GOAL # 1 Build Pathways

Arts and Entertainment

Objective	Achievement
Create new AS, pre-major, and/or TC programs that align with industry needs and goals for transfer to other institutions.	Pre-major in Digital Media was created in alignment with UCF and in planning for UCF/Valencia Downtown.
Other Notable Highlights	Raul Valery received the Walt Disney World Endowed Chair in Film Technology. With these funds, we were able to bring Todd Naugle, a renowned trainer in Movie Production Consoles and rerecording mixer, to dictate two introductory and one advanced clinic on using the Harrison MPC5 to create Dolby Atmos immersive audio soundtracks for cinema, home theater and videogames.
	Wendy Givoglu, Rob McCaffrey, and Kristy Pennino, along with faculty and administration from the Communications division, won the 2019 Innovation of the Year Award for the collaborative creation of the New Media Communication A.S. Degree.
	Musical Theatre pre-major was launched with double the number of students auditioning for the program from Year one to Year two.

Business IT and Public Service

Objective	Achievement
Offer Bachelor of Applied Science in Computing Technology and Software Development degree.	Secured SACCOCS and State of Florida approval for the BAS in Computing Technology and Software Development. In the process, we finalized the curriculum in CIM, worked with marketing to develop the landing page, trained Enrollment Services and Advisors and coordinated with multiple departments at the college to bring the program online and face-to-face in the spring and secured a program chair.

Communications

Objective	Achievement
Improve college-wide success in SPC1017 & SPC1608 online courses to a consistent rate of 70%.	Six faculty from three campuses participated in a High Impact Practice project to improve the student success rates in their online SPC1017 and SPC1608 courses.
	When comparing fall 2018 student success rates in SPC1017 to success rates in the faculty members' student success rates in the same course during the previous fall term, one faculty member's student success rates decreased by .06% while success rates for the remaining faculty members' students increased an average of 10.5%. The intervention was repeated in spring 2019.

Humanities

Objective	Achievement
Collaborate with advisors and counselors to improve enrollment in	Met with advisors and counselors to collaborate how to ensure students are placed
Spanish Heritage courses.	in the correct courses.
Increase the number of foreign language courses offered to students.	Hired a new Japanese part-time professor, as well as new part-time French professors to increase the foreign language courses available on East Campus.

Objective	Achievement
Expand and enhance institutional relationships with the University of	Transitions course awarded the first Joyce Romano Partnership Excellence Award
Central Florida (UCF).	to an innovative collaboration between Valencia College's Learning Support
	Division and the University of Central Florida's Transfer and Transition Services.
	The award, which was announced during the 13 th College Access Summit on April
	12, recognizes an individual, institution or team that exudes the spirit of

	collaboration in leading and serving others toward supporting transfer-student success.
	Spring 2019 saw the SEEUCF program reach the 2,000 student mark. Since the program's inception in 2013, Valencia students have had the opportunity to experience a full-day immersion program on the main campus of UCF.
Collaborate with targeted, high-market share, service area high schools and technical centers to increase transfer pathways to East and Winter Park Campuses.	Extended the NSE and Digital Learning courses into University High School.

Objective	Achievement
Attend and contribute to the Math/Statistics FSC-UCF curriculum alignment meetings.	Representatives from East Campus math department attended the Central Florida Regional Curriculum Alignment meeting for Math/Statistics (October 12, 2018 & April 5 th , 2019). Calc. I & II topics were aligned.
Contribute to Mathematics alignment to Science and Engineering courses by attending the FSC-UCF curriculum alignment meetings.	Representatives from East Campus math department attended the FCS-UCF curriculum alignments meetings for Physics (September 21, 2018, February 22, 2019) and Engineering (March 2019). There are plans for a joint math/engineering/physics meeting (9/27/2019) to discuss essential math skills in Physics.
Strengthen Valencia College Mathematics Pathways.	College-wide mathematics pathways work: Fall 2018, brainstorming sessions were held to improve student learning and examine data for the math pathways at the college. Spring 2018, three working theories were developed for continued study. College-wide work teams to be formed around the working theories. MGF 1106 was approved as a pre-requisite for STA 2023. A team of faculty are working on making minor curriculum refinements to MGF 1106 in preparation for the transition.

Participate in statewide math redesign.	East Campus is well represented on the statewide math redesign workgroups.
	Julie Phelps is the chair for FCS Mathematics Sequences, Keri Siler is a member of
	the HS to Post-secondary workgroup, Agatha Shaw is a member of the College to
	University workgroup, and Alison Hammack and Jen Lawhon are at-large members.

Science

Objective	Achievement
Create strategic pathways to UCF.	Students participated in summer physics research at UCF in the PREP program.
Explore scholarship opportunities to expand learning.	Awarded the first-round of scholarships through VECTOR – our \$650K grant through the National Science Foundation.
Expand participation for STEM events on East Campus.	Through collaboration, an East Campus STEM flyer was developed to capture the many STEM events on campus.

Social Sciences and Physical Education

Objective	Achievement
Create an internal marketing plan and strategy which will incorporate the use of social media, Valencia's website, advisor communication and where	Revamped new division website to be revealed June 2019.
applicable, student clubs.	Created Sociology and Anthropology fliers to boost awareness and enrollment. (Sociology fill rate at 89% in 201920 up from 84% - Anthropology fill rate up from 78% in 201820 to 85%) However, enrollment was down in both areas overall but a resurgence is in the works.
	Created new VFE marketing campaign and are revamping the way it works as an extension of the Education Department.
	Psychology completed specialized website as did American Sign Language. These will be incorporated into the new division website.

Winter Park Campus

Objective	Achievement
Establish and enroll a cohort of 20 students to participate in a First 30 program at the Winter Park Campus by Fall 2018.	Winter Park Smart Start Cohort Program was implemented Fall 2018 and Spring 2019. Program expanded beyond STEM and Business to include all meta-majors
Establish a partnership with Continuing Education to language and workforce courses at Winter Park.	Language pathway developed for ESOL students in partnership with Continuing Education Language Programs. Intensive ESOL evening program was offered Fall 2018 and Spring 2019 at Winter Park.
	Clinical Medical Assisting Certification program offered at Winter Park Fall 2018.
Collaborate with targeted, high-market share, service area high schools	Held multiple evening sessions for high school students at Winter Park to highlight
and technical centers to increase transfer pathways to East and Winter	campus programs and dual enrollment opportunities.
Park Campuses.	

GOAL #2 Learning Assured

Arts and Entertainment

Objective	Achievement
Respond to High Risk Report focusing on start right and/or gateway courses.	MUT1011C success rates have improved an average of 17% from 201610 to 201910. DIG1940 success rates have improved an average of 13% from 201710 to 201910. MUM2720C success rates have improved an average of 19% from 201610 to 201910.
Other Notable Highlight	Suzanne Salapa was the recipient of the Universal Orlando Chair in Arts and Entertainment, which supported a Shapiro & Smith Dance Company residency at Valencia.

Business, Information Technology and Public Service

Objective	Achievement
Experiment with strategies for improving student success.	Each full time BITPS faculty member shared, at least, one strategy for success utilized in one of his or her courses. Each BITPS faculty has committed to trying one new strategy for success in one course.
Review instructional materials to ensure academically effective and cost effective materials.	BITPS full time faculty continue to review the instructional materials in each of their courses and determine what is needed and whether there are lower costs or no cost materials which can be used. Since 201520, BITPS has reduced instructional materials costs—spring to spring overall—by approximately 18%. This reduction has been driven by certain disciplines, while other disciplines' costs have increased. All disciplines need to continue this review.

Communications

Objective	Achievement
Design a plan to address the gaps in student success based on ethnicity and retention in courses impacted by SB1720.	Spring 2018 Ten faculty members participated in the intervention reaching out to at risk students in 22 courses, reaching 168 students; 114 (67.8%) of these students passed with a C or higher. When comparing spring 2018 success rates to equivalent (Mode & POT) success rates in the faculty members' previous three spring terms, two of the 17 classes dropped an average of 6.45%; however, success rates for 15 of the 17 increased an average of 11.36%.

Fall 2018
Eight faculty members re-implemented the intervention in 28 courses, reaching 201 at risk students; 175 (87%) of these students passed with a C or higher.
When comparing fall 2018 success rates to equivalent (Mode & POT) success rates in the faculty members' previous three fall terms, all 24 classes increased an average of 7.28%.

Humanities

Objective	Achievement
Initiate program learning outcome assessments for all HUM1020 courses.	Initiated program learning outcomes assessment papers into Canvas to be evaluated by faculty prior to assessment day meetings. Integrated MCQ assessment questions for all HUM1020 courses into Canvas as a pre and post course basis.
Apply for the NEH grant, Dialogues on the Experience of War.	Sean Lake was successful in receiving the grant for another year. This grant seeks to work with veterans and create a space from them to process their experiences through the lens literature, tragedy in particular and through group discussions. This grant is also designed to create greater awareness in the Valencia community about veteran issues.
Increase HUM scholarship applications by marketing to students.	Jeremy Bassetti received over 10 applications from students to apply for the Humanities Department scholarships, which is a notable increase from the one application received in the last two years.

Objective	Achievement
Continue to address, review and improve low-performing programs and courses.	Merged with CARE+ program to develop unified approach to learning support that incorporates both peer tutoring and coaching for "gatekeeper" courses.

Created partnership with Horizons Scholarship Program (formerly known as Take Stock in Children) to provide tutoring services for students enrolled at Colonial High School. Partnered with science and math faculty to provide STEMventure workshops for students in biology, chemistry, physics, and math.
Partnered with LSAMP scholars to provide leadership opportunities and additional peer tutoring for at-risk science courses.
The CARE program for faculty continues to grow, since 2014, over 150 faculty have participated in CARE courses and developed plans for implementation in their courses.

Objective	Achievement
Research alternative formats of course materials to improve the cost-effectiveness of required educational materials.	Joel Berman, Amanda Saxman, and Steve Francis built an Open Educational Resource (OER) Intermediate Algebra course using OpenStax textbook, Canvas materials, and IMathAS homework platform. The work was funded by the Raymer F. Maguire Teaching Chair. In Spring 2019, seven faculty members (12 classes) piloted the new materials. Feedback was solicited from these faculty members and improvements were made. The materials have been well received. The plan is to market the materials to all faculty. A group of faculty is piloting free course materials for MAT0018C, MAT0028C, MAT0022C using Openstax and IMathAS. There is an option for a hardback textbook for about \$45.00.
	Five faculty and almost 400 students were involved in a research study in Statistics comparing course materials, measuring Knewton (pilot) versus Pearson (adopted) materials. There was no significant difference in performance outcomes, but there is a significant savings in instructional materials.

Provide communication and support mechanisms that will contribute toward student success.	Ongoing support of the CARE+ program; nine professors have received training and utilized CARE coaches during fall and/or spring.
Fulfill the conditions and objectives of current grants while continuing to investigate options and apply for appropriate educational grants.	The NSF grant, with the University of Virginia, examines growth mindset and utility value in front door math courses concluded with five years of data collection and involved over 13,000 students with 57 instructors. Fall 2018 was the final semester for collecting data. In Spring, the grant researchers presented initial positive findings in removing barriers for success, particularly for underrepresented minorities. Currently, data is being further analyzed by UVA partners for reporting and publishing. Plans are underway for creating a professional development program to support the work and lessons learned from the NSF grant. Waiting to hear results on IUSE grant proposal for active learning.

Science

Objective	Achievement
Enhance academic research opportunities for students to participate in.	Vasudha Sharma developed embedded research in organic chemistry II leading students to present quality research at various venues.
Incorporate STEM into NSE coursework.	Developed STEM-focused NSE course to expose students to research as early as possible.
Enhance learning using physics studio.	Physics faculty developed many unique classroom learning experiences using the physics studio in 1B.

Social Sciences and Physical Education

Objective	Achievement
Revamp schedule creation process by creating a new schedule process, which moves the disciplines from below 85% fill rate to above 88% by Fall	Reached 88% filled in 201910 for SSPE Division, and 87% for 201920 up from 87% and 86% respectively for 2018.
202010.	' '

East and Winter Park Achievements 2018 – 2019

	Scheduling process has garnered reduction in room requests outside of SSPE jurisdiction.
Evaluate the costs of books and investigate the use of OER in specific courses.	Economics has introduced a new text which costs significantly less than previous texts and is used for both Micro and Macroeconomics. This saves students a significant amount as before they needed a separate book for each class. Political Science has investigated using OER and is looking to pilot a new text option
	in 2019.
	All departments working toward this goal. Completed numbers not in yet but have noted at least 8 new certifications in the past year.
Create observation schedule for all faculty (full and part time) so that all faculty are observed on a regular and consistent basis.	All faculty are observed by chairs in their first semester.
	Departments completed observations on part-time faculty in following percentages
	as of Spring 2019: (deadline is 201930)
	Psychology - 97%
	Political Science – 60%
	History – 99% Econ – TBD
	Sociology/Anthropology - TBD
	PE – TBD
	American Sign Language – 80%
Create schedule and plan to maximize faculty evaluation so that all faculty	To be finished with all faculty evaluations in June 2019.
receive meaningful and timely feedback on their performance.	, , , , , , , , , , , , , , , , , , ,
Continue to work on course shells ROC certified.	PSY 2012
	ECO 2013
	SYG 2000
	POS 2112

Winter Park Campus

Objective	Achievement
Expand student and faculty art on both East & Winter Park Campuses.	Student and faculty artwork placed on display throughout 1st floor of Winter Park
	campus.
Increase Institutional Research data utilization to increase course planning and scheduling efficiency.	Met with IR to review campus specific data and reports. Held regular meetings with advisors and faculty to discuss success data by discipline and developed enrollment strategies.
Increase student usage in the learning support centers and library over previous terms.	Utilization rates in learning support areas increased by over 30%.

GOAL #3 Invest in Each Other

Arts & Entertainment

Objective	Achievement
Collaborate with School of Arts & Entertainment Advisory Council to complete prioritized work with the themes identified from the 2018 Listening Tour.	Created phase one of expanded offerings to include Music Appreciation on Poinciana using the VTC classroom, and Acting I and Intro. to Film on West; planned and executed two bus trips from Poinciana and Osceola to East Campus arts events; facilitated Arts in Health round table; planned and executed the Inaugural Spring Arts Week with 35+ events on all Valencia campuses.
Other Notable Highlight	Wendy Givoglu received a 2019 Roueche Excellence Award at the Innovations Conference.

Communications

Objective	Achievement
Collaborate with School of Arts & Entertainment on New Media Communication.	Enrollment: There are 36 students enrolled in the new degree program.

JOU/MMC/PUR course enrollment increased from 138 to 215 students in the fall and 159 to 197 students in the spring.
Podcast:
Linda Freeman and Kate O'Neal launched a one-hour educational talk radio show on Thursday nights talking about interpersonal/life issues and taking questions online; they produced 17 shows to date.
Student successes: In April, JOU1100 student, Nelly Ontiveros, was selected as one of the seven Central Florida mentees for the Next Generation Pop-Up Digital Journalism training program at WMFE.
Former radio/podcasting student, Ellis Munoz, was also selected as the audio-engineer apprentice.
After submitting his interview with one of our visiting authors, Jay Serrano was selected as a finalist in the WMFE Next Generation Radio Project.

Humanities

Objective	Achievement
Improve part-time faculty teaching methods.	Two workshops were held for faculty during the Spring 2019 term. In March, David Sutton presented a workshop on "Einstein and the Arts" and in April, Eric Wallman presented on "Exegesis and Humanities Texts" training session. Each workshop was attended by five to six participants. Participant feedback for both workshops was very positive. Adjunct faculty are enthusiastic about workshops that are focused on Humanities content and are presented by Humanities faculty (Invest in Each Other), and they are eager to attend more in the future.
Deepen student engagement with the humanities through the NEH Summer Institute.	Youtube channel of digital lectures/teaching units created by Valencia faculty is currently being designed. The Valencia College Humanities channel will host some of the first faculty products of study resulting from these opportunities, beginning with presentations created by George Brooks (173k views on one video alone),

Troy Gifford, Eric Wallman, Vishma Kunu and Kaylin Evans. Faculty will be able to share digital presentations as well as incorporate into Canvas courses.
Development of Faculty Blog: https://nehvalencia.wordpress.com/
Fully funded a total of four Magruder fellowship applicants to part-time faculty members for independent research. Nadia Garzon, most notably, is working to bring a survivor of the atomic bombing of Japan to Valencia.

Objective	Achievement
Work with college-wide academic and student affairs partners on building relationships and strengthening collaboration to achieve desired goals and objectives	Developed a learning agenda to be implemented over next two years that develops Learning Support Center (LSC) leadership, both as a team and as individuals.
	Developed tutoring framework that creates consistency and maintains quality of tutoring and coaching services in LSC.
	Developed an online training program in the Math Center that will serve as the future framework for all employees in LSC.
Support the development of the new Decision Making Model for New Student Experience [NSE] to help ensure successful implementation of the College's QEP.	As the College experiences significant growth over the next decade, and campus/regional responsibilities increase, the DLS recognized the need to experiment with a new organizing strategy for their division. The strategy they agreed upon in the Summer of 2018 was to organize the Learning Support Division college-wide into its three primary departments; Library, NSE and Learning Support (tutoring & testing). Each area was assigned to a DLS who would serve as a college-wide lead facilitator of strategic planning, meetings and work for each area. The strategy was developed based on 6 important principles:
	YoC Principals:Provide a common experience for students across the college.

	 Improve communication and information sharing. Focus on innovation and collaboration. Develop College-wide goals and strategies. Increase efficiencies and share resources. Recognize campus-based decision making and honor unique needs of campuses.
--	--

Objective	Achievement
Promote and participate in outreach programs within Valencia.	Provided faculty to support: Bridges, Honors, 1 st 30 Business and STEM cohorts and a customized MGF1106 course to the Fire Science Academy. Submitted about 25 students for department scholarships (ended 4/4/19); over \$14,000 requested.
Employ high-caliber full-time and part-time faculty and increase the student capacity in mathematics courses.	Hired a new dean of math, one tenure-track faculty, one annually appointed faculty, one lab supervisor and 11 part-time faculty.
Provide professional development and training opportunities for full-time and part-time mathematics faculty.	100 hours of professional development were offered to faculty members. All nine essential competencies covered. 26 faculty participated in the mentor/mentee program for 10 hours of PD credit.
	The Pathways & Modalities series was created to replace the Course Conversations. This new series focused on guided discussions of current topics and issues surrounding the teaching of courses in each of the Math Pathways and Modalities (STEM, Liberal Arts & Statistics, Developmental Math, Online and Hybrid). Offered a Differential Equations Refresher with up to 14 hours of PD credit.

The Mathematical Mindsets reading and implementation groups earned participants up to 32 hours of PD credit.
Partnered with the Communications department on a Writing in Mathematics workshop.
March into Math professional development covered a variety of topics across three sessions facilitated by both full and part-time faculty.
Julie Phelps received an endowed chair to send part-time faculty to the AMATYC and National Math Summit conferences. A total of 11 part-time faculty members attended one or both conferences.
Jen Lawhon and Alison Hammack received endowed chair funding to research quantitative reasoning courses. The funds supported both travel and research.

Science

Objective	Achievement
Notable Highlights	Hosted 100 chemistry faculty from around the country in a two day event highlighting active learning in chemistry called "Potion Masters of the 21st Century."
	Designed a new onboarding system for faculty to better support our part-time teachers.
	Vasudha Sharma awarded the John and Suzanne Rouche Excellence Award.
	At least five faculty members attended conferences, some presenting, to network and stay current on best practices.

Social Sciences and Physical Education

Objective	Achievement
Complete the identified key facility updates to improve the student-learning environment.	Upgraded gym displays to be easier for faculty to use to present information during class.
	Purchase two portable smart boards for Education.
	Create ASL Lab space and area for communal work for students.
Create development calendar for full time faculty to outline conferences, travel opportunities, sabbaticals and other PD opportunities for next two years.	Preliminary survey distributed to capture major events. Six responses out of 28 surveyed thus far. Survey began at end of 201920.

GOAL #4 Partner with the Community

Arts & Entertainment

Objective	Achievement
Develop and/or sustain plans for outreach and/or pathways with high schools in Orange and Osceola counties.	Completed year three of the Art of Tomorrow Scholars program with 120 high school students in the cohort in partnership with OCPS and Universal Orlando.
	Completed year two of the JP Morgan Chase/United Arts of Central Florida in partnership with Osceola County Schools with 563 students enrolled in Arts & Entertainment programs at Tohopekaliga High School.
Collaborate with Disney colleagues to educate and prepare our students for career opportunities and to align our curriculum with best practices for employment at Disney.	Year one of planning and implementing of programs occurred with 85 total Valencia Arts & Entertainment students participating in sessions including Disney cast prep, Disney audition workshop, and Disney backstage technical tour.
Other Notable Highlights	John DiDonna was selected as Seminole County Arts Council's Artist of the Year.

Suzanne Salapa and Wendy Givoglu were appointed to the Central Florida Community Arts Taskforce for Arts in Health.

Business IT and PS

Objective	Achievement
Support Pooky's Food Pantry through increased food donations.	BITPS faculty and staff donated, a minimum of one copy paper box full of food to Pooky's Food Pantry per month.

Communication

Objective	Achievement
Collaborate with Faculty Development to create new courses to be offered in 2018-2019 to meet faculty need for innovation.	Due to the popularity of his presentation at the Fall 2017 Reading & Writing Conference, Richard Thomas designed Gamifying Your Course (LTAD3310), a mixed-mode 10 PD hour class course:
	The course explored gamification and game-based learning and covers such game mechanics as leaderboards, badging, narrative, items, course currencies, avatars and much more.
	Participants analyzed various games, explored self-determination theory and user-centered design, and incorporate game principles and elements in an artifact of their own course, all while being immersed within a gamified class.
	Ten faculty completed the initial course, and since then, Richard has been invited to facilitate a teacher-training at First Academy and is discussing other training opportunities within Valencia.

Humanities

Objective	Achievement
Create awareness and schedule events regarding Dialogues on the Experience of War.	Sean Lake is working with the local Veterans Administration and other community partners to provide three events open to the public. At these events, the students and faculty who have participated in classes in which our content has been delivered will discuss the issues raised.
Plan the sustainability theme for the Humanities Speaker Series.	George Brooks has scheduled authors John Englander, Jack E. Davis, and Susan Freinkel to visit Valencia College in the upcoming academic year to discuss sustainability-related themes. He is in discussion to partner with Jim Adamski and his VESA club on campus. Events will be open to the students and the community.

Objective	Achievement
Identify both strategic and engagement opportunities to leverage Valencia's curricular, co-curricular and institutional influence and abilities to support and bring value to the community.	Expanded partnerships with local community-based organizations serving homeless and food insecure youth in Central Florida. Joined the Continuum of Care Network, now serving as a Youth Committee member and partnering on the drafting of an YHDP (Youth Homelessness Development Project) grant application for HUD. Valencia will serve as the primary post-secondary partner on the grant. Established partnership with Osceola Campus and Covenant House to develop application for Disney grant which will provide resources for underserved youth in Osceola County. Held 3 rd Annual Student SleepOut event. Raised over \$2,000 for Covenant House's educational services. Event hosted over 150 program participants and 60+sleepers.

Objective	Achievement
Promote and participate in outreach programs with K-12 community.	Math Department participation at Open House on April 18, 2019, involved two faculty members and a student officer from the Math Club. Information shared with attendees included math pathways chart and Math Club information.
Participate in the UCF Graduate Assistant program.	Ongoing partnership with the UCF mathematics department to provide teaching experience to UCF graduate students. Two UCF graduate students have taught for us; one in Fall and one in Spring.
Promote Data Analytics Program.	Continued conversations with UCF on designing a pathway for students interested in Data Analytics.

Science

Objective	Achievement
Engage students in Orange Country in educational programs.	In February, we hosted community 8-12 graders in a Science Championship.
Improve campus grounds.	Jim Adamski was awarded a Felburn Foundation grant to plant more native trees and plants on campus.

Social Sciences and Physical Education

Objective	Achievement
Revitalize relationships with other campuses in areas of Psychology, Education and Sociology/Anthropology to maximize schedule, faculty and resources to grow, assess and teach.	Collaborated with West Campus education faculty on joint Service Learning website due for use by 202019.
	Plan for faculty to meet across campuses, in disciplines once a years.
	West, Osceola and East campus faculty working on new gateways with UCF for education.
New hiring process to be developed and implemented by all disciplines.	Implemented in 201910 – still evaluating results. So far 100% of all new hires
	have used the newly established process.

East and Winter Park Achievements 2018 – 2019

Winter Park Campus

Objective	Achievement
Increase community engagement through activities that invite community	Participated in multiple community events in Winter Park, Eatonville, and
participation and awareness through outreach events.	Maitland.