

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

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

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 29th 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

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

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.):

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

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 |
| | ===== | ===== | ===== |