



July 28, 2021

TO: THE DISTRICT BOARD OF TRUSTEES
OF VALENCIA COLLEGE

FROM: KATHLEEN PLINSKE
President

RE: PRESIDENT'S GOALS FOR 2021-22

As I look forward to serving in my first year as President, I am excited and optimistic about the work ahead. I am pleased to submit my goals for 2021-22 which reflect my understanding of key priorities and opportunities based on my prior experience at the college, documents prepared for the presidential search process, and my initial conversations with trustees. While I expect to make significant progress toward each of these goals in 2021-22, the majority of these goals will continue into 2022-23 and beyond, serving as a framework for my leadership for the next three to five years.

- Make demonstrable progress toward the three opportunities and challenges that were identified as immediate needs in the Presidential Profile: 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.
- Develop and implement an organizational leadership structure to position Valencia to expand access to higher education in Orange and Osceola counties, improve student learning and outcomes, support the community's workforce and economic development needs, advance equity, and increase operational effectiveness.
- Leverage our Strategic Impact Plan to build coherence around the college's key priorities and support the implementation of Institutional Plans, aligning budget and resource development, fundraising, and major initiatives to accelerate progress toward the bold and ambitious goals we have set for the year 2030.
- Demonstrate continued commitment to Valencia's culture of collaborative leadership by regularly engaging with students, faculty, and staff, being intentional about listening to voices and experiences that traditionally may not have been widely heard, and by expanding capacity for strategic work within our system of shared governance.
- Continue to advance Valencia's reputation, credibility, visibility, partnerships, and collaboration with key educational, workforce, and community partners, as well as elected and appointed officials, at the local, state, and national level.
- Develop intentional opportunities for communication and engagement with board members, seeking meaningful opportunities for the college to benefit from our trustees' expertise.
- Refresh, align, and strengthen the college's relationship with the Valencia Foundation. As part of my continued professional development, engage in formal academic study of philanthropy and fundraising.