VALENCIACOLLEGE
East Campus
2018-2019

Divisional Strategic Planning Brief – Arts & Entertainment

Campus Outcome:

Research and develop a summary of enrollment growth and projections for the School of Arts and Entertainment.

Department Outcome:

This work aligns with the principles of the School of Arts and Entertainment
1. Assist in extending programming to multiple campuses through a structured collaboration that expands access
2. Create a stronger point of contact across the district for vital programmatic partnerships, philanthropy, and public awareness
3. Provide the necessary organizational support to divisions with unusual facilities, such as those in the East Campus portfolio, and the requisite campus management responsibilities demanding employer and community partnerships' special demands on leadership and administration.

BACKGROUND & DESCRIPTION

In October of 2017, following the opening of the new School of Arts and Entertainment building on the East Campus, the Valencia College School of Arts and Entertainment was established as Valencia's second "School of" within the college (following School of Public Safety). The School of Arts and Entertainment set forth to align with the collaborative, partnership, and distributive model created by the School of Public Safety, with the following principles:

1. Assist in extending programming to multiple campuses through a structured collaboration that expands access
2. Create a stronger point of contact across the district for vital programmatic partnerships, philanthropy, and public awareness
3. Provide the necessary organizational support to divisions with unusual facilities, such as those in the East Campus portfolio, and the requisite campus management responsibilities demanding employer and community partnerships' special demands on leadership and administration.

The School of Arts and Entertainment, which reports to the East and Winter Park Campus President and is managed by the Dean of the School of Arts and Entertainment, works in partnership with an Advisory Council comprised of collegewide stakeholders. This Council held its first quarterly meeting in February of 2018. At this meeting, it was established that the next step for development would be to share the School of Arts and Entertainment visioning document collegewide and to hold listening tours on all of the campuses.

INTERVENTION

The Dean of the School of Arts and Entertainment, joined by other Advisory Council members, facilitated these sessions on East, Lake Nona, Osceola, Poinciana, West, Winter Park, and online via a Qualtrics survey in April-May 2018. There were 77 total participants (including face-to-face and online). The 60-minute format included a brief overview of the School of Arts and Entertainment followed by a discussion focusing on two guiding questions: 1. What questions/comments do you have on the School of Arts and Entertainment visioning document? 2. What are the top priorities for your campus? Transcripts were coded then categorized into key themes and ranked based on prevalence into the following 10 themes:

1. Expanding offerings
2. Marketing/awareness
3. Co-curricular enhancement
4. Advising
5. Facilities/Equipment
6. Call for art and performances
7. Understanding our local arts community
8. STEAM
9. Transportation
10. Inclusion/Diversity in the Arts

The themes were reviewed with subsequent action items prioritized at the June 2018 quarterly meeting. Activities were planned for the 2018-2019 academic year, with the understanding that all of our themes aligned with increasing enrollment through engagement on the campuses.

STRATEGIC RESULTS

Specific initiatives that have occurred in the 2018-2019 academic year based on our School of Arts and Entertainment planning include:

- Developing an Arts in Health A.S. degree in partnership with the Schools of Nursing and Allied Health and our Office for Workforce Development (industry round table was held in February 2019)
- Bus tour from Osceola campus for Poinciana and Osceola students to travel to East Campus for the Pedro Brull art opening (September 2018)
- Bus tour from Poinciana campus to tour the East Campus School of Arts and Entertainment building and then attend a play in our Black Box Theatre (February 2019)
- Planning of class offerings in our VTC classroom (Music Appreciation and Intro. to Theatre for Fall 2019)
- Scheduling two new Arts courses on West Campus for Fall 2019 (Intro. to Film and Acting I)
- Coordinating an art gallery space for Osceola campus
- Assembling a collegewide team for the planning/facilitating of the inaugural Spring Arts Week, which was an event that took place in April 2019 where all Valencia campuses had arts events and/or info sessions (35+ events total).

The School of Arts and Entertainment Advisory Council agenda has enabled enriching conversations between collegewide colleagues to build deeper relationships and knowledge of campus needs. Further, at each meeting, one academic program within the School of Arts and Entertainment is highlighted so as to help council members better understand the 11 academic programs that live under the School of Arts and Entertainment umbrella.

It was important to close the first official academic year of the School of Arts and Entertainment with a snapshot of where we are from the enrollment and growth perspective. This next section examines findings that will inform the goal of enrollment growth through expanding offerings on all campuses. First, the growth that has resulted from the opening of the new School of Arts and Entertainment building will be discussed, followed by a collegewide look at enrollment in the School of Arts and Entertainment.

<u>Enrollment in the School of Arts and Entertainment Building</u>

AS and TC completion

As set forth in the School of Arts and Entertainment visioning document, with the opening of the new building for the Film, Sound and Music Technology, and part of the Digital Media program, we anticipated more than doubling enrollment (and therefore doubling the amount of graduates in these programs). Early graduation data is promising when comparing 2016-2017 (the last year in the old facilities) to 2017-2018 (the first year in the new facilities). The

increase in technical certificates (TCs) can be attributed to the addition of new technical certificates that were planned in anticipation of having appropriate, additional learning spaces, as well as working with the Film students as a cohort to apply for graduation and complete all prerequisite classes before beginning the advanced film program in the new building. A comparison of graduation data for the three AS programs associated with the new building indicates an increase in the number of graduates for all three programs as well as overall School of Arts and Entertainment AS programs.

Table 1: Graduates from programs in the new SAE building

Program	2016-2017 combined number of completers (AS/TC)	2017-2018 combined number of completers (AS/TC)
Digital Media	47 (9 AS/38 TC)	98 (10 AS/88 TC)
Film* *note: all Film AS completers earn their TC in Entertainment Design & Technology	38 (36 AS/ 2 TC – limited access)	60 (57 AS/ 3 TC- limited access)
Sound & Music Technology	49 (34 AS/15 TC)	97 (38 AS/59 TC)
Total School of Arts & Entertainment	485 (132 AS/353 TC)	606 (165 AS/441 TC)

Source: Program Review of Career & Workforce Education (2017-2018 Reporting Year)

It is noteworthy to add that the Digital Media program, in planning for the downtown Valencia/UCF campus, has added a pre-major pathway in Digital Media with an embedded TC, which will help our Digital Media students who are transferring into UCF's Digital Media program by guiding their path while still allowing for them to gain an employable, stackable credential (the TC).

Sound & Music Technology enrollment goals and growth

In the School of Arts and Entertainment visioning document presented to the Board of Trustees in October of 2017, enrollment goals projected that our capacity would increase in Sound & Music Technology courses with the MUM and MUS prefix by 71%. We outlined that we would increase total capacity from 484 to 828 in our first year (Fall and Spring). Our actual capacity in 2017-2018, which was the first year of the new building was 836 (Fall and Spring), and our capacity in 2018-2019 was 895 (Fall and Spring).

In our visioning document, we projected that our target enrollment in the first year would be 679 for MUM and MUS prefix courses (Fall and Spring). Where we ended up in 2016-2017 was with enrollment of 713 (Fall and Spring), which met our target of 85% filled and was a 47% increase in MUM and MUS prefix courses compared to 2016-2017. In the 2018-2019 academic year, we again saw enrollment increase to 789, or 88% filled for MUM and MUS courses (Fall and Spring). Table 2 outlines a comparison of enrollment by terms. The average enrollment

growth increase for the first two years in the new building is 45% from where we were in the last year before we began in the new building. This growth pattern will continue to be studied, and we will continue to build capacity to create and sustain continued growth. A conservative projection for the 2019-2020 academic year would be enrollment growth of 8% in MUM and MUS prefix courses in the new building, which would bring Fall and Spring enrollment to 852.

Table 2: MUM + MUS enrollment (Fall/Spring)

201710	201720	201810	201820	201910	201920
277	274	323	390	363	426

Source: SAS Visual Analytics Courses Worksheet

A preliminary and sustained finding relating to enrollment growth in Sound & Music Technology can be seen in the upward growth for students taking Music Theory courses (MUT prefix), which are required to varying extents for the AS and TC in Sound & Music Technology, as well as the Music Performance pre-major pathway. There was a 19% increase in MUT enrollment from the 2016-2017 academic year to the 2018-2019 academic year (Fall and Spring), from total MUT enrollment of 681 to 819. It can be assumed that parallel growth in other required general education courses and courses with prefixes that are not affiliated with the new School of Arts and Entertainment building has occurred as students majoring in Sound & Music Technology work towards completion.

Film enrollment goals and growth

The Film program is a cohort based program that was limited access prior to the 2016-2017 academic year, where we had our largest historical cohort, 65 students in the advanced Film program (a 17% increase from the previous year). In order to be eligible to take courses in the advanced Film program, students must complete 35 credit hours of prerequisites. The Film cohort in 2017-2018 and 2018-2019 was 56 students in the advanced Film program. Our new SAE building has capacity for 110, and there is intent to explore opportunities for running an additional cohort. Further, there are discussions with UCF's Film program regarding building pathways between both institutions' programs, with joint planning meetings with the new UCF team in place to commence in Summer 2019.

We have met the capacity building goal of building Fall and Spring enrollment capacity of 900 (compared to 585 in 2016-2017). As students complete their prerequisites to enter the Advanced Film program, we will see the cohort grow. However, despite the 56 student cohort, FIL prefix courses, which had total Fall and Spring enrollment of 755 in 2018-2019, have slightly grown in enrollment due to the front door and elective courses offered. For example, it is noteworthy that we have intentionally grown enrollment in one of the front-door Film required courses, FIL1420 (Intro. to the Film Process), a course that was taught in any standard classroom prior to the new building and is now taught in the new building to excite students about a potential AS degree in Film. From 2016-2017 to 2018-2019, we have increased enrollment 39% (from 141 to 200) and have gradually added a section per semester. We are

projecting overall FIL Fall and Spring 2012-2020 enrollment to be at 772. With an offering of the course scheduled for West Campus in Fall 2019, we will continue to look at ways to increase Film enrollment by building a base of students on the various campuses.

 Collegwide enrollment in the academic disciplines within the School of Arts and Entertainment

One of the goals established by the School of Arts and Entertainment Advisory Council, which is still in progress, is to establish a collegewide enrollment tool. As we continue to expand our campuses and offerings geographically, it is important to have a baseline of where we were from the collegewide enrollment perspective before the School of Arts and Entertainment was formed, what growth have we initially experienced, and what growth can be projected. Table 3 outlines the course and program offerings that presently exist at Valencia campuses.

Table 3: School of Arts and Entertainment courses and programs currently offered at Valencia College campuses as of May 2019

Campus	Courses/Programs
East	Dance, Digital Media, Entertainment Design & Technology, Film, Fine Arts, Graphic Design, Music, Musical Theatre, Sound & Music Technology, Theatre
West	Courses in Fine Arts(ART), Music Appreciation (MUL), Theatre Appreciation (THE), Digital Media, and Graphic Design (AS degree offered – Print Specialization)
Osceola	Fine Arts (ART), Music Appreciation (MUL), Theatre Appreciation (THE), Theatre Performance (TPP), Digital Media, and Graphic Design (AS degree offered – Print Specialization)

Source: SAS Visual Analytics Courses Worksheet by Deanery

There has been enrollment growth in all three of the campuses that offer courses and programs within the School of Arts and Entertainment, with East campus as the anchor of the enrollment for courses and programs that require specialized facilities. Table 4 provides a summary of the last three academic years (before and after the inception of the School of Arts and Entertainment and new facilities).

Table 4: School of Arts and Entertainment Fall and Spring enrollment by campuses by Fall and Spring semesters

Campus	201710	201720	201810	201820	201910	201920
East	3882	3701	4032	3761	4036	3813
West	530	452	575	572	638	646
Osceola	337	277	341	367	374	385
Total	4749	4430	4948	4700	5048	4844

Sources: SAS Visual Analytics Courses Worksheet by Deanery and Data Warehouse reports to account for Music Private Lessons (MVX) enrollment

In sum, the collegewide total Fall and Spring enrollment has increased from 9179 in the 2016-2017 academic year, to 9648 in the 2017-2018 academic year, to 9892 in the 2018-2019 academic year. Midway through this three-year period, the School of Arts and Entertainment was formally introduced; we have experienced a collegewide enrollment increase from Fall of 2016 to Fall of 2018 of 8%, which is favorable in our nascent stage. At present, there is projected Fall and Spring capacity of 519 for Digital Media, not including the Fine Arts and Social Media course offerings. As will follow, this enrollment growth only reflects programming at three out of Valencia's eight campuses. There is much opportunity for growth.

REFLECTION

In the coming academic year, we will expand program offerings within Digital Media, Fine Arts, and New Media to the Downtown Campus. The current New Media AS degree with a specialization in Social Media has 35 in the cohort, and with expansion to downtown, we will easily meet the target of 50 majors by Year 2 of the major. Digital Media course and AS/TC enrollment should continue the increase that has already occurred (increased 9% from 201810 to 201910, which reflects a change in enrollment from 250 to 273). As mentioned, an Arts in Health degree resulted from discussions within the School of Arts and Entertainment. We project that once the degree is launched, we could start with a cohort of 25 students and double that within the first 3 years. Further, the School of Arts and Entertainment faculty and leadership is interested in exploring a BAS in Sound and Music Technology, as we now have the facilities and curriculum opportunities to meet the growth in this field, and there are no local, public institutions that offer a four-year degree in the discipline.

Plans to offer Acting I and Intro. to Film on West will add an initial capacity of 50 with the potential to increase sectioning based on demand. There has been interest expressed by other campuses to offer courses that suit the needs of each campus. This need was further amplified by the successes of Spring Arts Week. For example, an East Campus Theatre faculty member offered an Improv class to the Theatre Explorers Club on Lake Nona Campus. It was so successful, that there was an indication that we could offer an Acting I and/or an Improv class on that Campus. Winter Park has also expressed interest in Music Appreciation, and the VTC plans for Fall will add capacity for Poinciana.

Further, we look to the success of our high school programs at Evans and Tohopekaliga as well as the Art of Tomorrow Scholars program with Universal Orlando and OCPS. We are in the nascent stage of seeing students matriculate to Valencia from these programs. The most recent Market Share by Orange County High School analysis indicates that the Valencia market share for Evans graduates has increased 5 percentage points from 2016 to 2018. This time frame parallels our grant-funded initiatives to work with Evans, and we are working to track, fund, and support students who come to Valencia's Arts and Entertainment programs from Valencia. And, early Tohopekaliga numbers indicate that there is much enrollment demand and interest. In their first year of opening their doors in August of 2018, they had 563 students in the Arts and Entertainment Valencia pathways programs. Further, with 120 students annually in our Art of Tomorrow Scholars program, Universal was able to award two full scholarships to Valencia and one $1000 scholarship to Valencia for three Apopka High School Seniors graduating from the Art of Tomorrow scholars program (compared to one scholarship that was awarded same time last year). Students in this vital program are increasing their retention rates in the program, which is paralleling their choice of Valencia as a starting point for their post-secondary academic journey. Lastly, we have added a high school to our Dual Enrollment portfolio – we are now offering two Dual Enrollment Theatre courses at Boone High School, with enrollment of 55 annually, in addition to our existing Dr. Phillips High School Dance Dual Enrollment program (average of 20 students annually).

NEXT STEPS

Our Campus President was scheduled to share this draft summary of the School of Arts and Entertainment enrollment growth and projections with Senior Team as part of her enrollment report out for East and Winter Park campuses (shared in a slightly different format). It is anticipated that there will be further feedback and commentary. Further, this summary will be our primary agenda item for the June 2019 School of Arts and Entertainment Advisory Council. After gaining feedback and insights from that session, deeper enrollment goals can be set with the understanding that an enhanced data dashboard that includes School of Arts and Entertainment disciplines in one report will help our planning and management of enrollment.