



SUMMARY OF PRESIDENTIAL SEARCH PROCESS

CONDUCTED FOR THE FLORIDA BOARD OF GOVERNORS

New College
THE HONORS COLLEGE of Florida

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SECTION ONE

LETTER FROM THE NCF TRUSTEES





Board of Trustees

NEW COLLEGE OF FLORIDA
Board of Trustees
5800 Bay Shore Road
Sarasota, FL 34243

May 20, 2021

The Honorable Syd Kitson, Chair
Florida Board of Governors
325 West Gaines Street, Suite 1614
Tallahassee, Florida 32399

RE: Confirmation of New College of Florida President-Elect

Dear Chair Kitson:

I am pleased to request the Board of Governors final review and confirmation of Dr. Patricia Okker as the first woman to be permanently appointed as president of the New College of Florida. This request is made on behalf of the NCF Board of Trustees, following their unanimous vote and pursuant to Board of Governors Regulation 1.001(5)(c).

We submit this request with sincere thanks for your advice and support throughout this process, as well as for the dedicated service of every member of our search committee. We especially benefited from the advice and counsel of Governor Al Levine. The dedication and collaborative approach of the search committee were instrumental in helping us to reach a conclusion that has enabled us to bring you an immensely qualified president-elect for the Board's consideration. We are confident that Dr. Okker's experience and track record make her the right leader at this time for the New College of Florida.

As evidenced by the attached timeline, the search committee engaged the campus and community in a transparent and highly participatory process. In the selection process, the NCF Board of Trustees and members of the presidential search committee sought to recruit a proven leader of the highest integrity and academic qualifications, one whose passion for public liberal arts education, the college's mission, student success and academic excellence would inspire and engage faculty, staff, students and community members. We sought a president who demonstrates a commitment to diversity, equity and inclusion; ability to establish effective relationships with college constituents and community members; deep administrative and operational leadership experience; transparent and inclusive communication skills; demonstrated effectiveness in improving enrollment and retention; and a commitment to shared governance and a consultative decision-making style. We searched for an educational leader who can fulfill the aims of the State University System of Florida in meeting performance measures and achieving excellence as part of the #1 public system in the country. We are confident that we have selected a president for NCF who fully possesses these leadership strengths.

Dr. Pat Okker is a proven leader who undertakes complexity and achieves excellence with a sense of inclusion and shared purpose. The Dean of the College of Arts and Science at the University of Missouri in Columbia, Dr. Okker has proven that she can lead change effectively in a shared governance environment, execute on goals, raise funds, improve financial results, and increase performance across a

broad set of metrics and indicators in a challenging higher education landscape. She especially appreciates the unique mission of Florida's public honors college in ensuring access and excellence through partnership with the State University System.

With this letter of request, we hereby ask the Board of Governors to consider and confirm Dr. Patricia Okker at its next meeting. I look forward to the opportunity to present Dr. Okker in person to the Board of Governors at the June 23, 2021 meeting in St. Petersburg at the University of South Florida. Additional information, in compliance with the requirements of Board of Governors Regulations 1.001(5) (c) and 1.002(1) (d) (v), is enclosed.

We remain grateful to the Board of Governors for the many ways you support the mission of New College of Florida and all our independent institutions in the State University System of Florida.

Sincerely,



Mary Ruiz, Chair
New College of Florida
Board of Trustees

SECTION TWO

SEARCH COMMITTEE



New College
THE HONORS COLLEGE of Florida

**MARY RUIZ – Chair**

Mary Ruiz is Chair of the New College of Florida Board of Trustees. She is CEO of Ruiz Strategic Advisors and an experienced healthcare Chief Executive Officer and Chief Strategy Officer with a specialization in strategic planning, mergers and acquisitions, business development, government relations and joint ventures. Ms. Ruiz is a founding President of the New College Alumni Association.

M.B.A. University of South Florida

B.A. New College of Florida

**RON CHRISTALDI – Vice Chair**

Ron Christaldi is Vice Chair of the New College of Florida Board of Trustees. He is a business lawyer representing clients in complex transactions and litigation, and the President and CEO of the public affairs firm Shumaker Advisors Florida. Mr. Christaldi is a past-chair of the Tampa Bay Chamber.

J.D. & M.A. Florida State University

B.A. New College of Florida

**JOHN CRANOR**

John Cranor is a US Army veteran who has held senior executive positions with General Mills, Wilson Sporting Goods, Pepsi Cola North America, Taco Bell, KFC Worldwide and Long John Silvers. Most recently he was Chairman of the Board of Popeye's Louisiana Kitchen. Mr. Cranor currently serves as Chairman of the Board of Plymouth Harbor and the Financial Advisory Board of the Sarasota School Board.

MBA Harvard University

B.A. New College of Florida (charter class)

**WILLIAM C. DUDLEY**

William C. Dudley is a Senior Research Scholar at the Griswold Center for Economic Policy Studies at Princeton University and a member of the Group of Thirty and the Council on Foreign Relations. From 2009 to 2018, Dr. Dudley was the 10th president and chief executive officer of the Federal Reserve Bank of New York.

Ph.D. University of California Berkeley

B.A. New College of Florida

**DAVID HARVEY**

Dr. David Harvey is Professor of History and Chair of the Faculty at New College of Florida, where he has taught since 2000. He is a statutory member of the New College Board of Trustees. Dr. Harvey teaches a range of courses in modern European history and has sponsored dozens of theses, tutorials, and independent study projects in related fields. A specialist in French cultural history, he is the author of three books, about a dozen articles, and over a hundred book reviews.

Ph.D. and M.A. Princeton University

B.A. Rice University

**SARAH HERNANDEZ**

Dr. Sarah Hernandez is an Associate Professor of Sociology & Latin America and Caribbean Studies at New College. Since her faculty appointment in 1996, she has served on the Provost Advisory Committee, Faculty Appointments and Status Committee, Provost Search Committee and Student Academic Status Committee. She currently serves as Co-Director of the Initiative for Diversity and Equity in Academics and as representative of the New College faculty to the Advisory Council of Faculty Senates.

Ph.D. and M.A. University of Michigan

B.A. Earlham College



ALAN LEVINE

Alan Levine is Chairman, President & CEO of Ballad Health. He is a Member of the Board of Governors for the State University System of Florida. Prior to his role at Ballad Health, Mr. Levine was the President and Chief Executive Officer of Mountain States Health Alliance. His public service career includes serving as Senior Health Policy Advisor and Secretary for Louisiana's Department of Health and Hospitals appointed by Governor Bobby Jindal and as the Senior Health Policy Advisor and Deputy Chief of Staff for Governor Jeb Bush prior to being appointed by Governor Bush to be Secretary of the Agency for Health Care Administration.

M.A. and B.A. University of Florida



SOFIA LOMBARDI

Sofia Lombardi is the New College Student Association President and a statutory member of the Board of Trustees. Last February, she organized a group of students to travel to Tallahassee to oppose a House bill that proposed to merge New College with the University of Florida. Sofia is a second-year student pursuing a double Area of Concentration in History and Spanish. After New College, she plans to attend law school with the goal of becoming a public interest lawyer.



MICHAEL MCPHERSON

Dr. Michael McPherson has served as president of the Spencer Foundation and Macalester College. A nationally known economist, McPherson spent the 22 years before his Macalester presidency as professor of economics, chair of the economics department, and dean of faculty at Williams College. He was a fellow of the Institute for Advanced Study and a senior fellow at the Brookings Institution. He is the president of the board of overseers of TIAA.

Ph.D., M.A. and B.A. University of Chicago



DWAYNE PETERSON

Dwayne Peterson is the Director of the Center for Career Engagement and Opportunity at New College. He and his team lead the College's efforts to integrate career planning and preparation into the academic experience for all students. He is a certified career development facilitator and represents New College as a member of the Florida Career Centers consortium.

M.S. Miami University

M.B.A. University of North Florida

B.A. University of South Florida



SHARON LANDESMAN RAMEY

Dr. Sharon Landesman Ramey is on the Board of Directors of the New College Foundation. A Research Professor and Distinguished Research Scholar at Fralin Biomedical Research Institute at Virginia Tech, she is focused on the field of human development and the role of early experience and interventions on later developmental outcomes.

Ph.D. The University of Washington Seattle

B.A. New College of Florida



MONA RANKIN

Mona Rankin, retired Chief of Staff at SUNY, College at Old Westbury, also served in leadership roles at CUNY and FIU. She is a founder of the Harlem Renaissance Education Pipeline, a past participant and presenter in FIU's Executive Leadership Enhancement Program, and serves on the board of the West Coast Black Theater Troupe.

M.A. and B.A. University of Illinois Chicago



FELICE SCHULANER

Felice Schulaner is the former Chair of the New College Foundation and the New College Board of Trustees. Previously she was senior vice president of human resources for Coach Inc., a multibillion-dollar global accessories company. She is currently a Board member for the Community Foundation of Sarasota County and has also served on the boards of Planned Parenthood of Southwest and Central Florida and the Visible Men Academy.

B.A. New College of Florida



JAMES B. STEWART

Dr. James B. Stewart is Professor Emeritus at Penn State University who also served as inaugural Vice Provost for Educational Equity and Director of the Black Studies Program. He has authored, co-authored, edited or co-edited eleven monographs and has published over 75 articles in Economics and Black Studies professional journals. He has served as President of the Association for the Study of African American Life and History (ASALH) and the National Economic Association.

Ph.D. Notre Dame

M.A. Cleveland State University

B.A. Rose Hulman Institute of Technology



MIRIAM L. WALLACE

Dr. Miriam L. Wallace is Professor of English and Gender Studies, Chair of the Humanities Division, and founding faculty in the Gender Studies Program at New College. She was awarded an NEH College Teacher Fellowship for her book on 1790s political fiction and is editor for Bucknell University Press's Transits: Literature, Thought and Culture 1650-1850 series. She served on fellowship selection committees with the NEH and as co-Chair of the Women's Caucus for ASECS.

Ph.D. and M.A. University of California, Santa Cruz

B.A. with Distinction, Swarthmore College

SECTION THREE

SEARCH TIMELINE AND PROCESS



**New College of Florida
President Search
Timeline & Search Committee Schedule**

Date	Time	Activity
October 16, 2020		Presidential Web Page Launched Search Committee Announced
November 3, 2020	3-4 pm	Search Committee Meeting 1 Discussion of committee charter, responsibilities, and requirements per Board of Governors regulations
November 20, 2020		Search Firm Announced WittKieffer selected from 7 firms at conclusion of Request for Quote process
December 7, 2020		Compensation Study Conducted by WittKieffer and presented to Board of Trustees
December 8, 2020	4-5 pm	Search Committee Meeting 2 Process and timeline overview Plan for community input
DECEMBER 9-16, 2020	5 events via ZOOM	Campus Listening Sessions Search Committee members and WittKieffer host listening sessions with campus stakeholder groups: staff, faculty, students, direct reports, alumni, and community members Survey launched for input on leadership profile
January 6, 2021	4-5:30 pm	Search Committee Meeting 3 Reviewed survey input on leadership profile from over 250 participants. Synthesis of input and discussion of draft leadership profile
January 12, 2021		Leadership Profile approved
January-February	8 weeks	Outreach including extensive advertising and direct contact of over 1800 leaders in US and international higher education and other related backgrounds Received 184 nominations
February 16, 2021	4-5:30 pm	Search Committee Meeting 4 Search updates and feedback from the marketplace DE&I conversation Preparation for candidate review

February 28, 2021		Application deadline – 137 complete applications received
March 1, 2021	1-5 pm via ZOOM	Search Committee Meeting 5 Review of applications Search committee selects 12 candidates for interviews
March 8, 9, and 10, 2021	via ZOOM	Search Committee conducts First-round Interviews with 12 Candidates
April-May		WittKieffer Conducts Referencing of Finalists
March 29 – April 9, 2021	1-3 days per candidate	Second-round/Campus Interviews with Five Finalists Candidates meet with trustees, and campus stakeholder groups: staff, faculty, students, direct reports, alumni, and community members in person and via ZOOM Surveys for campus feedback launched
April 20, 2021	2:30-4:30 pm	Board of Trustees Meeting Discussion of finalist visits, campus feedback, and survey results Board unanimously votes to recommend Dr. Patricia Okker as President-Elect
Before June 1, 2021		Board of Trustees Submits Appointment Materials to Board of Governors
June 23, 2021		President Elect Dr. Pat Okker to Appear before Board of Governors for Consideration of Confirmation

SECTION FOUR

PRESIDENTIAL LEADERSHIP PROFILE



New College

THE HONORS COLLEGE of Florida

President

Leadership Profile

January 2021



WittKieffer

Executive Summary

New College of Florida, a top ranked public, four-year undergraduate college and the state of **Florida's legislatively designated honors college for the liberal arts and sciences**, seeks a new president. The position replaces Dr. Donal O'Shea, who will retire effective June 30, 2021.

New College offers a personal and collaborative learning environment, where faculty and students engage in in-depth exploration of ideas and subject matter, and where students have the freedom to chart their own academic course and prepare for their future career. Since 2001, the college has earned top five rankings from Forbes, the Princeton Review, *U.S. News & World Report*, Fiske Guide to Colleges, *The Wall Street Journal* **and others as one of the nation's premier public liberal arts colleges**. New College is also a national leader in Fulbright Scholarship recipients, having produced more than 50 undergraduate Fulbright winners in the past decade.

As the State of Florida's legislatively-designated "honors college for the liberal arts," New College is the only public college or university in the state whose sole mission is to provide an undergraduate education of the highest caliber to high potential students from around the country. Located on a beautiful 110-acre campus on sunny Sarasota Bay, New College provides an ideal learning environment for intellectually curious, motivated students who thrive on active learning and are drawn to an intellectually rigorous curriculum. More about the college may be found at www.ncf.edu.

In 2018, the Board of Trustees adopted a ten-year strategic plan, [*Cultivating Curiosity. Unleashing Potential.*](#), **which outlines the college's plan to grow enrollment from 727 students in 2019-20 to 1,200 students in 2024-25 and increase four-year graduation rates from 56% to 80%.**

Buoyed by a three-year, \$9 million investment from the state, New College has expanded its full-time faculty to 98, rolled out new academic programs and increased student services. In 2020, the Board of Governors, which oversees the State University System of Florida, recognized New **College's excellence on its 10 performance-based metrics** and awarded \$4 million to the institution.

With its history of innovation and commitment to academic excellence, New College seeks a president who believes in transforming lives through outstanding public liberal arts education who will join them in their aspiration to be recognized among the top 20 liberal arts colleges in the nation. The president must be an inspiring, visionary champion of the liberal arts with the ability to harness the collective energy, talent, resources and passion of the college's constituents to achieve its goal.

More information on how to apply can be found in the "Procedure for Candidacy" at the end of this document.

At a Glance



Founded in 1960, New College of Florida has educated intellectually curious students for lives of great achievement since its first class enrolled in 1964. As one of 12 universities in the [State University System of Florida](#) and the State of Florida's designated honors college, New College provides an exceptional undergraduate education that transforms students' intellectual curiosity into extraordinary personal accomplishment. Located in Sarasota on the beautiful west coast of Florida, New College offers over **40 areas of concentration for undergraduates and a master's degree program in data science**. The university has earned many [accolades and distinctions](#), among them, a place in Loren Pope's book, "Colleges That Change Lives," and consistently high national rankings by the leading arbiters of higher education.

Fast Facts

- Degrees awarded: Bachelor of Arts, Master of Science in Data Science
- Enrollment: 676 undergraduates and 29 graduate students (fall 2020)
- Student-faculty ratio: 7:1
- Average class size: 12
- Percent of full-time faculty with doctorate or terminal degree in field: 98 percent
- Number of U.S. states, and D.C. and Puerto Rico represented: 34
- Number of foreign countries represented: 14
- In-state/out of state ratio: 80 percent / 20 percent
- Average high school GPA of incoming freshmen: 3.87
- Average SAT scores of incoming first-time freshmen: 1257
- Number of full-time faculty: 98
- Tuition costs: Florida resident \$6,916; nonresident \$29,944
- Room and Board: \$9,662
- Accreditation: Commission on Colleges of the Southern Association of Colleges and Schools to award the Bachelor of Arts Degree and Master of Science in Data Science
- Institutional Budget: \$50.3 million (Education and General budget \$38.2 million, which includes revenues from the State of Florida, plus tuition and fees)

For more detail, see the college's [Fact Books](#), which contain information and statistics on institutional enrollment, student characteristics, admissions policies, academic offerings, faculty and class size, fiscal resources, personnel and library resources.

Role of the President

New College of Florida is the 11th (of 12) member of the State University System of Florida, which **is headed by a chancellor and the appointed Florida Board of Governors, the System's super governing board.**

New College of Florida is governed by its own [Board of Trustees](#) to which the Board of Governors has delegated authority over the college. The Florida Legislature and the Florida Board of Governors have set the responsibilities of the Board of Trustees, as provided in Florida Statutes, Sections 1001.71-1001.74, and in the Resolution of the Florida Board of Governors adopted January 7, 2003.

State University System

U.S. News & World Report has ranked Florida the top state for higher education for three years in a row. The State University System of Florida serves more than 300,000 students and is the second largest System in the country. The Board of Governors has adopted a strategic plan for its aims of teaching, research and public service. Increased funding has been awarded by the Florida Legislature for the work of the State University System on its goals of excellence, productivity and strategic priorities for a knowledge economy. <https://www.flbog.edu/board/strategic-plan/> While New College of Florida is the smallest institution in the State University System it has an equal seat at the table and benefits perhaps more than larger institutions from the shared resources of the System. The President of New College is therefore a statewide educational leader, active in influencing the Board of Governors and Florida Legislature and implementing state educational policy.

The president is the chief executive and academic officer of New College and corporate secretary to the Board of Trustees. The president is responsible for the operation and administration of the college. The President is responsible to the Board and is charged with carrying out the policies and plans of the Board in achieving the stated goals and objectives of the college.

By Florida statute, the president shall:

- Recommend adoption of rules to the board of trustees.
- Prepare a budget request and an operating budget for approval by the board of trustees.
- Establish and implement personnel policies and procedures.
- Govern admissions.
- Approve, execute, and administer contracts for licenses; the acquisition or provision of goods and services; leases of real and personal property; and planning and construction.
- Act as custodian of all college property.
- Establish the academic calendar of the college.
- Recommend undergraduate programs to the board of trustees.
- Award degrees.
- Recommend to the board of trustees a schedule of tuition and fees.
- Organize the college to achieve its goals efficiently and effectively.

- Review college operations periodically to determine how effectively and efficiently the college is administered and meeting the goals of its strategic plan.
- Enter into agreements for student exchange programs.
- Provide budgetary review processes for student government organizations.
- Ensure compliance with federal and state laws, rules, regulations, and other requirements.
- **Maintain all data about the college's operation and report on performance accountability goals.**
- Adjust property records and dispose of state-owned tangible personal property.
- Have vested with the president or the president's designee the powers, duties, and authority that is vested with the college.

Reporting to the president are the following members of the senior leadership team ([organizational chart here](#)):

- Provost and Vice President for Academic Affairs
- Vice President for Enrollment Management
- Vice President for Student Affairs
- Vice President for Finance and Administration
- Vice President for Advancement and Executive Director of the New College Foundation
- Dean and Chief Diversity Officer
- Director, Office of Communications and Marketing
- General Counsel
- Chief of Staff
- Chief Compliance Officer

The university's operating budget for fiscal 2020-21 is \$50,285,708 and is derived from the following sources:

Education and General-State Appropriations	\$	35,145,785
Education and General-Tuition and Fees		3,069,926
Auxiliary Services, Student Activities, and Local Fees		6,783,298
Contracts, Grants and Gifts - NC Foundation		3,397,823
Contracts, Grants and Gifts - Other		1,888,876
Total Revenues	\$	50,285,708

Academic building construction has historically been funded by the State of Florida's Public Education Capital Outlay Trust. Residence halls have been financed using housing revenues. Florida resident tuition and fees for the 2020-21 academic year are among the lowest in the entire United States, at \$6,916, which supports the school's objective to provide access to talented students. Total cost of attendance for Florida Residents is estimated at \$21,048; non-resident cost of attendance is \$44,076. More information may be found at <https://www.ncf.edu/admissions/tuition-and-fees/>

New College Foundation

One of the essential roles of the President is to secure increased resources toward the fulfillment of the New College of Florida mission. The New College Board of Trustees pursuant to State University System Regulation 9.001 has established the New College Foundation a Direct Support Organization. The Board of Trustees and the Chair of the Board of Trustees approve appointments to the Foundation Board. The Foundation is led by the Vice President for Advancement who reports to the President and who fulfills the role of Executive Director of the New College Foundation. The President serves as Ex Officio on the Foundation Board and is essential in the cultivation and stewardship of major donors and gifts.

The New College Foundation raises private funding that enables New College to provide an outstanding liberal arts and sciences education to high-achieving undergraduates from Florida and elsewhere. Through outright gifts, pledges and deferred giving, the New College Foundation raises critical funds for scholarships, faculty positions, academic programs, new buildings, student and faculty research and travel, and endowments, with more than \$120 million in public and private funds raised since 1980. The Foundation is self-supporting and self-funded as mandated by the Florida legislature.

The Foundation has implemented best fundraising practices over the past four years which has

moved results from \$2 million annually in 2014 to **its' projected FY 21 goal of \$7 million**. It has now instituted a robust major gifts program and an annual fund program. It has recently launched a planned giving program designed to secure significant commitments for the future of New College. It has rebuilt an active foundation board



comprised of 26 members, a combination of both alumni and community members; and it has recently added two major gifts officers (January 2021) to increase the gift revenue to the College.

The Foundation is responsible for the oversight and management of the endowment, which is at \$40 million. Most of the endowment is designated for student scholarships, faculty support, academic programs and research/travel for both students and faculty. Increasing the endowment is an important strategy in pursuing excellence in the New College academic program.

Opportunities and Expectations for Leadership

Since graduating its first class in 1967, New College has achieved noteworthy success in providing an exceptional public liberal arts education at a fraction of the cost of comparable institutions. That the College has been ranked among the top five public liberal arts colleges nationally, is evidenced by accolades and markers of academic distinction including an eighty percent matriculation rate for its graduates into further studies. New College graduates receive doctoral degrees, such as PhDs, MDs, and JDs, at the highest rate of any public university in the U.S. Over 12% of New College graduates earn PhDs in mathematics and sciences, a staggering rate exceeded by only eight universities, all private. So high is this percentage, that New College produces a significant **proportion of Florida's scientists despite its relatively smaller size, compared to the average public university in Florida.** This overproduction is mirrored in other areas as well. Over the last two decades, with less than one third of one percent of students in the State University System, New College has produced one fourth of Florida's Fulbright winners.

In 2016, the Board of Governors and the state of Florida invested in New College, pledging to support a multi-year plan to increase enrollment to 1200 and the faculty proportionately to ensure the maintenance of a 10:1 student to faculty ratio. With the first fifteen months of the growth plan **behind them and the 60th anniversary of the College's founding** in 2020, the college launched a strategic plan – "[Cultivating Curiosity. Unleashing Potential](#)" in 2018 to map not only enrollment growth but also achievement of other key performance metrics that will put the college on par with the top twenty national liberal arts colleges, public or private. The plan outlines in some detail the steps to be taken over the next ten years to achieve sustainable enrollment, increase retention and graduation rates, and reshape the college to meet current and future student needs. Although framed in terms of rankings, the ultimate rationale is not to win a rankings war, but to provide students with a superlative and transformative education, while the college supplies Florida and the nation with more of the talented leaders society needs to solve its pressing problems.

After the successful nine-year tenure of its current president, Dr. Donal O'Shea, who will be retiring in 2021, the College seeks a new president to lead them for the next phase in this remarkable college's history.

PURSUE VISION WITH ENERGY AND PURPOSE

New College has proven that a vibrant, rigorous course curriculum, combined with an individualized course of study is not only effective but also an important and attractive alternative for high-performing students. The president will be expected to lead the institution in reinforcing what makes New College distinctive while staking new ground as a leader in higher education's response to the intense economic, public health, and social issues facing our world. The college has already put in motion key imperatives as laid out in its strategic plan. It will be important to resist the call to replicate other liberal arts colleges and, instead, to build on the college's history as a unique model of liberal arts education that is open-ended, minimally prescriptive, customized, and evolutionary.

EXECUTE A PLAN FOR GROWTH

Like all colleges in the current competitive higher education marketplace, New College must determine how to best align its character and the experience it offers with what it will take to draw a diverse body of talented students who will thrive and benefit from New College's approach. Competition for these students is fierce and will demand strategic thinking that leverages the **college's strengths not just in the state of Florida but nationally. Under new leadership for enrollment management** appointed in 2020, the college is seeing some promising results.

Like its peers, New College is subject to scrutiny from the public about the value of liberal arts education. Facing this challenging environment, in 2018 New College engaged an Art & Science Group to help develop an empirically informed institutional strategy that will meet these challenges. The [A&S report](#) recommended a number of actions that would strengthen curricula,



student services, and pathways to careers that will ultimately improve retention and graduation rates which currently fall below the college's aspirational peer group. The faculty, many of them newly hired in anticipation of enrollment growth, have been working to develop new programs and innovations that will ensure New College remains on the leading edge of liberal education.

Growing the student body to 1200 is a priority for several reasons, not the least of which a critical mass of

students will enrich the educational experience by ensuring sufficient diversity and energy in and out of the classroom. The Florida University System has expressed its support for and confidence in the college's ability to grow its enrollment by funding faculty hiring in advance. To support an increase in faculty, a revised staffing plan is also needed, as is a campus master plan that maps necessary improvements, infrastructure, renovation, maintenance, and new construction, with particular attention to ensuring physical access on a campus populated by many historic buildings.

BUILD AN INCLUSIVE AND SUPPORTIVE CULTURE FOR ALL

A small campus offers multiple opportunities to invest in and increase a sense of community where all voices and backgrounds are welcomed and valued as contributors to mission. With the appointment of a dedicated Chief Diversity Officer in 2019, the campus has further strengthened its thoughtful work and commitment to the values of diversity, equity, inclusion and access through increased support for minoritized groups including neurodiverse students and LGBTQ community members. The college would benefit from a president who will quickly dive into establishing personal connections with the college's constituents and establish and model norms that reinforce

and expand on these efforts. The college would welcome a president who will hold every member of the community accountable for continued improvement to a positive campus climate for all and especially people of color. The college needs more platforms for open, campus wide discussions aimed at building community, respect and trust among all constituents and for celebrating and appreciating all that a diverse environment has to offer.



IMPROVE ORGANIZATIONAL EFFECTIVENESS

New College will benefit from a president skilled at maximizing performance by leveraging and engaging its rich mosaic of human, intellectual, financial and physical resources. It begins with genuine engagement with shared governance in strategic discussions and collaborative decision-making around priorities that will keep the college moving forward. The president is expected to invest in and enhance strategic engagement of the board, recruitment and retention of a high-performing team of senior leaders, best practices in operations, and a contemporary talent management culture that respects and taps the full range of talent throughout the organization. The Board expects the president to oversee and report regularly on the successful implementation of the strategic plan and execution of the A&S report recommendations but, more importantly, to shift the culture throughout the organization towards higher performance through recognition and rewards for behavior consistent with the college's values of excellence, diversity, equity, inclusion and access. As a member of the State University System of Florida, New College is responsible for meeting performance metrics that determine its funding formula. Each year, the College submits an [Accountability Plan](#) to the Florida System setting out key initiatives "to drive improvement in Academic Quality, Operational Efficiency, and Return on Investment". The next president must embrace a culture and environment where the ideal and aspirational must be balanced with the practical requirement to fulfill the accountability plan.

GROW THE RESOURCE BASE

While New College is in a financially strong position in terms of state funding to support growth, current state appropriations have been reduced by some 10% due to the deterioration of state economic conditions caused by the global pandemic. Further, housing occupancy and associated housing revenues, have likewise fallen because of COVID-19 concerns. The college anticipates that housing occupancy will rebound beginning in Fall 2021; nonetheless, this represents a point of concern at what has historically been a fully residential campus. At the same time, the campus infrastructure needs investment and the college's endowment is below its peers. The State of Florida has not funded either capital improvement or capital renewal in several years; the new **president must have the ability to secure both public and private dollars to address the college's** significant building challenges. For example, many of the historic properties could benefit from greater accessibility, and Caples Mansion, the oldest facility at almost 100 years old, is currently shuttered due to environmental health and safety issues. Although tuition is relatively low, to attract and retain the strongest students, the college needs increased private philanthropy, corporate partnerships, and other non-state sources of revenue to support scholarships, residence life, and program enhancements. While alumni engagement is growing, their participation rate is below other peer residential undergraduate institutions. In contrast, many of the college's most generous donors are members of the Sarasota community. The president must serve as the college's lead fund raiser, working with Foundation board members and others to infuse energy and vision into the case for support and identifying potential partnerships that would bring new supporters and revenue sources to the institution, and ramp up alumni engagement for the benefit of the college.

RAISE VISIBILITY

While New College has a stellar reputation as an academic institution among rankings entities (other liberal arts college faculty and leaders, media, funding agencies), its low profile persists among potential students in Sarasota, the region, the state of Florida, and nationally. The next president will work collaboratively across the institution, across the state and more broadly to strengthen, recast and broadcast New College's distinctive identity as a model for sustainable, relevant liberal arts education to capture interest in today's competitive landscape. Specifically, the new president must determine how to parlay the unique attributes of the college to appeal to new **recruits. For example, New College is not only Florida's best public liberal arts college**, best designated honors college, and best four-year residential university campus, it has little competition in these categories, being the only standalone example of each. It also compares favorably with other prestigious public liberal arts institutions across the country.

New College occupies a unique position within a large, complex public university system with distinct advantages for both the system and the college. The next president must continue to embrace and advocate for both New College's mission and independence as well as ways it and the other universities can benefit from each other's strengths and potential partnerships. It will also be the president's responsibility to cultivate and maintain strategic relationships with public officials, system staff, local community members, and other important partners to advocate for and raise the profile of the college.



Professional Qualifications and Personal Qualities

Candidates for the position should demonstrate evidence of significant, successful leadership experience **in a complex organizational setting; an understanding of and ability to advocate for the college's mission;** a commitment to the value and promise of outstanding, innovative liberal arts education; a deep abiding interest in student success, academic excellence, diversity, equity and inclusion; proven ability to lead the college's fund-raising efforts; and the interpersonal skills to develop productive relationships with all members of the college community and other key stakeholder groups (donors, legislators, etc.) A Ph.D., an advanced degree, and/or equivalent executive experience that would command the respect and complete confidence of the college community is required.

In addition, candidates should demonstrate:

- Agency – ability to lead and manage change through effective use of data, deployment of resources, implementation, and accountability for results as well as possessing the flexibility needed to change course as circumstances indicate
- Creativity – leadership that inspires imaginative and bold ideas for infusing liberal arts education with vitality and contemporary relevancy
- Intellectual curiosity
- Confidence in and enthusiastic commitment to liberal arts education – no apologies necessary. The future of our society depends on liberally educated citizens prepared to solve today's and tomorrow's problems
- Inclusive, team-oriented leadership practice – the commitment to diversity, equity, inclusion and access is manifested in every thought, word and deed and infused throughout the organization in every dimension
- **Enthusiastic embrace of the role of New College within the State University System's tripartite mission** of education; research and public service and remaining the number one state for higher education
- Commitment to shared governance – the emotional intelligence and capacity to engage with and channel New College's shared governance model in advancing the college's mission
- Organizational engineering ability – an understanding of where and how to build organizational bridges, scaffolding, infrastructure, and conduits for improved communication
- Energy – enthusiastic embrace of a hands-on community requiring visible, inspiring presence
- Entrepreneurial ability – a random access mindset that can see possibilities and connections among disparate pieces to make the organization stronger than the sum of its parts
- Communication ability – a natural tendency to anticipate the why, how, where, when and who questions before they are asked, and ways to convene stakeholders before conversations even start, coupled with extraordinary listening skills and compelling, persuasive speaking ability
- External outlook – a view of the role, purpose and importance of top quality, public liberal arts education and what stakeholders need to be engaged in advocating for same

- Advocacy – well developed political and negotiation skills; ability to champion student success and the role of a public honors college both internally and externally
- Fund raising capability – the ability to establish a vision, make the case, and execute an ambitious fund-raising strategy, coupled with the zest and enthusiasm for cultivating, soliciting, and landing impactful gifts
- Operational proficiency – sufficient management, financial, personnel and operations experience in complex organizations to ensure operational excellence
- The self-knowledge, humility, empathy, wisdom and integrity to never take anyone for granted, to accept mistakes and criticism as necessary for success, and to know when to put on the brakes, push on the accelerator, take the blame and celebrate the success of others



About New College of Florida

Overview

Founded in 1960, New College of Florida is a top-ranked **public liberal arts college and the state's Honors College of Florida**. New College prepares intellectually curious students for lives of great achievement by integrating stellar academics with career preparation in a customized education on a beautiful, residential campus in Sarasota. Students benefit from small, interactive classes, close working relationships with faculty, and a curriculum grounded in arts, sciences, and humanities. Experiential learning through internships, independent research, study abroad, and community **service is central to students' education. New College is consistently rated a "Best Value" school by *U.S. News & World Report*, *Forbes*, *Kiplinger's*, and *The Princeton Review*.**

New College offers 45 undergraduate majors in liberal arts and sciences, a master's degree program in data science, and certificates in technology, finance, and marketing. It has recently partnered with the University of Florida to begin offering dual degrees in liberal arts and engineering. Faculty write narrative evaluations – rather than assigning grades – to measure **students' academic progress**, and every student is required to complete a senior capstone project to graduate. As a result of its innovative and outstanding curriculum, New College graduates earn Ph.D.'s at a higher rate than alumni from any other public university in the nation. New College students are frequent recipients of Gilman, Udall, and Goldwater Scholarships, and New College produces a higher per capita rate of Fulbright Award winners than any public university in the nation; and 19 of the Top 25 law schools have accepted New College graduates in the past six years.

The beautiful 110-acre bayfront campus on the Gulf of Mexico features dormitories designed by I.M. Pei and historical mansions once owned by the Ringling family, alongside state-of-art research facilities, a high-tech academic center, and a modern fine arts complex. The college is in Sarasota, Florida, which *U.S. News & World Report* **ranks among the Top 20 "Best Places to Live" and the highest-ranked Florida city**. The local area is home to beautiful beaches, a vibrant arts and culture scene, and award-winning restaurants.

Mission

New College of Florida prepares intellectually curious students for lives of great achievement.

Educational Philosophy

New College offers a liberal arts education of the highest quality in the context of a small, **residential public honors college with a distinctive academic program which develops the student's intellectual and personal potential as fully as possible; encourages the discovery of new knowledge and values while providing opportunities to acquire established knowledge and values; and fosters the individual's effective relationship with society.**

New College implements its educational philosophy by providing:

- **Honors Education for All**
Small, interactive classes, close relationship between students and faculty, and a premium placed on rigorous and independent thinking.
- **Applied Liberal Arts**
An education that blends liberal arts learning with career experience in a unique **environment that inspires students' intellectual curiosity** and professional aspirations.



- **Integrated Post-Graduation Planning**
Post-college planning embedded into academic advising to enrich and extend students' educational experience and help them plan for their future careers.
- **Experiential Learning**
Hands-on learning opportunities through research, internships, community engagement, and international experiences.
- **Customized Curriculum**
A personalized educational experience designed to push students to take intellectual risks and pursue new areas of interest.

College Consortia

To expand learning opportunities for students, New College is a member of:

- **Cross-College Alliance**
Network of five local higher education institutions providing course cross-registration and social and recreational opportunities for students.

- **Ecoleague**
A consortium of six colleges across the country with a strong focus on environmental science programs.

History

The history of New College goes back to the late 1950s when, at the behest of the local Chamber of Commerce, citizens banded together to create **a local college to complement the growing city's art museum, symphony orchestra, and theaters.** The private new college was designed by a group of educators who believed in the power of the mind and wanted to free both students and faculty from the limits of lock-step curriculum and a focus on credit hours and a GPA. These founders were **half a century ahead of their time in promoting "active, hands-on-learning" to achieve "competence" and "real mastery."** In 1975, New College joined the State University System as part of the University of South Florida, with which it shared a campus. In 2001, the college achieved independence as the 11th member of the State University System and was designated by the **Florida Legislature as the "honors college for the liberal arts."**

Rankings

- For its 2021 edition, *U.S. News & World Report* ranks New College No. 6 among Public Liberal Arts Colleges and lists it among the Most Innovative Schools (No. 14), Best Schools for Undergraduate Teaching (No. 57), Top Performer on Social Mobility (No. 81), and Best Value Schools (No. 89).
- *In Washington Monthly's* 2020 Liberal Arts College rankings, New College ranks No. 2 among the nation's public liberal arts colleges and No. 32 among all liberal arts colleges.
- *The Princeton Review* rates New College among its 2020 "Best Value Colleges" and one of its "50 Colleges That Create Futures".
- *Fiske Guide to Colleges* named New College to its 2021 Top 10 list of "Best Buy" public colleges in the nation based on its academic quality and affordable cost.
- New College has been named a College of Distinction for 2020-21 with special recognition for Career Development and Equity & Inclusion.
- New College has been named the 2021 "**Best Hidden Gem**" in Florida by *College Raptor*, which rates schools with less than 7,000 students on retention rates, graduation rates, student-to-faculty ratio, endowment per student, selectivity, and other metrics.
- *Best Value Schools* ranks New College No. 2 among its "50 Best Value Small Colleges" and No. 6 among its "30 Most Beautiful Coastal Campuses".

New College of Florida is a member of the Southern Association of Colleges and Schools Commission on Colleges, the regional body for the accreditation of degree-granting higher education institutions in the Southern states. New College is a proud member of the council of Public Liberal Arts College (COPLAC) and the Consortium for Innovative Environments in Learning (CIEL).

Academics

A Personalized Education

New College provides a personalized education that inspires students' intellectual curiosity and

professional aspirations. Students develop a contract with their faculty adviser that outlines their personal and academic goals each semester. More than a course schedule, the innovative contract system provides a comprehensive overview of the many ways students can pursue their academic and career interests through courses, tutorials, research projects, internships, community engagement, and international opportunities.



Faculty go beyond traditional letter grades, providing students with detailed narrative evaluations each semester. Each student receives a personalized assessment of their progress toward performance goals, skill development, and mastery of new knowledge. Unlike grades, these written

evaluations capture the nuances of the student's learning experience, enabling them to better understand their strengths and improve upon their weaknesses.

January is Independent Study Period at New College, a time when no classes are held so that students can focus on a specific aspect of their field of study or explore something new (whether that is a lab experiment, a scholarly paper or a creative endeavor). Students can also use the time to study abroad, complete an internship, or pursue another off-campus opportunity.

The senior thesis or capstone project is the culmination **of students' education at New College.** Most senior projects are long, written research papers that students present before a faculty committee. Other projects may include a body of artwork, a theatrical performance, a musical composition, or a field experience.

To graduate, undergraduates complete:

- 7 academic contracts (1 per semester)
- 3 independent study projects (ISPs)
- 1 senior thesis project and baccalaureate exam

The academic year at New College consists of two 14-week semesters and a four-week January Interterm devoted to independent study. Faculty choose between semester-long and seven-week courses based on which format is best suited to the subject matter.

Undergraduate Curriculum

New College's undergraduate academic program is largely organized into these three divisions:

- Humanities (Art, Art History, Chinese Language and Culture, Classics, Creative Writing, English, French Language and Literature, German Studies/German Language and Literature, Greek, Humanities, Latin, Literature, Music, Philosophy, Religion, Russian Language and Literature, Spanish Language and Literature)

- Natural Sciences (Applied Mathematics, Biochemistry, Biology, Chemistry, Computer Science, Data Science, Marine Biology, Mathematics, Natural Sciences, Physics, Statistics)
- Social Sciences (Anthropology, Economics, History, Political Science, Psychology, Quantitative Social Science, Social Sciences, Sociology)

Interdisciplinary programs include areas of study in:

- Biopsychology
- Environmental Studies
- Gender Studies
- Health, Culture, and Societies
- International and Area Studies
 - Caribbean and Latin American Studies
 - East Asian Studies
 - European Studies
- Liberal Arts
- Medieval and Renaissance Studies
- Neuroscience
- Public Policy
- Rhetoric and Writing
- Theater, Dance, and Performance Studies
- Urban Studies

In addition, it is possible for students to create, with faculty support, their own “special area of concentration.”

In 2021, a new dual degree program will launch that allows students to earn a bachelor of arts in liberal arts from New College and a bachelor of science in engineering from the University of Florida in five years.

As part of its ongoing effort to incorporate professional skills into students’ learning experience, New College offers certificates in:

- Bloomberg Market Concepts
- Chartered Financial Analyst
- Geographic Information Systems
- Innovative Digital Media

GRADUATE PROGRAMS

- Data Science

Note: Several new master’s degrees are in the planning phase and will be essential to improving the College’s performance outcome results.



FACULTY

New College employs 98 full-time faculty members, including 22 new professors hired in the past **three years as part of the College's strategic growth plan.** Among these full-time faculty, 98% hold a doctorate or terminal degree in their field. Recognized by *U.S. News & World Report* as one of the **"Best Schools for Undergraduate Teaching,"** New College faculty are heavily invested in providing students with a top-notch education. Small classes (averaging 12 students) allow for close interactions between faculty and students, and the narrative evaluation that professors use to **assess students' performance provides much greater feedback than letter grades.**

New College faculty are also outstanding scholars and researchers with access to state-of-the-art facilities. New College is the only liberal arts college in the nation with a nanomaterials research lab and a marine science research center located on its main campus. Current faculty research has received federal funding from the NSF, NIH, and EPA, as well as state and local sources.

CAREER ENGAGEMENT

The Center for Career Engagement and Opportunity (CEO) at New College of Florida reports to the Provost and is integral to the academic program. The CEO empowers every unique Novo Collegian to achieve post-**graduation success and connect to a world of possibilities.** New College's outstanding academic program equips students with the ability to learn and think critically in a

fast-paced dynamic world preparing graduates well for any challenging career including those of **the future**. **Through the steps of New College's four-year career plan**, the Novo Career Advantage, CEO professional and student staff collaborate with faculty to provide personalized career coaching to students throughout their academic experience ensuring they develop, apply, and communicate skills gained from their liberal arts education, make intentional and strategic career decisions, connect to opportunity, and are successful in pursuing any professional goal.

The CEO's approach is not like that of traditional college career services, but rather distinctively focuses on career education integration with academics, low student-to-professional career coach ratios, innovative internship and experiential learning opportunities, prestigious fellowships and scholarships advising, funding support for undergraduate research, pre-professional advising, and access to professional mentorship and networks. New College has been named a [College of Distinction](#) for 2020-21 with special recognition for Career Development and Equity & Inclusion.

Campus Covid 19 Response

In March of 2020, New College progressed from 100% face-to-face learning to 100% on line learning. The New College Foundation created an emergency fund for students travelling home and for those who had to remain on campus such as international students. Most staff worked remotely. While our traditional graduation was sidelined, faculty and staff made every accommodation for students to graduate resulting in the largest graduation class in the college's history. New College refunded housing balances and used lapsed funds in other areas to keep the housing budget whole. The College welcomed students back to campus in August of 2020 with a larger incoming class than August of 2019. New College began utilizing about a 50/50 mix of face-to-face and online learning. COVID 19 protocols were embraced by the campus community



including weekly random 10% testing, indoor/outdoor masking, contact tracing, isolation dorms and increased facility disinfecting routines. To bring scholarly insights on the pandemic together, **New College faculty coordinated a fully remote course for the fall entitled “Understanding COVID-19: An Interdisciplinary Approach to the Pandemic.”** The three-month-long experience involved 20 New College faculty members teaching 28 lectures. Budget challenges of increased expenses were met with a positive bottom line. The Spring 2021 semester brings additional challenges with the surge in community infections and more hope with the availability of vaccines.

Diversity, Equity, Inclusion and Access

New College believes a diverse, equitable, and inclusive learning community is essential because its existence as a public institution is only justified if the value it creates is accessible to all. The College also believes that outreach and community engagement must be leveraged as a multiplier of the value it creates for Florida and the world. The Office of Outreach and Inclusive Excellence at New College of Florida reports to the President. The Office is charged with supporting diversity and inclusion on campus and with community outreach. New College aims to be reflective of the diversity of the community and state. The Board of Trustees has charged the Office to embark on a collaborative process for the development of a comprehensive strategic plan for diversity, equity, inclusion and access to be approved by the President and adopted by the Board of Trustees. **The strategic plan will address the college’s aims for increasing admission of diverse students, hiring diverse faculty and staff and retaining diverse students, faculty and staff.** The Board of Trustees is also committed to recruiting and retaining diverse Trustees. The strategic plan also will address systemic issues such as communication, preparedness, transparency, accountability and sustainability that support and promote inclusion. Processes for listening, feedback, learning and training as well as further initiatives for recruitment, talent development, advancement and retention of diverse staff and faculty will be included in the strategic plan. Also, to be included in the plan is supplier diversity and accessibility of facilities and technology. The next president of New College is the steward of this transformational change for diversity, equity, inclusion and access. Careful groundwork is already underway as detailed the College's website: [Diversity & Inclusion | New College of Florida \(ncf.edu\)](https://www.ncf.edu/diversity-inclusion)



Student Life

Over 80 percent of the undergraduate population live on campus. More than 60 student groups and organizations, with interests ranging across hobbies, sports, community advocacy, and future professions, provide co-curricular opportunities for students. While the College only participates in one intercollegiate athletic program (sailing), students have organized competitive teams for powerlifting, rowing, swimming, tennis, and volleyball. (MOOT COURT?) Students interested in music and theatre participate in choral groups, a dance collective, New Music New College, and performance at New College; and the campus comes together to celebrate Black History Month every February and LatinX Heritage Month in October.

New College students are recognized for their civic engagement, winning two national awards for high campus voter turnout in 2018. The New College chapter of the Society of Physics Students has been named an outstanding chapter by the national organization for the past two years. In 2019, students collaborated with their counterparts in the Cross-College Alliance to create the first-ever Social Entrepreneurship Conference at New College.

The rigors of the New College of Florida educational experience call for an exceptionally supportive environment for student life. The Student Success Center addresses student stressors such as project management, prioritization, presentation skills, test taking and other subjects. Success coaching is peer-to-peer coaching, students meet with a coach to talk about areas that could use improvement. Coaches offer strategies and tools to help with student growth and success. Coaching is conversational, individualized and judgment-free, and it offers students additional accountability in a supportive environment. New College excels in engaging students in mental health counseling services using the innovative, online therapeutic aid TAO Connect as an adjunct to individual and group therapy. The campus has undertaken a reform process for redefining policing on campus so safety is maintained with a more positive impact on student life. Despite these successes, there is a need for innovative leadership solutions to create a more fulfilling student life with a designated student center, curated small spaces and opportunities for meaningful connection. Limitations on the use of state funds for student activities require new funding options.

The Campus

New College's 110-acre campus situated on the Sarasota bayfront blends historic buildings with modern facilities, equipped with the tools and resources to help students realize their academic goals, whether that is working in the lab analyzing microplastic pollution or installing an art exhibit in a studio space. The college's beautiful campus has also been recognized by Tree Campus USA for its ecological commitment to sustaining healthy community forests.

New College is in the emerging University district, an area of higher education, culture and arts that includes New College of Florida, University of South Florida Sarasota-Manatee, the Florida State University Ringling Center for the Cultural Arts and the Ringling School of Art and Design, along with area businesses and property owners.

The main Bayfront Campus lies along the Gulf of Mexico on the former estate of circus magnate Charles Ringling. The college is entered through the iconic Ringling arch and extends down canopied Dort Promenade all the way to [College](#) and [Cook Halls](#), connected by a colonnade opening



onto a vast lawn and Sarasota Bay, a favorite gathering spots for yoga and sunsets. Across the Tamiami Trail (U.S. 41) and linked by an overhead pedestrian bridge is the Pei Campus, **hub of student and residential life and home to five “green” residence halls and the Hamilton Center**, a student union with its own [Black Box Theater](#).

The Caples campus, home to the Sainer Fine Arts Complex and Environmental Studies program, is located on Bay Shore Road just south of the Ringling Museum. The New College sailing program is located on the bay, behind the Caples Mansion. The Caples campus is also home to the student academic gardens and New College Food Forest/Carbon Farm.

Academic and Administrative Buildings

Jane Bancroft Cook Library

Centrally located on the New College campus, the Jane Bancroft Cook Library houses more than 275,000 books and other materials to support student learning as well as access to more than 10 million holdings from all of the public university libraries in Florida. It offers study rooms, virtual reality and media labs, a digital thesis collection, and houses:

- Writing Resource Center
- Quantitative Resource Center
- Educational Technology Services

Academic Center

The Academic Center houses 11 classrooms and a social science lab featuring high-tech teaching and presentation tools. It also has a spacious student lounge and outdoor seating area on each of the three levels that overlook the plaza. The Gold LEED-certified facility **exemplifies the campus’** commitment to sustainability.

Heiser Natural Sciences Complex

The 56,000-square-foot Heiser Natural Sciences Complex includes teaching and research labs for chemistry, biochemistry, biology, bioinformatics, computer science, data science, mathematics,



statistics, and physics (as well as a research greenhouse).

Also, New College is the first and only undergraduate liberal arts college in the nation to offer a state-of-the-art Optical Spectroscopy and Nanomaterials Lab.

Pritzker Marine Biology Research Center

This facility boasts seven research labs and more than 100 aquaria, anchored by a 15,000-gallon research and display tank. Each tank in the Living Ecosystems and Teaching

Research Aquarium features a different captive ecosystem. Through a natural filtration system designed by students, the center draws and recycles water from Sarasota Bay. New College is the only liberal arts college in the nation with a marine biology research center located on its main campus.

Public Archaeology Lab

The New College Public Archaeology Lab features more than 1,600 square feet of workspace for processing and interpreting artifacts, an office for archaeological site reports and geographic information systems, and storage space for excavated finds. The lab facilitates studies of archaeology and historic preservation for Sarasota and Manatee counties through ethical, community-based research and public engagement.

Sainer Fine Arts Complex

Built around a central courtyard, this quadrangle of buildings is the heart of music, sculpture and fine arts on campus. The 257-seat auditorium is used for music, theatre and dance performances by students and visiting artists. The art and sculpture buildings include a printmaking studio/arts lab with Mac computers and peripherals, plus woodworking and welding shops.

College Hall

Overlooking Sarasota Bay, this early 20th century marble mansion once owned by circus magnate Charles Ringling now houses faculty offices, an admissions reception center, and a music room.

Cook Hall

This 1920s-era mansion built for Hester Ringling and named for college benefactor and trustee A. Werk Cook is home to the college's president, provost, vice president for finance and

administration, general counsel, institutional research and assessment, and the office of outreach and inclusive excellence.

Palmer Complex Buildings

These five buildings erected in the late 1960s now house the Business Office, Financial Aid, Registrar, Human Resources, and faculty offices.

Robertson Hall

This historic building houses the Admissions Office.

Sudakoff Conference Center

The Sudakoff Conference Center offers a 400-seat auditorium that can be subdivided into meeting rooms for groups of 50 to 400.

Community Engagement

New College is invested in the Sarasota-Bradenton region through multiple community engagement programs including:

Access Leadership Program

Funded by a Charles & Margery Barancik Foundation grant, New College has established The Access Leadership Program and Barancik Foundation Scholarships to attract local high school students from low-income backgrounds who have demonstrated outstanding leadership and service to their communities.

Guaranteed Admissions Program

New College offers guaranteed admission to students enrolled at six local high schools who meet grade point average (GPA), test score and course requirements. Qualifying schools in Sarasota and Manatee counties include: Booker, Lakewood Ranch, North Port, Riverview, Sarasota, and Southeast.

Public Archaeology Lab

The New College Public Archaeology Lab, founded by Professor Uzi Baram in 2010, facilitates studies of archaeology and historic preservation for Sarasota and Manatee counties through ethical, community-based research, and public engagement. Researchers recently discovered the remains of Angola, an early 19th century escaped slave community in Bradenton.

PUSH/SUCCESS

The PUSH/SUCCESS summer program, led by Professor Sandra Gilchrist, brings middle and high **school students from underserved communities to New College's Pritzker Marine Science Research Center** to perform research, record observations, and learn about the Sarasota Bay ecosystem.

Sarasota-Manatee Arts and Humanities Internship Program

Funded by a grant from the Mellon Foundation, New College students are placed in paid internships with small businesses and nonprofits in the local area. Students gain professional experience in arts and humanities fields while the organizations enhance their capabilities to deliver essential services to the community.

Alumni

The Alumni Association, under the aegis of the New College Foundation, is dedicated to supporting and engaging the approximately 8,000 alumni around the world. From the charter class of 1967 through today, New College alumni have achieved notable success including:

- William Thurston (1967), Recipient of the Fields Medal, the highest honor in the mathematics field
- William Dudley (1974), President of the New York Federal Reserve Bank from 2009 to 2018
- Lincoln Diaz-Balart (1976), U.S. Congressional Representative from 1993 to 2011
- Nancy McEldowney (1981), National Security Adviser to Vice President Kamala Harris
- Jose Diaz-Balart (1982), Telemundo and NBC News TV anchor
- Robert Bilott (1983), Lawyer whose decade-long case against Dow was portrayed in the 2019 movie *Dark Waters*
- Jennifer Granick (1990), ACLU surveillance and cybersecurity counsel
- Melissa Marquez (2015), Shark researcher named to *Forbes'* **"30 Under 30 in Science 2021" list**
- Countless faculty and academic leaders including two college presidents

As the alumni body is still relatively small and young, the New College Foundation is in the process of increasing engagement of the alumni and growing the alumni participation rate, which is currently at 11% (FY20). The goal is to achieve a participation rate of at least 30% over the next 5-8 years. As the charter class is approaching its middle seventies, the time is maturing to pursue legacy gifts.



Sarasota

Sarasota is famous for its beautiful Gulf beaches, arts and cultural institutions, and year-round warm weather. **It's**



also conveniently located an hour south of Tampa. The Sarasota-Bradenton region, a rapidly growing area attracting new residents and businesses every year, is home to the second largest planned community in the country. Three high schools in Sarasota County rank

among the state's Top 100 public schools. National companies including PGT Innovations, Roper Technologies, Sun Hydraulics, and Tervis are headquartered here.

Located on Florida's Cultural Coast, Sarasota is home to the John and Mable Ringling Museum of Art and the Asolo Repertory Theatre (both sit adjacent to our campus), as well as the Sarasota Opera House, Sarasota Ballet, Sarasota Orchestra, Sarasota Contemporary Dance, Van Wezel Performing Arts Hall, The Players Centre for Performing Arts, the Westcoast Black Theatre Troupe, Sarasota Art Museum, and Florida Studio Theatre. The Crowley Museum & Nature Center, Marie Selby Botanical Gardens, Mote Marine Laboratory and Aquarium, and the Bishop Museum of Science and Nature convey the ecological and zoological diversity of our region.

The Baltimore Orioles hold spring training in Sarasota while the Pittsburgh Pirates play their preseason games in Bradenton. The Atlanta Braves train in Venice, in the southern part of the county. Nathan Benderson Park is an outdoor recreational venue that hosts international rowing competitions, road races, and other sporting events. Sarasota is home to countless golf courses, tennis courts, and beautiful beaches:

- **No. 1 Beach in the United States – Tripadvisor**
- **No. 14 Best Public Schools in Florida – Niche.com**
- **No. 18 Best Place to Live in U.S. – U.S. News & World Report**
- **No. 24 Public High School in U.S. – U.S. News & World Report**

Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting New College of Florida in this search. For fullest consideration, candidate materials should be **received by February 28, 2021**. Application materials should be submitted using WittKieffer's [candidate portal](#).

It is important for candidates to note that under Florida's Sunshine Laws, all application materials are available for public review upon request. Nominations and inquiries can be directed to:

Lucy A. Leske, Dennis M. Barden, Veena Abraham, J.D.
NCFPresident@wittkieffer.com

NCF is committed to the principles of equal educational and employment opportunities for, and nondiscrimination towards applicants and employees with respect to race, color, religion, age, disability, sex, marital status, national origin, sexual orientation, gender identity, gender expression, and veteran status, as provided by law, and in accordance with NCF's respect for personal dignity. It is NCF's goal to create and maintain a work and study environment that is positive and free of unlawful discrimination. Further, NCF encourages the recognition of the diversity of its population and seeks to promote delivery systems, curricula activities, and programs that reflect this diversity in all facets of life at NCF.



SECTION FIVE

POSITION ADVERTISEMENT



New College
THE HONORS COLLEGE of Florida

New College of Florida, a top ranked public, four-year undergraduate college and the state of Florida's legislatively designated honors college for the liberal arts and sciences, seeks a new president. The position replaces Dr. Donal O'Shea, who will retire effective June 30, 2021.

New College offers a personal and collaborative learning environment, where faculty and students engage in in-depth exploration of ideas and subject matter, and where students have the freedom to chart their own academic course and prepare for their future career. Since 2001, the college has earned top five rankings from *Forbes*, *the Princeton Review*, *U.S. News & World Report*, *Fiske Guide to Colleges*, *The Wall Street Journal* and others as one of the nation's premier public liberal arts colleges. New College is also a national leader in Fulbright Scholarship recipients, having produced more than 50 undergraduate Fulbright winners in the past decade.

As the State of Florida's legislatively-designated "honors college for the liberal arts," New College is the only public college or university in the state whose sole mission is to provide an undergraduate education of the highest caliber to high potential students from around the country. Located on a beautiful 110-acre campus on sunny Sarasota Bay, New College provides an ideal learning environment for intellectually curious, motivated students who thrive on active learning and are drawn to a rigorous academic curriculum. More about the college and the search may be found at www.ncf.edu.

In 2018, the Board of Trustees adopted a ten-year strategic plan, *Cultivating Curiosity. Unleashing Potential.*, which outlines the college's plan to grow enrollment from 727 students in 2019-20 to 1,200 students in 2024-25 and increase four-year graduation rates from 56% to 80%.

Buoyed by a three-year, \$9 million investment from the state, New College has expanded its faculty to 98, rolled out new academic programs and increased student services. In 2020, the Board of Governors, which oversees the State University System of Florida, recognized New College's excellence on its 10 performance-based metrics and awarded \$4 million to the institution.

With its history of innovation and commitment to academic excellence, New College seeks a president who believes in transforming lives through outstanding public liberal arts education who will join them in their aspiration to be recognized among the top 20 liberal arts colleges in the nation. The president must be an inspiring, visionary champion of the liberal arts with the ability to harness the collective energy, talent, resources and passion of the college's constituents to achieve its goal.

Candidates for the position should demonstrate evidence of significant, successful leadership experience in a complex organizational setting; an understanding of and ability to advocate for the College's mission; a commitment to the value and promise of outstanding, innovative liberal arts education; a deep abiding interest in student success, academic excellence, diversity, equity, inclusion and access; proven ability to lead the College's fund-raising efforts; and the interpersonal skills to develop productive relationships with all members of the College community and other key stakeholder groups (donors, legislators, etc.) A Ph.D., an advanced degree, and/or equivalent executive experience that would command the respect and complete confidence of the college community is required.

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in the profile.

WittKieffer is assisting New College of Florida in this search. For fullest consideration, candidate materials should be received by February 28, 2021. Application materials should be submitted using WittKieffer's candidate portal. Nominations and inquiries may be directed to NCFPresident@wittkieffer.com.

It is important for candidates to note that under Florida's Sunshine Laws, all application materials are available for public review upon request.

NCF is committed to the principles of equal educational and employment opportunities for, and nondiscrimination towards applicants and employees with respect to race, color, religion, age, disability, sex, marital status, national origin, sexual orientation, gender identity, gender expression, and veteran status, as provided by law, and in accordance with NCF's respect for personal dignity. It is NCF's goal to create and maintain a work and study environment that is positive and free of unlawful discrimination. Further, NCF encourages the recognition of the diversity of its population and seeks to promote delivery systems, curricula activities, and programs that reflect this diversity in all facets of life at NCF.

SECTION SIX

BIO AND CURRICULUM VITAE



BIOGRAPHY

Patricia Okker joined the University of Missouri as an assistant professor of English in 1990. She was promoted to full professor in 2004, a year after winning the William T. Kemper Fellowship for Teaching Excellence.

From 2005 to 2011, Okker chaired the English Department, overseeing 70 full-time faculty and a \$5.5 million annual budget. She then moved to the Provost's Office, where she developed a new model for academic program reviews of 280 degree programs and led the university's successful 10-year accreditation team.

Since 2017, Okker has served as dean of the College of Arts and Science, where she oversees 450 full-time faculty, 135 staff and 6,500 students across 26 departments and schools with an annual operating budget of \$120 million. In her role as dean, she has raised the College's graduation and retention rates by implementing a data-driven strategic plan for student success, and increased the diversity of the faculty.

Her teaching and research interests include 19th-century American literature, American women writers, American periodicals, career preparation in the liberal arts, and writing and wellness. Okker holds three degrees in English language and literature: a bachelor's degree with honors from Allegheny College, a master's degree with distinction from the University of Georgia and a Ph.D. from the University of Illinois Urbana-Champaign.

Patricia Okker

Dean, College of Arts and Science
Professor of English
317 Lowry Hall, University of Missouri
Columbia, MO 65211

Education

Ph.D., University of Illinois, Urbana-Champaign, 1990
M.A., with distinction, University of Georgia, 1985
B.A., with honors, Allegheny College, Meadville, Pennsylvania, 1982

Millennium Leadership Initiative, 2019-2020
HERS Denver Institute, 2010
President's Academic Leadership Institute, University of Missouri, 2006-2007

Academic Leadership Positions at the University of Missouri (MU). MU is an R1, land-grant public research university and a member of the Association of American Universities. With 30,000+ students, MU has received the Carnegie Community Engagement Classification.

Dean, College of Arts and Science, University of Missouri, 2017-present. Interim Dean, 2016-2017.

- 450 full-time faculty, 135 staff, 6500 students
- 26 departments/schools, representing arts and humanities; social and behavioral sciences; natural and mathematical sciences. Includes two ROTC units, two museums, and one literary magazine
- More than 90 degree programs, including 18 doctoral programs
- Operating budget of \$120 million; \$75 million endowment; \$20-\$25 million annual grants and contracts
- 73,000 living alumni and active Strategic Development Board

Key Accomplishments:

- **Student Success:** Implemented data-driven strategic plan for student success, leading to record highs in graduation rates and first-year retention rate. In two years, first-year retention rate increased from 83.9% to 87.8%. Created new undergraduate scholarship program focused on strategic priorities of global experiences and career development. Launched first college-wide internship program and career fair.

- **Inclusive Excellence:** Launched in fall 2020 the Michael A. Middleton Center for Race, Citizenship, and Justice (in partnership with School of Law). Implemented college-wide strategies for increasing the diversity of faculty, with focus on recruitment and retention. In the past three years, almost 25% of new faculty in A&S are from underrepresented minorities. More than 45% of the new faculty have increased the diversity of their departments.
- **High-impact research:** Provide leadership and structure for three campus-wide research initiatives: MO-CARE (Missouri Center for Addiction Research and Engagement), MITC (Molecular Imaging and Theranostics Center), and Cognitive Neuroscience Systems Core. Successfully recruited multiple signature hires for these centers. All three are pursuing large external grants.
- **Online Education:** Launched four new fully online undergraduate degree programs: Psychology, Communication, Sociology, and English.
- **Fundraising:** Successfully completed capital campaign with a \$125M goal for the college. Increased endowment from \$50M to \$75M.
- **Community Engagement:** Created first college state-wide outreach program (Art on the Move). Dramatically increased presence of MU in key urban areas through faculty lecture series (Beyond Campus).
- **Facilities:** Oversaw building and opening of 47,000 sq. foot new School of Music building, featuring state-of-the-art performance spaces and recording studio.
- **Curricular development:** Led development of new degree programs and certificates focused on improving career opportunities and recruiting new students to MU. Examples include Digital Storytelling (one of the fastest growing majors at MU), Defense and Strategic Studies, Addiction Studies, Business Foundations, Sports Analytics, Data Science (in progress in partnership with other schools and colleges), Health Humanities (in progress, also in partnership with another school).
- **Leadership development:** Designed and implemented new program for developing chairs/directors.
- **Fiscal:** Manage complex fiscal environment, including four consecutive years of systemwide budget cuts. Began implementation of an RCM-based budget model.

Senior Associate Provost, University of Missouri, 2015-2016. Interim Deputy Provost, 2014-2015. Faculty Fellow in the Office of the Provost, 2011-2013.

- Responsible for academic program review for 280 degree programs across campus, accreditation, grievances, strategic planning, space utilization, academic personnel issues, chair development.
- Campus liaison and peer reviewer with the Higher Learning Commission.
- Member of Provost's Staff and Chancellor's Staff.

Key Accomplishments:

- Developed new model for academic program reviews (280 degree programs) at AAU institution with land-grant mission, emphasizing continuous improvement in research, teaching and learning, and service.
- Led successful ten-year campus accreditation team.

Chair, Department of English, MU, 2005-2011.

- Chief executive and academic officer of department with 70 full-time faculty (48 tenured and tenure track), 500+ undergraduate majors, and 100+ graduate students; annual budget \$5.5 million; \$2.2 million endowment.

Campus Committee Leadership

Co-chair, Search for Vice Chancellor for Inclusion, Diversity and Equity, 2019-2020.

Co-chair, Strategic Enrollment Management Committee, 2017-2019. Appointed by the Provost to develop the campus's first strategic enrollment plan, including efforts related to recruitment and retention.

Co-chair, MU's Strategy Workgroup, 2012-2014.

Chair, Strategic Planning and Resource Advisory Council, MU, 2010-2014. Appointed by the chancellor as chair of 33-member council of campus administrators and deans, faculty, staff, and students. Council advised chancellor and provost on campus-planning issues. Oversaw campus's new strategic plan with emphasis on transparency, increased accountability, and broad involvement of MU faculty, staff, students, and alumni.

Chair, Campus Planning Committee (Facilities), MU, 2010-2012. Appointed by the chancellor as chair of committee that advises the Vice Chancellor for Administrative Services on the facility needs of the campus. Worked closely with campus planner to integrate sustainability plan into the campus's master plan and to promote academic/facilities partnerships.

Faculty Appointment

Professor (2004-present), Associate Professor (1996-2004), and Assistant Professor (1990-1996), Department of English, MU.

Teaching and Research Areas

Nineteenth-century American literature
 American women writers
 American periodicals
 Career preparation in the liberal arts

Writing and wellness

Awards

Faculty-Alumni Award, Mizzou Alumni Association, 2013.
William T. Kemper Fellowship for Teaching Excellence, 2003 (\$10,000). Phi Kappa Phi, 1985.

Selected Publications

Books

Editor, *Transnationalism and American Serial Fiction*, New York: Routledge, 2011. An edited collection featuring essays on serial fiction published in minority periodicals in the U.S. in ten languages (English, French, Spanish, German, Swedish, Italian, Polish, Norwegian, Yiddish, and Chinese).

Social Stories: The Magazine Novel in Nineteenth-Century America. Charlottesville and London: University of Virginia Press, 2003.

Our Sister Editors: Sarah J. Hale and the Tradition of Nineteenth-Century American Women Editors. Athens and London: University of Georgia Press, 1995. Translated into Japanese as *The Era of Women Editors* by Toshimi Suzuki and published by SeidoSha.

Edited Journal Work

Book Review Editor, *American Periodicals*, Volumes 14.2 (2004), 14.1 (2004), 13 (2003), 12 (2002), and 11 (2001).

Articles

“Periodicals and the Novel.” *The Oxford History of the Novel in English, Volume 5: The American Novel to 1870*. Edited by J. Gerald Kennedy and Leland S. Person. New York: Oxford University Press, 2014.

“Serialization.” Co-authored with Nancy West. *The Encyclopedia of the Novel*. Edited by Peter Melville Logan. Wiley-Blackwell, 2011.

“1787: Le début des romans-feuilletons aux Etats-Unis.” Trans. Marie-Françoise Cachin. In *Au bonheur du feuilleton naissance et mutations d'un genre (Etats-Unis, France, Grande-Bretagne, XVIIIe-XXe siècle)*. Ed. Marie-Françoise Cachin, Diana Cooper-Richet, Jean-Yves Mollier, and Claire Parfait. Paris, Créaphis, 2007. 41-51.

"Teaching Illustrations and Periodicals: Three Scholars Share Their Ideas and Materials." Co-authored with Leigh Dillard and Nancy West. *VPR: Victorian Periodicals Review* 39.4 (2006): 365-382. Special Issue on "Periodical Pedagogy" edited by Teresa Mangum.

"Fashion." *American History Through Literature, 1820-1870*. Ed. Janet Gabler-Hover and Robert D. Sattelmeyer. New York: Charles Scribner's Sons, 2006. 404-409. "Editors." *American History Through Literature, 1820-1870*. Ed. Janet Gabler-Hover and Robert D. Sattelmeyer. New York: Charles Scribner's Sons, 2006. 355-361.

"Godey's Lady's Book." *American History Through Literature, 1820-1870*. Ed. Janet Gabler-Hover and Robert D. Sattelmeyer. New York: Charles Scribner's Sons, 2006. 472-475.

"Teaching American Periodicals." *American Periodicals* 12 (2002): 1-8.

"Sarah Josepha Hale." *The American Renaissance in New England*. Ed. Wesley T. Mott. Volume 243, *Dictionary of Literary Biography*. Detroit: Brucoli Clark Layman, 2001. 170-177.

(with Jeffrey R. Williams) "Reassuring Sounds: Minstrelsy and *The Hidden Hand*." *ATQ: Nineteenth Century American Literature and Culture* 12.2 (1998): 133-144.

"Gender and Secession in Simms's *Katharine Walton*." *Southern Literary Journal* 29 (1997): 17-31.

"Serial Politics in Simms's *Woodcraft*." In *Nineteenth-Century American Literature in Periodical Contexts*. Ed. Susan Belasco Smith and Kenneth M. Price. Charlottesville and London: University Press of Virginia, 1995. 150-165.

"Native American Literatures and the Canon: The Case of Zitkala-Sa." *Realism and the Canon*. Ed. Tom Quirk and Gary Scharnhorst. Newark: University Press of Delaware, 1994. 87-101. Collection selected by *Choice* as one of the Outstanding Academic Books for 1995.

"Sarah Josepha Hale, Lydia Sigourney, and the Poetic Tradition in Two Nineteenth Century Women's Magazines." *American Periodicals* 3 (1993): 32-42.

"Thoreau: An American Taoist Sage." *The Comparatist* 11 (1987): 86-95.

“Establishing a Residential Student Computing Program.” *The Journal of College and University Student Housing* 19.1 (1989): 12-16.

Notes and Reviews

“Foreword.” *Nineteenth-Century Serial Narrative in Transnational Perspective, 1830s-1860s*. Ed. Daniel Stein and Lisanna Wiele. Switzerland: Palgrave Macmillan, 2019.

Review of Tim Lanzendörfer, *The Professionalization of the American Magazine: Periodicals, Biography, and Nationalism in the Early Republic* in *The New England Quarterly* 87 (2014): 368-371.

Review of Alison Piepmeier, *Out in Public: The Construction of the Female Body in Nineteenth-Century America* and Amanda Frisken, *Victoria Woodhull's Sexual Revolution: Political Theater and the Popular Press in Nineteenth-Century America* in *Legacy: A Journal of American Women Writers* 22 (2005): 211-212.

Review of Martha Banta, *Barbaric Intercourse: Caricature and the Culture of Conduct, 1841-1936* in *American Literary Realism* 38 (2005): 74-75.

Review of Amy Beth Aronson, *Taking Liberties: Early American Women's Magazines and Their Readers* in *Journalism History* 29.2 (2003): 91.

Review of Ezra Greenspan, *George Palmer Putnam: Representative American Publisher* in *American Periodicals* 12 (2002): 212-214.

"What is 'Sentimentality' in Fiction? A Conversation Between Jean Braithwaite and Pat Okker." January 18, 2000.
<http://missourireview.org/editorial/sentimentality.html>

(with Lauren Onkey) “The All American Girls’ Professional Baseball League.” *Ready Reference: Women's Issues*. Pasadena: Salem Press, 1997.

“Sarah Josepha Hale.” In *Great Lives from History: American Women*. Ed. Frank N. Magill. Pasadena: Salem Press, 1995. 797-800.

Review of G. M. Goshgarian, *To Kiss the Chastening Rod: Domestic Fiction and Sexual Ideology in the American Renaissance* and Ann Romines, *The Home Plot: Women, Writing & Domestic Ritual* in *Studies in American Fiction* 21 (1993): 248-250.

Review of Patricia Marks, *Bicycles, Bangs, and Bloomers: The New Woman in the Popular Press* in *American Periodicals* 1 (1991): 114-116.

Review of Susan Coultrap-McQuin, *Doing Literary Business: American Women Writers in the Nineteenth Century* in *The New England Quarterly* 64 (1991): 322-324.

Popular Media

“The Madness of College Sports.” *Inside Higher Ed*, April 10, 2015.

“It’s the Faculty’s Job, Too.” *Inside Higher Ed*, August 1, 2014.

Selected Conference Presentations and Invited Lectures

“Reading and Writing at Sea.” C19: The Society of Nineteenth-Century Americanists Conference, University of California-Berkeley, April 2012.

“Circulating Stories: Serial Fiction and the Transnational Periodical.” C19: The Society of Nineteenth-Century Americanists Conference, Pennsylvania State University, May 2010.

“Peer Review of Digital Scholarship: A Chair’s Perspective.” Organized by the Digital Americanists. American Literature Association Conference. Boston, May 2009.

“Magazines as a Vehicle for the Dissemination of Literature.” The Book in America: Economic Aspects of the Material Text. University of Pennsylvania. February 2006.

“Periodicals and Access: A Roundtable Discussion.” Organizer and Chair. American Literature Association Conference. San Francisco, May 2006.

“Roundtable Discussion on *American History Through Literature*.” American Literature Association Conference. San Francisco, May 2006.

“American Periodical Research: The Means to an End or the End Itself? Roundtable Discussion 1.” American Literature Association Conference. Boston, May 2005.

“The Serial Novel in the Minority Press.” Organizer and Chair. American Literature Association Conference. Boston, May 2005.

"House or Home?: Re-visioning Domestic Space in Boardinghouse Literature by Women." American Literature Association Conference. San Francisco, May 2004.

"1787: The Beginning of Serial Fiction in the United States." Conference on "Serialized Fiction in Europe and the United States (19th-20th Centuries): Birth and Evolution of a Genre." Paris, December 2004.

"Serializing a National/Racial Identity." American Literature Association Conference. Long Beach, California, 2 June 2002.

"Developing a WAC or WID Oversight Committee for Your Campus." Workshop for the Sixth National WAC Conference. Houston, TX. March 2002. (With Marty Patton, Marty Townsend, and Jo Ann Vogt)

"Building, Using, and Sustaining an Effective WAC/WID Oversight Committee." Workshop for the Fifth National Writing Across the Curriculum Conference. Bloomington, IN. May 2001. (With Marty Patton, Marty Townsend, and Jo Ann Vogt)

"Assessing English Majors." Midwest Modern Language Association Conference. Kansas City, MO. November 2000.

"Fashioning the Sister Editors." American Literature Association Conference. Long Beach, California, May 2000.

"Fashion Magazines and the Nineteenth-Century American Novel: The Case of Ann Stephens." Midwest Modern Language Association. St. Louis, November 1998.

"Teaching the Nineteenth-Century Serial Novel." American Literature Association Conference. Baltimore, May 1997.

(with Jeffrey R. Williams) "Reassuring Sounds: Minstrelsy and *The Hidden Hand*." Midwest Modern Language Association conference. St. Louis, November 1995.

Organizer and chair, "Literature of Migration and Immigration." Midwest Modern Language Association conference. St. Louis, November 1995.

"Constructing, Celebrating, and Constraining Female Desire." Response essay for panel on American Literature after 1870. Midwest Modern Language Association conference. Chicago, November 1994.

"The Voices of Our 'Sister Editors.'" American Literature Association conference. Baltimore, May 1993.

"Scribblers or Professionals: The Idea of Authorship in *Godey's Lady's Book*." Modern Language Association. San Francisco, December 1991.

(with Lauren Onkey) "Writing Women into Baseball: The All-American Girls' Professional Baseball League." Midwest Modern Language Association. Chicago, November 1991.

Organizer and chair, "Gender and Late Eighteenth-Century American Literature, I and II." (2 sessions). Midwest American Society for Eighteenth-Century Studies. Kansas City, October 1991.

"Feminizing the Age of Reason: The Rhetoric of Nineteenth-Century American Domestic Ideology." Midwest American Society for Eighteenth-Century Studies. Western Illinois University, October 1990.

"Nineteenth-Century Women Editors and Gendered Notions of Work." Mid-America American Studies Association. University of Missouri, Columbia, April 1988. "Computers in the Classroom and Writing Lab." Midwest Writing Centers Association Conference. Minneapolis, October 1987.

"Teaching Revision with Computers in the Advanced Composition Class." Illinois Association of Teachers of English Conference. Decatur, Illinois, October 1986.

Dissertations Directed

8 dissertations directed, from 2001-2014.

Academic Service at University of Missouri (select)

Career Readiness (campus committee), 2012-2013.

Steering Committee, Faculty Proposal for New Major in Digital Storytelling, 2011-2014.

Actions and Outcomes Task Force (charged with creating plan to implement the university's strategic plan), 2010.

Search Committees (campus): Provost (2018); Associate Director of Continuous Quality Improvement, 2011-2012; Director of Campus Writing Program, 2010-2011, 2007-2008; Vice Chancellor for Research, 2007-2008.

Advisory Committee for Presidential Award, 2011-2013 (2012 as chair).

Arts and Science, Strategic Development Board, 2006-2010.

Strategic Planning Committee, 2009 (charged with drafting the university's strategic plan).
 Human Resource Development, MU Economic Development Council, 2006-2008.
 Advisory Board, Focus on Faculty (mentoring program for tenured faculty), 2008-2009.
 Revision of Student Records Committee, 2006-2009.
 University of Missouri Press Board, 2005-2008.
 Facilitator, Colleague Circles (campus-wide mentoring program), 2002-2003, 2004-2005.
 Student Conduct Committee, 2001-2003.
 Academic Integrity Assessment Committee, 2002-2004.
 Campus Writing Board, 1996, 1998-2001. Chair, 2000-2001.
 Faculty Awards Committee, College of Arts and Science, 1999-2000.
 MU Research Council, 1996-1997.
 Campus Admissions Review Committee, 1995-1998.
 Arts & Science Committee on the Status of Women, 1991-1994. Women
 Studies Committee, 1991-1993.

Professional Service

Higher Learning Commission, Peer Reviewer Trainer and Peer Reviewer, including team leader of site visit team, 2012-present.
 Reviewer, Public Scholars Program, National Endowment for the Humanities, 2015.
 Academic program reviews: University of Massachusetts-Boston, April 2011; University of New Mexico, 2010; University of Nebraska (team leader), 2009; University of Texas-Arlington, 2009; University of Arkansas, 2006.
 Co-facilitator, full-day workshop for new chairs, Association of Departments of English, 2010.
 President, Research Society for American Periodicals, 2007-2009; President Elect, 2005-2006; Past-President, 2009-2011.
 Panelist, National Endowment for the Humanities Fellowship, 2004.
 Reader for University of Illinois Press, Temple University Press, Vanderbilt University Press, State University of New York Press, University of Massachusetts Press, University of Toronto Press, Broadview Press, *MELUS*, *PMLA*, *M/MLA*, *American Periodicals*, *Tulsa Studies in Women's Literature*.
 Evaluator for tenure and promotion at numerous public institutions.

SECTION SEVEN

PROPOSED EMPLOYMENT AGREEMENT



New College
THE HONORS COLLEGE of Florida

EMPLOYMENT AGREEMENT

This EMPLOYMENT AGREEMENT (this "Agreement") is entered into and effective this 28 day of April 2021 by and between the Board of Trustees (the "Board") of New College of Florida (the "College") and Patricia Okker (the "President" or "Dr. Okker"), individually.

BACKGROUND

WHEREAS, the College is a state assisted degree-granting institution of higher education; and,

WHEREAS, the College desires to retain the services of Dr. Okker as its President and Dr. Okker desires to serve the College as its President under the specific terms and conditions of employment stated in this Agreement; and,

WHEREAS, Dr. Okker and the College have freely negotiated their respective terms and conditions of employment and have reached agreement on such matters; and,

WHEREAS, the College will perform some of its obligations through the New College Foundation, a Florida 501(c)(3) Direct Support Organization of the College;

NOW, THEREFORE, in consideration of promises, covenants and agreements of the parties contained herein, the parties intending to be legally bound, agree that the above recitals are correct and further agree as follows:

TERMS

1. Position and Duties

- a. **Position.** The College will employ Dr. Okker as the President and Chief Executive Officer of the College.
- b. **Term of Employment.** The Term of Employment as President under this Agreement will begin on July 1, 2021, and will end on June 30, 2026. The Term of Employment may be extended by both parties for additional one-year periods subject to the provisions of paragraph 4b. Any renewal of this Agreement is subject to confirmation of Dr. Okker's reappointment by the Board of Governors.
- c. **Duties.** During the Term of Employment, Dr. Okker will diligently devote her full professional time, ability, and attention to the day-to-day operations of the College, including without limitation, all administrative, executive and academic functions as required by law, rule and regulation. Dr. Okker's powers and duties are as stated in the State University System of Florida Board of Governors' regulations, in Board of Trustees' rules, regulations, policies and procedures, and in the laws of the State of Florida as they presently exist or may hereafter be amended and will include such other duties as may be reasonably assigned to her by the Board. As chief executive officer of the College, Dr. Okker shall be responsible for the oversight of all aspects of the College's activities and performance in conformance with the provisions of said regulations, rules, policies, procedures and laws. The Board recognizes the benefits to the College of Dr. Okker participating in civic, charitable, corporate, educational and cultural activities that are consistent with her position and of benefit of the College. Any paid activity

by outside parties such as service on corporate boards, speaking engagements, authorship or consulting must receive prior approval of the Board Chair, which shall be granted only insofar as it can be demonstrated such approval will not interfere with the President's duties under this Agreement. If approved, Dr. Okker may retain any such compensation as permitted by the laws of the State of Florida.

- d. **General Cooperation Covenant.** Without limitation of the obligations specified in this Agreement and applicable New College rules, regulations, policies and procedures, Dr. Okker agrees to cooperate fully in any review or investigation involving New College matters in which she may possess pertinent information. This obligation shall survive the expiration or earlier termination of this Agreement.

2. **Compensation Benefits during Term of Employment**

- a. **Base Salary and Option for Deferred Compensation.** As compensation for the services during the Term of Employment described in this Agreement, the College will pay Dr. Okker a base annual salary of \$305,000 which shall accrue on a pro-rata basis. The base salary shall be paid from College funds to the extent permitted by law with the balance to be funded by the New College Foundation. Dr. Okker's base salary will be paid in accordance with the customary payroll practices of the College. Dr. Okker will receive increases in base salary which are the greater of such increase authorized by the legislature of the State of Florida or such increase authorized by the Board. During the Term of Employment, Dr. Okker may elect to defer a portion of her base annual salary to any of the College's deferred compensation plans deemed appropriate for such a contribution based upon the requirements of such plan.
- b. **Moving Expenses.** The College will provide a one-time salary stipend of \$35,000 in lieu of moving costs to offset the cost of packing and moving Dr. Okker's household goods, or other incidental costs associated with the transition to the Sarasota area. Reimbursement will be provided on the first available biweekly payroll, following Dr. Okker's first ten days on campus.
- c. **Automobile Provision and Expenses.** During the Term of Employment, Dr. Okker shall receive an annual \$8,000 allowance for the use of her personal automobile. Payment for such use shall be pro-rated bi-weekly, paid in accordance with customary payroll practices of the College and shall be funded by the New College Foundation.
- d. **Vacation and Sick Leave.** During the Term of Employment, Dr. Okker will receive annual and sick leave and other benefits at least equal to those provided to members of the New College of Florida Executive Service classification.
- e. **Benefits.** During the Term of Employment (and thereafter as required by law or permitted by the terms of the applicable plans), the College shall provide medical insurance benefits, retirement benefits, life insurance benefits, disability benefits, and other benefits equal to those under plans provided to members of the New College of Florida Executive Service classification, as such plans may be amended.
- f. **President's Housing.** During the Term of Employment, the New College Foundation will provide Dr. Okker with a \$40,000.00 annual housing allowance in lieu of the College providing

a President's residence. Payment of allowance shall be pro-rated bi-weekly and paid in accordance with customary payroll practices of the College.

3. **Additional Terms**

- a. **Faculty Appointment.** Pending a recommendation from Academic Affairs, and the approval of the current President and Board of Trustees, and upon expiration of this Agreement and the Term of Employment, Dr. Okker will have the right to assume a full-time teaching position as a faculty member of the College as tenured Professor of English and will report to the Chair of the Division of Humanities. In her teaching position, Dr. Okker shall perform all reasonable duties that would ordinarily be associated with such a position including, but not limited to, teaching requirements as established by College regulations and policies. In addition to the ordinary employment-related benefits provided to full-time teaching faculty members, Dr. Okker shall receive an initial base salary of \$150,000 or an initial base salary equal to the average of the base salary of the top three highest paid faculty members at the time she assumes full time teaching faculty responsibilities, whichever is higher. Thereafter, Dr. Okker will be eligible for any salary increases and benefits provided regular, full-time teaching faculty members.
- b. **Professional Development Leave.** After June 30, 2026, Dr. Okker will be entitled to a one-year (12 month) professional development leave compensated at her then current base salary and benefits listed in Section 2e herein. Such leave shall be taken only upon the conclusion of Dr. Okker's Term of Employment as President. This professional development leave is to permit Dr. Okker to retool her teaching and research prior to returning to the faculty at New College of Florida. If Dr. Okker accepts employment with an entity other than the College prior to the conclusion of her professional development leave, then such professional development leave shall immediately cease effective on the date that the new employment commences and no further compensation for professional development leave will be owed. Any paid outside activity that has received approval prior to expiration or termination of this agreement shall not be considered employment under this section.
- c. **Intellectual Property.** Dr. Okker's ownership of intellectual property will be governed by law and regulations of the Florida Board of Governors and the Board of Trustees.

4. **Periodic Reviews, Renewal and Retention Bonus**

- a. **Reviews.** Reviews based on goals and outcomes prepared by the President and approved by the Board will occur periodically. By March 15th of each year, the President will submit to the Board of Trustees a written assessment of the state of the College, and progress on specific goals and outcomes as mutually agreed upon by the Board of Trustees and the President. The report will address the extent to which the goals and priorities adopted by the Board have been accomplished and propose goals and outcomes for the following year beginning July 1st.
- b. **Renewal.** After the initial five (5) year term of employment, and no later than March 31 of each year thereafter, the Board and Dr. Okker shall confirm in writing any intent to renew or decline

to renew the Agreement for an additional one-year term. Any approval and renewal of this Agreement is subject to confirmation of Dr. Okker's reappointment by the Board of Governors.

- c. **Retention Bonus.** Should Dr. Okker continue to serve as President on July 1st of any year, she will be entitled to a retention bonus of \$30,000. Half of the bonus will be paid within sixty days after July 1st of any year. Half of the bonus will be paid within sixty days subject to meeting outcomes mutually agreed upon by Dr. Okker and the Board at the Periodic Reviews.

5. **Termination or Resignation**

- a. The College may terminate this Agreement without cause after first giving not less than 120 calendar days written notice to Dr. Okker of intention to terminate. The College may terminate without cause only upon a 2/3 vote of the Board.
- b. **Resignation by Dr. Okker without Breach.** In the event that Dr. Okker desires to resign other than because of a breach of this Agreement by the College, Dr. Okker may terminate this Agreement by resigning after first giving not less than 90 calendar days written notice to the College of intention to terminate.
- c. **Termination for Cause by the College.** This Agreement may also be terminated at any time for cause by the College. The College may terminate with cause upon a majority vote of the Board. Cause shall mean upon the occurrence of one of the following events or actions by Dr. Okker:
 - i. A deliberate and actual violation of the duties set forth in this Agreement, including refusal or unwillingness to perform such duties in good faith and to the best of her abilities, after a notice and reasonable opportunity to cure.
 - ii. Any conduct constituting moral turpitude that would bring public disrespect, contempt, or ridicule upon the College.
 - iii. Violation of a State of Florida law, rule, regulation, or Constitutional provision, or a College rule, regulation or policy, which violation may in the judgment of the Board adversely reflect upon and/or adversely affect the College.
- d. **Termination for Cause by Dr. Okker.** In the event the College breaches the terms of this Agreement, and such breach is not cured within 30 calendar days of written notice of the breach or is not a breach that may be cured, Dr. Okker shall have the right to terminate this Agreement at any time thereafter upon written notice of such termination to the other party.
- e. **Effect of Termination.** Upon termination of this Agreement by the College for cause, the College is not obligated to pay any further salary, severance or benefits, nor will there be a right to assume any kind of teaching position at the College. Upon termination of this Agreement other than by the College for cause, neither party shall have any further obligation except as provided herein. If this Agreement is terminated by the College without cause or by Dr. Okker with cause, Dr. Okker shall be entitled to 20 weeks' severance or the maximum permitted under Florida law at the time to be paid at her annual base salary in effect at the time of termination. In the event of termination without cause by the College or termination for cause by Dr. Okker,

or if Dr. Okker resigns the presidency, without breach of this agreement, Dr. Okker will have the right to assume a full-time teaching position as specified in 3a.

6. **Miscellaneous**

- a. **No Waiver.** Neither any reasonable delay nor failure on the part of any party to exercise any rights under this Agreement, nor a partial or single failure by any party to exercise any rights under this Agreement, shall constitute a waiver of such rights or of any other rights under this Agreement.
- b. **Entire Agreement.** This Agreement represents the entire Agreement of the parties and supersedes any and all other oral or written agreements or understandings between them. No change, amendment, alteration, waiver or modification of any provision hereof may be made except in a writing signed by the parties hereto.
- c. **Governing Law.** This Agreement shall be governed by and construed in accordance with the laws of the State of Florida.
- d. **Taxes.** Dr. Okker shall be responsible for her portion of federal, state, local or other taxes resulting from any compensation or benefits provided to her by the College. The College shall withhold all federal, state, local or other taxes as may be required pursuant to law or governmental regulation or ruling from any compensation or benefits provided under this Agreement.
- e. **Severability.** If any provision of this Agreement shall, for any reason, be held to be illegal, invalid or unenforceable, such illegal, invalid, or unenforceable provision will not affect any other provision of this Agreement. In such a case, this Agreement will be construed as if such an illegal, invalid or unenforceable provision had never been contained herein.
- f. **Counterparts.** This Agreement may be executed in counterparts, and by the different parties on separate counterparts, each of which, when so executed, shall constitute but one and the same instrument.
- g. **Key Person Insurance.** The College may, at its option and expense, secure and maintain "key person" insurance on the life of the President in such amount, as the College deems necessary or appropriate. The President shall cooperate fully with the College in connection with securing and maintaining the insurance.
- h. **Arbitration of Disputes.** The parties agree that final and binding arbitration in accordance with the policies and procedures of the American Arbitration Association will be the sole and exclusive forum for resolving any disputes or claims between the President and the College concerning the terms of this agreement. Any hearings related to this agreement will be held in Sarasota County, Florida.
- i. **New College Foundation.** The College may satisfy the payment obligations set forth in this Agreement directly or through the New College Foundation, which shall be at the discretion of the College and the New College Foundation, subject to any legal requirements.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement or caused this Agreement to be executed as of this 28 day of April, 2021.

NEW COLLEGE OF FLORIDA

By: Mary Ruiz
Mary Ruiz,
Chair, Board of Trustees

PRESIDENT

By: Patricia Okker
Patricia Okker