



September 23, 2020

**TO:** THE DISTRICT BOARD OF TRUSTEES  
OF VALENCIA COLLEGE

**FROM:** AMY BOSLEY  
Vice President for Organizational Development and Human Resources

**RE:** PRESIDENTIAL POSITION PROFILE

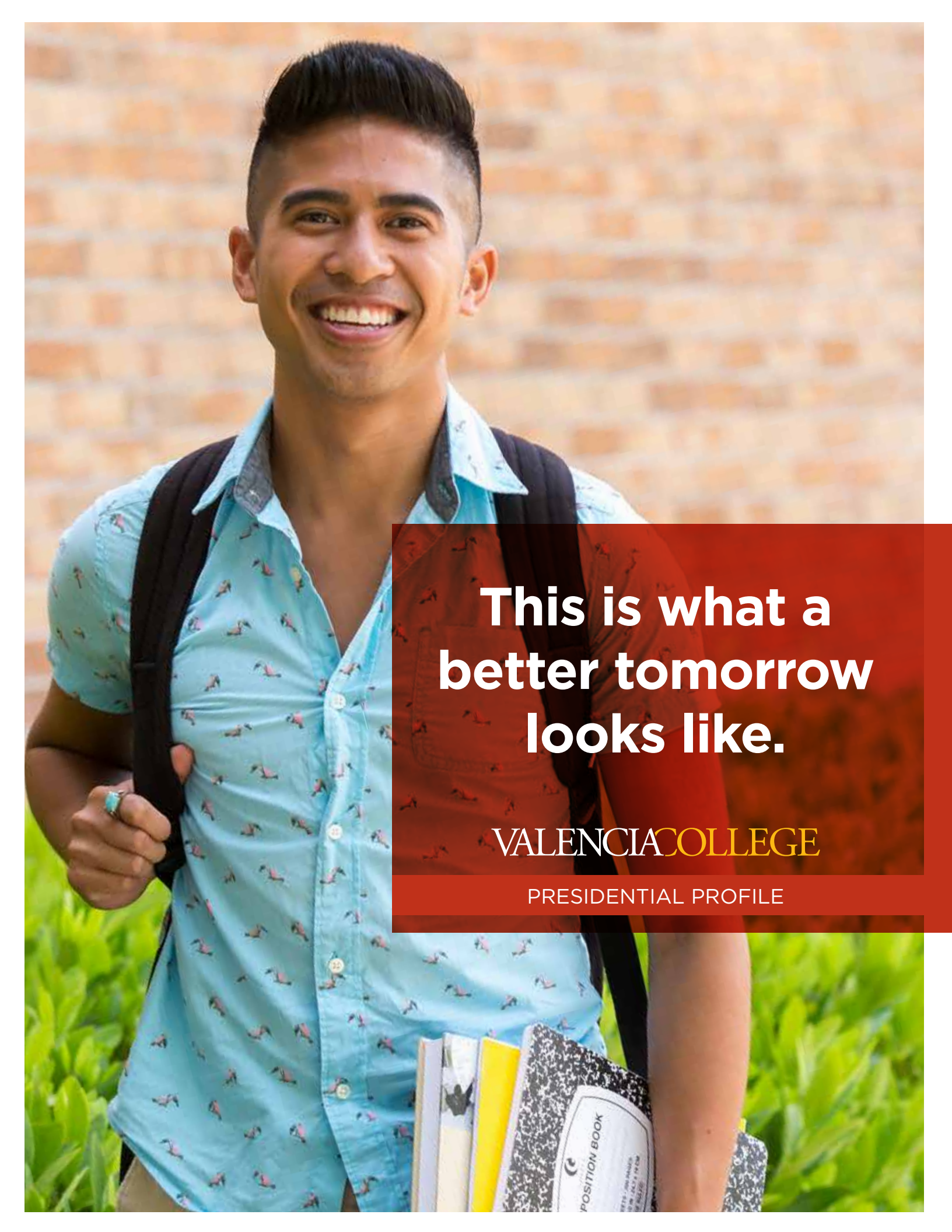
Following a full discussion, the Presidential Search Committee reached consensus on the content of the Presidential Position Profile, including the specific experiential and educational background requirements previously determined to be appropriate by the District Board of Trustees. The proposed Presidential Position Profile is attached.

**RECOMMENDED ACTION:** The Vice President for Organizational Development and Human Resources recommends that the District Board of Trustees of Valencia College approve the Presidential Position Profile, as presented.

A handwritten signature in blue ink that reads "Amy Bosley". The signature is written in a cursive, flowing style.

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Vice President for Organizational Development and Human Resources

A young man with short, dark hair, smiling broadly, wearing a light blue short-sleeved button-down shirt with a small pattern and a black backpack. He is holding several books, including one with a black and white cover that says "POSITION BOOK". The background is a brick wall and green foliage.

**This is what a  
better tomorrow  
looks like.**

**VALENCIA**COLLEGE

PRESIDENTIAL PROFILE

Welcome to the place where  
tens of thousands dream and study.

Learn and grow. Succeed and celebrate.

Where a supportive community is an  
active partner in the commitment to excellence.

Where together, we transform lives,  
broaden horizons and build character.

Where better tomorrows are realized,  
one day at a time.

**This is Valencia College. Welcome.**

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# Our student success stories are countless. Help lead the way.



You are invited to join Valencia College for an amazing leadership opportunity to continue the work of innovation and making better tomorrows possible for our students.

Strengthen our long legacy of expanding access, cultivating innovation and creating impact as the next President and Chief Executive Officer of Valencia College — succeeding Dr. Sandy Shugart, who will retire after more than 20 years of distinguished service.

# This is where it happens.



## Our Valencia College

Valencia College is a large, diverse, multi-campus community college serving Orange and Osceola counties in Central Florida.

As the second largest state college in Florida, Valencia College serves over 75,000 students per year. The College offers more than 120 programs, including two- and four-year degrees, accelerated training and continuing education.

This is the place where we understand the importance of cultivating an environment that fosters collaboration, creativity and a true work/life balance. Valencia College is the inaugural winner of the Aspen Prize for Community Colleges and was recognized as one of “The Great Colleges to Work For” by the Chronicle of Higher Education.

## THE COLLEGE AT-A-GLANCE

76,329

enrolled students  
during 2019-2020

12+

programs including  
two- to four-year degrees.

13,000

students graduate  
annually

623

full-time faculty

2,222

part-time faculty

2,782

full- and part-time staff

## Our Vision

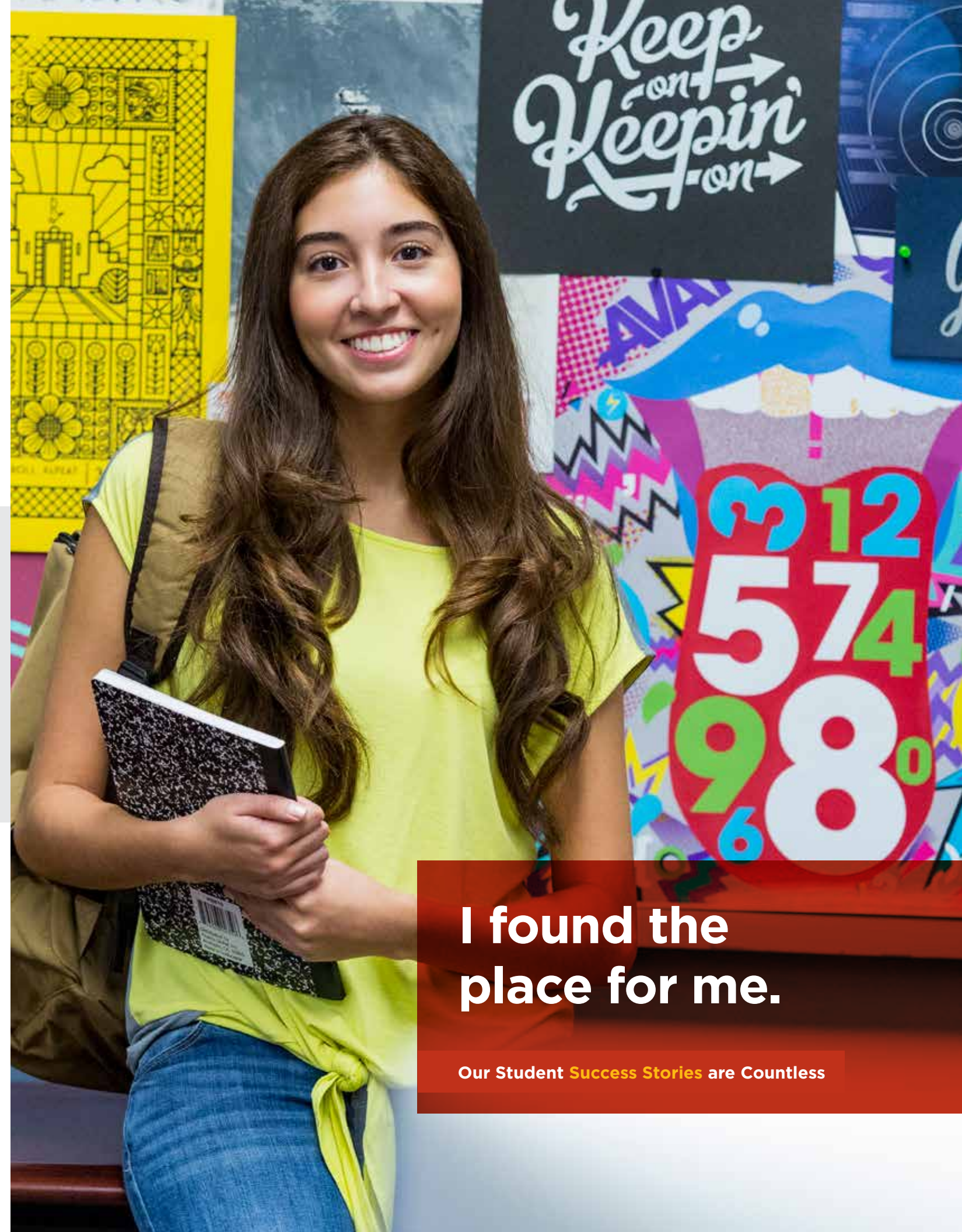
Valencia is a premier learning college that transforms lives, strengthens community and inspires individuals to excellence.

## Our Mission

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

## Our Commitment

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



I found the  
place for me.

Our Student **Success Stories** are Countless



**I was welcomed  
into this community...  
this family.**

Our Student **Success Stories** are Countless

## **Our Values**

**Learning** by committing to Valencia's core competencies — Think, Value, Communicate and Act — and the potential of each person to learn at the highest levels of achievement for personal and professional success.

**People** by creating a caring, inclusive and safe environment that inspires all people to achieve their goals, share their success and encourage others.

**Diversity** by fostering the understanding it builds in learning relations and appreciating the dimensions it adds to our quality of life.

**Access** by reaching out to our communities, inviting and supporting all learners and partners to achieve their goals.

**Integrity** by respecting the ideas of freedom, civic responsibility, academic honesty, personal ethics and the courage to act.

## **Our Strategic Pillars**

### **Build Pathways**

- Remove barriers to college.
- Create connections that raise personal aspirations of students and enable them to achieve their aspirations.
- Develop and renew programs.

### **Learning Assured**

- Create optimal conditions for student learning.
- Partner with students to improve their contribution to achieving their potential.
- Close achievement gaps.

### **Invest in Each Other**

- Strengthen our collaborative institutional culture to foster deep stewardship of our work.
- Support the professional development, career growth and healthy lives of Valencia's employees.

### **Partner with the Community**

- Cooperate with community partners in meeting students' needs and College goals.
- Involve the College in meeting the community's needs and goals.

## **Our Big Ideas**

At Valencia College, we believe deeply that anyone can learn anything given the right conditions. This belief, or, as we like to call it, "Big Idea," serves as a foundational principle upon which we have built our working theories, innovations, authentic transformational change and extraordinary learning results.

In 1995, the College launched the "Learning Centered Initiative." Initially funded by Title III and Title V grants and by the Kellogg Foundation, the Learning Centered Initiative was designed to institutionalize effective innovations and to focus on improving measurable outcomes for students. This initiative laid the groundwork for future student success initiatives and served as a testing ground for many of the participatory processes that still drive the development of initiatives today.

Over time, these conversations gave rise to a set of "working theories" about how students learn, how the College can best support student engagement and success, and the requirements of systemic institutional change. These working theories have been tested and adjusted, and have emerged into a growing list of "Big Ideas." These Big Ideas are foundational to the Valencia College culture and are manifested in the language, principles and practices that guide campuses and departments as they set goals and plan initiatives.

*Continued on the following page.*

## **Our Big Ideas** *(continued)*

### **Anyone can learn anything under the right conditions**

Students have the biological gifts, the inherent capabilities to learn anything they are taught. Our task as a college is to partner with the learner, who controls many but not all of these conditions, to create the best conditions for student success.

### **Start right**

The greatest challenge and opportunity for improvement in student success and graduation at Valencia College is at the beginning of every new experience a student has at the institution.

### **Connection and direction**

Students must make a personal connection very early in their experience at the College with staff, with faculty and with other students. Students need clear direction and a plan to graduate as soon as possible in their college career.

### **The College is how the students experience us, not how we experience them**

Students are unique individuals and they experience college in powerfully personal ways. Measures of success should be found in what students' experience.

### **The purpose of assessment is to improve learning**

The most important beneficiaries of authentic assessment are the learners and those who facilitate learning. Establishing clear learning expectations and identifying the methods of assessments are essential steps to creating partnerships between groups that can improve learning.

### **Collaboration**

The best ideas are formed and embraced when everyone collectively contributes to a shared purpose through an ongoing dialogue. All of the Big Ideas depend on authentic collaboration for their legitimacy.

These are a few, among several Big Ideas, that have made, and continue to make, a difference in the efforts of the College to make dramatic and sustained progress in student learning. We should emphasize that these ideas have emerged from deep discourse, important stories, long reflection, iterative and inclusive planning, and, most important, deep collaboration within our organization. The ideas themselves may have some value, but their power to engage, change, sustain, redirect, unify and encourage our work is rooted in the authenticity of their origins in our ongoing conversation.

## **Our Team**

The Valencia College community comprises more than 5,000 faculty and staff who share a deep commitment to our mission. In fact, many of our colleagues are Valencia College alumni. Though we work at different locations and serve in a wide variety of capacities, we are united in our passion for serving our students as they pursue their educational goals.

### **Faculty**

We are fortunate to have an outstanding faculty whose practice is rooted in the scholarship of teaching and learning and whose commitment to student access and success is second to none. Full-time faculty (623 total, of which 514 are tenured/tenure-earning), who teach approximately 60% of our class sections each year, and part-time faculty (more than 2,000 total each year) invest significantly in their professional development grounded in the essential competencies of a Valencia College educator.

### **Staff**

From supporting the operations of our facilities to establishing meaningful connections with our students, the 1,328 full-time and 1,529 part-time staff members on our team play a crucial role in helping our students succeed. Our staff serves in a variety of capacities including student and academic affairs, global professional and continuing education, business operations and finance, analytics and planning, public affairs and marketing, organizational development and human resources, policy and general counsel, and the Valencia College Foundation.



**I knew right away  
that I, and my peers,  
belong here.**

**Our Student Success Stories are Countless**



**I never knew  
how much I could  
achieve until now.**

Our Student **Success Stories** are Countless

## **Our Shared Governance and Collaborative Leadership**

Early in the journey toward becoming a learning-centered college, we discovered the power of collaboration in reshaping both the day-to-day practices of the College as well as the underlying cultures that most affect learners' experiences. Over the past two decades, our commitment to designing our work and making decisions about major, systemic change through collaboration has deepened. Our shared governance and collaborative leadership model guides our process for planning, designing, selecting and assessing our most significant work, and affirms our commitment to engaging one another in authentic dialogue, thoughtful planning and effective decision-making as we focus our efforts and resources on student access and learning success. Our model includes:

### **District Board of Trustees**

The Valencia College District Board of Trustees comprises no less than five and no more than nine citizens from Orange and Osceola counties, who are appointed by the governor of Florida. Meeting in regular sessions, these civic-minded individuals contribute their time and talent to guiding the development of Valencia College so that it remains responsive to the educational needs of its local community. The trustees are legally vested with decision-making power in all matters of College policy, programs, building, budget and personnel. The members of the board are some of our most enthusiastic supporters of efforts to provide affordable educational opportunities that are meaningful to student aspirations and the needs of the local community.

See <https://valenciacollege.edu/about/board-of-trustees/>.

### **Faculty Leadership**

The Collegewide Faculty Association represents Valencia College faculty through seven campus assemblies. Representatives from the campuses meet as the Faculty Council and function as a governing council of the College on issues concerning faculty. The Faculty Council has two primary responsibilities: 1.) provide the official voice of the faculty; and 2.) be stewards of faculty engagement. Faculty Council leaders serve for three consecutive years as vice president, president and past president.

### **Leadership Forum**

The Leadership Forum meets to communicate, celebrate and explore together in ways that align leadership from deans and directors to the senior team, keep the working theories and Big Ideas, in front of everyone, and connect the dots between projects and issues and the overall strategy and narrative. The Leadership Forum comprises all administrators, the full Faculty Council and staff representatives.

### **Learning Council**

The Learning Council is responsible for leading the College's work toward achievement of the core mission: learning. The council comprises a broad cross-section of College leaders who work most closely with student learning efforts.

### **Council Officers' Coordination Team**

The Council Officers' Coordination Team oversees collaborative work teams commissioned by the governance councils. The team assesses and assigns new work for consideration by a particular council and ensures that work is not being addressed by multiple councils at once. The Council Officers' Coordination Team is also responsible for scheduling the annual planning retreat for all members of the three governance councils, when new members are trained, revisions to the new governance system are determined and the agenda for the year is planned.

### **Our Accreditation**

Valencia College is a member of the Florida College System, a network of 28 state colleges under the purview of the Florida Department of Education, and is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award associate and bachelor's degrees.

# This is why we do it.



Dalton Joseph  
Distinguished Graduate  
2019

## Our Students

This is a place where educational opportunity extends to all. Of the 76,329 students we served in 2019–2020, 34.5% are enrolled full-time, and 65.5% are enrolled part-time. A diverse population, with 39.3% Hispanic, 26.2% Caucasian, 17.1% African American and 4.7% Asian students, we also welcome students from over 105 countries to our campuses. About half of our students are the first generation in their families to attend college.

This is a great place for all students to learn. A place that is uniquely positioned to offer access to everyone. Where each day begins by proudly serving students of any race, gender, age, disability and other rare or minoritized groups.

At Valencia College, we don't take our responsibility to provide an open access education lightly. Whether it's helping students land a dream job or continue on to the university of their dreams, we do everything in our power to make that possible for each and every one of our students.

Dalton Joseph, one of our Distinguished Graduates, came to Valencia College with one goal: to beat the odds. Growing up as the son of Haitian immigrants, from a family splintered by divorce, he faced long odds. To make matters worse, he was surrounded by violence — living in an apartment where a man was murdered outside the front door, and later in a neighborhood where breaking into houses was considered a better job for a teen than mowing grass or washing cars.

Eager to make money — yet uninterested in jobs like cutting grass — Joseph fell in with a gang of young men breaking into homes. “I was going down a dark path,” he says now, “and yet the deeper I got into the juvenile system, the more desperate I felt. There was no turning back.”

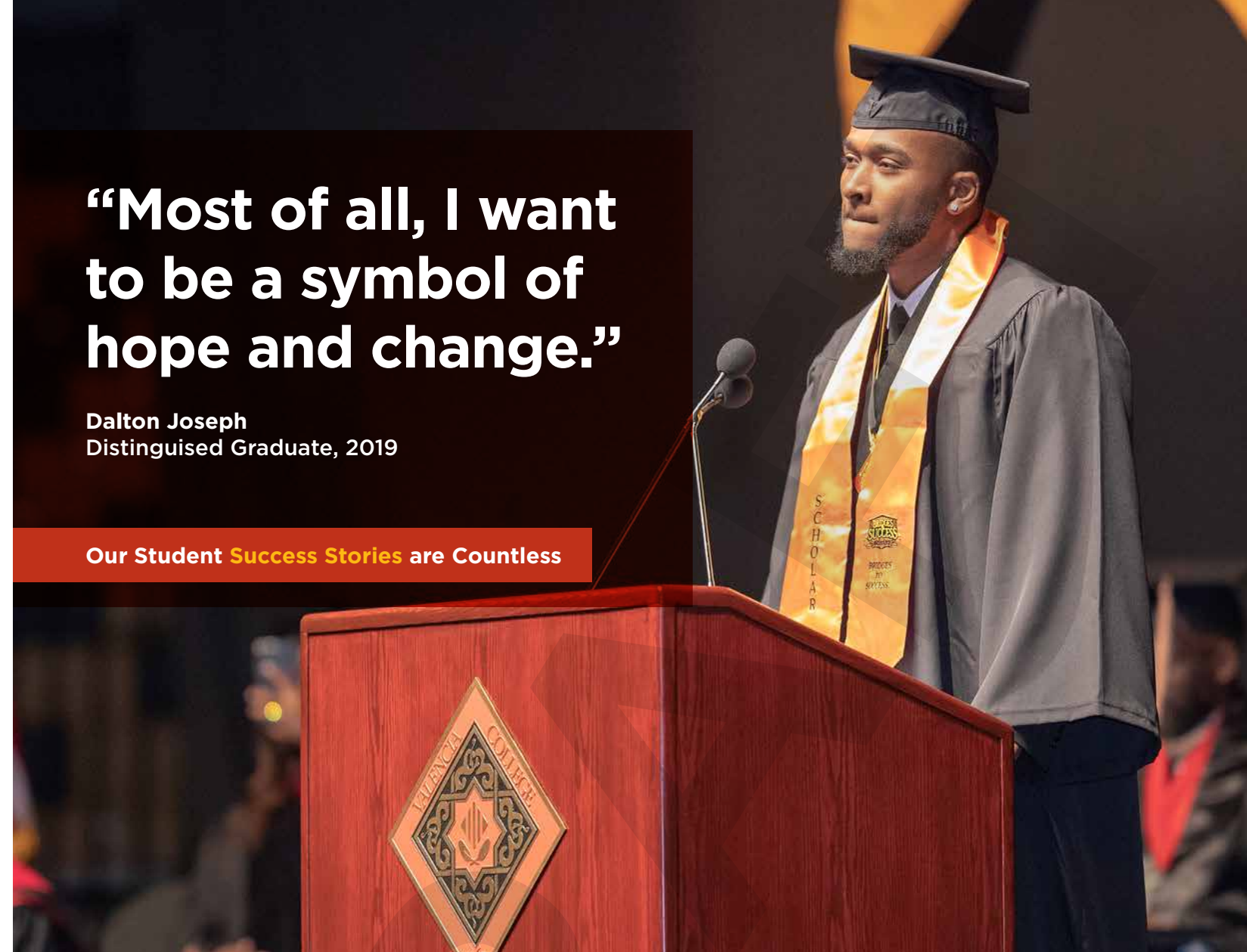
But when a close friend died, leaving behind a baby he would never know and his older brother was sent to prison with a sentence of more than 40 years, Joseph took stock of his life. “I asked myself: ‘Do you want to be next?’”

Fueled by determination, Joseph earned his GED and later won a Bridges to Success scholarship and started classes at Valencia College.

# “Most of all, I want to be a symbol of hope and change.”

Dalton Joseph  
Distinguished Graduate, 2019

Our Student Success Stories are Countless



He became a member of the West Campus Student Government Association and was invited to become a member of Phi Theta Kappa, the national honor society for students at two-year colleges. He also represented Valencia College at national conferences on race and ethnicity and college leadership.

Today, he works at a community center part time and regularly volunteers at Evans High School, where he shares his story and his message of resilience with current high school students. What he wants most of all, says Joseph, “is to be a symbol of hope and change.”

And what better symbol than a 22-year-old who has already beaten the odds — becoming the first in his family to earn a college degree, graduating with a 3.8 GPA and headed for a career where he can change lives?

Stories like Dalton's are the stories that inspire us to be who we are, and to continue identifying and creating the conditions necessary to support our students' learning and success.



# This. Right here.



## Our Programs

As an open-access institution, Valencia College exists to provide educational pathways that help students transition directly into future educational opportunities or into high quality, family-sustaining jobs. Whether our students are planning to transfer to a university or enter directly into a career, we offer a degree to get them there and at half the cost of a state university.

Valencia College offers a comprehensive range of programs, including associate and bachelor's degrees (A.A., A.S., B.A.S. and B.S.), career technical certificates, Accelerated Skills Training and continuing professional education. Often recognized as one of the top community colleges in the nation, we award more associate degrees than any other community college in the nation, with graduates going on to successful futures. A.S. degree graduates have a 94% job-placement rate with an average annual salary of about \$46,000.

## Associate in Arts Degrees

The general studies A.A. provides a basic liberal arts education, with courses focused in five key areas: communications, humanities, mathematics, science and social science.

## Associate in Science Degrees

Valencia College offers a variety of two-year Associate in Science (A.S.) degree programs in areas such as allied health; arts, entertainment and communication; business, management and administration; criminal justice and paralegal studies; engineering technology; fire services; hospitality and culinary; information technology; plant science and agricultural technology; and nursing. These degree programs are designed to prepare students for immediate employment in a specialized career. For a complete list of A.S. programs, visit <https://catalog.valenciacollege.edu/degrees/associateinscience/>.

## Certificate Programs


Our certificate programs prepare students to enter a specialized career field or upgrade their skills for job advancement. Most can be completed in one year or less. Credits earned can be applied toward a related A.S. degree program. Valencia College offers 91 certificates, including accounting, entertainment, criminal justice, real estate, human resources and office management, among others. For a complete list of certificates, visit <https://catalog.valenciacollege.edu/degrees/certificateprograms/>.

*Continued on the following page.*



I am well prepared to  
continue my education.

Our Student **Success Stories** are Countless



**Me convertí en un modelo a seguir para mis hijos y mi comunidad.**

Our Student **Success Stories** are Countless

#### **Bachelor's Degrees**

Valencia College began offering baccalaureate degrees in 2011; enrollment in bachelor's degree programs has grown dramatically over the last five years, from 287 in the fall of 2015 to 1,666 in the fall of 2019.

The six bachelor's degree programs offered by the College include Bachelor of Applied Science in Business and Organizational Leadership; Bachelor of Applied Science in Computing Technology and Software Design; Bachelor of Science in Cardiopulmonary Sciences; Bachelor of Science in Electrical and Computer Engineering Technology; Bachelor of Science in Radiologic and Imaging Sciences; and Bachelor of Science in Nursing. For more information about bachelor's degree programs, visit <https://catalog.valenciacollege.edu/degrees/bachelorofscience/>.

#### **Continuing Education**

Continuing Education provides non-degree programs, including industry-focused training, professional development, language courses, certifications and custom course development for organizations.

#### **Accelerated Training Skills Programs**

The Accelerated Skills Training programs provide intensive, hands-on training to prepare students for jobs and careers in the areas of advanced manufacturing, construction, healthcare, and transportation and logistics. Importantly, these programs are completed in a short amount of time and are aligned with industries that CareerSource Central Florida has identified as high growth and in high demand. This provides a direct and rapid path to expanded economic opportunities for our students.

#### **Language Programs**

Continuing Education provides a variety of language programs, products and services to help individuals learn another language whether for personal or professional reasons. We have extensive instructor-led programs in English, Spanish and Portuguese, as well as a variety of online language courses. The goal of these courses is to help students communicate in the target language across a wide range of topics.

#### **Professional Continuing Education**

Continuing Education offers a wide range of courses, seminars and certification programs to help students grow personally and professionally.

#### **Customized Employee Development Programs**

Continuing Education offers a wide range of customizable programs for organizations — from language training and technical skills to leadership development. These programs provide hands-on training to learn industry standards and expand workplace skills needed for professional advancement, as well as talent development and retention.

For more information about Continuing Education programs, visit <https://valenciacollege.edu/continuinged>.

# This is the time and place.



## Our Community

Valencia College is a learning-centered community made up of talented, committed and inspiring individuals who collectively make a positive impact in the lives of our students. Our learning community is large and diverse, with multiple campus locations throughout Orange and Osceola counties, where we serve 29.1% of high school grads from Orange County and 34.8% from Osceola County.

We have invested strategically in our partnerships with Orange County Public Schools and the School District of Osceola County to increase the college-going rate of recent high school graduates. As a result of these partnerships, the proportion of graduating seniors enrolling in a public, postsecondary institution in Florida from Orange and Osceola counties have increased at a higher rate than the state average.

Orange and Osceola Counties are an integral part of Metro Orlando, the nation's fifth fastest growing metropolitan area, with a population of nearly 2.6 million. One of the world's most popular travel destinations, the area features many of the globe's leading theme and water park attractions, including the Walt Disney World Resort. In 2019, Valencia College opened the Downtown Campus, a collaboration with the University of Central Florida (UCF), featuring the Walt Disney World® Center for Culinary Arts and Hospitality. Metro Orlando also has an attractive business climate. More than 150 international companies, representing 20 countries, have facilities in the area. Metro Orlando has led the nation in job growth for four consecutive years.

Osceola County continues to become more diverse as new residents arrive from locations beyond the other 49 states. In Osceola County, 49.97% of residents speak only English, while 50.03% speak other languages. Spanish is the language spoken by the largest group (43.64% of the population), according to the United States Census Bureau.

**50.03%**

of Osceola County residents speak other languages

**#5**

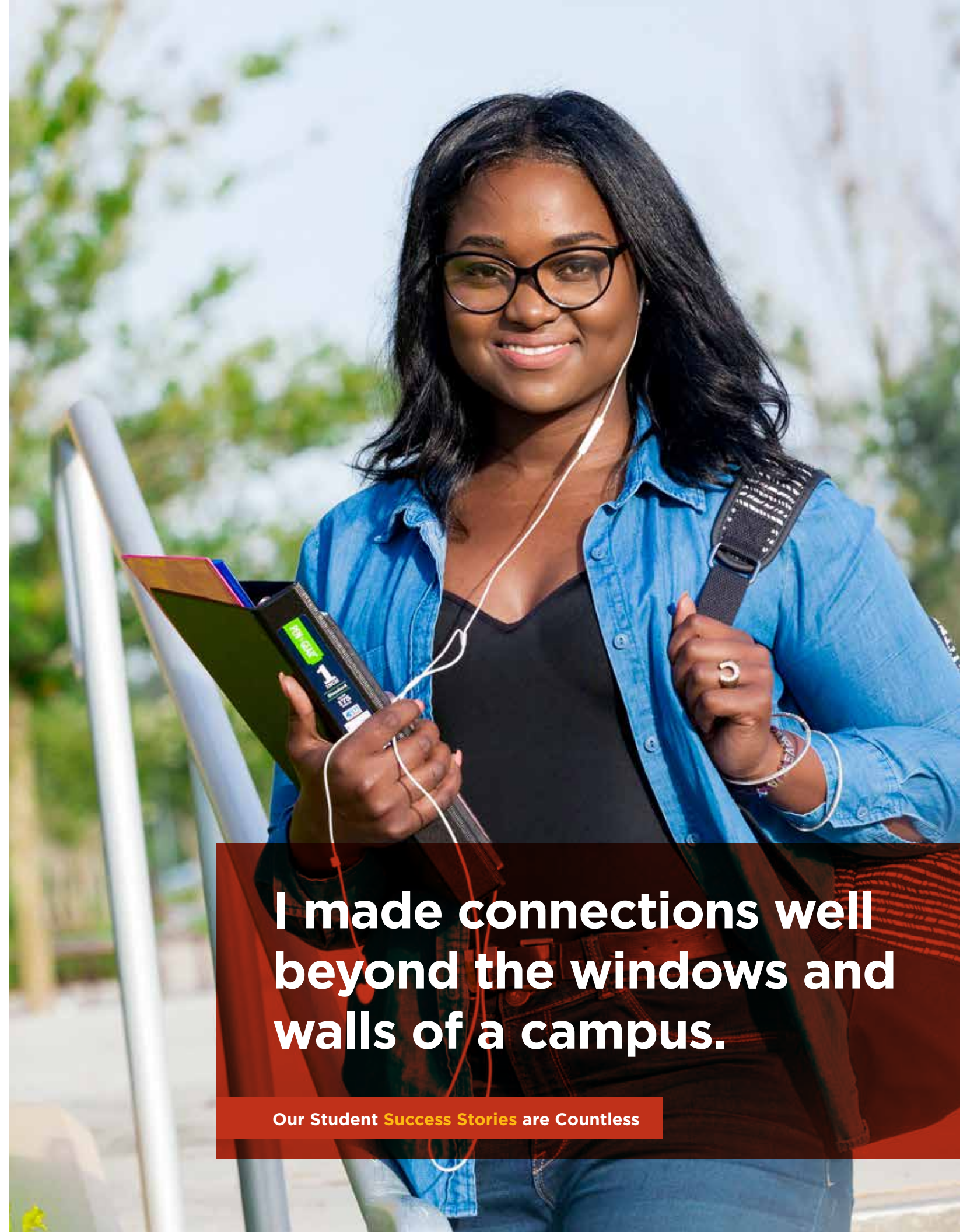
Metro Orlando is the nation's 5th fastest-growing metropolitan area.

**2.6M**

Population of Orange and Osceola Counties

**150+**

Over 150 international companies have facilities in the area.



**I made connections well beyond the windows and walls of a campus.**

Our Student **Success Stories** are Countless

## Our Campus Locations



### Downtown Campus

The Downtown Campus, a partnership with UCF, provides students an opportunity to live and learn in downtown Orlando. Our only location to offer on-campus housing, this campus is a great fit for students who want to study in a centrally located setting and have a variety of options for activities on nights and weekends.



### East Campus

East meets art at the campus that is home to our School of Arts and Entertainment. This creative atmosphere encourages a sketch or two from the banks of the Little Econlockhatchee River. Only a few minutes from UCF, it's convenient for students taking general education classes and earning A.A. degrees.



### Lake Nona Campus

Lake Nona's close ties to the Medical City put the focus on future careers in medicine and biotechnology. Through a partnership with Lake Nona High, students can earn a Valencia College degree while they're simultaneously getting their diplomas.



### Osceola Campus

Osceola is equipped with the latest training technologies and labs for biology, chemistry and physics. It also has the College's largest library and a huge green screen to create custom video presentations. Plus, with UCF bachelor's programs offered on site, students can start and keep on studying here.



### Poinciana Campus

Our Poinciana Campus houses a robust selection of classrooms, amenities, labs and a state-of-the-art culinary kitchen — providing Poinciana residents with access to all the College has to offer. And with Accelerated Skills Training programs, students can train for a higher wage career in just weeks.



### School of Public Safety

Valencia College School of Public Safety provides comprehensive education, training and resources for our community's first responders — helping Central Florida maintain the finest in public safety services to protect its booming visitor and residential populations.



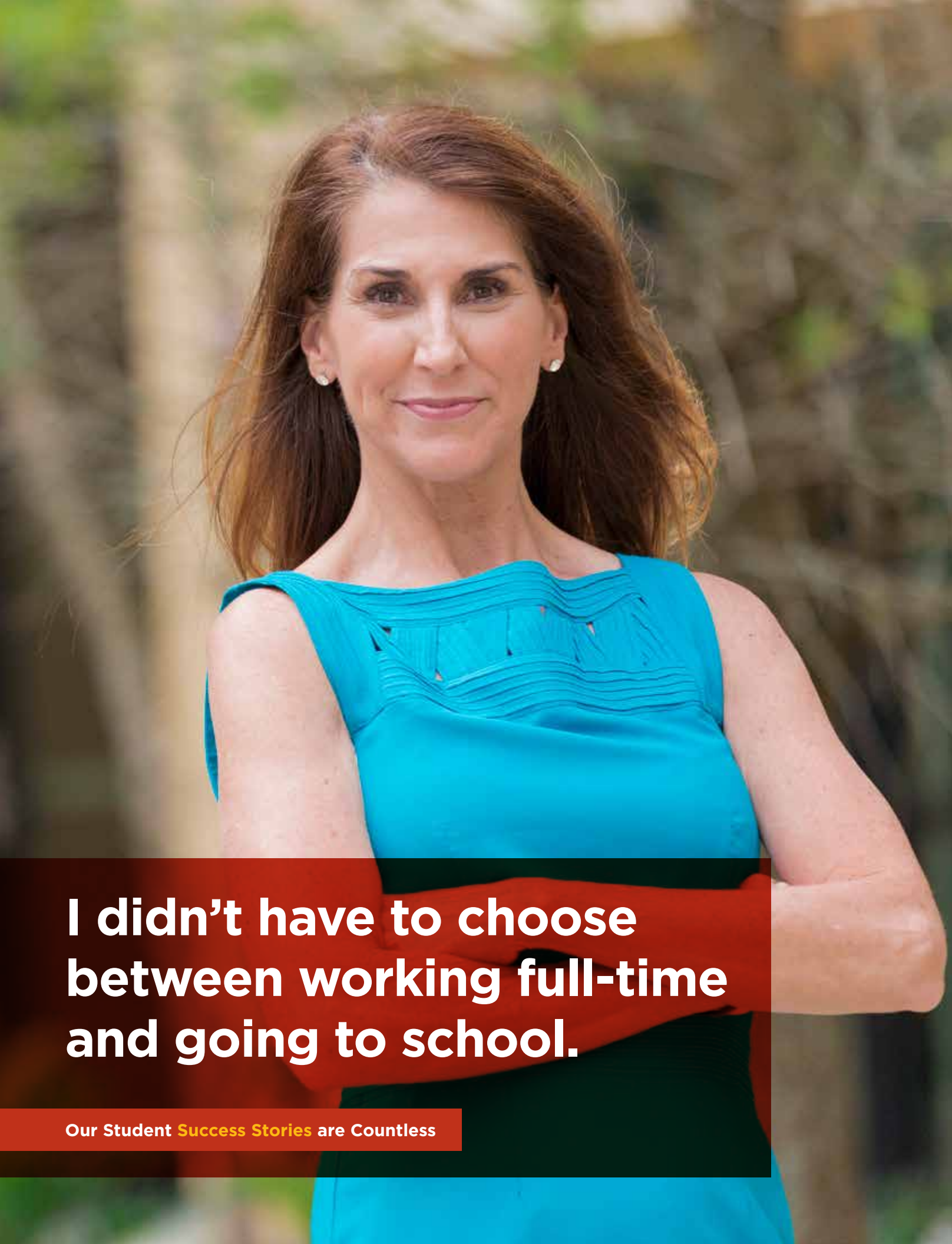
### West Campus

West Campus is home to our high-tech programs like engineering, architecture, math and health sciences. And it features advanced technology inside some of the newest LEED certified green buildings. Additionally, we offer UCF degree programs on campus, allowing students to easily transition from Valencia College to UCF without leaving campus.



### Winter Park Campus

Winter Park Campus is a central, convenient, tucked-away powerhouse of learning nestled into one of the most picturesque cities in America. This campus is home to the Jeffersonian Honors Program, which is focused on producing active, global citizens.



**I didn't have to choose between working full-time and going to school.**

**Our Student Success Stories** are Countless

### Our Centers for Accelerated Training



#### Advanced Manufacturing Training Center

Valencia College offers its Advanced Manufacturing programs, serving both Orange and Osceola counties, in this specialized facility. Programs including welding, mechatronics, electronic board assembly and more are housed in this Osceola County facility.



#### Downtown Campus

Accelerated Skills Training programs focus on intensive, hands-on training designed to help students get a job and make more money. Our downtown location offers a place to further students' skills, gain experience using the newest tools in the field and earn nationally recognized certifications.



#### Osceola Campus

Our Osceola Campus location features a new building, offering state-of-the-art equipment and providing students with the tools needed to succeed.



#### Poinciana Campus

At Poinciana, instructors take their real-world experience and teach the newest industry techniques — giving students knowledge that prepares them for a rewarding career.

### Our Training Facilities



#### School of Public Safety - Fire Rescue Training Facility

Valencia College School of Public Safety Fire Rescue Training Facility offers a wide variety of training and learning opportunities for our community's public and private sector fire service professionals. Our programs focus on the most recent updates, topics and equipment and are taught by experienced professionals from the field. In addition, Valencia College can customize programs to meet the specific needs of any agency.

# This is the difference.



## Our Points of Distinction

- Valencia College was named the best community college in the nation as the inaugural winner of the Aspen Prize for Community College Excellence.
- Valencia is one of 356 colleges and universities recognized by the U.S. Department of Education as a Hispanic Serving Institution (HSI).
- The College's economic impact on the region is more than \$1 billion a year.
- Nearly one out of four UCF graduates started at Valencia College.
- Valencia College ranks fifth among the nation's colleges in the number of associate degrees awarded to Hispanic students.
- Valencia College is Florida's second largest state college, having served nearly 76,329 students in 2019-2020. Contrary to the countercyclical trend across the community college sector, our enrollment increased 4.6% over the previous year.
- In 2017, the College was recognized as a "Great College to Work For" by the Chronicle of Higher Education. It was one of only 42 institutions named to the Chronicle's Honor Roll.
- In 2019, Valencia College was named by HBCU Connect as one of its top 50 employers for recruitment efforts targeting students and graduates from our nation's Historically Black Colleges and Universities.
- The Valencia College YouthBuild program provides opportunities for out-of-school youth, aged 16-24, to complete their GED, as well as our Basic Construction program, where students have the opportunity to put their construction skills into practice on projects with Habitat for Humanity in Osceola County.
- Valencia College awarded 8,700 total associate degrees in 2019-2020, which included 7,226 Associate in Arts and 1,474 Associate in Science and Associate in Applied Science degrees.
- In 2019-2020, Valencia College awarded 339 bachelor's degrees, 388 Career Certificates and 8,744 Technical Certificates.
- The DirectConnect to UCF\* pathway was developed more than 15 years ago, guaranteeing admission\* to UCF for any student who has earned an Associate in Arts or an articulated Associate in Science from a DirectConnect consortium institution (Daytona State College, Eastern Florida State College, Lake-Sumter State College, Valencia College, Seminole State College of Florida and the College of Central Florida in Ocala). In fall 2019, Valencia College graduates represented 61% of DirectConnect transfer students who enrolled at UCF, and 22% of all newly enrolled students at UCF.
- With support from a \$224,999 National Science Foundation Advanced Technical Education grant, Valencia College is developing an Engineering Technology Associate in Science specialization in supply chain automation, as well as providing supply chain automation training to secondary school teachers.
- The Valencia College Foundation boasts one of the country's largest community college endowments, with a market value of \$64.4 million in March 2020. The Foundation raised \$6.6 million during the 2018-19 fiscal year.

*\*consistent with University policy*

A large photograph of a young man with brown hair, wearing a light green t-shirt and a black backpack, smiling in a hallway. The hallway has wooden walls and a dark door in the background.

**I am always recommending  
Valencia College to others.**

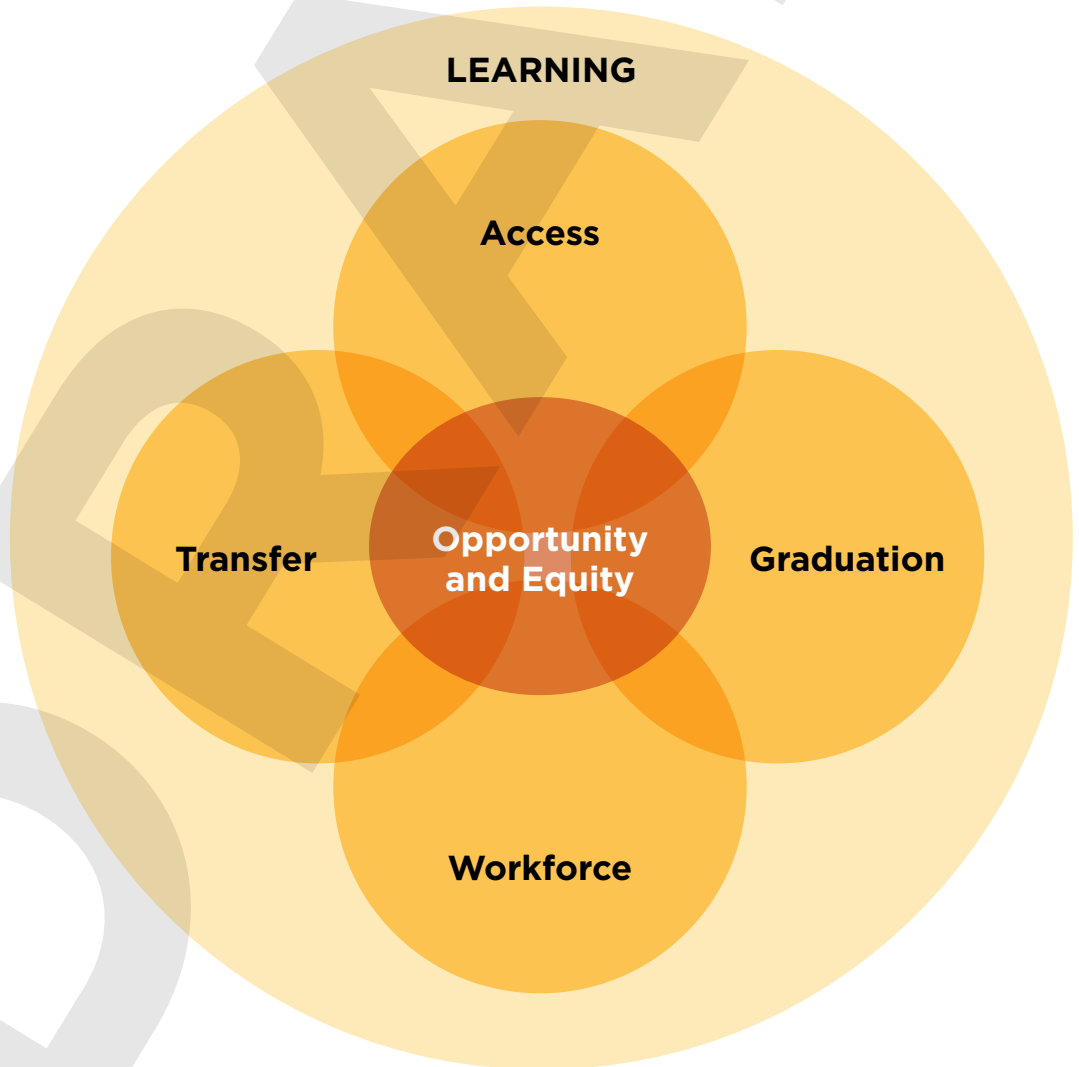
**Our Student Success Stories are Countless**

# This is the future.



### Our Next Strategic Impact Plan

At Valencia College, we recognize that strategic plans have a big impact. Our strategic impact plan is our vision for the future. This year, the College has begun the process of developing our next Strategic Impact Plan that will articulate high level aspirational goals, describing “what” and the “why” for our work. Our next Strategic Impact Plan, to be finalized in December 2020, will be organized around four major areas of mission, building on our foundation as a learning-centered college and using equity and opportunity as a lens by which we examine our success in all areas.



**I am excited for what comes next.**

Our Student **Success Stories** are Countless





**I liked knowing my degree gave me guaranteed acceptance to a state university.**

Our Student **Success Stories** are Countless

#### **Graduation**

We understand that providing access alone to our students does not fulfill our commitment to our community. We believe that setting ambitious goals for student graduation orients our institution toward strategies and tactics that support students in pursuit of their A.A. or A.S. degree, in alignment with our Big Idea that “Anyone can learn anything, under the right conditions.” We also recognize the importance of supporting equitable outcomes for all students and how this challenges us to evaluate and improve our instruction, services and culture.

#### **Access**

As an open-access institution, Valencia College exists to provide educational pathways that help students transition directly into future educational opportunities or into high quality, family-sustaining jobs. We recognize that providing economic mobility and stability for many in our service area is directly related to our decisions. We work with K-12 students to develop aspirations for higher education and a belief that they are “college material,” and we seek equity in outcomes related to access by how we organize our recruitment efforts and how we structure our admissions, enrollment and financial aid processes. While access alone does not ensure that students will benefit from increased levels of educational attainment, it is a necessary first step.

#### **Transfer Success**

Most students entering Valencia College aspire to earn their four-degree after receiving their associate degree. We aspire to provide a strong educational foundation and a clear pathway and academic plan that allows students to successfully complete a four-year degree.

#### **Workforce Success**

Through open-access workforce education, Valencia College provides pathways that help students transition directly and quickly into high quality jobs. These offerings — from Accelerated Skills Training to more than 40 Associate in Science degrees — are developed in collaboration with our community partners, responding to both the economic development needs of Central Florida and our students’ interests and need for employment. Workforce education is recognized as a crucial lever for addressing employment, income and wealth disparities.

#### **Opportunity and Equity**

Opportunity is the promise that Valencia College will include all in a chance to pursue college (access), to complete a meaningful education and credential (graduation), to earn a bachelor’s degree (transfer) and to find a career path to economic mobility (workforce). Equity in each of these areas is the test of the legitimacy of these promises and a commitment to invest in efforts to redress historical disenfranchisement and racism.



# This is what you are after.



## The Position

The president serves as the chief executive officer and administrative head of Valencia College and reports to the District Board of Trustees.

The president's senior leadership team includes the executive vice president and provost; vice president, academic affairs; vice president, student affairs; vice president of organizational development and human resources; vice president of business operations and finance; vice president of analytics and planning; vice president of global, professional and continuing education; vice president of public affairs and marketing; vice president of policy and general counsel; president of East and Winter Park Campuses; president of West and Downtown Campuses; and president of Osceola, Lake Nona and Poinciana Campuses.

For more information on the organizational chart, visit <https://valenciacollege.edu/employees/human-resources/documents/administrative-organization-chart.pdf>.

## Key challenges and opportunities for the new president to address

The next president of Valencia College will draw on a rich history, strong community and committed team to address the many opportunities and challenges that lie in our future.

Most immediately, the new president will be charged with navigating the College through the global pandemic, nourishing the emerging work in equity-minded practices and commitment to racial justice and adding new members to a high performing senior leadership team.

Longer term opportunities and challenges present the next president with the challenge to be bold, creative and innovative as we design a newly emerging world of education and work.

Key opportunities and challenges include:

- Reimagining higher education in the emerging, new, post-pandemic world while maintaining the best elements of Valencia's organizational culture
- Balancing Valencia's commitment to affordability and an open-access educational experience with the realities of revenue, tuition, state funding and other fiscal challenges
- Leading courageous conversation and action to create an equitable organization
- Stewarding the organization's efforts to reduce environmental impacts and deepen the partnership with our community for a sustainable future
- Building a cohesive and collaborative organization as the ways we work and learn fundamentally change

- Ensuring that Valencia College is poised to understand, shape and meet the changing needs of our regional partners, employers and industries
- Developing a strategy to meet the educational needs of a growing region
- Leveraging cutting edge technology to support the highest quality learning experiences for all students
- Continuing to develop a data-rich educational ecosystem and partnership to impact the educational attainment of all members in our community

## Qualifications and Characteristics

The successful candidate finds joy in working with and serving students, in leading an open-access institution and in thinking creatively and collaboratively about the challenges our students and our community face. Leading through humor, humility, empathy, listening, integrity and character, our next president will join a team passionate about who, where and why we serve. We seek a partner who cares deeply about what makes Valencia College unique.

The ideal candidate will be an experienced and innovative leader who is intellectually curious, takes informed risks, demonstrates strong execution skills and achieves results. We seek a partner who can lead the College to accomplish our goals, explore innovative strategies and solutions and inspire the community to a collaboratively developed vision for the future that capitalizes on the institution's history, values and commitment to outstanding education.

In addition to these qualities, the next president of Valencia College will bring many of the following qualifications and characteristics:

- Have a genuine passion for our students, their learning and their success; nurture the College's learning-centered culture; and invest in forward-thinking initiatives, programs and partnerships to ensure high quality learning opportunities for students.
- Possess educational credentials appropriate for an academic leader, including an earned Doctorate of Philosophy or Doctorate of Education (required).
- Have at least 10 years of experience in higher education senior leadership (required), preferably at a community college or open-access institution.

Demonstrate experience working in a large, distributed, multi-location institution.

- Have teaching experience and/or a demonstrated understanding of the learning environment, challenges and opportunities to effectively support faculty and students.

- Demonstrate a commitment to equity. Show experience with leading efforts to increase diversity and ability to build momentum and lead change to create an equity-minded culture among employees and students. Possess deep cultural competence and appreciation for the multi-cultural community of Orange and Osceola counties.

- Demonstrate a commitment to sustainability and a desire to lead the College in integrating sustainability into education, obtaining carbon neutrality, reducing waste, and improving on water quality and conversation on our campuses and in our community.

- Have solid financial acumen demonstrated by understanding financial statements and financial forecasting. Be able to navigate the operational and political aspects of College funding. Have successful experiences in fundraising.

- Possess capacity to create infrastructure, organizational structure and support systems to enable effective college operations and to support onsite and online learning.

- Demonstrate leadership of lasting internal change that positively impacts students and the achievement of their educational goals.

- Able to participate in the broad Orange and Osceola community as a visionary leader. Build and foster strong relationships with internal and external partners. Demonstrate a commitment to crafting and nurturing educational pathways for students within the community. Have demonstrated experience working with elected officials at the local, state, and national level.

- Build and sustain a high-performing, diverse and collaborative leadership team. Demonstrate a commitment to a shared governance model that recognizes the value in all voices and perspectives.

- Be an excellent communicator, both verbally and in writing. Have the ability to inspire others and convey accurate and compelling messages.

# This is now.



## Application Process

The Presidential Search Committee will begin a review of applications in late October 2020 and will continue working until a selection is made. To be considered for the position, applications must be received no later than Thursday, October 22, 2020, at 8 p.m Eastern Daylight Time.

Candidates are asked to provide a letter of interest, resume/curriculum vitae and the names of five professional references with email addresses and telephone numbers. References will not be contacted without prior written authorization from the candidate. Prospective candidates may review additional details about the search via: <http://valenciacollege.edu/presidential-search>.

Application materials should be sent electronically (Microsoft Word or PDF format) to: [ValenciaPresident2020@agbsearch.com](mailto:ValenciaPresident2020@agbsearch.com)

## The search is being assisted by:

**Dr. Rod McDavis**  
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## Valencia College is an equal opportunity institution.

Valencia College is an equal opportunity institution. We provide equal opportunity for employment and educational services to all individuals as it relates to admission to the College or to programs, any aid, benefit, or service to Students or wages and other terms, conditions or privileges of employment, without regard to race, ethnicity, color, national origin, age, religion, disability, marital status, sex/gender, sexual orientation, genetic information, gender identity, pregnancy, and any other factor prohibited under applicable federal, state, and local civil rights laws, rules and regulations. Contact the Office of Organizational Development and Human Resources for information.



# VALENCIA COLLEGE

P.O. Box 3028, Orlando, Florida 32802

407-299-5000 | [valenciacollege.edu](http://valenciacollege.edu)

# Valencia College Presidential Search

## Draft Presidential Profile Copy

V5 9.22.2020

**This is what a better tomorrow looks like.**  
**VALENCIA COLLEGE PRESIDENTIAL PROFILE**

*Welcome to the place where tens of thousands dream and study.*

*Learn and grow. Succeed and celebrate. Where a supportive community is an active partner in the commitment to excellence.*

*Where together, we transform lives, broaden horizons and build character.*

*Where better tomorrows are realized, one day at a time.*

*This is Valencia College. Welcome.*

Our student success stories are countless. Help lead the way. You are invited to join Valencia College for an amazing leadership opportunity to continue the work of innovation and making better tomorrows possible for our students.

Strengthen our long legacy of expanding access, cultivating innovation and creating impact as the next President and Chief Executive Officer of Valencia College — succeeding Dr. Sandy Shugart, who will retire after more than 20 years of distinguished service.

**THIS IS WHERE IT HAPPENS**  
**Our Valencia College**  
***Our Student Success Stories Are Countless (running header for student portraits)***

***“I found the place for me” (text overlay on student image)***

Valencia College is a large, diverse, multi-campus community college serving Orange and Osceola counties in Central Florida.

As the second largest state college in Florida, Valencia College serves over 75,000 students per year. The College offers more than 120 programs, including two- and four-year degrees, accelerated training and continuing education.

This is the place where we understand the importance of cultivating an environment that fosters collaboration, creativity and a true work/life balance. Valencia College is the inaugural winner of the Aspen Prize for Community Colleges and was recognized as one of “The Great Colleges to Work For” by the Chronicle of Higher Education.

**The College at-a-Glance (graphic with numbers)**

- 76,329 enrolled students during 2019-2020
- 12+ programs including two- to four-year degrees
- 13,000 students graduate annually
- 623 full-time faculty
- 2,222 part-time faculty
- 2,782 full- and part-time staff

## **Our Vision**

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

## **Our Mission**

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

## **Our Commitment**

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

## **Our Values**

**Learning** by committing to Valencia's core competencies — Think, Value, Communicate and Act — and the potential of each person to learn at the highest levels of achievement for personal and professional success.

**People** by creating a caring, inclusive and safe environment that inspires all people to achieve their goals, share their success and encourage others.

**Diversity** by fostering the understanding it builds in learning relations and appreciating the dimensions it adds to our quality of life.

**Access** by reaching out to our communities, inviting and supporting all learners and partners to achieve their goals.

**Integrity** by respecting the ideas of freedom, civic responsibility, academic honesty, personal ethics and the courage to act.

## **Our Strategic Pillars**

### **Build Pathways**

- Remove barriers to college.
- Create connections that raise personal aspirations of students and enable them to achieve their aspirations.
- Develop and renew programs.

### **Learning Assured**

- Create optimal conditions for student learning.
- Partner with students to improve their contribution to achieving their potential.
- Close achievement gaps.

### **Invest in Each Other**

- Strengthen our collaborative institutional culture to foster deep stewardship of our work.
- Support the professional development, career growth and healthy lives of Valencia's employees.

### **Partner with the Community**

- Cooperate with community partners in meeting students' needs and College goals.
- Involve the College in meeting the community's needs and goals.

## **Our Big Ideas**

At Valencia College, we believe deeply that anyone can learn anything given the right conditions. This belief, or, as we like to call it, "Big Idea," serves as a foundational principle upon which we have built our working theories, innovations, authentic transformational change and extraordinary learning results.

In 1995, the College launched the “Learning Centered Initiative.” Initially funded by Title III and Title V grants and by the Kellogg Foundation, the Learning Centered Initiative was designed to institutionalize effective innovations and to focus on improving measurable outcomes for students. This initiative laid the groundwork for future student success initiatives and served as a testing ground for many of the participatory processes that still drive the development of initiatives today.

Over time, these conversations gave rise to a set of “working theories” about how students learn, how the College can best support student engagement and success, and the requirements of systemic institutional change. These working theories have been tested and adjusted, and have emerged into a growing list of “Big Ideas.” These Big Ideas are foundational to the Valencia College culture and are manifested in the language, principles and practices that guide campuses and departments as they set goals and plan initiatives.

- **Anyone can learn anything under the right conditions**  
Students have the biological gifts, the inherent capabilities to learn anything they are taught. Our task as a college is to partner with the learner, who controls many but not all of these conditions, to create the best conditions for student success.
- **Start right**  
The greatest challenge and opportunity for improvement in student success and graduation at Valencia College is at the beginning of every new experience a student has at the institution.
- **Connection and direction**  
Students must make a personal connection very early in their experience at the College with staff, with faculty and with other students. Students need clear direction and a plan to graduate as soon as possible in their college career.
- **The College is how the students experience us, not how we experience them**  
Students are unique individuals and they experience college in powerfully personal ways. Measures of success should be found in what students’ experience.
- **The purpose of assessment is to improve learning**  
The most important beneficiaries of authentic assessment are the learners and those who facilitate learning. Establishing clear learning expectations and identifying the methods of assessments are essential steps to creating partnerships between groups that can improve learning.
- **Collaboration**  
The best ideas are formed and embraced when everyone collectively contributes to a shared purpose through an ongoing dialogue. All of the Big Ideas depend on authentic collaboration for their legitimacy.

These are a few, among several Big Ideas, that have made, and continue to make, a difference in the efforts of the College to make dramatic and sustained progress in student learning. We should emphasize that these ideas have emerged from deep discourse, important stories, long reflection, iterative and inclusive planning, and, most important, deep collaboration within our organization. The ideas themselves may have some value, but their power to engage, change, sustain, redirect, unify and encourage our work is rooted in the authenticity of their origins in our ongoing conversation.

## **Our Team**

The Valencia College community comprises more than 5,000 faculty and staff who share a deep commitment to our mission. In fact, many of our colleagues are Valencia College alumni. Though we work at different locations and serve in a wide variety of capacities, we are united in our passion for serving our students as they pursue their educational goals.

## **Faculty**

We are fortunate to have an outstanding faculty whose practice is rooted in the scholarship of teaching

and learning and whose commitment to student access and success is second to none. Full-time faculty (623 total, of which 514 are tenured/tenure-earning), who teach approximately 60% of our class sections each year, and part-time faculty (more than 2,000 total each year) invest significantly in their professional development grounded in the essential competencies of a Valencia College educator.

### **Staff**

From supporting the operations of our facilities to establishing meaningful connections with our students, the 1,328 full-time and 1,529 part-time staff members on our team play a crucial role in helping our students succeed. Our staff serves in a variety of capacities including student and academic affairs, global professional and continuing education, business operations and finance, analytics and planning, public affairs and marketing, organizational development and human resources, policy and general counsel, and the Valencia College Foundation.

## **Our Shared Governance and Collaborative Leadership**

Early in the journey toward becoming a learning-centered college, we discovered the power of collaboration in reshaping both the day-to-day practices of the College as well as the underlying cultures that most affect learners' experiences. Over the past two decades, our commitment to designing our work and making decisions about major, systemic change through collaboration has deepened. Our shared governance and collaborative leadership model guides our process for planning, designing, selecting and assessing our most significant work, and affirms our commitment to engaging one another in authentic dialogue, thoughtful planning and effective decision-making as we focus our efforts and resources on student access and learning success. Our model includes:

### **District Board of Trustees**

The Valencia College District Board of Trustees comprises no less than five and no more than nine citizens from Orange and Osceola counties, who are appointed by the governor of Florida. Meeting in regular sessions, these civic-minded individuals contribute their time and talent to guiding the development of Valencia College so that it remains responsive to the educational needs of its local community. The trustees are legally vested with decision-making power in all matters of College policy, programs, building, budget and personnel. The members of the board are some of our most enthusiastic supporters of efforts to provide affordable educational opportunities that are meaningful to student aspirations and the needs of the local community. See <https://valenciacollege.edu/about/board-of-trustees/>.

### **Faculty Leadership**

The Collegewide Faculty Association represents Valencia College faculty through seven campus assemblies. Representatives from the campuses meet as the Faculty Council and function as a governing council of the College on issues concerning faculty. The Faculty Council has two primary responsibilities: 1.) provide the official voice of the faculty; and 2.) be stewards of faculty engagement. Faculty Council leaders serve for three consecutive years as vice president, president and past president.

### **Leadership Forum**

The Leadership Forum meets to communicate, celebrate and explore together in ways that align leadership from deans and directors to the senior team, keep the working theories and Big Ideas, in front of everyone, and connect the dots between projects and issues and the overall strategy and narrative. The Leadership Forum comprises all administrators, the full Faculty Council and staff representatives.

### **Learning Council**

The Learning Council is responsible for leading the College's work toward achievement of the core mission: learning. The council comprises a broad cross-section of College leaders who work most closely with student learning efforts.

### **Council Officers' Coordination Team**

The Council Officers' Coordination Team oversees collaborative work teams commissioned by the governance councils. The team assesses and assigns new work for consideration by a particular council and ensures that work is not being addressed by multiple councils at once. The Council Officers' Coordination Team is also responsible for scheduling the annual planning retreat for all members of the three governance councils, when new members are trained, revisions to the new governance system are determined and the agenda for the year is planned.

### **Our Accreditation**

Valencia College is a member of the Florida College System, a network of 28 state colleges under the purview of the Florida Department of Education, and is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award associate and bachelor's degrees.

### **THIS IS WHY WE DO IT**

#### **Our Students**

***Our Student Success Stories Are Countless (running header for student portraits)***

***"Me convertí en un modelo a seguir para mis hijos y mi comunidad" (text overlay on student image)***

This is a place where educational opportunity extends to all. Of the 76,329 students we served in 2019–2020, 34.5% are enrolled full-time, and 65.5% are enrolled part-time. A diverse population, with 39.3% Hispanic, 26.2% Caucasian, 17.1% African American and 4.7% Asian students, we also welcome students from over 105 countries to our campuses. About half of our students are the first generation in their families to attend college.

This is a great place for all students to learn. A place that is uniquely positioned to offer access to everyone. Where each day begins by proudly serving students of any race, gender, age, disability and other minoritized groups.

At Valencia College, we don't take our responsibility to provide an open access education lightly. Whether it's helping students land a dream job or continue on to the university of their dreams, we do everything in our power to make that possible for each and every one of our students.

Dalton Joseph, one of our Distinguished Graduates, came to Valencia College with one goal: to beat the odds. Growing up as the son of Haitian immigrants, from a family splintered by divorce, he faced long odds. To make matters worse, he was surrounded by violence — living in an apartment where a man was murdered outside the front door, and later in a neighborhood where breaking into houses was considered a better job for a teen than mowing grass or washing cars.

Eager to make money — yet uninterested in jobs like cutting grass — Joseph fell in with a gang of young men breaking into homes. "I was going down a dark path," he says now, "and yet the deeper I got into the juvenile system, the more desperate I felt. There was no turning back."

But when a close friend died, leaving behind a baby he would never know and his older brother was sent to prison with a sentence of more than 40 years, Joseph took stock of his life. "I asked myself: 'Do you want to be next?'"

Fueled by determination, Joseph earned his GED and later won a Bridges to Success scholarship and started classes at Valencia College.

He became a member of the West Campus Student Government Association and was invited to become a member of Phi Theta Kappa, the national honor society for students at two-year colleges. He also represented Valencia College at national conferences on race and ethnicity and college leadership.

Today, he works at a community center part time and regularly volunteers at Evans High School, where he shares his story and his message of resilience with current high school students. What he wants most of all, says



Joseph, “is to be a symbol of hope and change.”

And what better symbol than a 22-year-old who has already beaten the odds — becoming the first in his family to earn a college degree, graduating with a 3.8 GPA and headed for a career where he can change lives?

Stories like Dalton’s are the stories that inspire us to be who we are, and to continue identifying and creating the conditions necessary to support our students’ learning and success.

## **THIS. RIGHT HERE**

### **Our Programs**

***Our Student Success Stories Are Countless (running header for student portraits)***

***“I am well prepared to continue my education” (text overlay on student image)***

As an open-access institution, Valencia College exists to provide educational pathways that help students transition directly into future educational opportunities or into high quality, family-sustaining jobs. Whether our students are planning to transfer to a university or enter directly into a career, we offer a degree to get them there and at half the cost of a state university.

Valencia College offers a comprehensive range of programs, including associate and bachelor’s degrees (A.A., A.S., B.A.S. and B.S.), career technical certificates, Accelerated Skills Training and continuing professional education. Often recognized as one of the top community colleges in the nation, we award more associate degrees than any other community college in the nation, with graduates going on to successful futures. A.S. degree graduates have a 94% job-placement rate with an average annual salary of about \$46,000.

### **Associate in Arts Degrees**

The general studies A.A. provides a basic liberal arts education, with courses focused in five key areas: communications, humanities, mathematics, science and social science.

### **Associate in Science Degrees**

Valencia College offers a variety of two-year Associate in Science (A.S.) degree programs in areas such as allied health; arts, entertainment and communication; business, management and administration; criminal justice and paralegal studies; engineering technology; fire services; hospitality and culinary; information technology; plant science and agricultural technology; and nursing. These degree programs are designed to prepare students for immediate employment in a specialized career. For a complete list of A.S. programs, visit

<https://catalog.valenciacollege.edu/degrees/associateinscience/>.

### **Certificate Programs**

Our certificate programs prepare students to enter a specialized career field or upgrade their skills for job advancement. Most can be completed in one year or less. Credits earned can be applied toward a related A.S. degree program. Valencia College offers 91 certificates, including accounting, entertainment, criminal justice, real estate, human resources and office management, among others. For a complete list of certificates, visit

<https://catalog.valenciacollege.edu/degrees/certificateprograms/>.

### **Bachelor’s Degrees**

Valencia College began offering baccalaureate degrees in 2011; enrollment in bachelor’s degree programs has grown dramatically over the last five years, from 287 in the fall of 2015 to 1,666 in the fall of 2019.

The six bachelor’s degree programs offered by the College include Bachelor of Applied Science in Business and Organizational Leadership; Bachelor of Applied Science in Computing Technology and Software Design; Bachelor of Science in Cardiopulmonary Sciences; Bachelor of Science in Electrical and Computer Engineering Technology; Bachelor of Science in Radiologic and Imaging Sciences; and Bachelor of Science in Nursing. For

more information about bachelor's degree programs, visit <https://catalog.valenciacollege.edu/degrees/bachelorofscience/>.

### **Continuing Education**

Continuing Education provides non-degree programs, including industry-focused training, professional development, language courses, certifications and custom course development for organizations.

#### **Accelerated Training Skills Programs**

The Accelerated Skills Training programs provide intensive, hands-on training to prepare students for jobs and careers in the areas of advanced manufacturing, construction, healthcare, and transportation and logistics. Importantly, these programs are completed in a short amount of time and are aligned with industries that CareerSource Central Florida has identified as high growth and in high demand. This provides a direct and rapid path to expanded economic opportunities for our students.

#### **Language Programs**

Continuing Education provides a variety of language programs, products and services to help individuals learn another language whether for personal or professional reasons. We have extensive instructor-led programs in English, Spanish and Portuguese, as well as a variety of online language courses. The goal of these courses is to help students communicate in the target language across a wide range of topics.

#### **Professional Continuing Education**

Continuing Education offers a wide range of courses, seminars and certification programs to help students grow personally and professionally.

#### **Customized Employee Development Programs**

Continuing Education offers a wide range of customizable programs for organizations — from language training and technical skills to leadership development. These programs provide hands-on training to learn industry standards and expand workplace skills needed for professional advancement, as well as talent development and retention.

For more information about Continuing Education programs, visit <https://valenciacollege.edu/continuinged>.

### **THIS IS THE TIME AND PLACE**

#### **Our Community**

*Our Student Success Stories Are Countless (running header for student portraits)*

*"I made connections well beyond the windows and walls of a campus" (text overlay on student image)*

Valencia College is a learning-centered community made up of talented, committed and inspiring individuals who collectively make a positive impact in the lives of our students. Our learning community is large and diverse, with multiple campus locations throughout Orange and Osceola counties, where we serve 29.1% of high school grads from Orange County and 34.8% from Osceola County.

We have invested strategically in our partnerships with Orange County Public Schools and the School District of Osceola County to increase the college-going rate of recent high school graduates. As a result of these partnerships, the proportion of graduating seniors enrolling in a public, postsecondary institution in Florida from Orange and Osceola counties have increased at a higher rate than the state average.

Orange and Osceola Counties are an integral part of Metro Orlando, the nation's fifth fastest growing metropolitan area, with a population of nearly 2.6 million. One of the world's most popular travel destinations, the area features many of the globe's leading theme and water park attractions, including the Walt Disney World Resort. In 2019, Valencia College opened the Downtown Campus, a collaboration with the University of Central Florida (UCF), featuring the Walt Disney World® Center for Culinary Arts and Hospitality. Metro Orlando also has an attractive business climate. More than 150 international companies, representing 20 countries, have facilities in the area. Metro Orlando has led the nation in job growth for four consecutive years.

Osceola County continues to become more diverse as new residents arrive from locations beyond the other 49 states. In Osceola County, 49.97% of residents speak only English, while 50.03% speak other languages. Spanish is the language spoken by the largest group (43.64% of the population), according to the United States Census Bureau.

## Our Campus Locations

- **Downtown Campus**

The Downtown Campus, a partnership with UCF, provides students an opportunity to live and learn in downtown Orlando. Our only location to offer on-campus housing, this campus is a great fit for students who want to study in a centrally located setting and have a variety of options for activities on nights and weekends.

- **East Campus**

East meets art at the campus that is home to our School of Arts and Entertainment. This creative atmosphere encourages a sketch or two from the banks of the Little Econlockhatchee River. Only a few minutes from UCF, it's convenient for students taking general education classes and earning A.A. degrees.

- **Lake Nona Campus**

Lake Nona's close ties to the Medical City put the focus on future careers in medicine and biotechnology. Through a partnership with Lake Nona High, students can earn a Valencia College degree while they're simultaneously getting their diplomas.

- **Osceola Campus**

Osceola is equipped with the latest training technologies and labs for biology, chemistry and physics. It also has the College's largest library and a huge green screen to create custom video presentations. Plus, with UCF bachelor's programs offered on site, students can start and keep on studying here.

- **Poinciana Campus**

Our Poinciana Campus houses a robust selection of classrooms, amenities, labs and a state-of-the-art culinary kitchen — providing Poinciana residents with access to all the College has to offer. And with Accelerated Skills Training programs, students can train for a higher wage career in just weeks.

- **School of Public Safety**

Valencia College School of Public Safety provides comprehensive education, training and resources for our community's first responders — helping Central Florida maintain the finest in public safety services to protect its booming visitor and residential populations.

- **West Campus**

West Campus is home to our high-tech programs like engineering, architecture, math and health sciences. And it features advanced technology inside some of the newest LEED certified green buildings. Additionally, we offer UCF degree programs on campus, allowing students to easily transition from Valencia College to UCF without leaving campus.

- **Winter Park Campus**

Winter Park Campus is a central, convenient, tucked-away powerhouse of learning nestled into one of the most picturesque cities in America. This campus is home to the Jeffersonian Honors Program, which is focused on producing active, global citizens.

## Our Centers for Accelerated Training

- **Downtown Campus**

Accelerated Skills Training programs focus on intensive, hands-on training designed to help students get a job and make more money. Our downtown location offers a place to further students' skills, gain experience

using the newest tools in the field and earn nationally recognized certifications.

- **Osceola Campus**

Our Osceola Campus location features a new building, offering state-of-the-art equipment and providing students with the tools needed to succeed.

- **Poinciana Campus**

At Poinciana, instructors take their real-world experience and teach the newest industry techniques — giving students knowledge that prepares them for a rewarding career.

- **Advanced Manufacturing Training Center**

Valencia College offers its Advanced Manufacturing programs, serving both Orange and Osceola counties, in this specialized facility. Programs including welding, mechatronics, electronic board assembly and more are housed in this Osceola County facility.

### **Our Training Facility**

- **School of Public Safety - Fire Rescue Training Facility**

Valencia College School of Public Safety Fire Rescue Training Facility offers a wide variety of training and learning opportunities for our community's public and private sector fire service professionals. Our programs focus on the most recent updates, topics and equipment and are taught by experienced professionals from the field. In addition, Valencia College can customize programs to meet the specific needs of any agency.

### **THIS IS THE DIFFERENCE**

#### **Our Points of Distinction**

***Our Student Success Stories Are Countless (running header for student portraits)***

***"I am always recommending Valencia College to others" (text overlay on student image)***

- Valencia College was named the best community college in the nation as the inaugural winner of the Aspen Prize for Community College Excellence.
- Valencia is one of 356 colleges and universities recognized by the U.S. Department of Education as a Hispanic Serving Institution (HSI).
- The College's economic impact on the region is more than \$1 billion a year.
- Nearly one out of four UCF graduates started at Valencia College.
- Valencia College ranks fifth among the nation's colleges in the number of associate degrees awarded to Hispanic students.
- Valencia College is Florida's second largest state college, having served nearly 76,329 students in 2019-2020. Contrary to the countercyclical trend across the community college sector, our enrollment increased 4.6% over the previous year.
- In 2017, the College was recognized as a "Great College to Work For" by the Chronicle of Higher Education. It was one of only 42 institutions named to the Chronicle's Honor Roll.
- In 2019, Valencia College was named by HBCU Connect as one of its top 50 employers for recruitment efforts targeting students and graduates from our nation's Historically Black Colleges and Universities.

- The Valencia College YouthBuild program provides opportunities for out-of-school youth, aged 16-24, to complete their GED, as well as our Basic Construction program, where students have the opportunity to put their construction skills into practice on projects with Habitat for Humanity in Osceola County.
- Valencia College awarded 8,700 total associate degrees in 2019-2020, which included 7,226 Associate in Arts and 1,474 Associate in Science and Associate in Applied Science degrees.
- In 2019-2020, Valencia College awarded 339 bachelor's degrees, 388 Career Certificates and 8,744 Technical Certificates.
- The DirectConnect to UCF® pathway was developed more than 15 years ago, guaranteeing admission\* to UCF for any student who has earned an Associate in Arts or an articulated Associate in Science from a DirectConnect consortium institution (Daytona State College, Eastern Florida State College, Lake-Sumter State College, Valencia College, Seminole State College of Florida and the College of Central Florida in Ocala). In fall 2019, Valencia College graduates represented 61% of DirectConnect transfer students who enrolled at UCF, and 22% of all newly enrolled students at UCF.
- With support from a \$224,999 National Science Foundation Advanced Technical Education grant, Valencia College is developing an Engineering Technology Associate in Science specialization in supply chain automation, as well as providing supply chain automation training to secondary school teachers.
- The Valencia College Foundation boasts one of the country's largest community college endowments, with a market value of \$64.4 million in March 2020. The Foundation raised \$6.6 million during the 2018-19 fiscal year.

\*consistent with University policy

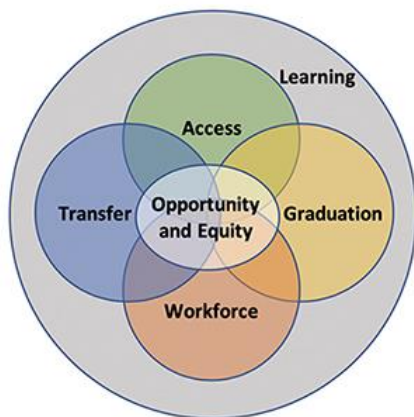
## THIS IS THE FUTURE

### Our Next Strategic Impact Plan

***Our Student Success Stories Are Countless (running header for student portraits)***

***"I am excited for what comes next" (text overlay on student image)***

At Valencia College, we recognize that strategic plans have a big impact. Our strategic impact plan is our vision for the future. This year, the College has begun the process of developing our next Strategic Impact Plan that will articulate high level aspirational goals, describing "what" and the "why" for our work. Our next Strategic Impact Plan, to be finalized in December 2020, will be organized around four major areas of mission, building on our foundation as a learning-centered college and using equity and opportunity as a lens by which we examine our success in all areas.



### Graduation

We understand that providing access alone to our students does not fulfill our commitment to our community. We believe that setting ambitious goals for student graduation orients our institution toward strategies and tactics that support students in pursuit of their A.A. or A.S. degree, in alignment with our Big Idea that “Anyone can learn anything, under the right conditions.” We also recognize the importance of supporting equitable outcomes for all students and how this challenges us to evaluate and improve our instruction, services and culture.

### **Access**

As an open-access institution, Valencia College exists to provide educational pathways that help students transition directly into future educational opportunities or into high quality, family-sustaining jobs. We recognize that providing economic mobility and stability for many in our service area is directly related to our decisions. We work with K-12 students to develop aspirations for higher education and a belief that they are “college material,” and we seek equity in outcomes related to access by how we organize our recruitment efforts and how we structure our admissions, enrollment and financial aid processes. While access alone does not ensure that students will benefit from increased levels of educational attainment, it is a necessary first step.

### **Transfer Success**

Most students entering Valencia College aspire to earn their four-degree after receiving their associate degree. We aspire to provide a strong educational foundation and a clear pathway and academic plan that allows students to successfully complete a four-year degree.

### **Workforce Success**

Through open-access workforce education, Valencia College provides pathways that help students transition directly and quickly into high quality jobs. These offerings — from Accelerated Skills Training to more than 40 Associate in Science degrees — are developed in collaboration with our community partners, responding to both the economic development needs of Central Florida and our students’ interests and need for employment. Workforce education is recognized as a crucial lever for addressing employment, income and wealth disparities.

### **Opportunity and Equity**

Opportunity is the promise that Valencia College will include all in a chance to pursue college (access), to complete a meaningful education and credential (graduation), to earn a bachelor’s degree (transfer) and to find a career path to economic mobility (workforce). Equity in each of these areas is the test of the legitimacy of these promises and a commitment to invest in efforts to redress historical disenfranchisement and racism.

## **THIS IS WHAT YOU ARE AFTER**

### **The Position**

The president serves as the chief executive officer and administrative head of Valencia College and reports to the District Board of Trustees.

The president’s senior leadership team includes the executive vice president and provost; vice president, academic affairs; vice president, student affairs; vice president of organizational development and human resources; vice president of business operations and finance; vice president of analytics and planning; vice president of global, professional and continuing education; vice president of public affairs and marketing; vice president of policy and general counsel; president of East and Winter Park Campuses; president of West and Downtown Campuses; and president of Osceola, Lake Nona and Poinciana Campuses.

For more information on the organizational chart, visit <https://valenciacollege.edu/employees/human-resources/documents/administrative-organization-chart.pdf>.

### **Key challenges and opportunities for the new president to address**

The next president of Valencia College will draw on a rich history, strong community and committed team to address the many opportunities and challenges that lie in our future.

Most immediately, the new president will be charged with navigating the College through the global pandemic, nourishing the emerging work in equity-minded practices and commitment to racial justice and adding new members to a high performing senior leadership team.

Longer term opportunities and challenges present the next president with the challenge to be bold, creative and innovative as we design a newly emerging world of education and work. Key opportunities and challenges include:

- Reimagining higher education in the emerging, new, post-pandemic world while maintaining the best elements of Valencia's organizational culture
- Balancing Valencia's commitment to affordability and an open-access educational experience with the realities of revenue, tuition, state funding and other fiscal challenges
- Leading courageous conversation and action to create an equitable organization
- Stewarding the organization's efforts to reduce environmental impacts and deepen the partnership with our community for a sustainable future
- Building a cohesive and collaborative organization as the ways we work and learn fundamentally change
- Ensuring that Valencia College is poised to understand, shape and meet the changing needs of our regional partners, employers and industries
- Developing a strategy to meet the educational needs of a growing region
- Leveraging cutting edge technology to support the highest quality learning experiences for all students
- Continuing to develop a data-rich educational ecosystem and partnership to impact the educational attainment of all members in our community

### **Qualifications and Characteristics**

The successful candidate finds joy in working with and serving students, in leading an open-access institution and in thinking creatively and collaboratively about the challenges our students and our community face. Leading through humor, humility, empathy, listening, integrity and character, our next president will join a team passionate about who, where and why we serve. We seek a partner who cares deeply about what makes Valencia College unique.

The ideal candidate will be an experienced and innovative leader who is intellectually curious, takes informed risks, demonstrates strong execution skills and achieves results. We seek a partner who can lead the College to accomplish our goals, explore innovative strategies and solutions and inspire the community to a collaboratively developed vision for the future that capitalizes on the institution's history, values and commitment to outstanding education.

In addition to these qualities, the next president of Valencia College will bring many of the following qualifications and characteristics:

- Have a genuine passion for our students, their learning and their success; nurture the College's learning-centered culture; and invest in forward-thinking initiatives, programs and partnerships to ensure high quality learning opportunities for students.
- Possess educational credentials appropriate for an academic leader, including an earned Doctorate of Philosophy or Doctorate of Education (required).
- Have at least 10 years of experience in higher education senior leadership (required), preferably at a community college or open-access institution. Demonstrate experience working in a large, distributed, multi-location institution.
- Have teaching experience and/or a demonstrated understanding of the learning environment, challenges and opportunities to effectively support faculty and students.

- Demonstrate a commitment to equity. Show experience with leading efforts to increase diversity and ability to build momentum and lead change to create an equity-minded culture among employees and students. Possess deep cultural competence and appreciation for the multi-cultural community of Orange and Osceola counties.
- Demonstrate a commitment to sustainability and a desire to lead the College in integrating sustainability into education, obtaining carbon neutrality, reducing waste, and improving on water quality and conversation on our campuses and in our community.
- Have solid financial acumen demonstrated by understanding financial statements and financial forecasting. Be able to navigate the operational and political aspects of College funding. Have successful experiences in fundraising.
- Possess capacity to create infrastructure, organizational structure and support systems to enable effective college operations and to support onsite and online learning.
- Demonstrate leadership of lasting internal change that positively impacts students and the achievement of their educational goals.
- Able to participate in the broad Orange and Osceola community as a visionary leader. Build and foster strong relationships with internal and external partners. Demonstrate a commitment to crafting and nurturing educational pathways for students within the community. Have demonstrated experience working with elected officials at the local, state, and national level.
- Build and sustain a high-performing, diverse, and collaborative leadership team. Demonstrate a commitment to a shared governance model that recognizes the value in all voices and perspectives.
- Be an excellent communicator, both verbally and in writing. Have the ability to inspire others and convey accurate and compelling messages.

## **THIS IS NOW**

### **Application Process**

The Presidential Search Committee will begin a review of applications in late October 2020 and will continue working until a selection is made. To be considered for the position, applications must be received no later than Thursday, October 22, 2020, at 8 p.m Eastern Standard Time.

Candidates are asked to provide a letter of interest, resume/curriculum vitae and the names of five professional references with email addresses and telephone numbers. References will not be contacted without prior written authorization from the candidate. Prospective candidates may review additional details about the search via <http://valenciacollege.edu/presidential-search>.

Application materials should be sent electronically (Microsoft Word or PDF format) to: [ValenciaPresident2020@agbsearch.com](mailto:ValenciaPresident2020@agbsearch.com).

#### **The search is being assisted by:**

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**Valencia College is an equal opportunity institution.**

Valencia College is an equal opportunity institution. We provide equal opportunity for employment and educational services to all individuals as it relates to admission to the College or to programs, any aid, benefit, or service to Students or wages and other terms, conditions or privileges of employment, without regard to race, ethnicity, color, national origin, age, religion, disability, marital status, sex/gender, sexual orientation, genetic information, gender identity, pregnancy, and any other factor prohibited under applicable federal, state, and local civil rights laws, rules and regulations. Contact the Office of Organizational Development and Human Resources for information.