



December 16, 2020

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

**FROM:** SANFORD C. SHUGART  
President

**RE:** VALENCIA'S STRATEGIC IMPACT PLAN

Valencia College's 2030 Strategic Impact Plan is designed to describe the importance of major goal areas (the "why" of our work) and articulate aspirational targets for each (the "what"). The 2030 Strategic Impact Plan builds upon Valencia's foundation as a learning-centered college and uses equity and opportunity as a lens through which the college will examine its success in all areas.

The 2030 Strategic Impact Plan will provide a coherent framework to support the development of institutional and campus plans that will describe the specific strategies and tactics (the "how") designed to move the college toward meeting its ambitious goals.

### **The "Why?" of our Work**

Much has changed in central Florida in the past ten months, as we navigated a global pandemic and sought to keep our students engaged and our community safe. A worldwide interruption of tourism, entertainment, and hospitality industries has had an immense, if temporary impact, disrupting the employment and prosperity of tens of thousands of families. Under this duress, the challenges our community has long faced have been revealed in even bolder relief.

If the region is to return to prosperity and make itself less vulnerable, many more central Floridians must find their way into family sustaining employment, and the opportunity that postsecondary education conveys on graduates must be extended to those who have been historically underserved. Valencia College, as the dominant mode of access to higher education for local residents, must play a leading role.

Building on more than twenty years of innovation and reform, Valencia's focus remains on those we serve, rather than ourselves. For our communities to flourish, the educational attainment and level of developed talent in our region must be raised. This is the rate-determining step for individuals and their families to experience real opportunity and economic mobility as well as for growing high-value, knowledge-based jobs in our regional economy.

The four goal areas elaborated in this plan connect directly to this logic. Many more central Floridians can and should prepare for, pursue, and succeed in postsecondary studies. In partnership with others in the regional education ecosystem, we have developed a bold agenda for realizing this vision, with goals for access, graduation, transfer, and qualifying for prosperous careers. Each is described below and will require creative and accountable action plans to be completed and implemented in the months to come. Valencia is already a national leader in these areas, and we have much more to achieve.

Undergirding all of these goals, and running through each of them, is a further core commitment. Valencia is one of America's "Opportunity Colleges," created to extend genuine opportunity to everyone. This is clearly an unfinished agenda. In recent years, students of all races and ethnicities have achieved increasing levels of success at Valencia, yet demonstrable inequities persist in access, student success, transfer to high value bachelor's degrees, completion of degrees, and progression into rewarding professions. No institution is better positioned to address these systemic inequities. With this plan, the college will hold itself accountable for achieving equity at a level not yet reached by other open access institutions.

### **Proposed Goal Areas for 2030 Strategic Impact Plan**

The four major goal areas and metrics proposed for the 2030 Strategic Impact Plan are as follows:

- **College Access** – Valencia College will work with community partners to ensure that, by 2030, 80% of Orange and Osceola County high school graduates of each race and ethnicity will attend a post-secondary institution – including vocational or technical school, college or university – in the year following high school graduation.
- **Graduation** – By 2030, the five-year graduation rates for degree-seeking students of each race and ethnicity will exceed 50%, so that more than half of all degree-seeking students of each race and ethnicity who enroll at Valencia College in the 2025-26 academic year will complete an associate degree from Valencia by summer of 2030.
- **Transfer Success** – By 2030, 65% of students of each race and ethnicity who earn an A.A. or A.S. degree from Valencia College and enroll in a baccalaureate degree program at the University of Central Florida or Valencia College will earn their bachelor's degree within four years of starting a baccalaureate degree program.
- **Career Credentials** - By 2030, Valencia College students will earn 12,000 high-quality workforce credentials each year. These credentials will include A.S., B.A.S., and B.S. degree completions, accelerated skills training and postsecondary adult vocational certificate (PSAV) completions, and qualifying technical certificate completions. To move toward equity in educational attainment and factoring in expected changes in demographics, we would expect at least 50% of these credentials to be awarded to Hispanic students and at least 25% to be awarded to Black students.

## Leading Indicators for Each Goal Area

Given the long-term nature of each of the four major goals included in Valencia's 2030 Strategic Impact Plan, it is important to establish leading indicators to measure the college's progress in each goal area. The proposed leading indicators are as follows:

- **College Access**
  - Percentage of high schools in Orange and Osceola counties with an 80% college-going rate of its graduates
  - Percentage of previous-year high school graduates from Orange and Osceola counties enrolled at Valencia in Fall and Spring semesters
- **Graduation**
  - Percentage of students earning an A, B, or C in all five of their first five classes
  - Percentage of students reaching 15 college-level credit milestone within two years of declaring an intent to earn an associate degree from Valencia
- **Transfer Success**
  - Average cumulative grade point average of Valencia graduates at time of entry into baccalaureate program
  - Average percentage of courses detailed on degree pathways completed by Valencia graduates at time of entry into baccalaureate program
  - Percentage of students with a first semester grade point average not significantly below cumulative grade point average at time of baccalaureate program entry
- **Career Credentials**
  - Annual enrollment in accelerated skills training, PSAV, technical certificate, A.S. degree, and baccalaureate degree programs at Valencia
  - Number of accelerated skills training and PSAV credentials, technical certificates, A.S. degrees, and baccalaureate degrees awarded annually

The College plans to share annual updates with the Board of Trustees on the progress made toward each of the major goal areas. These updates will also be reflected on a Strategic Impact Plan website; a preview of the architecture of the website is available at <http://www.valenciacollege.edu/strategicplan2030>

### RECOMMENDED ACTION:

The President recommends that the District Board of Trustees of Valencia College approve Valencia's 2030 Strategic Impact Plan, as presented.



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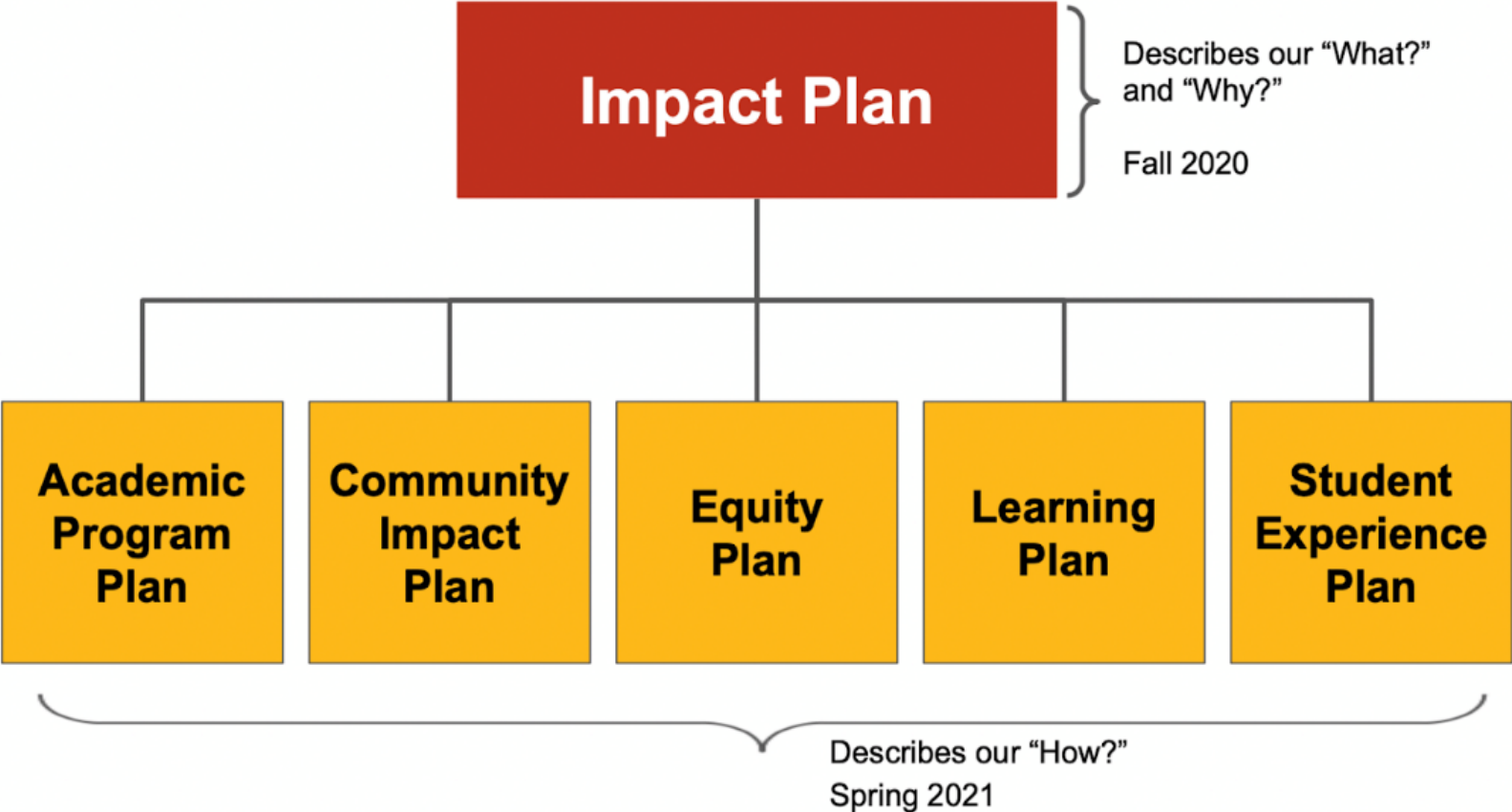
President

VALENCIA COLLEGE

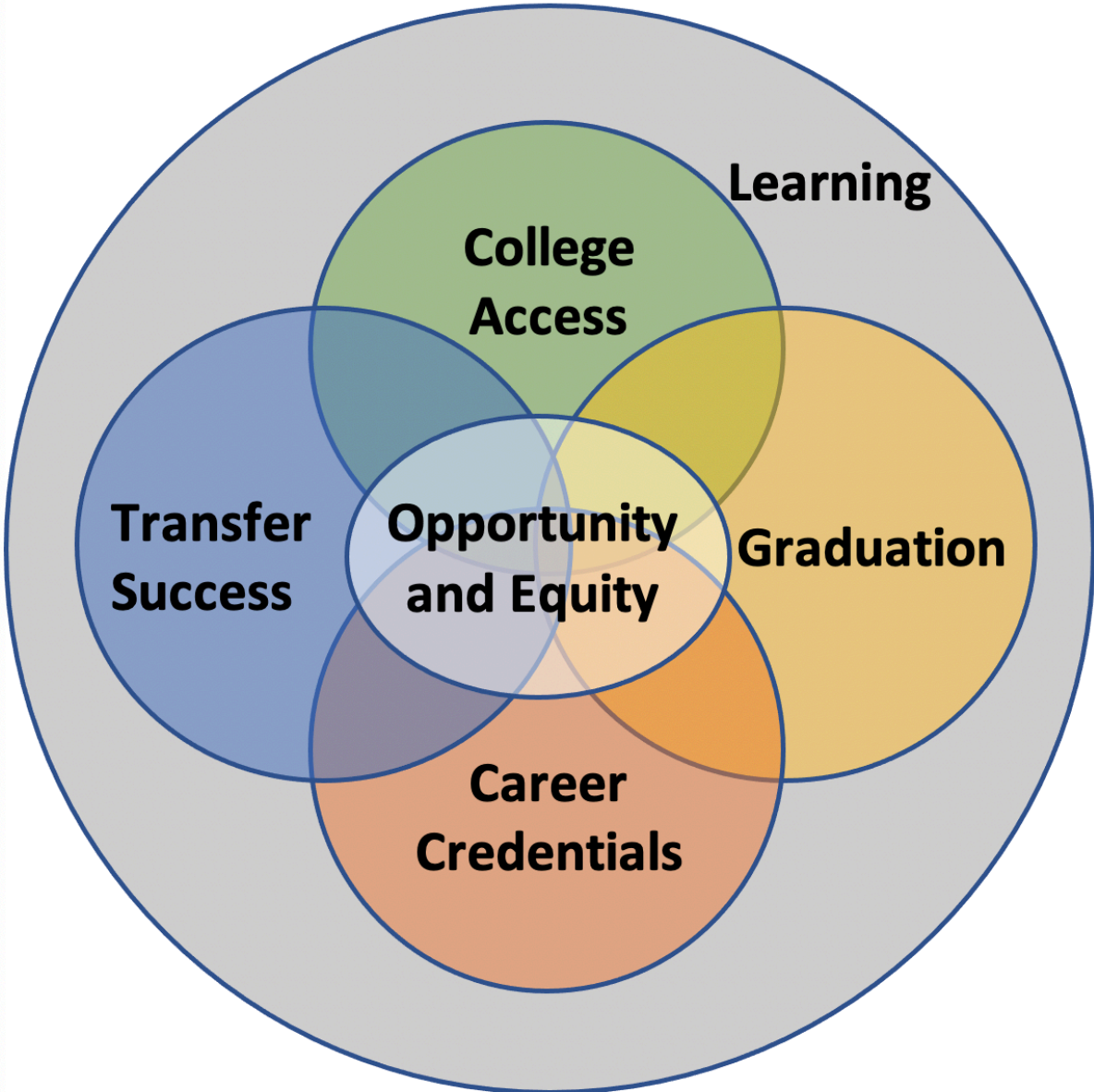
# 2030 Strategic Impact Plan

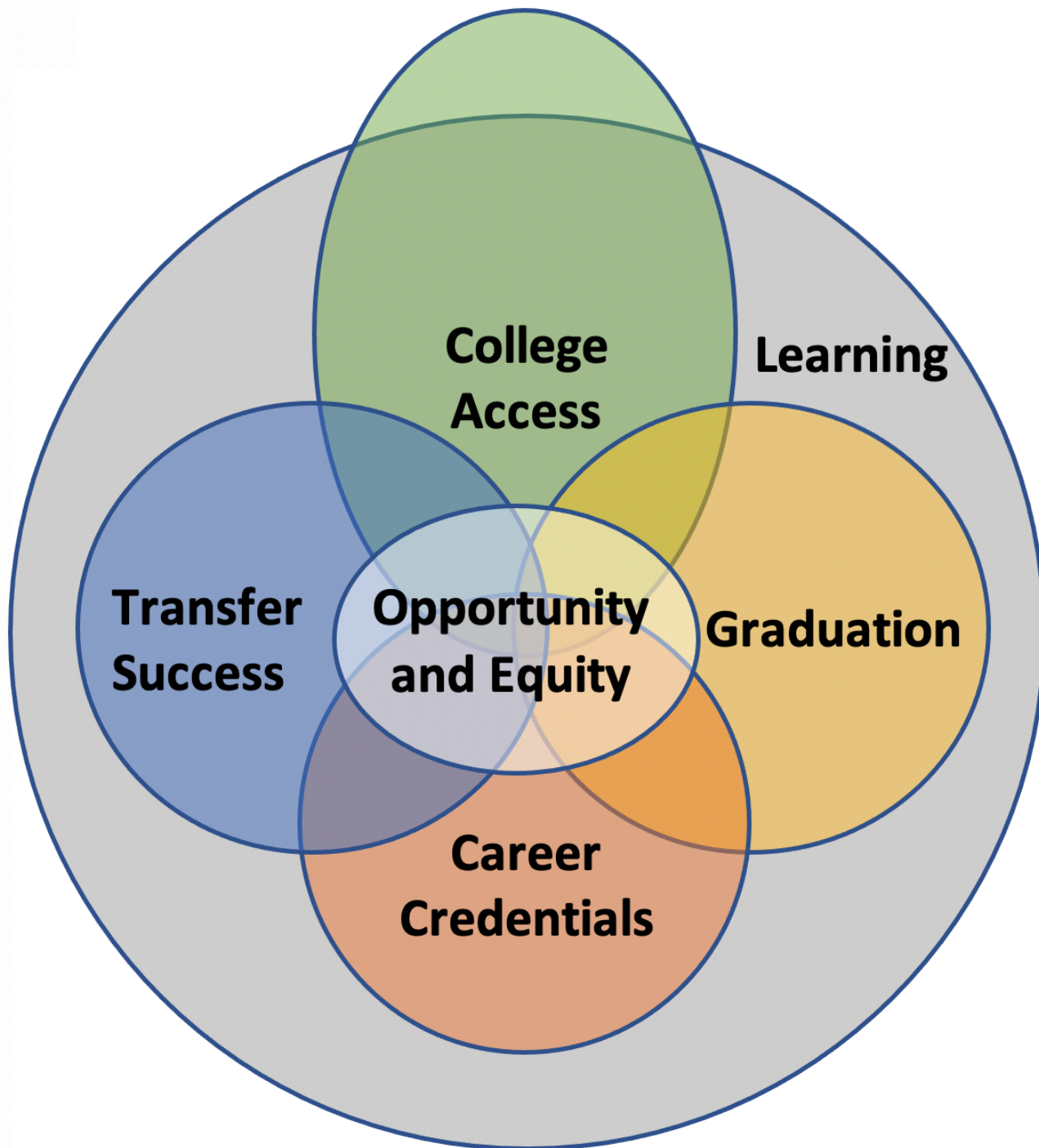
Board of Trustees Meeting  
December 16, 2020

# Planning Architecture



# 2030 Strategic Impact Plan: Goal Areas





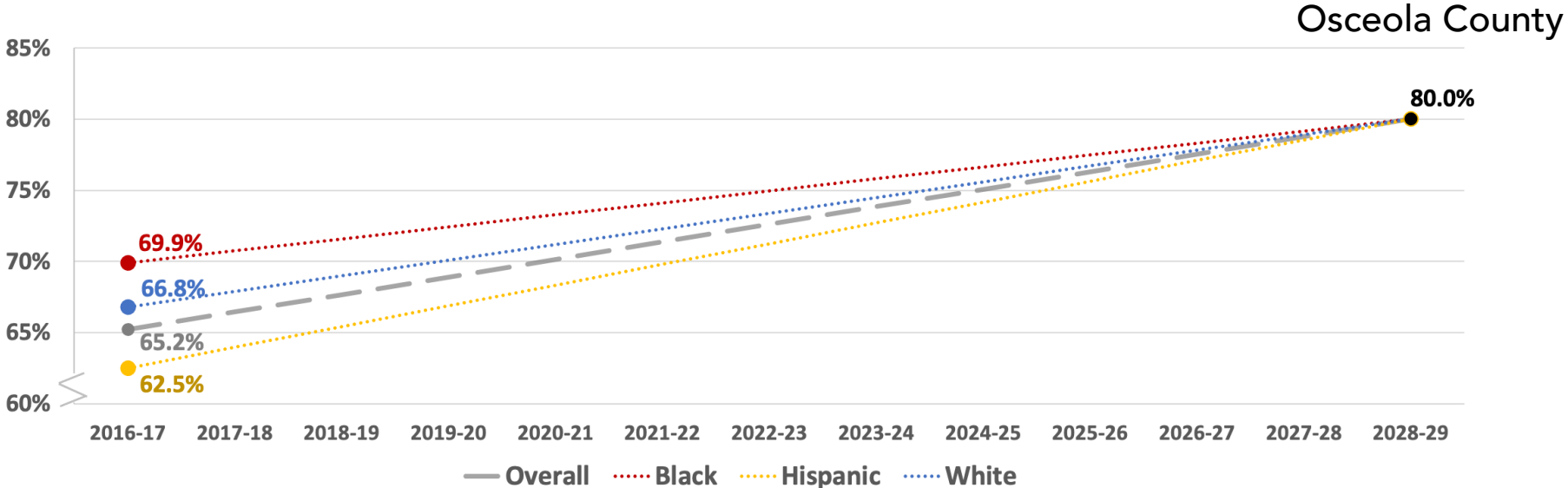
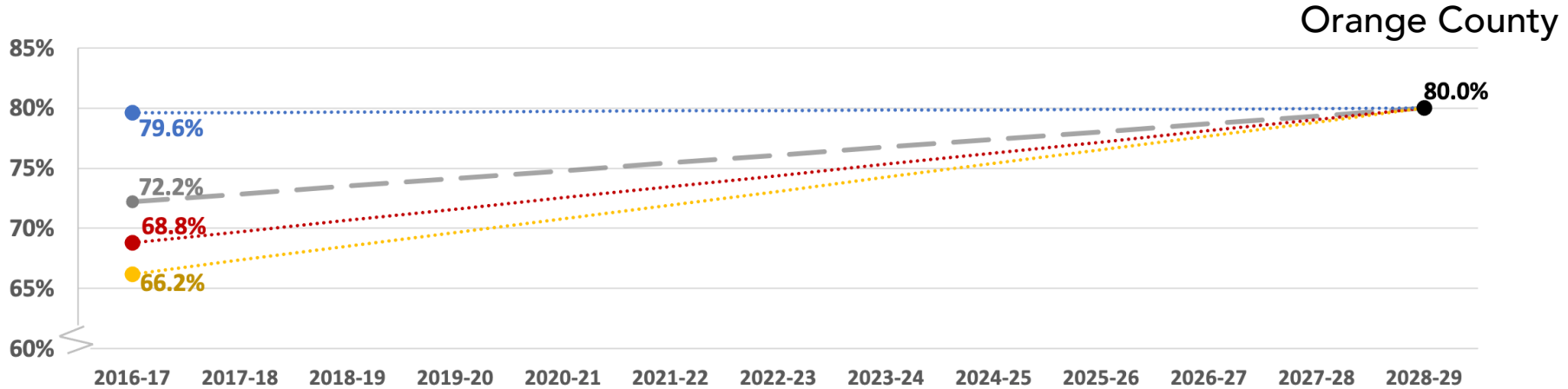
# College Access Goal

Valencia College will work with community partners to ensure that, by 2030, 80% of Orange and Osceola County high school graduates of each race and ethnicity will attend a post-secondary institution – including vocational or technical school, college or university – in the year following high school graduation.



# College Access Goal: Visualization

Percentage of Students Enrolled in Postsecondary Institution  
in Year Following High School Graduation



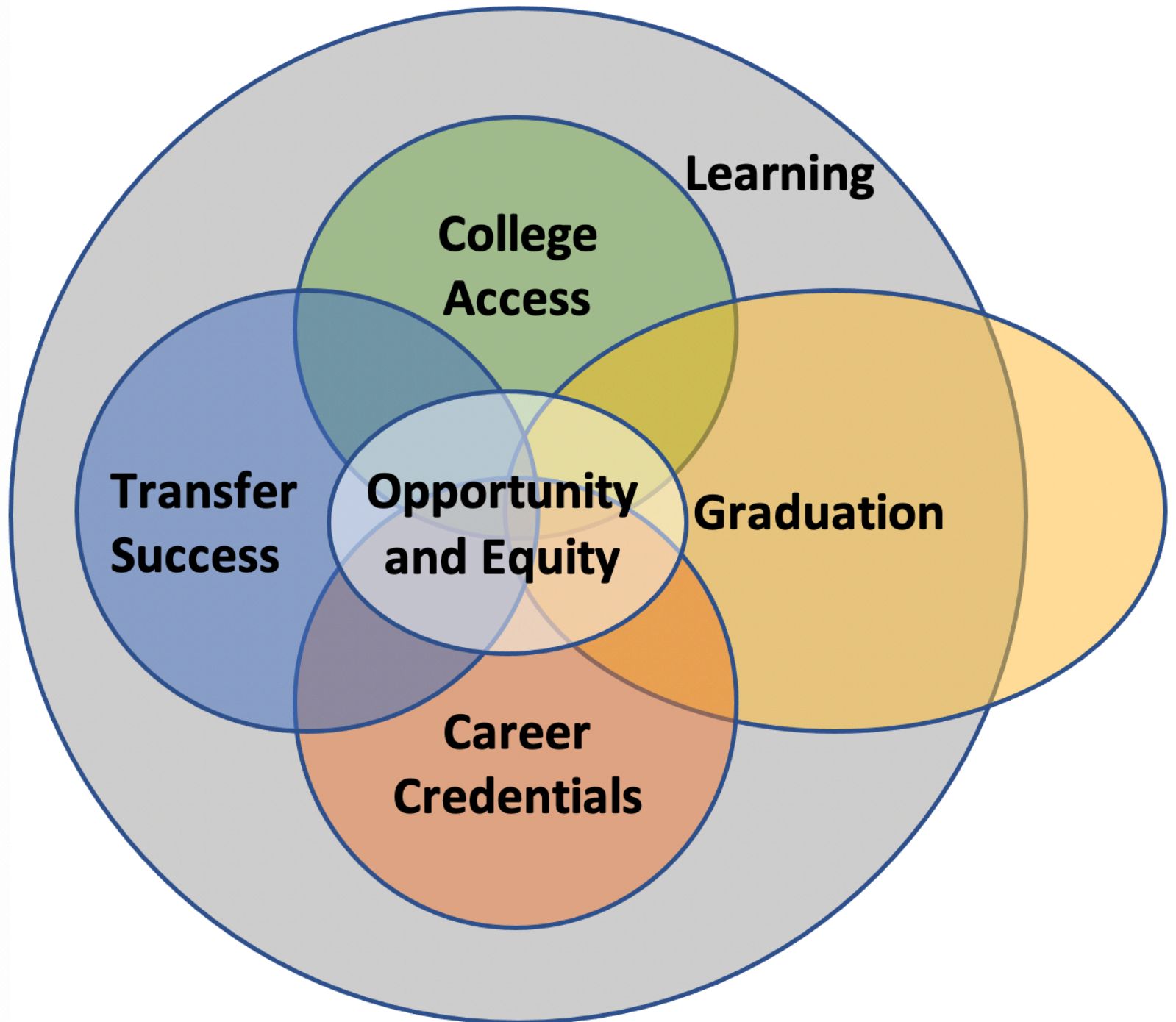
# College Access Goal

## Leading Indicators:

- ❑ Percentage of high schools in Orange and Osceola counties with an 80% college-going rate of its graduates
- ❑ Percentage of previous-year high school graduates from Orange and Osceola counties enrolled at Valencia in Fall and Spring semesters

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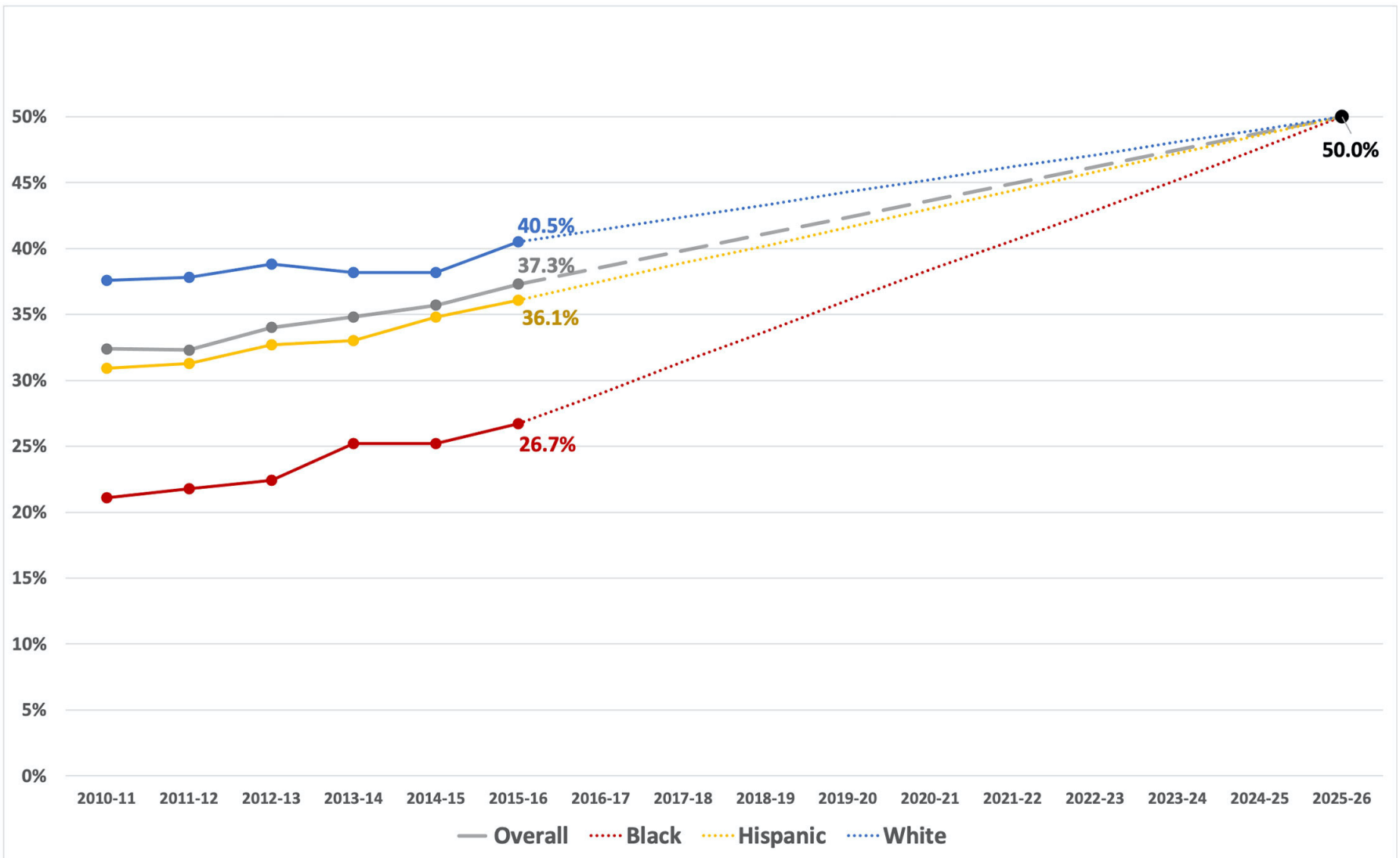


# Graduation Goal

By 2030, the five-year graduation rates for degree-seeking students of each race and ethnicity will exceed 50%, so that more than half of all degree-seeking students of each race and ethnicity who enroll at Valencia College in the 2025-26 academic year will complete an associate degree from Valencia by summer of 2030.

# Graduation Goal: Visualization

Percentage of Degree-Seeking Students Who Complete an Associate Degree within Five Years



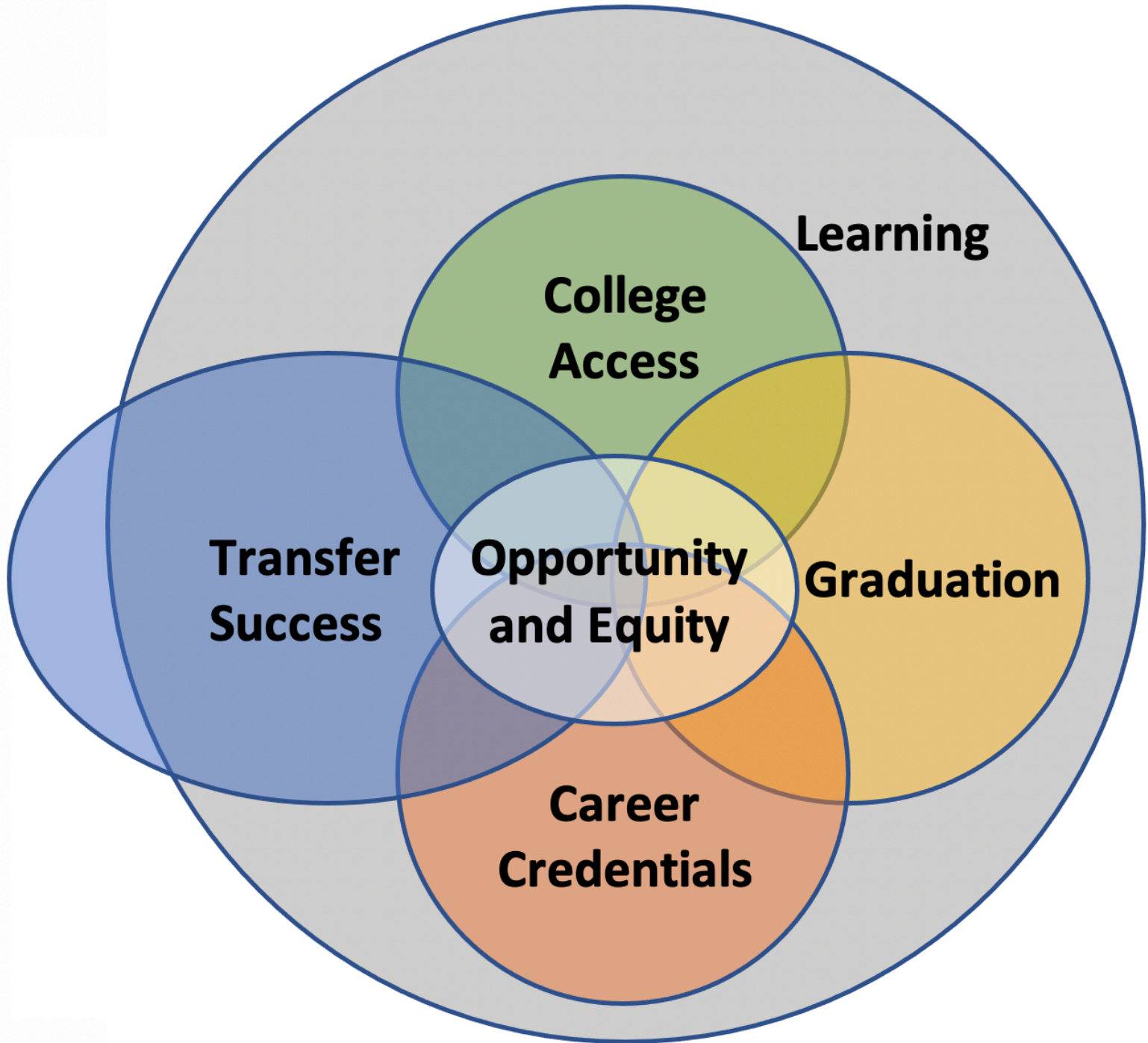
# Graduation Goal

## Leading Indicators:

- ❑ Percentage of students earning an A, B, or C in all five of their first five classes
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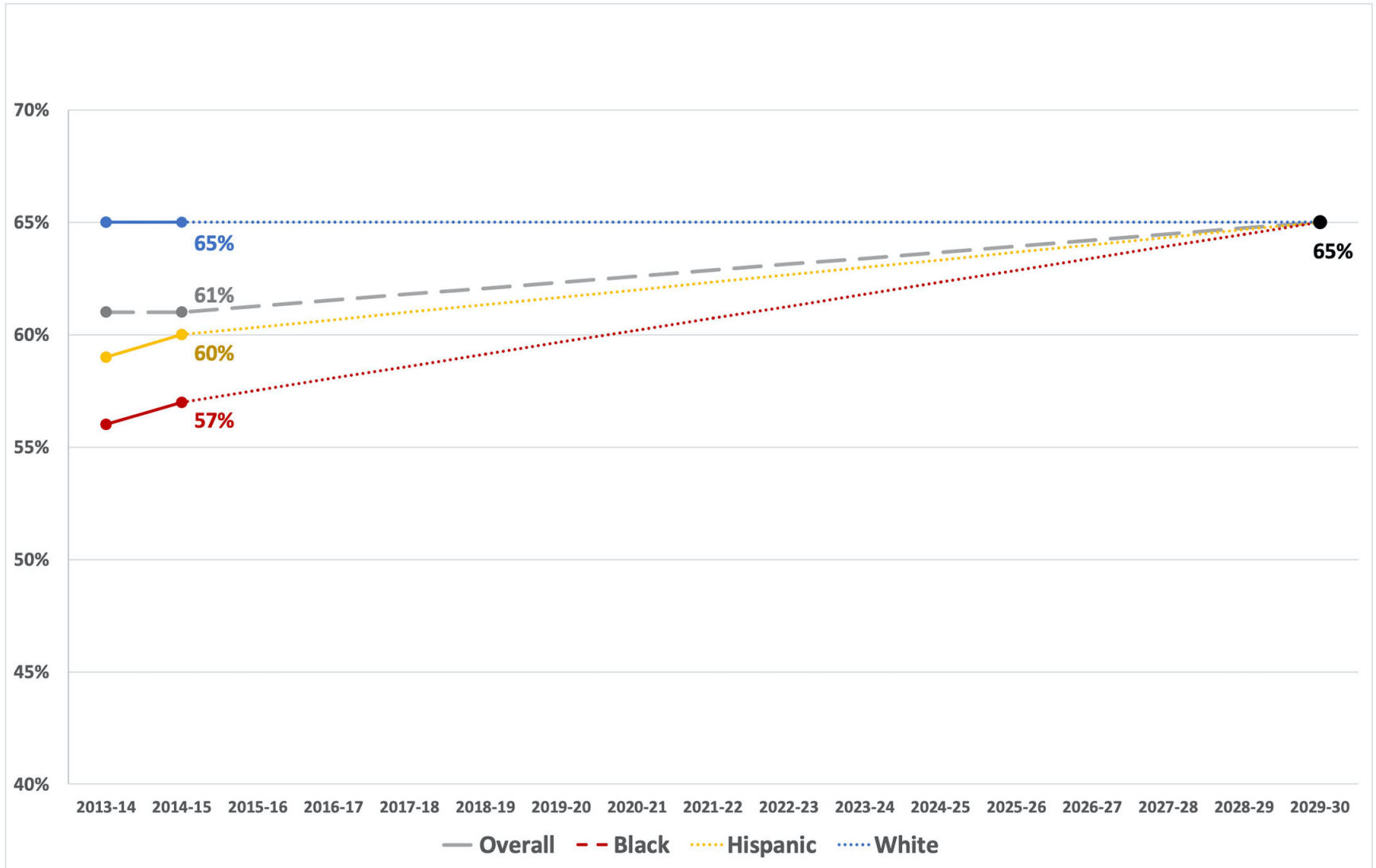
# Transfer Success Goal

By 2030, 65% of students of each race and ethnicity who earn an A.A. or A.S. degree from Valencia College and enroll in a baccalaureate degree program at the University of Central Florida or Valencia College will earn their bachelor's degree within four years of starting a baccalaureate degree program.



# Transfer Success Goal: Visualization

Percentage of Students Completing UCF or Valencia Baccalaureate Degree within Four Years of Matriculating After Completing A.A. or A.S. at Valencia



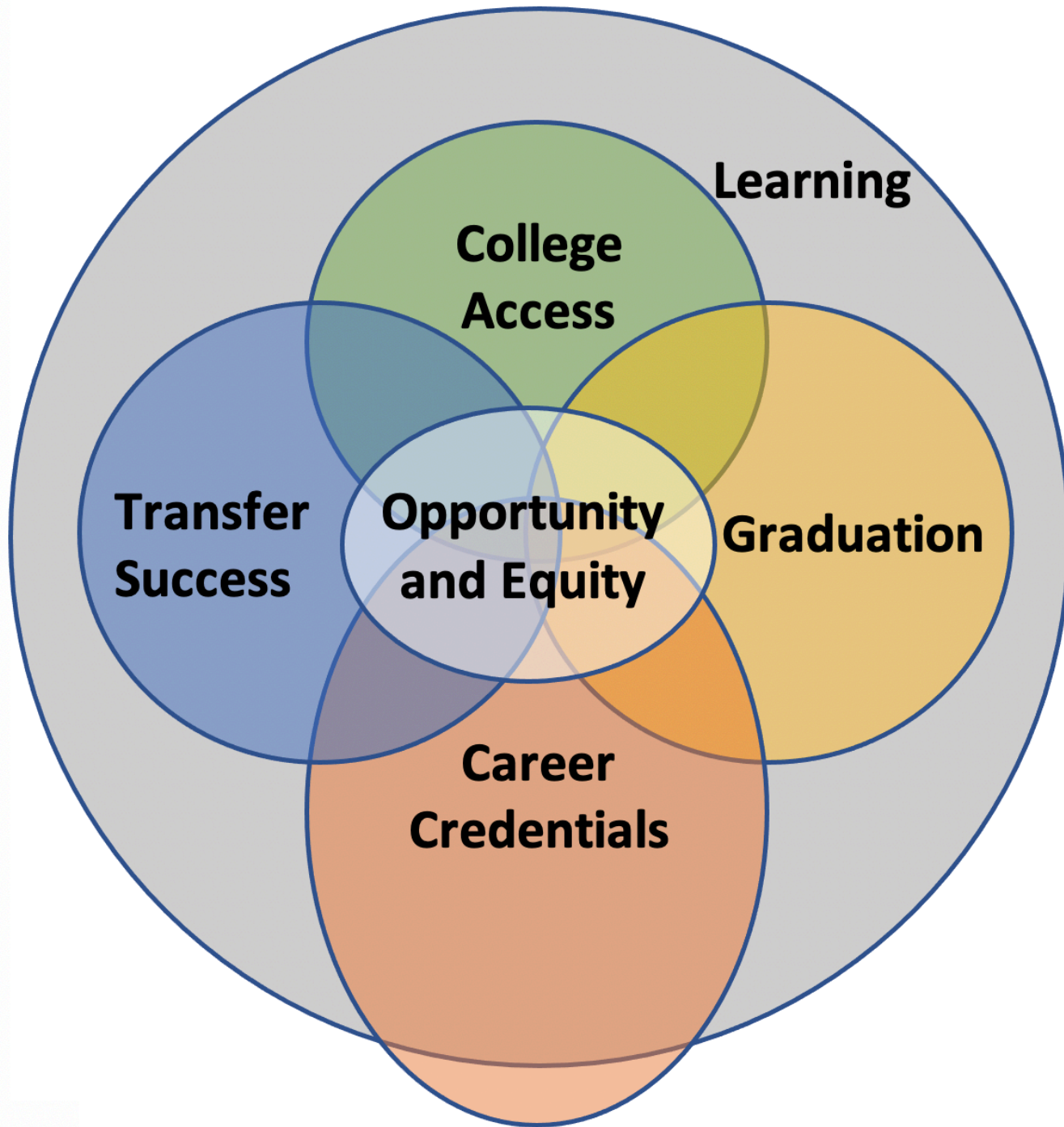
# Transfer Success Goal

## Leading Indicators:

- ❑ Average cumulative grade point average of Valencia graduates at time of entry into baccalaureate program
- ❑ Average percentage of courses detailed on degree pathways completed by Valencia graduates at time of entry into baccalaureate program
- ❑ Percentage of students with a first semester grade point average not significantly below cumulative grade point average at time of baccalaureate program entry

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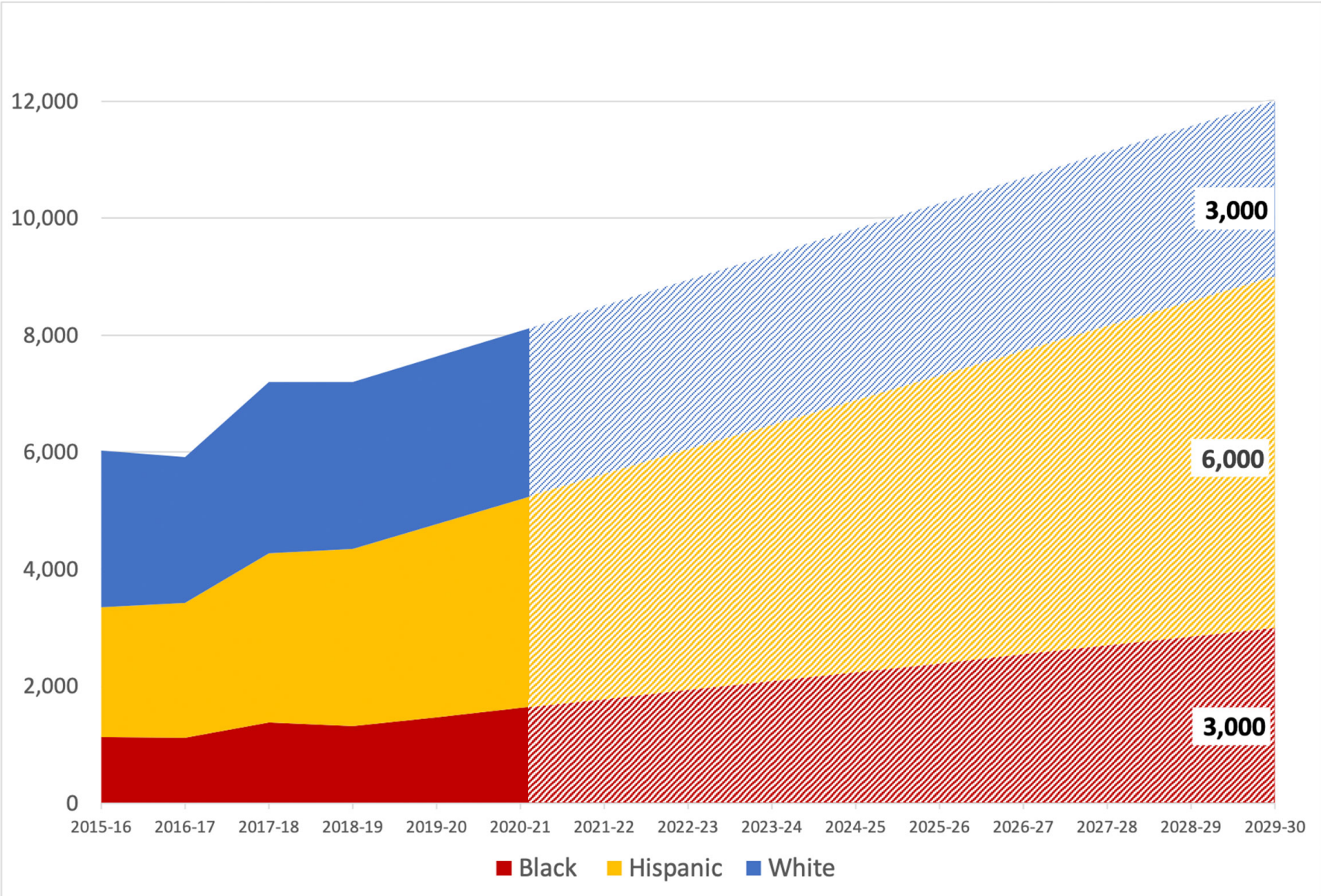


# Career Credentials Goal

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# Career Credentials Goal: Visualization

Number of High-Quality Credentials Earned Annually by Valencia Students



# Career Credentials Goal

## Leading Indicators:

- ❑ Annual enrollment in accelerated skills training, PSAV, technical certificate, A.S. degree, and baccalaureate degree programs at Valencia
- ❑ Number of accelerated skills training and PSAV credentials, technical certificates, A.S. degrees, and baccalaureate degrees awarded annually

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# 2030 Strategic Impact Plan

