

EAST CAMPUS REPORT

Board of Trustees
The Development of
East & Winter Park Campus Plan

Sept. 17, 2013

Goals for this Presentation

- Share the evolution of East & Winter Park 2012-2015 Campus Plans
- Share how "deep listening" and gathering the collective voices of the campuses informed planning
- Share how campus planning ultimately impacts students and student success

Background

- The challenge was how to operationalize “deep listening”
- Aug. 8, 2012, started the “Listening Tour”
- Aug. 22, 2012, during Fall Welcome Back Convocations made commitment to provide “deep listening” feedback by Dec. 2012

Listening Tour Purpose & Questions

The purpose was to listen to East & Winter Park faculty, staff and students, to learn about our strengths, weaknesses and opportunities and find the “heart” of an evolving campus plan.

Questions used:

Focus on their respective area/department/division:

What are you doing well/strengths and what do you need to continue to focus on?

What one or two key issues need to be addressed to move your respective areas forward in the future?

Focus on the institutional level:

What are the key institutional opportunities we should focus on?

If you were the campus president, what are the top three most important critical issues/objectives that should be tackled first?

What key actions do you believe could have the greatest impact on improving student success?

Listening Tour Methodology:

- Gathered meaning from individual and group interviews using a coding process (Qualitative approach - moving from unsorted data to refined concepts and themes)
- Conducted 30 individual interviews with management, deans and key leaders
- Conducted 15 divisional/group interviews including: academic affairs, student affairs/counselors, learning support/librarians, Faculty Senate, professional staff, career staff and the Student Government Association
- Created a master list of emerging themes

Topics that Emerged

- Distance Learning
- Space/Facilities
- Student Service/Support Services
- Adjunct Issues (better training and support)
- Learning Centeredness (core strength)
- Safety/Security Concerns
- Need for Improved Communications
- Need for Planning (division and campus level)
- Desire for Innovation
- Need for Enhanced Technology
- Need for Better/More Articulation Agreements (UCF)

Development of Campus Plan

- Fall 2012 divisions started unit planning to inform/support Campus Plan through specific strategies
- Campus Executive/Leadership Team developed first draft
- Faculty Senate provided comments and recommendations

Campus Plan 19 Objectives

Build Pathways

1. **Expand and enhance institutional relationship with the University of Central Florida ★**
2. **Explore the educational opportunities at Florida Interactive Entertainment Academy**
3. **Strengthen Campus - Based Seneff Honors College tracks ★**
4. **Develop and implement a strategic plan to support Study Abroad and Internationalizing the curriculum**
5. **Maintain & Enhance East & Winter Park Campus enrollment plans**

Learning Assured

6. **Support the research and design of a comprehensive College E-Learning - Online/Distance Education Program**
7. **Develop a comprehensive plan to address, review and improve low performing courses and programs**
8. **Explore new grant opportunities to expand learning**
9. **Transition from a college-wide Supplemental Learning program to a campus focused program at Winter Park**
10. **Develop a comprehensive Learning Support plan to promote student completion**
11. **Support SACS & QEP Initiatives to ensure re-accreditation, institutional effectiveness and continuous improvement**
12. **Develop and design strategic campus curriculum including associate degree programs, pre-majors, certificates and courses to align with community, student and national workforce needs including exploration of bachelor's degrees**
13. **Improve and enhance facilities to provide for greater student learning on East and Winter Park campuses ★**

Invest in Each Other

14. **Enhance and create stronger campus communication channels**
15. **Strengthen the relationship between Academic Affairs and Student Affairs**
16. **Expand and support the Peace & Justice Initiative**
17. **Develop a campus safety plan**
18. **Improve Adjunct Faculty training and recognition in coordination with Faculty Professional Development and Organizational Development**

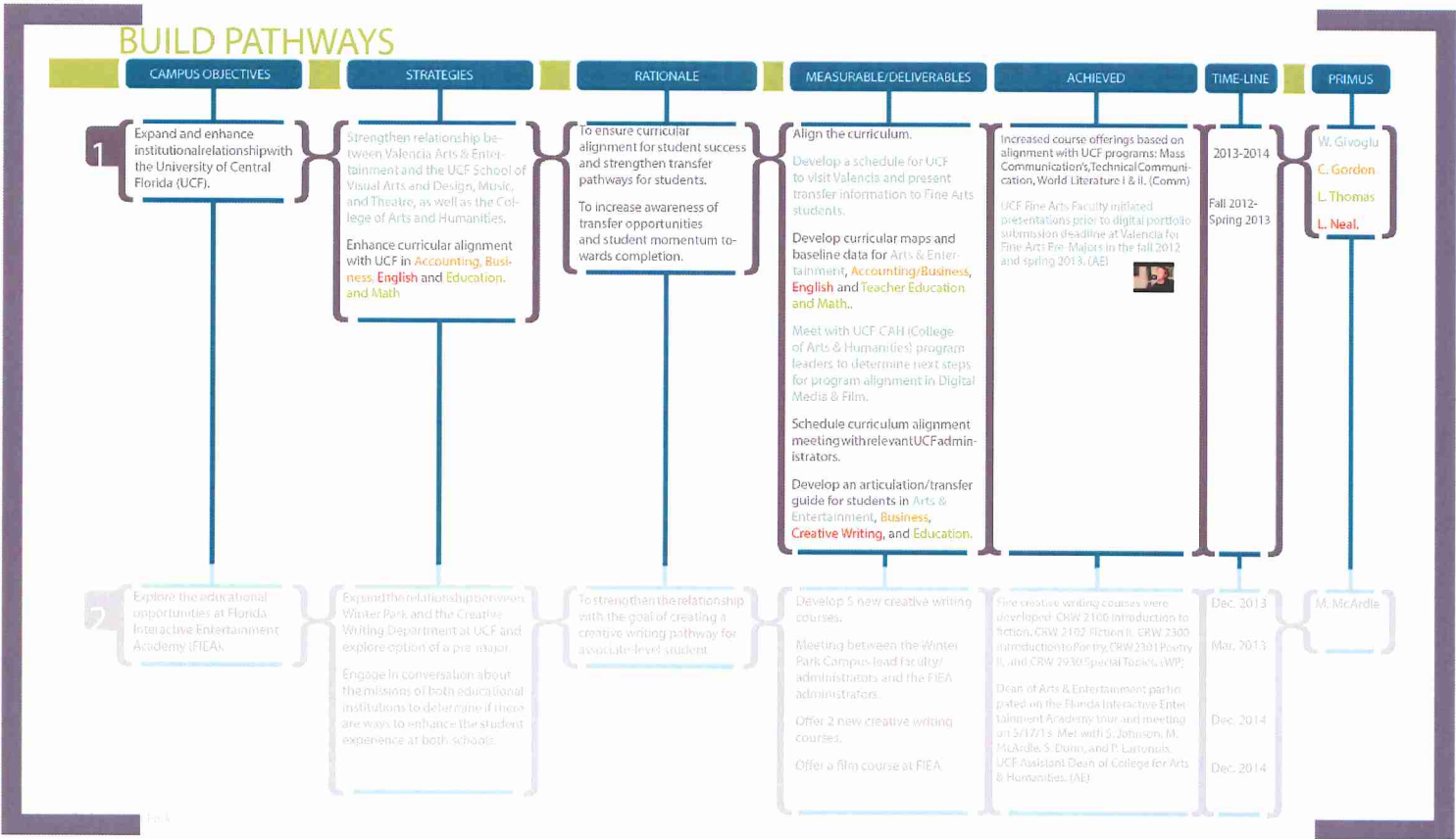
Partner with the Community

19. **Establish stronger relationships & programs with campus community**

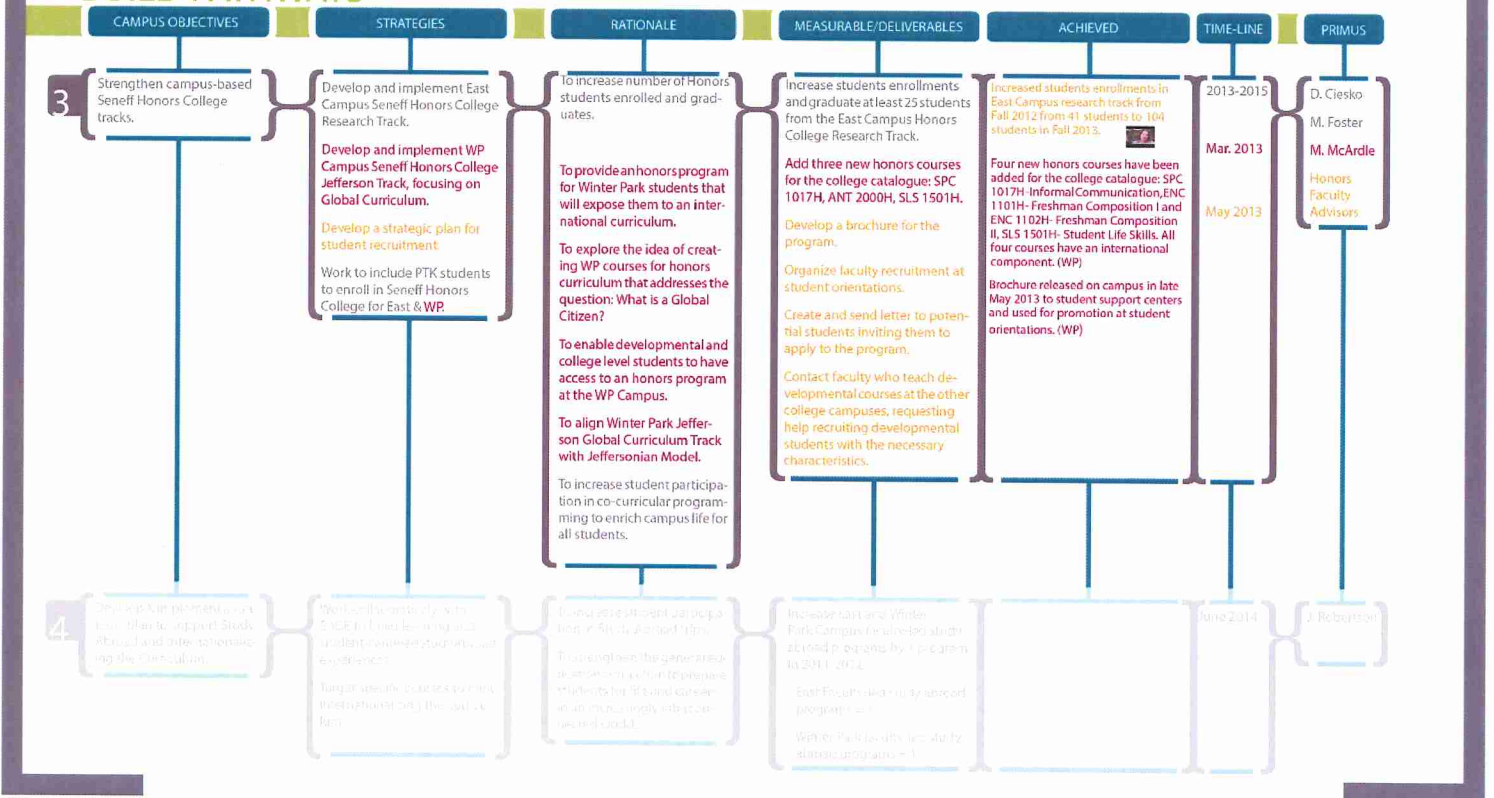
Development of Campus Plan

- Campus Plan completed March 29, 2013
- Graphic enhancement by Garrett Burtoft, graphics faculty, Aug. 5, 2013
- Executive Team Retreat Aug. 7, 2013 reviewed/identified achievements for 2012-2013
- Annual planning process includes review by Executive/Leadership Team, division unit planning, Faculty Senate and campus meeting

BUILD PATHWAYS



BUILD PATHWAYS



LEARNING ASSURED

CAMPUS OBJECTIVES	STRATEGIES	RATIONALE	MEASURABLE/DELIVERABLES	ACHIEVED	TIME-LINE	PRIMUS
<p>13 Improve and enhance facilities to provide for greater student learning and enrollment capacity on East Campus & Winter Park Campus.</p>	<p>Field facilities requests and needs through a process integrated with unit planning.</p> <p>Re-purpose East Campus Buildings 1 and 2 (PECO or Institutional Funds) with focus on increasing capacity for Arts and Entertainment students, specifically Audio Recording and Film students.</p> <p>Explore Creative Village Initiative.</p> <p>Expand student and faculty art on campus.</p> <p>Evaluate & Enhance room utilization on East & Winter Park.</p> <p>Establish a plan in conjunction with OIT to evaluate, prioritize, and plan campus-based Instructional technology.</p> <p>Establish a standard equipment list to ensure needed classroom furniture is purchased to support curricular needs.</p> <p>Prioritize and implement the campus sustainability plan as it aligns with the College plan.</p> <p>Improve faculty offices at Winter Park Campus.</p> <p>Increase utilization of technology to increase international opportunities in the Winter Park Seneff Honors College Program.</p>	<p>To support and improve learning environments.</p> <p>To increase scheduling and enrollment capacity and efficiency.</p> <p>To increase sustainability efforts and decrease costs thereby releasing stranded resources.</p> <p>To support and improve learning environments.</p>	<p>Deans are requested to meet with Roger Corriveau to discuss facilities needs.</p> <p>Collaborate with Vice President Operations and Finances to renovate cafeteria and Performing Arts Center.</p> <p>Renovate Supplemental Room to increase capacity, increase student participation and create a more dynamic learning environment</p> <p>Obtain support for significant remodeling effort for East Building 1b for Film and Audio Recording.</p> <p>Include all technological and furniture requests in unit planning process.</p> <p>Purchase Skype equipment and use it for international classroom exchange.</p>	<p>Instructional Deans met with R. Corriveau to discuss facilities needs Spring 2013.</p> <p>Performing Arts Center: Transformed with new chairs and carpeting, better access with more aisles and the addition of a ramp to the stage. Robotic cameras planned (9-25) in the PAC for live streaming lectures and programs.</p> <p>Cafeteria, Building 5: Opened ceiling, added a new 55" digital flat screen sign to notify students on East Campus of activities and opportunities.</p> <p>Arts & Entertainment Unit Plan identified facilities needs and provided educational specifications for Building 1B. Borelli Architects partnered with division, acoustical engineers, campus leadership and faculty/staff from Film and Sound and Music Technology. This resulted in a draft of the facilities educational plan. (AE)</p> <p>Equipment was purchased and was used several times to connect students in the Interpersonal Communications course at Winter Park with students in a graphics design course at Koning Willem 1 College. (WP)</p>	<p>Spring 2013</p> <p>Fall 2012 permission achieved; Summer 2013 plans let; Fall 2013 construction begins.</p> <p>2012-2015</p> <p>Jan 2013</p>	<p>S. Johnson M. Foster R. Corriveau J. Rost Academic Discipline Deans</p> <p>M. Mcardle</p>

Valencia College Goals



Thank You!

East Campus & Winter Park Campus Plan

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15

VALENCIA COLLEGE

Valencia College Goals

BUILD PATHWAYS

- Transition to college
- Persistence
- Goal Achievement
- Economic Development
- Access

1

LEARNING ASSURED

- Learning Outcomes
- College-Level Writing
- Completion of Mathematics
- Completion of 15 college credits
- Close Achievement Gaps

2

INVEST IN EACH OTHER

- Collaboration
- Career Growth
- Employee Wellness

3

PARTNER WITH THE COMMUNITY

- Collaboration
- Career Growth
- Employee Wellness

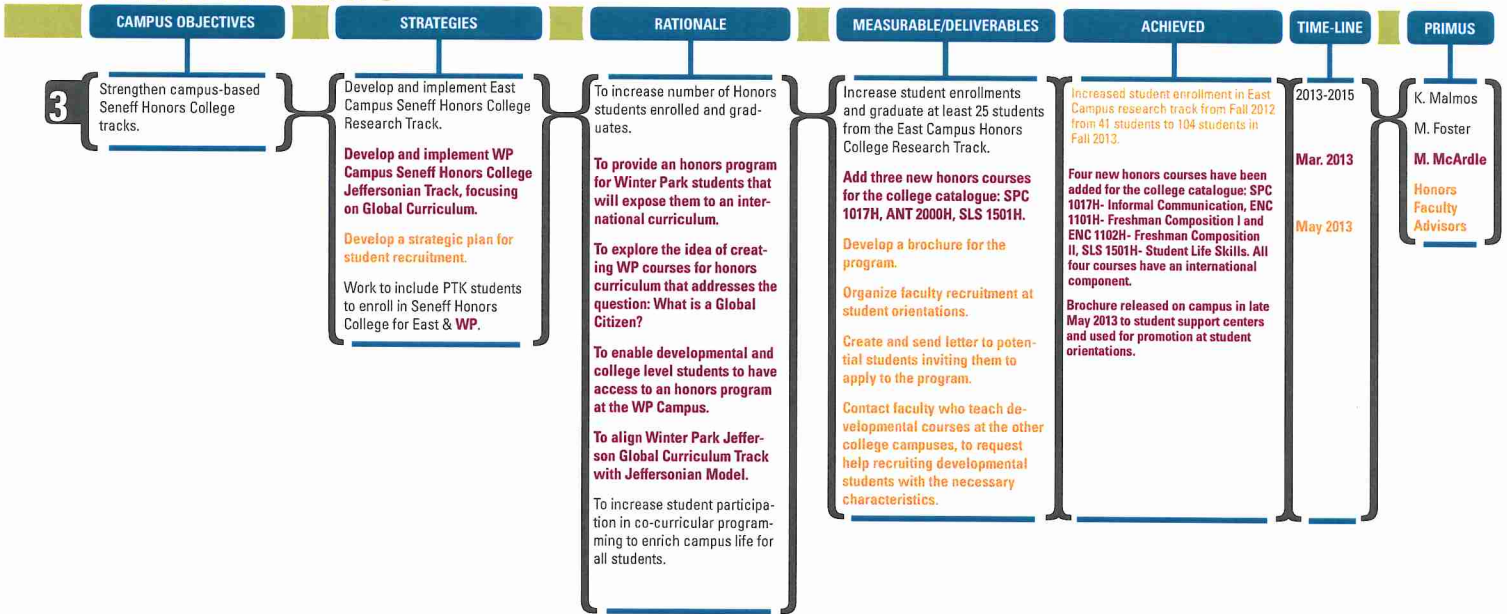
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BUILD PATHWAYS

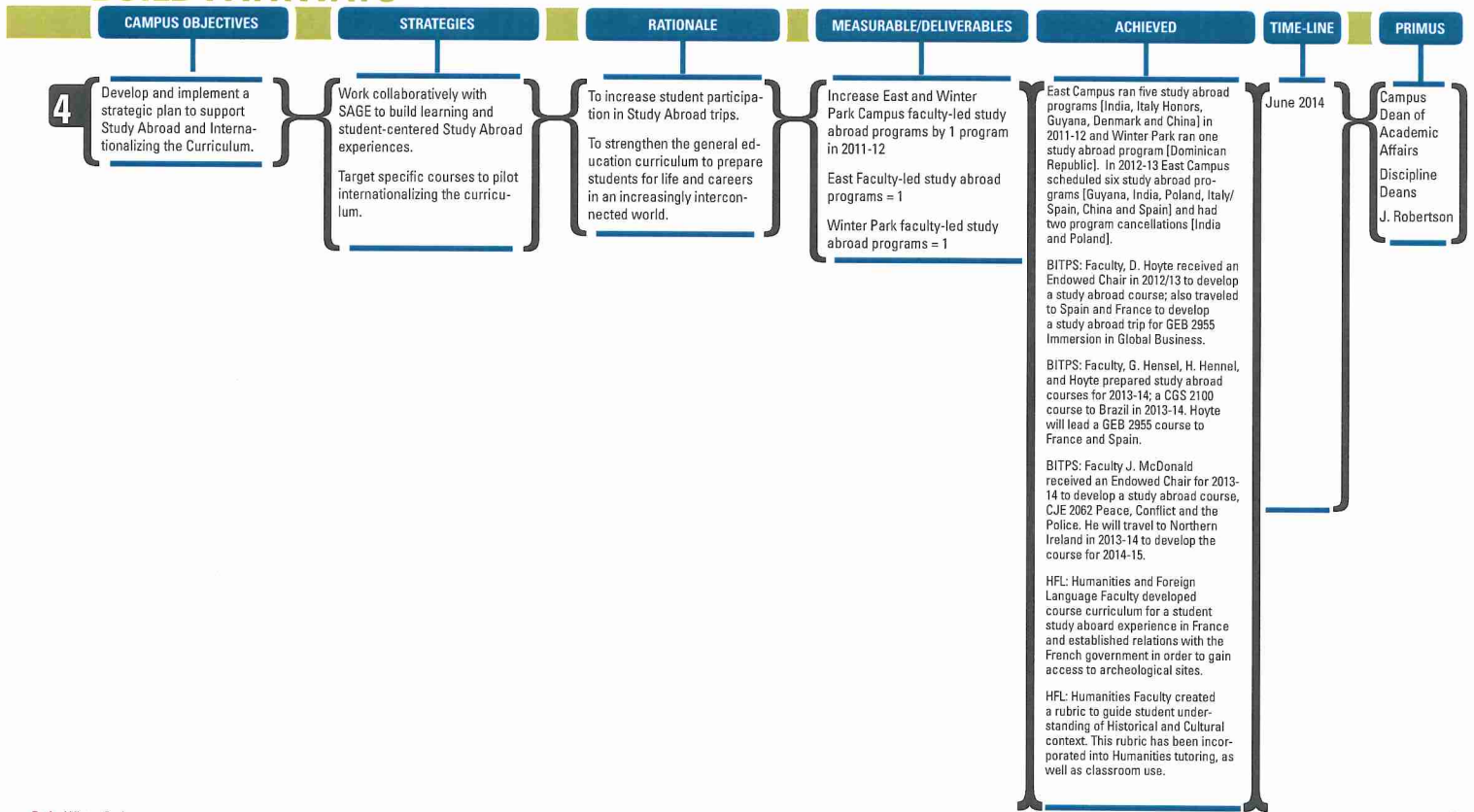
CAMPUS OBJECTIVES	STRATEGIES	RATIONALE	MEASURABLE/DELIVERABLES	ACHIEVED	TIME-LINE	PRIMUS
<p>1 Expand and enhance institutional relationship with the University of Central Florida (UCF).</p>	<p>Strengthen relationship between Valencia Arts & Entertainment and the UCF School of Visual Arts and Design, Music, and Theatre, as well as the College of Arts and Humanities.</p> <p>Enhance curricular alignment with UCF in Accounting, Business, English, Education and Math.</p>	<p>To ensure curricular alignment for student success and strengthen transfer pathways for students.</p> <p>To increase awareness of transfer opportunities and student momentum towards completion.</p>	<p>Align the curriculum.</p> <p>Develop a schedule for UCF to visit Valencia and present transfer information to Fine Arts students.</p> <p>Develop curricular maps and baseline data for Arts & Entertainment, Accounting/Business, English, Teacher Education and Math.</p> <p>Meet with UCF CAH (College of Arts & Humanities) program leaders to determine next steps for program alignment in Digital Media & Film.</p> <p>Schedule curriculum alignment meeting with relevant UCF administrators.</p> <p>Develop an articulation/transfer guide for students in Arts & Entertainment, Business, Creative Writing, and Education.</p>	<p>COMM: Increased course offerings based on alignment with UCF programs: Mass Communication, Technical Communication, World Literature I & II.</p> <p>AEJ/UCF Fine Arts Faculty initiated presentations prior to digital portfolio submission deadline at Valencia for Fine Arts Pre-Majors in Fall 2012 and Spring 2013.</p>	<p>2013-2014</p> <p>Fall 2012-Spring 2013</p>	<p>W. Givoglu</p> <p>C. Gordon</p> <p>L. Thomas</p> <p>L. Neal</p>
<p>2 Explore the educational opportunities at Florida Interactive Entertainment academy (FIEA).</p>	<p>Expand the relationship between Winter Park and the Creative Writing Department at UCF and explore option of a pre-major.</p> <p>Engage in conversation about the missions of both educational institutions to determine if there are ways to enhance the student experience at both schools.</p>	<p>To strengthen the relationship with the goal of creating a creative writing pathway for associate-level student.</p>	<p>Develop 5 new creative writing courses.</p> <p>Meeting between the Winter Park Campus lead faculty/administrators and the FIEA administrators.</p> <p>Offer 2 new creative writing courses.</p> <p>Offer a film course at FIEA.</p>	<p>Five creative writing courses were developed: CRW 2100 Introduction to fiction, CRW 2102 Fiction II, CRW 2300 Introduction to Poetry, CRW 2301 Poetry II, and CRW 2930 Special Topics.</p> <p>Dean of Arts & Entertainment participated on the Florida Interactive Entertainment Academy tour and meeting on 5/17/13. Met with S. Johnson, M. McArdle, S. Dunn, and P. Lartonoix, UCF Assistant Dean of College for Arts & Humanities.</p>	<p>Dec. 2013</p> <p>Mar. 2013</p> <p>Dec. 2014</p> <p>Dec. 2014</p>	<p>M. McArdle</p>

Red = Winter Park

BUILD PATHWAYS



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CAMPUS OBJECTIVES	STRATEGIES	RATIONALE	MEASURABLE/DELIVERABLES	ACHIEVED	TIME-LINE	PRIMUS
<p>5 Maintain and enhance East & Winter Park Campus Enrollment Plans.</p>	<p>Expand data/reports used to track and assess enrollment.</p> <p>Create a customized data dashboard for faculty and deans.</p> <p>Review enrollment data regularly at campus-based dean meetings.</p> <p>Work collaboratively with faculty, program managers and deans to build comprehensive, student-centered, precision class schedule.</p> <p>Work towards creating an annual enrollment schedule.</p>	<p>To meet student demand and work to increase capacity where needed.</p> <p>To meet student demand for weekend, online, and hybrid course offerings in collaboration with faculty on best modes of delivery.</p> <p>To increase the number of hybrid course offerings and hybrid enrollment.</p>	<p>Maintain and work to increase current student [head count] enrollment by 3.5%: WP 3,674 and East 20,838.</p> <p>Increase average section size to 22 per section. (Note: differences between campus average class size goals are determined by curricular offerings and physical plant.) Current East Fall 2012 = 19.37 WP Fall 2012 = 21.28.</p> <p>Increase weekend course offerings by at least 3 courses each term.</p> <p>Increase hybrid courses.</p> <p>Establish baseline for degree completion (time for degree) in Weekend College.</p> <p>In Fall 2012, 19 hybrid sections were offered with 461 students enrolled (approx. average of 24 students per section).</p>	<p>AA: Campus President and Campus Dean of Academic Affairs met with East and WP Discipline Deans on October 2012, February 2013, and April 2013 to review and develop divisional enrollment plans.</p> <p>AA: In Fall of 2012, East Campus increased student enrollment headcount 1.2% and in Spring 2013 0.7%; in Fall of 2012 Winter Park increased student enrollment headcount 9.9%.</p> <p>SCI: Increased Spring weekend offerings from 16 courses in the Fall 2012 to 17 courses in Spring 2013.</p> <p>COMM: Increase hybrid course offerings from 11 in Spring 2012 to 30 in Spring 2013.</p> <p>Goal for Fall 2013 is to increase number of sections by 5 sections and corresponding student enrollment: offer 24 hybrid sections with approx. 576 students enrolled (maintaining approx. average of 24 students per section)</p>	<p>2012-2015</p> <p>June 2013</p> <p>Fall 2013</p>	<p>Campus President</p> <p>Academic Discipline Deans</p> <p>M. McArdle</p>

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CAMPUS OBJECTIVES	STRATEGIES	RATIONALE	MEASURABLE/DELIVERABLES	ACHIEVED	TIME-LINE	PRIMUS
<p>6 Support the research and design of a comprehensive College E-Learning - Online/ Distance Education Program.</p>	<p>Support efforts of Valencia VP of Academic Affairs, Dr. Susan Ledlow, on development and implementation of a college and campus based Distance Education Strategic Plan.</p> <p>Develop a Campus E-Learning Plan in partnership with other campuses and disciplines.</p> <p>Increase faculty development opportunities, in collaboration with Faculty Development.</p> <p>Explore "requiring" certain trainings for faculty prior to teaching an e-course.</p> <p>Explore "requiring" certain assessments for students prior to registering for an e-course.</p> <p>Review/revisit distant education shared terminology such as on-campus, hybrid and online.</p> <p>Expand the number of faculty completing the Digital Professor Certification Program.</p> <p>Expand the number of courses evaluated through "Quality Matters."</p>	<p>Faculty and staff deemed Distance Learning concerns as the most important institutional weakness during the Campus President's "Listening Tour."</p> <p>Senior Leadership Team identified Distance Learning as College priority for the "Big Rocks" planning list.</p>	<p>Write Title V technology enhancement activity.</p> <p>Deans to work with respective faculty on increasing digital certification with full-time faculty.</p>	<p>East Campus- 191 Faculty Development Certifications awarded in 2012-13.</p> <p>Winter Park- 40 Faculty Development Certifications awarded in 2012-13.</p>	<p>March 2013</p> <p>Spring 2014</p>	<p>Academic Deans</p> <p>Campus President M. McArdle</p>
<p>7 Develop a comprehensive plan to address, review and improve low performing programs and courses.</p>	<p>Define "low performing" courses for Valencia [high enrolled/low success; determine # of sections].</p> <p>Research and develop a plan to infuse student success skills into the top 10 enrolled/low performing developmental and general education courses.</p>	<p>To increase success rates in high enrolled/low success courses.</p>	<p>Divisions will document and improve processes utilizing data such as grade distribution and retention rates.</p> <p>Create tracking plans for deans/faculty to guide students through academic and student support.</p> <p>Increase the percentage of students who complete the developmental education sequence in math, including Intermediate Algebra [MAT 1033] within one year.</p>	<p>COMM: Implemented Action Research Project and increased success rates in online Speech classes from 60.2% or below to 66.8% (Fall) and 65.9% (Spring), and increased retention rates from 72.1% to 83.1% (Fall) and 82.6% (Spring).</p> <p>MATH: Created flex term [H1/H2] developmental courses for ASAP (Accelerated STEM Algebra Path) and the Ramp-Up program. Three sections of Statway™ are being offered.</p>	<p>Fall 2012- Spring 2013</p> <p>Fall 2013</p>	<p>Academic Discipline Deans</p> <p>Campus President M. Lee</p>

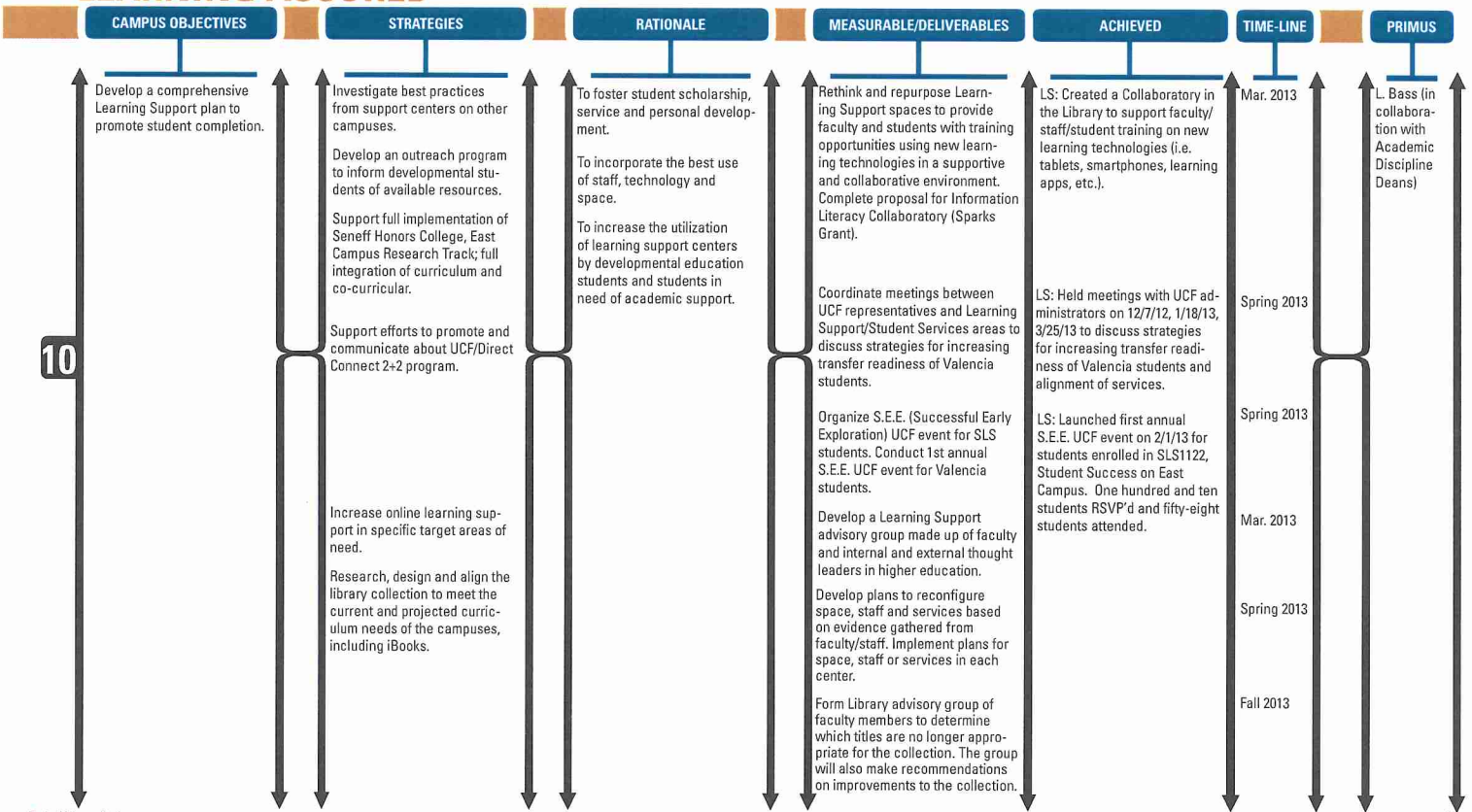
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8	Explore new grant opportunities to expand learning.	Research and request Title V Grant to enhance advising, technology, adjunct training and development, and the center for student development through community involvement.	To strengthen institutional capacity and student outcomes.	Work with Grant Office to complete grant package.	BITPS: Faculty participated in exploring grant opportunities with Western Governors University, the National Science Foundation, and the Department of Labor TAACCCT grants for Homeland Security and Business Intelligence.	March 2013	Academic Discipline Deans
9	Transition from a College-wide Supplemental Learning program to a campus-focused program at Winter Park.	Create a faculty development course to ease shift to campus-based SL.	To help faculty and staff understand how SL operates at Winter Park, and how it differs from other campuses.	Design and develop SL faculty development course.	Supplemental Learning Faculty Development Course was designed in the Spring 2013.	Spring 2013	M. McArdle D. Hammock
10	Develop a comprehensive Learning Support plan to promote student completion.	Develop campus plans for Early Alert, LinC, SLS, SL, and Tutoring. Develop a learning support plan for developmental students.	To increase student retention. To increase success of all students, including developmental education students. To increase student completion. To increase graduation rates.	Develop an Early Alert project implementation plan for College-Leadership Team review. Conduct extensive literature review on Early Alert, meet with Faculty Senate and IAC to determine resources needed to implement an Early Alert system for LinC, SL and SLS. Research and develop Fall and Spring LinC course plan for students who test into developmental reading, writing and mathematics.	LS: Organized campus-based Early Alert program development committee to develop an Early Alert project implementation plan and program design plan. Attendance at the CCSSE High Impact Institute provided an opportunity for the East team, including faculty, to set a structure going forward.	July 2013 Dec. 2013	L. Bass (in collaboration with Academic Discipline Deans)

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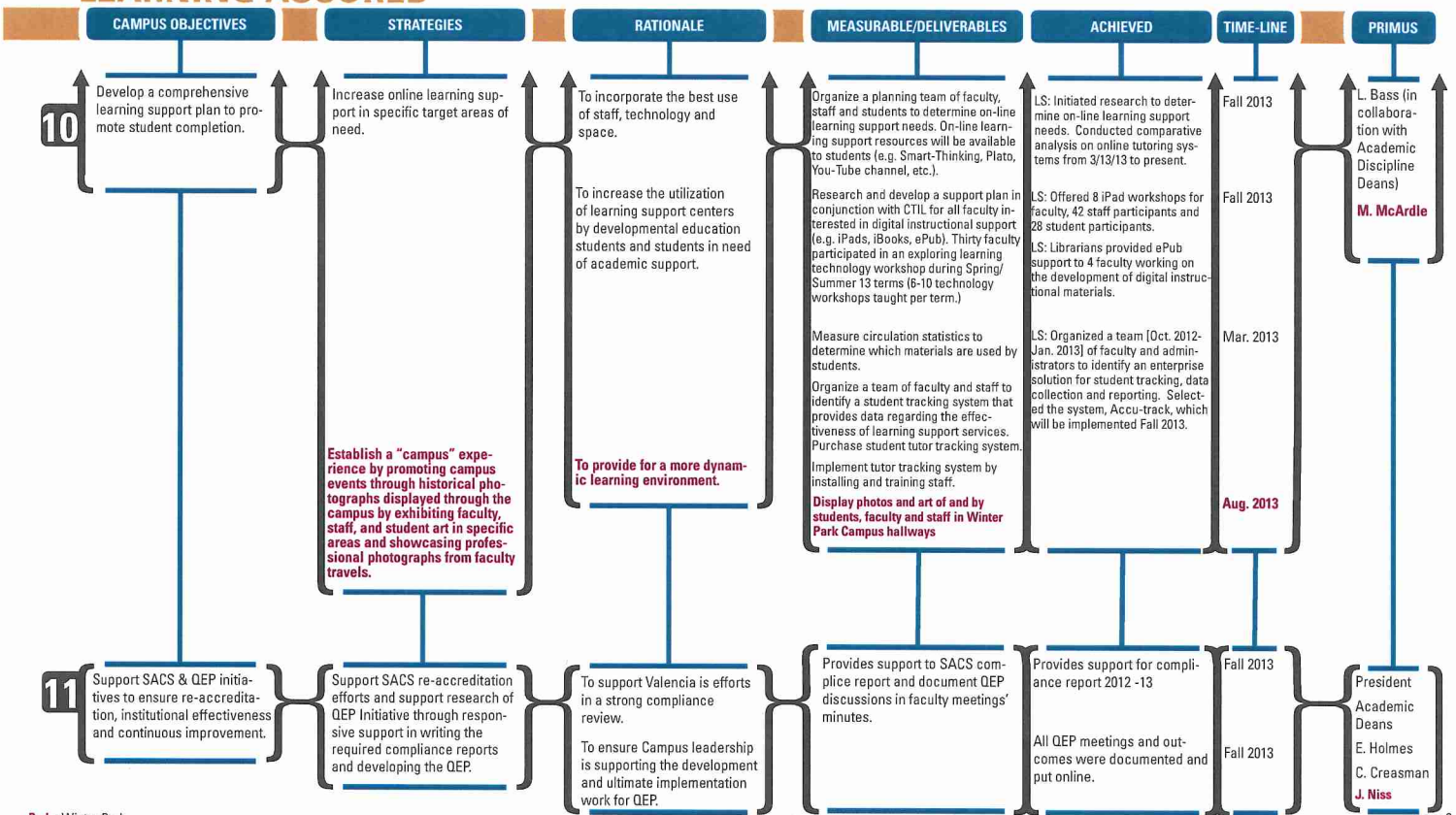


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CAMPUS OBJECTIVES	STRATEGIES	RATIONALE	MEASURABLE/DELIVERABLES	ACHIEVED	TIME-LINE	PRIMUS
<p>12 Develop and design strategic campus curriculum including associate degree programs, pre-majors, certificates and courses to align with community, student and community workforce needs including exploration of bachelor's degrees.</p>	<p>Explore development of converged Communications/ Interdisciplinary Baccalaureate Degree.</p> <p>Develop and expand new degree and certificate programs to include the following: tax specialization, simulation modeling, homeland security, nutrition, virtual office specialization, audio engineering, musical theater and sign language.</p> <p>Continue to work with the Statway Model, moving forward on STA2023.</p> <p>Expand full-time faculty where needed/required.</p>	<p>To meet student and community educational needs.</p> <p>To increase student retention.</p> <p>To increase student success.</p> <p>To provide alternative math pathways to graduation for students.</p> <p>To ensure programmatic quality and support where needed.</p>	<p>Meet with Gaby Hawat and Nasser Hedayat for preliminary discussions on the process of developing a baccalaureate programs.</p> <p>Host faculty meetings to outline baccalaureate learning outcomes.</p> <p>Meet with Sound and Music Technology and Engineering Program faculty, deans, and Career Program Advisors to determine next steps for Audio Engineering.</p> <p>Meet with Dance, Music, and Theater departments to establish plan/timeline for A.A. Pre-Major in Musical Theater.</p> <p>Develop framework for Homeland Security submission.</p>	<p>AE: Converged Communications Bachelor's Degree Program (in partnership with multiple East Campus Disciplines) meeting took place on 11/5/12 with Dr. Stacey Johnson, Dr. Nasser Hedayat, Gaby Hawat, and David Sutton; next steps will be to work with the Office for Workforce Development to identify appropriate career clusters for this potential degree.</p> <p>AE: Converged Communications Interdisciplinary Think Tank met on 4/5/13 to determine Baccalaureate learning outcomes.</p> <p>AE: The Audio Engineering Concentration in the B.S.E.C.E.T. (Bachelor of Science in Electrical and Computer Engineering Technology) curriculum alignment meeting was convened on 12/6/13, and the new concentration was approved by the State Board of Education; it is now called Audio and Electro-Acoustical Systems and is in the 2013-14 Catalog.</p> <p>AE: A.A. Pre-Major in Musical Theatre team convened on 2/5/13 with a follow-up meeting with UCF on 3/14/13; course sequence has been drafted, and program learning outcomes are now being authored with the targeted program start date of August 2014.</p> <p>BITPS: faculty initiated the development of a B.S. in Homeland Security. Further development awaits grant and other considerations.</p>	<p>Spring 2013</p> <p>Audio Engineering: Meet in Fall 2012; present to Feb. 2013 Curriculum Committee meeting.</p> <p>Musical Theater: Meet in Spring 2013; establish time-line by June 30, 2013.</p> <p>May 2014</p>	<p>W. Givoglu Campus President</p> <p>W. Givoglu</p> <p>C. Gordon</p>

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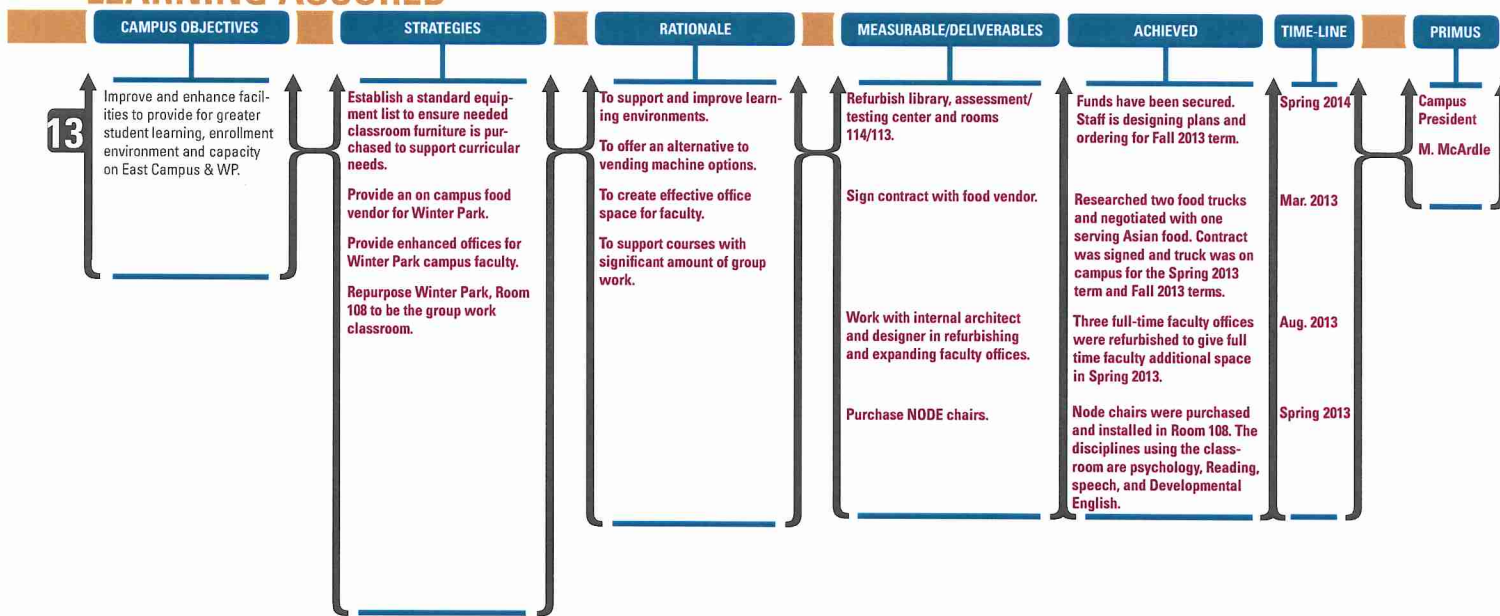
	CAMPUS OBJECTIVES	STRATEGIES	RATIONALE	MEASURABLE/DELIVERABLES	ACHIEVED	TIME-LINE	PRIMUS
12	Develop and design strategic campus curriculum including associate degree programs, pre-majors, certificates and courses to align with community, student and community workforce needs including exploration of bachelor's degrees.	<p>Explore development of Baccalaureate Degrees.</p> <p>Develop and expand new degree and certificate programs to include the following: tax specialization, modeling, homeland security, nutrition, virtual office specialization, audio engineering, musical theater and sign language.</p> <p>Continue to work with the Statway Model, moving forward on STA2023.</p> <p>Expand full-time faculty where needed/required.</p> <p>Provide faculty with opportunities to infuse global curriculum into courses and programs.</p> <p>Develop Modular Curriculum in IT area [based on Western Governors Model]</p>	<p>To meet student and community educational needs.</p> <p>To increase student retention.</p> <p>To increase student success.</p> <p>To increase student completion.</p> <p>To provide alternative math pathways to graduation for students.</p> <p>To ensure programmatic quality and support where needed.</p> <p>To increase opportunities for international experiences working with SAGE.</p> <p>To develop new ways to deliver education to returning adult students in need of IT certification.</p>	Review exploratory committee report for possible articulation agreements and a B.A.S. degree program in Sign Language Interpretation.	SSPE: Social Sciences American Sign Language faculty met with industry representatives in December 2012 to gather industry feedback on the needs/ideas of employers.	Dec. 2012	L. Thomas
				<p>Explore possible transfer of Nutrition discipline to Science Department for better synergy.</p> <p>Work to increase number of Statway Sections.</p> <p>Hire faculty and staff to ensure programmatic quality and support where needed.</p>	<p>SSPE: During spring 2013, ASL faculty surveyed current students in our program to ascertain their interest in a bachelor's degree program.</p> <p>BITPS/SCI: Health Science courses were transferred from Business to Science.</p> <p>MATH: Increased Statway™ from two sections to three sections.</p> <p>East Campus had a total of 23 conversions from 4-month to 8-month faculty positions for 2013-14.</p> <p>East Campus had a total of 11 new faculty positions for 2013-14.</p>	Spring 2013	C. Gordon L. Dorn
				<p>Create faculty work groups to identify and recommend ways to infuse global curriculum into at least 10 courses.</p>	<p>Infused global curriculum into the following five honors courses: ENC 1101 H, Composition I; ENC 1102 H, Composition II, HUM 1020H, Introduction to Humanities; SPC 1017H, Interpersonal Communications, and SLS 1501H, Honors Seminar.</p>	Dec. 2013	M. Lee
						2013 - 2014	Campus President Academic Discipline Deans M. McArdle
						2013 - 2015	Campus President C. Gordon

LEARNING ASSURED

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INVEST IN EACH OTHER

	CAMPUS OBJECTIVES	STRATEGIES	RATIONALE	MEASURABLE/DELIVERABLES	ACHIEVED	TIME-LINE	PRIMUS
14	Enhance and create stronger Campus Communication Channels.	<p>Create a campus-based Sharepoint site for data & important messages.</p> <p>Agendas/minutes posted for Campus Executive Team meetings.</p> <p>Agendas/Minutes posted for all Division Meetings.</p> <p>Expand Campus and Divisional news in The Grove.</p> <p>Create Campus President Open Office Hours.</p> <p>Create Campus President's Campus Concentrate and publish on a monthly basis.</p>	<p>To meet critical need for faculty and staff to be involved and informed in decision making.</p> <p>To increase opportunities for coordination, communication and collaboration.</p>	<p>Minutes are posted for divisional and campus dean meetings.</p> <p>Establish Open Office Hours.</p> <p>Publish Campus Concentrate.</p>	<p>All East Campus divisions are holding regular division meetings and posting divisional meeting minutes as of the Spring 2013 term.</p> <p>Increased communication and collaboration within department and disciplines by sending weekly emails. (Comm)</p> <p>Open Office Hours on East and Winter Park are established.</p> <p>East Campus newsletter, Campus Concentrate, introduced in the Spring 2013 term. The first edition was published on 1/24/13.</p>	<p>Spring 2013</p> <p>Fall 2012</p> <p>Spring 2013</p>	<p>Academic Discipline Deans</p> <p>Campus President</p>
15	Strengthen the relationship between Academic Affairs and Student Affairs.	<p>Create a collaborative summit between Academic Affairs and Student Services on issues from Listening Tour.</p> <p>Create and implement retention efforts for AA students and Advising.</p> <p>Increase financial aid literacy for faculty and staff.</p>	<p>To increase the ability of Academic Affairs and Student Services to work seamlessly together in an effort to increase student success.</p>	<p>Provide opportunity for faculty and staff to develop better understanding and get questions answered concerning Student Services operations and Academic Affairs routines.</p>	<p>AA: East Campus Academic Divisions invited Student Affairs liaisons to participate in division meetings in the Fall 2012 and Spring 2013. This practice will continue; a major outcome will be to focus on advising.</p>	<p>Spring 2013</p>	<p>Academic Discipline Deans</p> <p>Campus President</p> <p>V.P. of Student Affairs</p> <p>J. Sarrubo</p>

INVEST IN EACH OTHER

	CAMPUS OBJECTIVES	STRATEGIES	RATIONALE	MEASURABLE/DELIVERABLES	ACHIEVED	TIME-LINE	PRIMUS
15	Strengthen the relationship between Academic Affairs and Student Affairs.	Develop a Winter Park orientation program for new staff and faculty that addresses the campus culture of commitment to students and to each other.	To create a learning-centered campus culture for students, staff and faculty.	Hold Orientation session for new faculty/staff.	Dr. Robinson and Dr. McArdle held an orientation on 11/9/12 for new faculty and staff in the fall 2013. Six staff members attended.	Fall 2012	M. McArdle C. Robinson
16	Expand and support Peace and Justice Initiative.	<p>Create a Peace and Justice Initiative Advisory Committee.</p> <p>Expand inter-disciplinary partnership with PJI.</p> <p>Create a campus culture of respect and nonviolence within which our diverse community of individuals can flourish and enrich each other.</p> <p>Develop students, faculty and staff in Peace and Justice by inviting nationally recognized scholars and consultants to teach and mentor.</p> <p>Explore social justice issues within the local community.</p> <p>Explore and consider adopting a model for social justice work within the Peace and Justice Initiative.</p>	<p>To better support and expand the Peace & Justice Valencia College work.</p> <p>To increase collaboration among divisions in support of PJ movement.</p> <p>To increase awareness of local, national and world events for faculty, staff and students.</p> <p>To embed the thirteen Principles for How We Treat Each Other across the campus culture through curricular, co-curricular, faculty and staff development opportunities.</p> <p>To provide experiences for students, faculty and staff to learn from and apply personally and academically the knowledge gained from visiting scholars and consultants.</p> <p>To provide experiences for students, faculty and staff to learn from and explore our interdependent and diverse community.</p> <p>To develop tools and models for social justice work for incorporation within the curriculum and with co-curricular experiences.</p>	<p>Establish Advisory Committee.</p> <p>Increase the number of professors introducing the Principles for How We Treat Each Other in the classroom. Increase the number of divisions from 3 to 8 at the College incorporating the Principles for How We Treat Each Other in their work.</p> <p>Increase the number of elective peace studies courses from 3 to 6 across the curriculum (e.g. CCJ 2930 Peace, Conflict and the Police).</p> <p>Twice annually, March 30th and October 26th, provide community service for families at the Coalition for the Homeless utilizing PJI volunteers.</p> <p>Convene a training/workshop of faculty and staff to explore a social justice model.</p>	<p>HFL: An Advisory Board of 23 members was established on 10/9/12 for Peace and Justice Initiative. It is represented by community leaders and Valencia faculty and staff.</p> <p>Eighteen divisions collegewide have incorporated the Principles for How We Treat Each Other.</p> <p>BITPS: James McDonald developed CJT Peace & Justice course, CJE 2062 Peace, Conflict and the Police and received an Endowed Chair to further this work through development of a study abroad course.</p>	<p>Fall 2012</p> <p>Spring 2013</p> <p>Fall 2013</p> <p>Fall 2013</p>	<p>R. Allen D. Sutton</p>

INVEST IN EACH OTHER

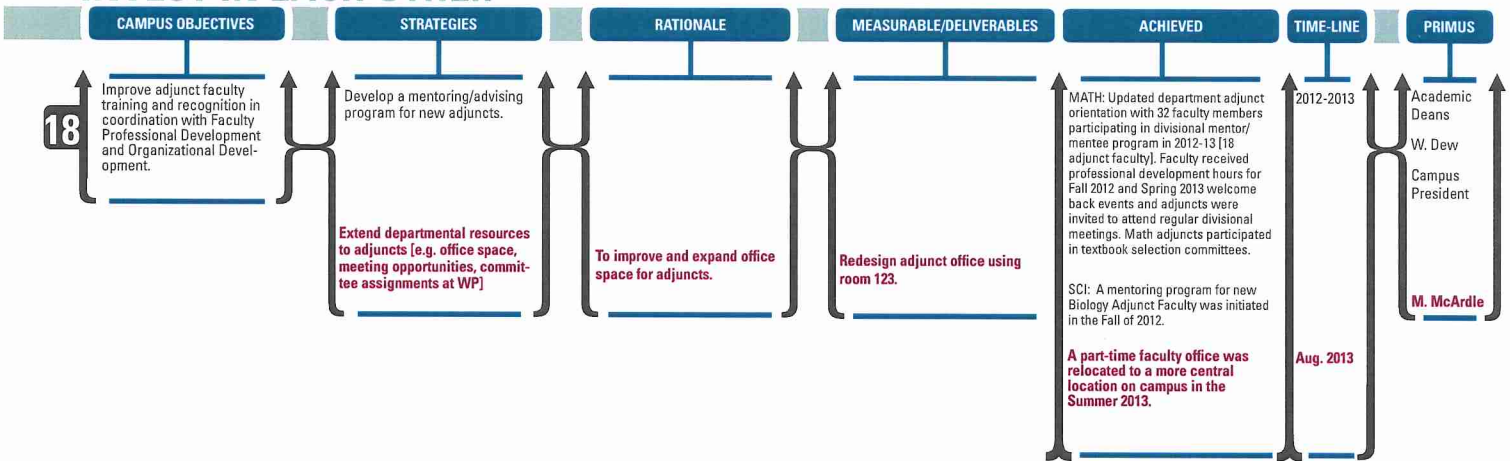
CAMPUS OBJECTIVES	STRATEGIES	RATIONALE	MEASURABLE/DELIVERABLES	ACHIEVED	TIME-LINE	PRIMUS
<p>17 Develop a campus safety plan.</p>	<p>Establish a Safety Committee.</p> <p>Develop a comprehensive Campus Safety Plan and Manual and campus evacuation plan as part of the Campus Safety Committee.</p> <p>Expand Shelter In Place (SHIP) Training.</p> <p>Review and update staff who are Campus Emergency Response Team (CERT) trained.</p> <p>Hire an evening/weekend administrator.</p> <p>Design & Implement Weekly Campus Crime Reports.</p> <p>Expand sharing of campus Incident Reports.</p>	<p>To increase the safety of all faculty, staff and students on campus.</p> <p>To support adjunct and all curricular activities on evenings and weekends.</p> <p>To support safety and smooth operations in the evening and weekend hours.</p>	<p>Form a committee to work on the Safety Plan and Manual commences.</p> <p>Ensure all members of the Executive Team receive training.</p> <p>Deans work to ensure majority of campus employees receive CERT Training</p>	<p>CO: A Campus Security & Safety Committee of 15+ faculty and staff representing all divisions on East Campus was formed in Fall 2012. Eight meetings were held during the Fall 2012 and Spring 2013 terms, and 3 sub-committees were formed: Planning and Organizing; Training and Equipping; and Exercising, Evaluating & Taking Corrective Action. For Summer 2013 each sub-committee is completing a project to report back to the Campus Security & Safety Committee in September.</p> <p>On December 19, 2012, 14 members of the East Campus Executive Team received CERT training. A total of 321 staff and faculty were trained and certified in SHIP/CERT.</p> <p>CO: All academic deans completed a building specific walkabout CERT/SHIP training during the Fall 2012 and Spring 2013 terms. The walkabouts were led by security staff and included the deans and members of their CERT teams.</p> <p>CO: Over the past year divisions have included Emergency Preparedness/SHIP/CERT Training in division meetings or as part of their welcome back training for their adjunct and full-time faculty.</p> <p>AE: Arts and Entertainment hosted a presentation and participated in training, specific to Building 3, including security, faculty and staff to discuss the challenges faced in different areas of their learning spaces.</p> <p>BITPS: Business, IT, and Public Services hosted an Emergency Preparedness program with candid discussion on July 11th.</p> <p>HFL: Humanities and Foreign Language hosted SHIP/CERT Division Training on August 22, 2012.</p> <p>MATH: Mathematics hosted CERT Division Training on February 21, 2013.</p> <p>SCI: Science hosted CERT Division Training at faculty "welcome back" program in January 2013.</p>	<p>June 2013</p> <p>2012-2013</p> <p>Fall 2013</p> <p>Spring 2013</p> <p>July 2013</p> <p>Aug. 2013</p> <p>Feb. 2013</p> <p>Jan. 2013</p>	<p>T. Decker</p> <p>R. Corriveau</p> <p>Campus President & Academic Discipline Deans</p>

INVEST IN EACH OTHER

CAMPUS OBJECTIVES	STRATEGIES	RATIONALE	MEASURABLE/DELIVERABLES	ACHIEVED	TIME-LINE	PRIMUS
<p>18 Improve adjunct faculty training and recognition in coordination with Faculty Professional Development and Organizational Development.</p>	<p>Design and implement a comprehensive campus & division-based adjunct orientation & training plan.</p> <p>Revise and update the Adjunct Faculty Web Page/Toolbox; provide pedagogical resources to engage adjunct faculty who are subject matter experts.</p> <p>Partner with Human Resources to develop a strategic, discipline based, recruitment plan for adjuncts' accomplishments and achievements in public venues, campus events and publications.</p>	<p>To provide support for adjuncts as critical team members of the college learning community.</p> <p>To better integrate adjuncts into the learning culture at Valencia.</p> <p>To increase student success and retention.</p>	<p>Form an East Campus committee to work on campus-wide adjunct faculty professional development issues. The committee will produce a prioritized report on which campus-specific issues should be addressed.</p> <p>Increase the number of faculty achieving associate status. Current East – 120; increase by 65 Current Winter Park – 23; increase by 50</p> <p>Develop new adjunct faculty orientation.</p> <p>Invite adjunct participation in textbook adoption.</p> <p>Extend departmental resources to adjuncts [e.g. office space, meeting opportunities, committee assignments].</p> <p>Develop an effective plan for communicating with adjunct faculty.</p>	<p>AA: An Adjunct Faculty Professional Development & Training team was assembled in the Fall of 2012. The team has researched, reviewed, and developed a pilot adjunct orientation blackboard shell. The team met in October and December of 2012 and April and July 2013.</p> <p>East-145 adjuncts achieved associate status.</p> <p>Winter Park-30 adjuncts achieved associate status.</p> <p>AE: Adjunct orientation on 8/23/12 was expanded to include faculty development presentation and scenarios program.</p> <p>AE: Adjuncts were invited to participate in unit planning; an adjunct work station was created in Division office; adjuncts participated in textbook selection in A.S. programs with few full-time faculty; many adjuncts in A.S. programs serve on our A.S. Advisory Boards.</p> <p>COMM: Increased Adjunct Associate Faculty from 11 (2011-2012) to 23 (2012-2013); 40 faculty participated in development courses (Departmental Quality Matters training and Boot Camp for Online Instructors); twelve new adjuncts trained to teach online; developed adjunct departmental orientation and training plans.</p>	<p>Spring 2013</p> <p>Aug. 2013</p> <p>Spring 2013</p> <p>Fall 2014</p>	<p>Academic Deans</p> <p>W. Dew Campus President</p>

Red = Winter Park

INVEST IN EACH OTHER



PARTNER WITH THE COMMUNITY

CAMPUS OBJECTIVES	STRATEGIES	RATIONALE	MEASURABLE/DELIVERABLES	ACHIEVED	TIME-LINE	PRIMUS
<p>19 Establish stronger relationships and programs with campus community.</p>	<p>Maintain and strengthen advisory relationships in the community.</p> <p>Establish relationship with East Orange County Commissioner's Office.</p> <p>Continue to host neighborhood & community meetings on campus.</p> <p>Increase student access to community cultural events, museums and other entities. Host programs that represent diverse cultures, global issues and/or socially relevant themes.</p>	<p>To establish close relationships with East Campus community that yield returns for both the community and students.</p> <p>To increase community and county participation and support in campus programs and events.</p> <p>To increase co-curricular opportunities for students that are connected to program outcomes and will engage students in interdisciplinary work and integrative approaches to learning.</p>	<p>Provide training sessions for advisory committees and strengthen community partnerships.</p> <p>Invite County Commissioner, Jennifer Thompson, Orlando Economic Development, Rick Weddle and other community leaders to East Campus Executive Leadership Retreat.</p> <p>Host Humanities Speakers Series 2013-2015.</p> <p>Schedule Peace & Justice Initiative events for 2013-2015.</p>	<p>AE: Arts & Entertainment hosted a combined advisory board meeting for all five A.S. disciplines with guest speaker Jim Brazell; Film held additional advisory board meeting off campus at Adrenaline films; we hosted training sessions and community meetings for Red Chair Project and the Arts & Cultural Alliance of Central Florida; faculty & staff share their community artistic, professional, and/or volunteer work within the Division and with students.</p> <p>AA: An East Campus Executive Leadership Team Retreat was held on 11/2/12. County Commissioner, Jennifer Thompson, and Orlando Economic Development Director, Rick Weddle provided the East Executive Team with updates on the campus service area, community demographics and community partnership opportunities.</p> <p>East Campus hosted 3 community facilities meetings.</p> <p>HFL: Humanities faculty, in association with the Humanities Speakers Series, hosted Tiffany Shlain on 3/26/13 and John Prendergast on 1/30/13. Shlain and Prendergast presented their respective views and engaged students in one-on-one dialog. Students submitted reflection papers to their instructors following each event, respectively.</p> <p>PJI hosted Peace Day in 2012-2013 and expanded to Peace Week in 2013-2014.</p>	<p>Fall 2012</p> <p>Fall 2012 - Spring 2013</p> <p>Fall 2012 - Spring 2013</p>	<p>Academic Deans</p> <p>Campus President</p> <p>Student Development & Clubs</p>

PARTNER WITH THE COMMUNITY

CAMPUS OBJECTIVES	STRATEGIES	RATIONALE	MEASURABLE/DELIVERABLES	ACHIEVED	TIME-LINE	PRIMUS
<p>19 Establish stronger relationships and programs with campus community.</p>	<p>Create a Center for Student Development through Community Involvement through a Title V grant to help strengthen and utilize community individuals and organizations in support of curricular activities which could include a series of presentations by noted authors, artists and political figures. The Center could help connect with other entities such as Rollins and Economic Development Council in seeking partnership efforts.</p> <p>Establish membership in community organizations and track those relationships/memberships [i.e., Chamber of Commerce].</p> <p>Develop a Service Learning Humanities course for the Winter Park campus.</p>	<p>To increase community and county participation and support in campus programs and events.</p> <p>To increase service learning opportunities in community.</p> <p>To increase volunteerism by faculty, staff and students in the community.</p> <p>To expand student learning experiences to include Service Learning.</p>	<p>Develop plan to create the Center.</p> <p>Invite community leaders and organizations to the Center.</p> <p>Include outside associations connected to degree programs to hold meetings on campus which include our students (Note: county or regional Paralegal Associations or IT groups as example).</p> <p>Invite professors to report out in division meetings about activities that they are involved in within the community and include in departmental minutes.</p> <p>Offer Service Learning Humanities Course at Winter Park.</p> <p>Display student artwork for Gardens at Depugh Nursing Home.</p>	<p>AE: Dean of Arts & Entertainment participated in visioning meetings with Campus President, Student Development, Dean of Humanities and Foreign Languages, and Grants Office for the Center for Student Development through Community Involvement.</p> <p>A Service Learning Humanities course was offered to twenty-seven students in the spring 2013. Students interviewed residents at a nursing home located two blocks from the Winter Park campus to gather ideas for an art piece. The piece was a collage created using puzzle pieces which had a theme from the interviews with the residents.</p> <p>Students delivered an art piece in person to the director of a nursing home and the residents. It will be hung in the hallway located outside of the dining hall.</p>	<p>2013-2017</p> <p>2012-2015</p> <p>May 2013</p>	<p>Academic Deans</p> <p>Campus President</p> <p>Student Development & Clubs</p> <p>M. McArdle</p>

East Campus Divisional Key:
 AA: Academic Affairs
 AE: Arts & Entertainment
 BITPS: Business, Information Technology, & Public Service
 CD: Campus Operations
 CDMM: Communications
 HFL: Humanities & Foreign Languages
 MATH: Mathematics
 SDI: Science
 SSPE: Social Science & Physical Education

Red = Winter Park