

New College of Florida Response

1. Relative to the funds requested to support strand 3, as outlined on page 5, please provide more a more detailed explanation as to why additional staff support is needed.

Strand 3 requires six staff support positions:

1. CCA (Cross College Alliance) Coordinator
2. CCA Administrative Assistant
3. Articulation Liaison
4. Local Business Liaison
5. Community Outreach Liaison
6. Community Engagement Coordinator – Academic Courses

Positions 1-2: Cross College Alliance (CCA)

For the past three years, the CCA has been staffed by 1.5 FTE — a coordinator and an assistant — supported on soft money from the four local foundations listed in footnote 7 on page 4. These positions have allowed New College and the CCA to make enormous strides and have been key to our nascent collaborative. Unfortunately, the funding from the foundations runs out at the end of this academic year.

The Coordinator organizes monthly meetings of presidents, provosts, business officers, chief student affairs officers, communications and marketing directors, employment offices, purchasing managers, risk managers, IT directors, registrars, and other “back office” positions. The Coordinator also has a good deal of interaction with students and is integral to the continuation of cross-registration across courses offered by the CCA institutions.

Increasing staffing from 1.5 to 2.0 FTE will allow the development of new activities within the CCA that provide opportunities for increased private funding. What we are doing is exciting to foundations who see the collaboration we are piloting here as an exciting and important model for higher education. For example, in the last three years, we have raised nearly \$2 M (two \$750,000 Mellon grants and approximately \$350,000 from local foundations, all without a grant writer).

Positions 3-6: Office of Community Outreach

A retirement allowed us to reorganize and hire a *Dean for Outreach and Engagement and Chief Diversity and Inclusion Officer* who reports directly to the president. The response from the Sarasota and Manatee communities to this new Dean — who also oversees our Center for Career Engagement and Opportunity — has been amazing, both from other institutions and from local businesses.

To capitalize on this response, we will create an Office of Community Outreach that will serve not just New College but all CCA institutions. Within this Office, the Articulation Liaison would oversee articulation agreements among institutions in the CCA, as well as agreements between the CCA and the other SUS and State College System institutions. We also envision this Liaison would coordinate certifications and credentials that could be awarded to students within the CCA institutions.

In addition to businesses and local educational institutions, there are 1200 nonprofits in the

Sarasota-Manatee area. We will hire a Local Business Liaison focused on businesses and a Community Outreach Liaison to work with schools and local nonprofits. Beyond internships, we're interested in cultivating synergies with the higher educational institutions that comprise the CCA.

We will work with local organizations and businesses to identify issues they are addressing and integrate those issues as subject matter or case studies in our academic courses. A key point of our inflection on work will be increasing not just the number of community engagement courses, but also the number of academic courses that integrate issues arising from the community, local government, and local businesses. A Community Engagement Coordinator is critical to ensure the benefits that derive from such courses are "real" — that is, of mutual benefit to students and to community partners — and that the offerings are coordinated into a coherent whole.

[Additional requests for clarification:](#)

2. [Please provide additional information about the employment prospects for liberal arts graduates.](#)

Employment prospects for liberal arts and sciences graduates are strong. Many studies show that while liberal arts graduates do not earn as much immediately following graduation, they eventually catch-up and even surpass the earnings of graduates of professional programs. For example:

- [The future of work in America: people and places, today and tomorrow](#) (McKinsey & Company, 2019)
- [In the salary race, engineers sprint but English majors endure](#) (NY Times, 2019)
- [What's a liberal arts degree worth?](#) (Wall Street Journal, 2019)
- [Employers want liberal arts grads](#) (Inside Higher Ed, 2018)
- [Liberal arts grads win long-term](#) (Inside Higher Ed, 2014)
- [Liberal arts graduates and employment: setting the record straight](#) (AAC&U, 2014)

Recommendations from the Florida Council of 100's *Project Sunrise Report* and the Chamber of Commerce *2030 Report* also indicate the skills needed for the 21st-century labor market are precisely the skills New College equips its graduates with. Disruption and transformation caused by rapid advances in automation and technology mean Florida needs SUS graduates with:

- Cognitive skills, creativity, and communication – the skills to adapt to a changing economy
- The ability to collaborate across sectors
- STEM skills and a global orientation with strong technological, language, and cultural skills
- A fearless push for innovation and entrepreneurial spirit

These same skills were highlighted as the attributes employers consider most important in a 2018 survey by the National Association of Colleges and Employers (NACE).

With our unique, individualized academic program and structure, New College is well-positioned to produce graduates who will excel in this new economy. As we wrote in our proposal, "No SUS institution and almost no other institution in the United States can even come close to this level of customization, which fosters high levels of creativity, self-motivation and communication skills." A liberal arts education is critical to the changing workplace.

It's also important to note that liberal arts colleges produce a significant number of scientists and engineers. New College is ranked #1 among all public colleges and universities with nearly 13% of our graduates going on to earn PhDs in science and engineering. We also rank at the top of the SUS in STEM baccalaureate degree production.

As the [2019 McKinsey & Company report](#) warns that “local business leaders, policy makers, and educators will need to work together to chart a new course.” Our Universities of Distinction proposal — in encouraging collaboration among local education institutions, businesses, not-for-profits, and the community through a focus on the world of work — will meet this challenge head-on.

3. Please clarify the nature of the faculty hires.

The funding requested for 3.0 FTE faculty positions would be used to hire 12 local community members with superb academic credentials as professors of practice, each teaching quarter time. These professors of practice would broaden our academic program to include applied and professional coursework, and would facilitate student engagement with the community and the world of work.

[Prepare to respond to the following anticipated questions that may arise during the presentation:](#)

4. Does the university have space to accommodate 3 new faculty and 10 staff hired in a single fiscal year?

Yes. By agreement, the physical location of the 2.0 FTE CCA positions rotate among the CCA institutions. We would not need to house these positions immediately. Likewise, the 3.0 FTE faculty (12 quarter-time professors of practice) would share office space.

Our current space is not ideal to house the other new positions, but we would share offices and add a modular unit, if necessary. We anticipate these accommodations would be temporary until we complete development of the multi-use facility we need to house our growth.

5. Do you have an alternative plan if the request is not fully funded?

Depending on the size of the reduction, we would either partially fund efforts across strands 2 and 3, or choose to move forward with either strand 2 or 3. We feel strongly that the full plan will lead to tremendous outcomes for New College and the SUS, but we would strategically invest whatever funding we receive to achieve most of these outcomes.