	\$600,000	\$1,600,000
	existing infrastructure:	\$5,562,000	\$3,000,000	\$4,000,000	\$12,562,000
	capital infrastructure total:	\$10,562,000	\$39,500,000	\$9,100,000	\$59,162,000
<i>Note: capital project and new PO&M funding requests are estimates subject to discussions with BOG facilities staff</i>					
GRAND TOTAL:		\$16,139,500	\$43,912,500	\$11,785,000	\$71,837,000
Fundraising Goals:		\$3,000,000	\$4,000,000	\$4,000,000	\$11,000,000

Growth Projections:	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	change
enrollment:	850	875	900	950	1025	1100	1200	+350 (41%)
faculty:	81	81	96	111	121	121	121	+40 (49%)
staff:	200	227	244	256	256	256	256	+56 (28%)

Position Requests:

2017-18: 44.0 FTE	2018-19: 35.0 FTE	2019-20: 22.0 FTE
Academic Affairs (23.0 FTE)	Academic Affairs (20.0 FTE)	Academic Affairs (14.0 FTE)
Faculty (15.0)	Faculty (15.0)	Faculty (10.0)
Teaching & Learning (3.0)	Administrative Support (3.0)	Library + Digital Initiatives (2.0)
Writing/Quant Resource (3.0)	Ed. Technology Services (2.0)*	Distance Learning Coord. (1.0)
Career Services (1.0)		Research Program/Services (1.0)
IR, Assessment, Accred. (1.0)		
Student Affairs (11.0 FTE)	Student Affairs (5.0 FTE)	Student Affairs (1.0 FTE)
Leadership, Orgs, Activities (3.0)	Case Manager (1.0)	Psychologist (1.0)**
Intramurals; Outdoor Educ. (2.0)	Community Service Coord. (1.0)	
Perform: Theater/Dance (2.0)	Health Educator (1.0)*	
Director of Diversity (1.0)*	Nurse (1.0)	
Disabilities Services Coord (1.0)	Psychologist (1.0)**	
First-Year Coordinator (1.0)*		
Track Student Engagement (1.0)		
Other (10.0 FTE)	Other (10.0 FTE)	Other (7.0 FTE)
Admissions (3.0)	IT Network Admin, AppDev (3.0)	IT Support (3.0)
Graphic Des.; Digital Comm (2.0)	Police (3.0)**	Police (3.0)**
Police (2.0)**	Finance (2.0)	Finance (1.0)
Compliance / Audit (1.0)	Financial Aid (1.0)	
Emergency Management (1.0)	Human Resources (1.0)	
Human Resources (1.0)		

Enhanced capacities:

Academic Excellence: Office for Teaching Innovation & Excellence and faculty orientation program to improve pedagogy, integrate technology, and improve student learning. Increased admissions capacity, predictive admissions models to improve selectivity, recruitment of top scholars, and applicant pool diversity. Improved academic advising, increased course offerings, C4 cross-registration, and 4-year plans of study to clarify pathways to graduation. Seminars in critical inquiry, quantitative modules, cohesive assessment/program review processes to improve learning. Career Center and coordination of internships and international study opportunities to increase student engagement. Private funds for summer research, financial aid, and on-campus jobs. Extended library hours and digital data repository

Student Development: Enhanced capacity, programming, and opportunities in (and space for) student affairs, diversity & inclusion, intramurals, student clubs/organizations/activities. Enhanced student services capacity in disabilities services, health/wellness, health education, outdoor education, financial aid. Peer advising; system to track student engagement.

Infrastructure: Facilities space for health center, gymnasium, student activities; improved advertising and online content; admissions capacity; updated IT; improved ADA accessibility; campus appearance; regular maintenance schedule