

THE POWER  
TO SERVE:  
VALENCIA'S  
FIVE-YEAR IMPACT  
PLAN SUMMARY

Building community by serving community

2016 - 2021

VALENCIA COLLEGE



# A MESSAGE FROM DR. SHUGART

In Central Florida and across the nation, we are poised at the edge of a great generational challenge. How do we create opportunity for everyone, no matter their background? And how do we—located here in Central Florida, where we are blessed with one of the world’s largest “entry” economies, but where wages and upward mobility are among the lowest in the country—create not just opportunity, but pathways out of poverty?

At Valencia College, we have spent the past fifteen years working to create a level playing field for college students of all backgrounds, fashioning a college where every student can succeed at historically higher levels. We did this by focusing internally: by zeroing in on the landmines that face students after they enter our doors; by collaborating to create innovative teaching strategies; by creating an environment on campus that provides students with the learning support they need to succeed; and by building clear pathways that connect students to their purposes.

We have been successful. While we still have more to achieve, we have earned national acclaim for our students’ graduation rates, for their success in transfer, for career placement and the wages that our A.S. grads earn, and for closing the gaps in achievement among students of different backgrounds. This is precisely why Valencia won the first Aspen Prize for Community College

Excellence. Further, we have received national acclaim for DirectConnect to UCF and its impact on successful transfers and the awarding of A.A. Degrees, as well as for our laser focus on student outcomes, and for many innovations in teaching and learning. Today, these programs are models that colleges and universities around the nation are copying in their communities.

The focus on these student outcomes, on learning, will continue to be central to our work. But as Valencia has earned the attention and acclaim of the nation and our community, we have discovered new opportunities, in fact, new obligations to serve. Our community needs us and we can have an impact beyond anything we have yet imagined if we focus the same energy and imagination that has fueled our impact on student learning on making an impact on the quality of life in our community—raising educational attainment levels, increasing economic opportunity, growing the economy, and helping our community to flourish.

As we focus on the next five years, let us seize the chance to show the nation how we can transform Central Florida—from a place known for its lack of upward opportunity to a region recognized as an engine of opportunity. I urge you to join me in this exciting new chapter in Valencia’s history, as we demonstrate our heart and our character—and the change we can achieve.

Sincerely,



Dr. Sanford C. Shugart  
President  
Valencia College



## VISION

Valencia is a premiere learning college that transforms lives, strengthens community, and inspires individuals to excellence.

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## MISSION

Valencia provides opportunities for academic, technical, and lifelong learning in a collaborative culture dedicated to inquiry, results, and excellence.

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## VALENCIA'S COMMITMENT

To improve quality of life through access, expanded opportunities, and well-being in Central Florida.

# FOUNDATIONAL PILLARS

## BUILD PATHWAYS

Design effective and efficient pathways to learning and education

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## LEARNING ASSURED

Implement optimal learning environments for students

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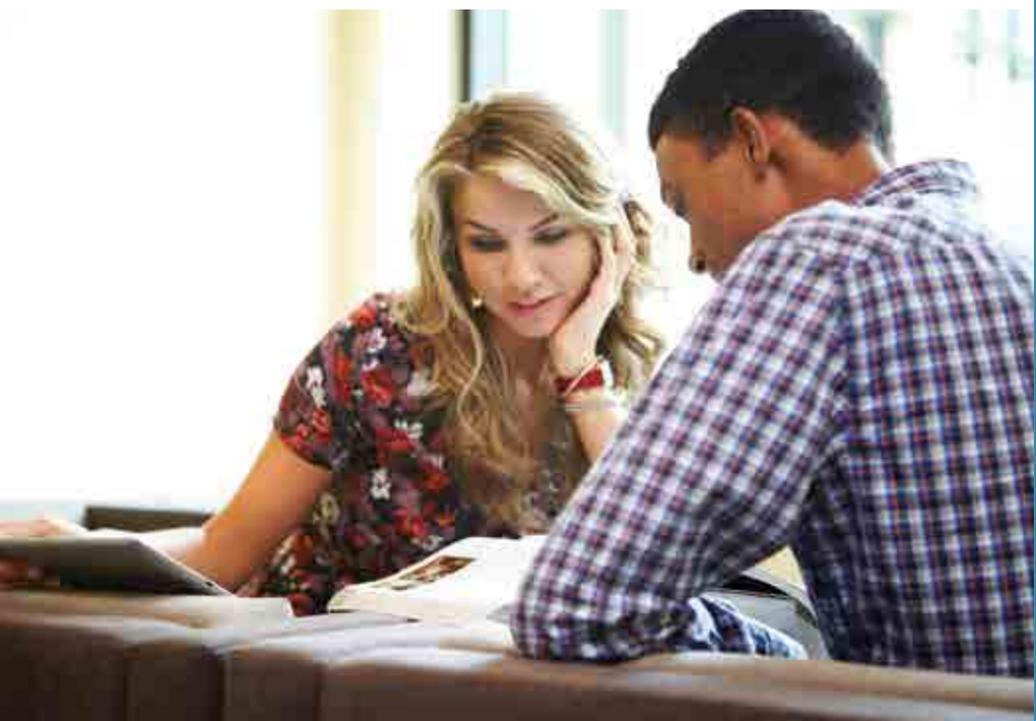
## PARTNER WITH COMMUNITY

Coordinate student needs and college goals with community partners

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## INVEST IN EACH OTHER

Establish operational systems based on collaboration and deep stewardship of our work



# EDUCATION

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## ASPIRATION:

*Transforming the student experience at Valencia College and across the education ecosystem to produce real results*



# OPPORTUNITY AND EQUITY

## Vision:

*All high school graduates in Orange and Osceola counties will have unlimited opportunities to achieve their academic goals.*

## Goals:

### **1. Increase college-going rate to Valencia by recent high school graduates from Orange and Osceola counties.**

#### *Objectives:*

- Identify and remove barriers to a postsecondary education.
- Develop programs for targeted underserved populations.
- Partner with secondary institutions to align curricula.
- Partner with secondary institutions to align pathways into Valencia.

### **2. Close performance gaps among students from diverse backgrounds.**

#### *Objectives:*

- Close gaps in success in top 20 enrolled courses.
- Include equity in outcomes measures for evaluation of all programs and initiatives.
- Include initiatives to deliver more equitable outcomes in each campus plan.

### **3. Increase the diversity of the faculty, staff, and leadership of the college.**

#### *Objectives:*

- Create and implement a strategic recruitment plan to maximize exposure for Valencia job vacancies to individuals from diverse backgrounds.
- Review and revise training programs for employees serving in the employment search and selection process.

# EDUCATION ECOSYSTEMS

## Vision:

*Valencia belongs to a strong educational ecosystem that ensures that underserved populations have convenient access and appropriate awards of credit toward degree completion.*

## Goals:

### **1. Create new campus locations within underserved areas**

#### *Objectives:*

- Establish Poinciana Campus with appropriately aligned degree programs.
- Establish Downtown Campus with appropriately aligned degree programs.

### **2. Build the predictive analytics tools that will derive actionable data insights within the Central Florida ecosystem**

#### *Objectives:*

- Build organizational infrastructure by defining the leadership, partnership responsibilities, and practices needed to work together.
- Develop hypotheses about student readiness factors.
- Identify the data structure and functionality of predictive analytics tools needed to provide actionable insights on student readiness across the educational spectrum.



# DIRECTCONNECT 2.0

Vision:

*Valencia students are prepared to transfer to and succeed at UCF.*

Goals:

## **1. Design systems for students to track their progress and readiness**

*Objectives:*

- Create a communication and feedback system for key transfer information.
- Create an online tracking tool for Valencia students to track progress toward a UCF bachelor's degree.

## **2. Establish curricular alignment in specific programs, courses, and career pathways**

*Objectives:*

- Review data in transfer courses to determine curriculum alignment conversations needed.
- Develop an ongoing curricular alignment process to show changes across the discipline.
- Align course outcomes.
- Develop advising recommendations based upon curriculum alignment.

### **3. Prepare faculty and staff to advise students and families in the transfer process**

*Objectives:*

- Clarify a common understanding of the way students experience the transfer process.
- Develop, implement, and assess strategies for students to complete the transfer process.

### **4. Prepare students for the university experience**

*Objectives:*

- Work with UCF to design readiness assessment modules for students.
- Provide students with successful strategies for learning in a large-sized class.
- Provide students successful strategies for social engagement.

### **5. Develop and share a robust data process that informs decision-making at UCF and Valencia**

*Objectives:*

- Utilize the new Florida I.D. to connect Valencia student records for transferring to UCF.
- Create a super-user network that responds to data requests.
- Analyze data routinely for continuous improvement.

# ONLINE LEARNING

## Vision:

*Valencia is a leader in providing high quality online/hybrid learning and support experiences to a diverse population of students.*

## Goals:

### **1. Establish a clearly articulated model for online and hybrid teaching and learning at Valencia**

#### *Objectives:*

- Define the purpose, desired outcomes and intended student experience for online and hybrid delivery.
- Create the infrastructure and organizational capacity required to support the intended student experience.
- Institute college-wide enrollment and program planning for online and hybrid courses and programs.

### **2. Expand and enhance student service and learning support strategies for the fully online learner**

#### *Objectives:*

- Review and evaluate current student service and learning support strategies to discern additional needs.
- Implement additional student service and learning support strategies.
- Create tools and practices that foster a sense of community and personal connection.

### 3. Enhance quality in online and hybrid environments

*Objectives:*

- Create a professional development program to support consistent quality in teaching, learning and design.
- Ensure that students “start right” in online and hybrid learning environments.
- Provide resources and guidelines for faculty and deans to incorporate quality course and curriculum design.





# NEW STUDENT EXPERIENCE

## Vision:

*Students have personal connections within and beyond curricular and co-curricular experiences that lead to a successful completion of 18 college-level credits.*

## Goals:

### **1. Develop a comprehensive, year-long experience for new students**

#### *Objectives:*

- Develop a coordinated, co-curricular experience.
- Develop a comprehensive first-year advising model.
- Create a peer mentorship model for new students.

### **2. Establish personal connections for all new students across the college**

#### *Objectives:*

- Educate students about opportunities to get involved in curricular and co-curricular programs.
- Increase opportunities for students to participate in cohort-based programs.
- Create a mentorship model that matches students with industry or community partners.

### **3. Infuse College Success Skills in Top 10 High Enrolled Courses**

#### *Objectives:*

- Create supplementary materials for instructors who teach Top 10 courses.
- Create a faculty development plan for instructors who teach Top 10 courses.

# PART-TIME FACULTY

## Vision:

*Valencia College is an engaged, collegial community of diverse professionals dedicated to the best possible student learning outcomes.*

## Goals:

### **1. Develop part-time faculty both in the essential competencies of a Valencia educator and in their respective teaching disciplines**

#### *Objectives:*

- Review and redesign the Associate Faculty program.
- Explore opportunities for institutional financial support for part-time faculty development.

### **2. Create a new on-boarding, engagement, compensation, and evaluation process for part-time faculty**

#### *Objectives:*

- Implement a “New Faculty Experience” to orient and engage part-time faculty.
- Develop a consistent evaluation process for all part-time faculty.
- Design and develop a formal part-time faculty mentoring program to support communities of practice within the disciplines.

### **3. Enhance opportunities for part-time faculty to engage with students outside of the classroom**

#### *Objectives:*

- Identify opportunities for part-time faculty to engage with students outside the classroom.
- Design a program to support part-time faculty engagement with students outside of the classroom.





# ACCELERATED TRAINING

## Vision:

*Valencia College creates opportunity for economic advancement within Central Florida by training unemployed and underemployed individuals for high-wage, high-demand positions.*

## Goals:

### **1. Expand accelerated skill training**

#### *Objectives:*

- Open new training facilities.
- Expand program offerings.

### **2. Create opportunities for underemployed, underrepresented and unemployed populations to participate in accelerated trainings**

#### *Objectives:*

- Develop an enrollment plan.
- Create a recruitment and placement program.
- Collaborate with community partners to recruit students and provide wrap-around services.

# TECH EXPRESS TO VALENCIA

## Vision:

*Students attend career and technical courses early in their high school careers that could lead to employment upon graduation.*

## Goals:

### **1. Develop accelerated pathways to both early employment and placement in college-level A.S. degree programs**

#### *Objectives:*

- Enroll students in career and technical courses early in their high school programs.
- Align student learning outcomes, program learning outcomes, and assessments with the technical colleges.
- Articulate with the technical colleges to award credit for dual enrollment courses.
- Deliver Valencia programs on technical college campuses.
- Develop additional Academies and Collegiate Academies at high schools and expand existing programs.

### **2. Develop an accelerated pathway to a \$10,000 baccalaureate degree at Valencia**

#### *Objectives:*

- Develop programming that will allow students to graduate from high school with an A.S. degree.
- Guarantee placement of A.S. graduates in select Valencia B.S. or B.A.S. degree programs.

### 3. Expand collaboration efforts to support career and workforce programming at both institutions

*Objectives:*

- Create new positions for Career and Workforce Education coaches at technical colleges.
- Develop joint marketing and communication plans.
- Pursue joint state, federal, and private funding.
- Share and analyze data about student characteristics, achievements, and behaviors across the ecosystem.



# WORK-BASED LEARNING

Vision:

*Students receive credit for authentic experiences, and are motivated to complete credentials or degrees.*

Goals:

**1. Create an infrastructure to award credit for prior learning to post-traditional students to achieve work-based learning credit**

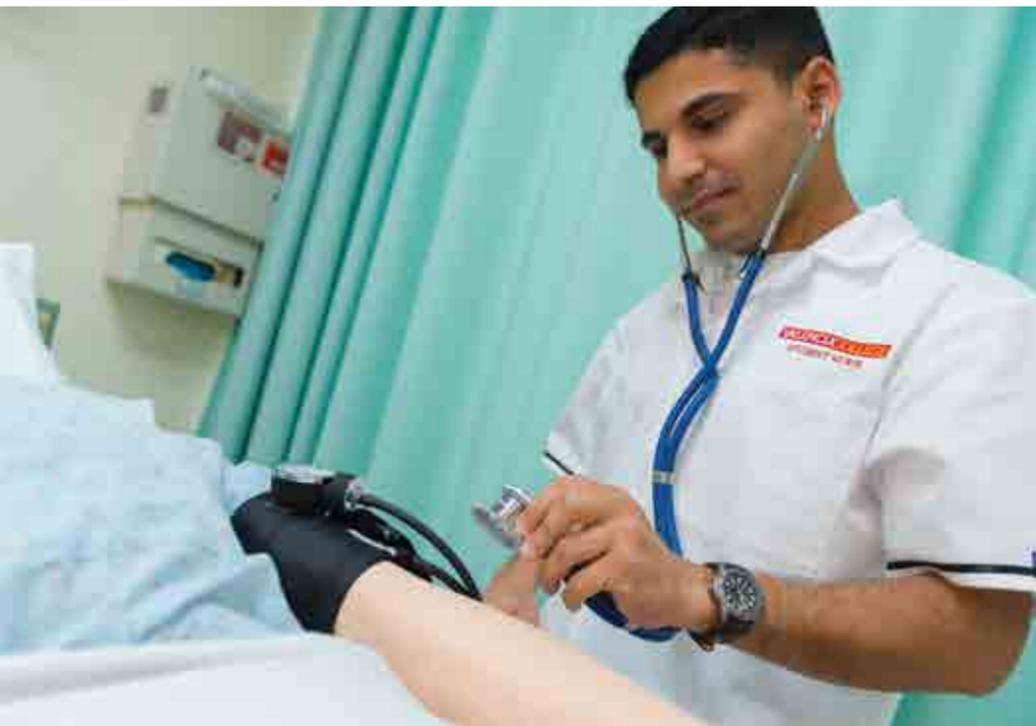
*Objectives:*

- Design new process for applying credit for prior learning.
- Develop a marketing and communication plan for awarding of credit.

**2. Increase the number of opportunities for students to participate in internships and work-based experiences**

*Objectives:*

- Increase the number of internship experiences available.
- Develop new models for work-based learning experiences.



# KNOWLEDGE AND INNOVATION ECONOMY

Vision:

*All students are prepared to compete in an economy that is increasingly globalized and entrepreneurial.*

Goals:

## **1. Foster an entrepreneurial spirit to encourage business growth**

*Objectives:*

- Create certificates, programs or institutes in entrepreneurship.
- Provide continuing education courses for evolving industries.
- Develop new programming, degrees and certifications that integrate entrepreneurial skills.

## **2. Entice business relocations by aligning educational programs to company needs**

*Objectives:*

- Conduct job task and skill-gap analyses with businesses and educational partners to track modern-day needs and tailor programs appropriately.
- Hold collaboration summits to encourage cross-sector collaboration.
- Identify emerging career pathways and career progression in Central Florida.

## **3. Create new pathways to well-paying careers**

*Objectives:*

- Create opportunities for students to interact with a wider cross-section of business leaders in sector summits.
- Connect Valencia College's students with CareerSource and other community partners for higher job placement rates.
- Expand students' understanding of multiple careers available within industries.
- Explore with industry partners new sectors that respond to emerging training and educational needs.





# QUALITY OF LIFE: ARTS, HEALTH AND CIVIC ENGAGEMENT

Vision:

*Valencia has a positive impact on the quality of life beyond the classroom.*

Goals:

## **1. Explore and develop partnerships with the community to enhance programming**

*Objectives:*

- Convene arts organizations to build synergies and enhance arts programming.
- Foster connections and develop opportunities for community engagement.
- Develop programs to help healthcare workers respond to the needs of a diverse community.

## **2. Bring education and training to underserved communities**

*Objectives:*

- Enrich art opportunities for Central Florida youth through arts camps and internships.
- Expand opportunities for tutoring and mentorships for Central Florida youth.
- Educate the community about health and wellness.

# SAFETY

## Vision:

*Public safety and service programs at the college are responsive to immediate and unaddressed safety concerns in the community.*

## Goals:

### **1. Develop a process for reviewing community public safety needs**

#### *Objectives:*

- Conduct assessments in collaboration with public safety leaders to determine public safety training and education needs.
- Gather input from public safety leaders and partners for the development of the School of Public Safety master plan.
- Participate on local community and public safety related boards, groups, and initiatives.

### **2. Determine Valencia's role in being responsive to unmet community public safety needs**

#### *Objectives:*

- Enhance collaboration with high school career specialists and counselors to promote public safety programs and careers.
- Work with partners to develop and implement hospitality and private security programming.
- Develop fire protection programming.

### 3. Develop educational enrichment public safety programs for the community

*Objectives:*

- Develop and implement fire and law enforcement academy “track” programs.
- Enhance fire command and tactical law enforcement simulations.
- Enhance partnerships with UCF’s Criminal Justice and Public Administration departments.
- Coordinate high school and camp visits.





# THIS IS OUR PLAN.

It's a plan that continues to evolve and we want you to be involved.

Weigh in with your thoughts and ideas at [valenciacollege.edu/strategicplan](http://valenciacollege.edu/strategicplan)

Approved by the Valencia College Board of Trustees on December 7, 2016.

# FEBRUARY 2017

Valencia College provides equal opportunity for educational opportunities and employment to all. Contact the Office of Human Resources and Diversity for information.