

**BACCALAUREATE PROPOSAL
APPLICATION Form No. BA.A.C-02**

Section 1007.33(5)(d), Florida Statutes, and Rule 6A-14.095, F.A.C., outline the requirements for a Florida College System baccalaureate program proposal. The completed Proposal form shall be submitted by the college president to the Chancellor of the Florida College System at ChancellorFCS@fldoe.org. In addition, a printed version shall be mailed to the Division of Florida Colleges at 325 West Gaines Street, Suite 1544, Tallahassee, Florida 32399-0400.

The proposal requires completion of the following components:

- Program summary
- Program description
- Workforce demand and unmet need
- Planning process
- Enrollment projections and funding requirements
- Student costs: tuition and fees
- Program implementation timeline
- Facilities and equipment specific to program area
- Library and media specific to program area
- Academic content
- Program termination
- Appendix tables
- Supplemental materials

Florida College System Institution Name: Valencia College
 Florida College System Institution President: Dr. Sanford Shugart

PROGRAM SUMMARY

1.1	Program Name:	<u>Supervision and Management</u>
1.2	Degree Type:	<input type="checkbox"/> Bachelor of Science <input checked="" type="checkbox"/> Bachelor of Applied Science
1.3	How will the program be delivered (check all that apply):	<input checked="" type="checkbox"/> Face-to-face <input checked="" type="checkbox"/> Hybrid <input type="checkbox"/> Online only
1.4	List the counties in the college's service district:	<u>Orange County, Osceola County</u>
1.5	Degree CIP code (4 or 6 digit):	<u>52.0201</u>
1.6	Anticipated program implementation date:	<u>May 2018</u>
1.7	What is the primary associate degree pathway for admission to the program?	<u>All Associate of Science Degrees</u> <u>Associate in Arts Degree</u>

- | | | |
|------|--|---|
| 1.8 | Is the degree a STEM focus area? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| 1.9 | List program concentration(s) (if applicable): | None at this time |
| 1.10 | Will the program be designated such that an eligible student will be able to complete the program for a total cost of no more than \$10,000 in tuition and fees? | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |

PROGRAM DESCRIPTION

2.1 Describe the program.

The Bachelor of Applied Science (B.A.S.) degree in Supervision and Management is a 2+2 Associate (A.A./A.S.) to B.A.S. has been designed to provide graduating students with the skills and knowledge necessary for mid-level and high-level managerial positions within organizations and businesses. The B.A.S. program will offer flexible scheduling and delivery modes to practitioners seeking to advance into management and supervision. Students with an Associate in Arts (A.A.) and an Associate in Science (A.S.) will have distinct pathways into the degree.

WORKFORCE DEMAND AND UNMET NEED

3.1 Describe the career path and potential employment opportunities for graduates of the program.

The B.A.S. in Supervision and Management would be available to all graduates with an A.S./A.A. degree from a regionally accredited institution. Associate in Science (A.S.) degrees do not have a direct career path to bachelor's degree programs at University of Central Florida. Therefore, this program will provide a seamless career path that will enhance graduate placement in higher-level management and supervisory positions within the business community.

One student's email stated:

"I believe this would be a great opportunity for many students like myself that are wanting to obtain a bachelor's degree... I know for sure many students like Valencia's culture, atmosphere, and convenience; and would see this as a major opportunity. I hope you implement this degree as I will be one of your first Business Bachelor degree graduates."

Valencia College currently offers 34 A.S. degrees in multiple career clusters with five-year average enrollment of 13,659. All of these programs will have an articulated pathway to Valencia's proposed program. In an October 2016 Qualtrics survey of 654 Business Administration A.S. degree students at Valencia College, respondents overwhelmingly indicated that they were highly interested or interested in pursuit of the B.A.S. degree in Supervision and Management at Valencia College. See p. 78-79 for the full survey. An articulated pathway through the Associate in Arts (A.A.) degree is provided.

This B.A.S. degree will prepare A.S. graduates and incumbent workers with career paths leading to opportunities of advancement in a variety of industries since supervision and management is the focus of the B.A.S. degree. For instance:

- Assistant directors, assistant managers, and directors could advance to managers and chief executives in nearly every industry;
- Assistant planners/schedulers, project managers, and quantity specialists could advance to construction managers, and cost estimators in multiple industries;
- Business operations specialists, business analysts and team leaders could advance to management analysts in multiple industries; and
- Assistant store managers, merchandise managers, marketing specialists, and assistant buyers could advance to sales managers in nearly every industry.

Based on the 2016-2024 employment projections, the demand for mid to upper-level management is exceeding the current supply ([Appendix A.1.3](#), p. 23). Graduates from Valencia's B.A.S. in Supervision and Management would have the opportunity to fill these leadership positions.

In a recent meeting of the CEO Leadership Forums¹, Dr. Nasser Hedayat, Assistant Vice President, Career and Workforce Education at Valencia College, shared the potential B.A.S. degree. The CEOs and presidents, representing twenty different growth-stage businesses, expressed their need for qualified employees in supervision and management roles. In a survey conducted at the end of the forum, participating CEOs overwhelmingly stated they will hire Valencia B.A.S. graduates. (See Supplemental Materials in B.1.5, Letters of Support-Businesses pp. 49-60.)

3.2 Describe the workforce demand, supply and unmet need for graduates of the program that incorporates, at a minimum, the shaded information from Appendix [A.1.1](#) to [A.1.3](#).

According to employment projections data, produced by the Florida Department of Economic Opportunity (DEO 2016-2024), for Orange and Osceola counties aligned with Valencia's Service District for each Standard Occupation Code (SOC) associated with the proposed program's Classification of Instructional Program (CIP) code of 52.0201 the total workforce demand in [A.1.1](#) is strong with 1,028 projected annual openings with average salary of \$101,049. ([Appendix A.1.1](#), p. 19.)

An extensive review of employment projections for management and supervision related occupations found many that were not included within the direct CIP to SOC. Orange and Osceola County employers have stated in their letters of support that they are continuously in need of highly qualified and talented managers in various areas at a baccalaureate level. Please see Letters of Support-Employers, pp. 49-60. The DEO projections for the Valencia Service District have identified the volume at which they are expected to hire.

¹ CEO Forums are a collaborative initiative of the [Rollins College-Center for Advanced Entrepreneurship](#)-blend of entrepreneurial faculty and business owners, [CFAE](#)-Center for Fine Arts Education, [GrowFL](#)- statewide organization focused exclusively on second-stage and emerging second-stage growth companies, and [CEO Nexus](#) - offers a suite of three related and reinforcing services designed specifically for second-stage companies, with generous support from [The Corridor](#) - partnership involving more than 25 local and regional economic development organizations and 14 community colleges and [Florida Capital Advisors](#)- a non-profit national organization with government, academic and industry members.

The University of Central Florida (U.C.F.) is the only state university in Orange and Osceola counties. U.C.F. has graduated an average of 328 students in this proposed CIP, with the majority of their graduates seeking employment outside Valencia's Service District. Please see Dr. Jones' quote below in his letter of support on p. 44.

"... Our research has shown that only 28.5% of UCF College of Business graduates reside and seek employment in the Valencia College service area."

J. Jeffrey Jones, Ph.D., Vice-Provost for Regional Campuses

Other regionally accredited institutions in Valencia's Service District are: Barry University, Herzing University, Rollins College, Stetson University, and University of Phoenix. Among them, University of Phoenix reports only a portion of their graduates seek employment locally. These reported differences in the graduate supply bring the unmet need for Valencia Service District much closer to the DEO's total job openings identified in Appendix Table A.1.3.

- 3.3 Describe any other evidence of workforce demand and unmet need for graduates as selected by the institution, which may include qualitative or quantitative data information, such as local economic development initiatives, emerging industries in the area or evidence of rapid growth, not reflected in the data presented in appendix tables A.1.1 to A.1.3. For proposed programs without a listed SOC linkage, provide a rationale for the identified SOC code(s).**

Workforce Demand

Valencia's Service District is experiencing rapid growth that is not entirely reflected in the data presented in the appendices. According to Economic Modeling Specialists International, a CareerBuilder Co. (EMSI), total employment in the service district for 2016-2024 is projected to increase by 14.9% (all new jobs-level change: 168,141). In comparison, EMSI projects the occupations specific to A.1.1 to increase by 17.4% (EMSI new jobs-level change: 34,482)², 2.5% more than Total Service District Demand³ for all occupations.

Valencia's Service District ranked worldwide as a top tourist destination with over 77 million visitors in 2015 according to the Theme and Entertainment Association report⁴. The Amusement and Theme Park Industry (NAICS 713110⁵) includes some of our largest employers such as Disney, Sea World, and Universal Orlando. EMSI projects the industry will grow 16.1%, gaining approximately 1,284 jobs annually. The Hotel Industry (NAICS 721110⁶) is expected to grow 14.8% gaining approximately 1,031 jobs annually; Orange and Osceola county hotels include the brands of Marriot, Hilton, Loews, Rosen, Four Seasons, InterContinental Hotels Group (Holiday Inn, Crowne Plaza, Candlewood Suites) and Waldorf-Astoria.

² Supplemental Materials, Data Source References, B.1.6.F, EMSI, A.1.1 Occupational Demand, p. 66

³ Supplemental Materials, Data Source References, B.1.6.E, EMSI, Total Service District Demand, p. 65

⁴ Supplemental Materials, Data Source References, B.1.6.K, TEA/AECOM 2015 Theme Index and Museum Index: The Global Attractions Attendance Report: Top 25 Amusement/Theme Parks Worldwide, pp. 73-74.

⁵ Supplemental Materials, Data Source References, B.1.6.B, EMSI 713110, Amusement & Theme Parks Industry Overview, p. 62.

⁶ Supplemental Materials, Data Source References, B.1.6.C, EMSI 721110, Hotels (Except Casino Hotels) and Motels Industry Overview, p. 63.

The number of Full Service Restaurants (NAICS 722511⁷), are expected to increase 17.0% gaining approximately 947 jobs annually. The support of such a large flow of visitors is incredible, requiring additional resources from every sector.

In national rankings Forbes Magazine ranked Osceola County as the 10th fastest growing county⁸, Orange County as 3rd for future job growth⁹, and Orlando as 7th for African-American economic success¹⁰. In the Orlando Sentinel, the Orlando Economic Development Commission article, December 2016, stated:

"While people know Orlando as one of the world's top tourism and convention destinations, the region is also a hotspot for tech, with strongholds in modeling, simulation and training, film and digital media and more."

Growth in the local startup community, with a range of skillful experts finding new ways to use technology is further evidence of rapid growth in the service district.¹¹

Unmet Need for Graduates

IPEDS (Integrated Postsecondary Education Data) reports 325 U.C.F. graduates in 2014/15. Dr. Jeff Jones, Vice Provost, U.C.F. Regional Campuses, reports¹² that only 28.5% of their School of Business graduates reside in the Valencia Service District and accept jobs in Orange or Osceola counties. The University of Central Florida, Institutional Knowledge Management provided documentation (p. 80) of the County at time of Admission data used to calculate this percentage. This data narrows their supply to only 93 within the service district. Dr. Jones, in the U.C.F. letter of support found on p. 44, shared the following:

"... through conversation with U.C.F. College of Business Dean, Dr. Paul Jarley, there are fundamental differences between the proposed B.A.S. degree and those degrees offered through College of Business, which is accredited by the Association to Advance Collegiate Schools of Business, also known as A.A.C.S.B. International. Dean Jarley agrees that the B.A.S. degree being proposed by Valencia College is a degree that is clearly aimed at meeting local workforce needs in supervision and management."

IPEDS also reports 346 University of Phoenix graduates in 2014/15. Mr. Brian Lucas, Campus Director, University of Phoenix – Central Florida Campus, reports¹³ that 26% of their BS in Management graduates reside in the Valencia Service District and accept jobs in Orange or Osceola counties. The University of Phoenix supply then is narrowed to only 90.

⁷ Supplemental Materials, Data Source References, B.1.6.D, EMSI 722511, Full-Service Restaurants Industry Overview, p. 64.

⁸ Supplemental Materials, Data Source References, B.1.6.G, Forbes Magazine: Orlando Ranked 7th, p. 68.

⁹ Supplemental Materials, Data Source References, B.1.6.H, Forbes Magazine: Orlando Ranked 3rd, p. 69.

¹⁰ Supplemental Materials, Data Source References, B.1.6.I, Forbes Magazine: Osceola County Ranked 10th, p. 70.

¹¹ Supplemental Materials, Data Source References, B.1.6.J, Orlando Sentinel Growth, pp. 71-72.

¹² Supplemental Materials, Letters of Support/Correspondence-Universities, B.1.4.A, University of Central Florida Letter of Support, p. 44.

¹³ Supplemental Materials, Letters of Support/Correspondence-Universities, B.1.4.E University of Phoenix Letter of Support, p. 47

Valencia's proposed program cost to graduates (\$9,943) compared to the estimated average cost to graduates (\$85,152) for a non-public bachelor's degree in the Valencia Service District which may be attractive to students, increasing demand.

Combined, all of these factors impacting supply and demand will result in significantly higher unmet need than IPEDS data alone can depict.

3.4 If the education level for the occupation identified by the Florida Department of Economic Opportunity presented in appendix table A.1.1 is below a bachelor's degree, provide justification for the inclusion of that occupation in the analysis.

The Bureau of Labor Statistics (BLS) indicates in their letter ([p. 61](#)), that research and analysis of available data by BLS staff resulted in the designation of bachelor's degree as the typical education needed for entry into the following occupations: Construction Managers (SOC: 119021), Cost Estimators (SOC: 131051), General and Operations Managers (SOC: 111021), and Managers, All Other (SOC: 119199).¹⁴ The BLS staff reviews data from the Census Bureau's American Community Survey, data on education, work experience, and on the job training requirements from the Occupational Network (O*NET), and data on postsecondary program completions from the National Center for Education Statistics. In addition, BLS staff evaluate qualitative information obtained from educators, employers, workers in the occupation, training experts, and representatives of professional and trade associations and unions.

Correspondingly, Valencia Service District employers, as evidenced in their support letters, hire baccalaureate graduates for these occupations. (Supplemental Materials B.1.5, Letters of Support-Businesses, pp. 49-60.) Additional evidence of the bachelor level requirement is indicated by the Excel file: The Florida Department of Economic Opportunity, Labor Market Information (DEO LMI) [Statewide Bachelor Demand](#)¹⁵ which ranks Construction Managers (8th), Cost Estimators (27th) and General and Operations Managers (3rd), among the Bachelor's Degree Demand list for Largest Occupations for 2016-2024.

¹⁴ Supplemental Materials, Data Source References, B.1.6.A, US Department of Labor, Bureau of Labor Statistics letter, [p. 61](#).

¹⁵ Supplemental Materials, Data Source References, B.1.6.L, Bachelor Demand, Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, Employment Projections Program, Forecast to 2024. Released November 2016. [p. 75](#).

PLANNING PROCESS

4.1 Summarize the internal planning process.

Valencia College has a robust and comprehensive program development process that consists of three distinct phases. Each year the Office of Career and Workforce Education conducts an economic gap analysis using the data from Florida DEO, Economic Development Strategic Plan, and other resources to determine the workforce demand and unmet need for Valencia's service area. The purpose of the research is to determine the workforce gap(s) and identify potential programs Valencia can offer to fill them. In June 2014, the college leadership approved the pursuance of the Bachelor of Applied Science in Supervision and Management (B.A.S.-S.M.)

The outline that follows is information standard to the Valencia Planning Process. Items that have been **bolded** are specific responses for the B.A.S., S.M. program.

Phase 1- Exploration Process

- 1.0 Campus presidents and academic deans to review EMSI occupational report for a program of interest. CWE provided the related workforce data for review.
September 2013, Dr. Williams expressed interest for the B.A.S.-SM program
- 2.0 Campus presidents explore potential new programs during fall enrollment planning using labor market data (Data provided by Office of Career and Workforce Education (CWE). **June 2014, the B.A.S. in Supervision and Management (B.A.S.-S.M.) was identified as a potential program for further research.**
- 3.0 Form design & development teams (DDT) for programs of interest. **Complete**

Phase 2.0 – Research Process

- 1.0 The CWE office working with deans and faculty developed a plan and timeline to explore the program development process and the offering of the potential new program(s). **April 2015, the timeline for the B.A.S. –S.M. degree was developed.**
- 2.0 Plan to contact Institutions offering similar program and for potential articulation opportunities. **Completed**
- 3.0 Connect with area employers regarding the workforce need. **20 local company CEOs & presidents expressed the need for qualified people in supervision and management positions**
- 4.0 Review accreditation/licensure/certification requirements. **Complete**
- 5.0 Project program enrollment/graduates/completers. **Complete, January 2017**
- 6.0 Project potential budget & resource needs. **Developed, February 2017**

Phase 3 – Design and Development Process

- 1.0 Review documentation required for accreditation (SACSCOC & other accreditation, licensure/certification). **Will be submitted to SACSCOC post-State DOE approval**
- 2.0 Develop the timeline for FLDOE baccalaureate process (APPRiSe, Notice of Intent, proposal application, and FLDOE board approval). **Completed**
- 3.0 Review and visit other institutions offering the program. **Completed**
- 4.0 Business & industry involvement and partners – **Upon the program approval, the current A.S Business Advisory Council will be reorganized to reflect the bachelor degree as well as increase the membership.**
- 5.0 Prepare and submit budget & resource needs plan. **Complete in March 2017**

- 6.0 Develop curriculum for program and course(s). **Valencia faculty have completed the development of the program and final course additions to the curriculum committee for approval in April 2017**
- 7.0 Develop potential articulation agreement. **Have discussed potential articulation to graduate program with several local institutions; agreement(s) will be developed upon the approval of the program**
- 8.0 Prepare marketing and communication plan (Office of Marketing & Communications, Office of College Transitions, The Grove, Web Services, etc.) Includes, notifying potential employers of impact, and information sessions for students. **Marketing and communication plan has been developed; to be implemented upon the approval of the program**

March 25, 2015 - Dr. Nasser Hedayat, AVP for Career and Workforce Education, Valencia College and Dr. Terry Allcorn, Dean of Business & Hospitality, Valencia College, met with Dr. Paul Jarley, Dean, U.C.F. College of Business Administration and Dr. Taylor, Associate Dean for Strategic Initiatives and Technology at U.C.F.'s College of Business Administration to discuss Valencia's intent to offer the B.A.S. in Supervision and Management. Dean Jarley expressed full support of Valencia's proposal and believed that Valencia's proposed program is not perceived to create any conflict, redundancy, or competition with the U.C.F. current programs.

April 2015 - Dr. Hedayat and Dean Allcorn assembled a team of faculty and staff to develop a timeline for the proposal submission, program content, and marketing plan for the B.A.S. program.

October 2015 - Business Administration Advisory Council in their fall meeting and unanimously endorsed pursuing of the B.A.S. in Supervision and Management at Valencia College.

June 29, 2016 - Entered in Academic Program Preproposal Recognition System (APPRiSe) Valencia's request to offer the B.A.S. in Supervision and Management program.

September 2016 - Dean Allcorn conducted a survey of the current Valencia Associate in Science students. Over 85% of the surveyed students expressed an interest in enrolling in the program.¹⁶

November 10, 2016 - Dr. Hedayat attended the CEO Leadership Forum (Rollins College Center for Advanced Entrepreneurship, GrowFL and CEO Nexus partnership) to discuss the potential B.A.S. degree and the needs of these growth-stage businesses for supervision and management workers.

November 21, 2016 - Dr. Hedayat met with the Orlando Campus Director of University of Phoenix who expressed full support to offer Valencia the B.A.S. degree.

December 7, 2016 - Valencia Board of Trustees unanimously voted to approve the submission of the Notice of Intent and Valencia's plan to offer Bachelor of Applied Science in Supervision and Management.

January 31, 2016 - Valencia submitted the Notice of Intent for the B.A.S. in Supervision and Management program.

¹⁶ Supplemental Materials, Valencia Documentation, B.1.1.A, B.A.S. Presentation from Board of Trustees Meeting, Survey Results, p. 30 and Supplemental Materials, Final Additions, B.1.7.B, Survey pp. 78-79.

4.2 Summarize the external planning process.

The Consortium Academic Coordination Committee (CACC)¹⁷ includes the Assistant Provost from University of Central Florida and Vice President of Academic Affairs from DirectConnect State Colleges. CACC will review regional plans and needs, with a particular focus on additional baccalaureate degree offerings. Where supported by regional workforce data, the CACC will support the addition of new degrees with a five-year master plan that will be submitted to the Central Florida Higher Education Consortium college presidents for their approval.

April 29, 2016- The CACC Committee reviewed its charge and clarified the workflow process for consideration of new baccalaureate degrees. Dr. Jeff Jones of U.C.F. and Dr. Susan Ledlow of Valencia College were selected as Co-Chairs. The committee decided to hold meetings after the baccalaureate liaison meetings at the Council of Instructional Affairs for the Florida College System. The group also agreed that because the APPRISe process and approval from SACSCOC can take over a year, Consortium members can submit pre-proposals for new degrees into APPRISe before CACC approval.

June 8, 2016 - Committee members agreed upon the principles by which decisions would be made, with workforce need being first on the list of criteria. The Regional Education Workforce Sub-Committee was commissioned, with Dr. Hedayat and Dr. Eugene Jones, Assistant Vice President Baccalaureate & Workforce Programs, Lake-Sumter State College as co-chairs. The committee outlined the types of data that might be considered in addition to available labor market data, such as employer surveys, industry reports, and changes in certifications or education levels required for employment. CareerSource Central Florida was invited to the meeting and it was agreed to have representatives of all regions going forward at CACC meetings. Consortium members shared plans for new degrees.¹⁸

July 6, 2016 – Workforce Committee team reviewed Valencia’s service area workforce demand, supply, and unmet need data, and unanimously agreed to forward the findings to CACC.¹⁹

October 31, 2016 - The CACC Committee endorsed Valencia’s proposal for the B.A.S. in Supervision and Management.

December 6, 2016 – Ms. Michelle Terrell, Director Work-Based Learning, Internship & Workforce Services, Valencia College, met with Tracy Turk, Director, Business Development, Orlando Economic Development Commission to discuss the potential B.A.S. in Supervision and Management at Valencia College.²⁰

¹⁷ Supplemental Materials, Meeting Minutes & Notes, B.1.2- DirectConnect to UCF, Consortium Academic Coordination Committee, Central Florida Higher Education Consortium – 2016 Annual Report, pp. 38-40.

¹⁸ Supplemental Materials, Community Support B.1.3.B Letter of Support on p. 42, Career Source Central Florida

¹⁹ Supplemental Materials, Meeting Minutes & Notes B.1.2.A- Regional Education Workforce Sub-Committee of the Consortium Academic Coordination Committee, p. 37

²⁰ Supplemental Materials, Community Support B.1.3.A Letter of Support on p. 41, Orlando Economic Development Commission-Porter

December 13, 2016 – Dr. Hedayat, Valencia College, met with Mr. Jacob Stuart, President of Central Florida Partnership to discuss the potential B.A.S. in Supervision and Management at Valencia College.²¹

March 7, 2017 – Dr. Hedayat and Dr. Allcorn met with Herzing University's Dr. Michael Bankey, Vice President of Community Partnership and Dr. Heather Antonacci, Winter Park Campus President and discussed articulation to Herzing University's MBA program.

4.3 List of engagement activities; this list shall include APPRiSe, meetings, and other forms of communication among institutional leadership regarding evidence of need, demand, and economic impact.

	Date(s)	Institution	Description of activity
APPRiSe	6/29/2016		Entered in APPRiSe system
Public universities in college's service district	August 2015- November 2016	<u>University of Central Florida</u>	Valencia leadership team had held several conversations with U.C.F. leadership regarding Valencia's proposal for the B.A.S. program. U.C.F. leadership fully supports Valencia's proposal.
Regionally accredited institutions in the college's service District:	November 21, 2016	<u>University of Phoenix</u>	Met with Brian Lucas, Orlando Campus Director, University of Phoenix and discussed Valencia's proposal and potential articulation to the Master's degree. The University of Phoenix fully supports Valencia's proposal.
Correspondence and Meetings with Dr. Nasser Hedayat, AVP Career and Workforce Education, Valencia College	12/6/2016	Stetson University Celebration Center	Contacted Dr. Mary Jo Jackson, Interim Executive Director of Professional and Corporate Education (PaCE), School of Business, Stetson Celebration Center to discuss the B.A.S. program and articulation with their Executive Masters and a Master of Business Administration.
	12/6/2016	<u>Barry University PACE Center</u>	Contacted Dr. Andrea Keener, Dean of all PACE campuses to discuss the relationship of "Administration BS degree" programs to Valencia's proposed program.
	12/12/2016	<u>Rollins College</u>	Met with Rollins College, Dean of Faculty, Dr. Jennifer Cavanaugh to discuss the B.A.S. program and articulation.
	3/7/2017	<u>Herzing University</u>	Met with Dr. Gordana Pesakovic, Program Chair for Undergraduate and Graduate Business Programs, Herzing University (HU) to discuss a future partnership, articulation with HU MBA program.

²¹ Supplemental Materials, Community Support B.1.3.C Letter of Support on p. 43, Central Florida Partnership-Stewart

ENROLLMENT PROJECTIONS AND FUNDING REQUIREMENTS

- 5.1 Provide a brief explanation of the sources and amounts of revenue that will be used to start the program.

The proposed B.A.S. in Supervision and Management will be funded by tuition, Florida College System Program Funds, and other student fees.

Tuition: Revenue is based on planned student enrollment as outlined in [Appendix Table A.2](#) with the assumption that all of the student enrollment is resident based. No tuition increases are projected over the four years in the table.

College Operating Funds: The Dean of Business, Dr. Terry Allcorn of Valencia's West Campus, has been overseeing the development of the program and will continue to oversee the implementation of the program: The expenditure of an estimated 10% of the dean's annual salary and benefits are not included in the revenue and expenditure budget since this cost is already funded by the College's operating budget and would be offset on the revenue side through the Florida College System Program Funds. In addition to the current full-time faculty with Masters and Doctoral credentials who are available to teach the upper-level courses, Dr. Allcorn has also secured a new full-time tenure track faculty to start teaching the upper-level courses in summer 2018. In order to meet the enrollment demand, additional part-time faculty will be hired to teach upper-level courses. For program budgeting purposes only "new" program expenditures have been included thus no revenue from the Florida College System Program Fund has been included since these costs are already a component of the College's recurring operating budget.

Other Student Fees: There are no anticipated lab fees at this time.

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- 5.2 Provide a narrative justifying the estimated and projected program enrollments, outcomes, revenues and expenditures as they appear in [Appendix Table A.2](#).

The projected enrollment for Valencia's Supervision and Management B.A.S. program is based on Valencia's current A.S. degree graduates. As mentioned in [Section 3.1](#), Business students were surveyed in October 2016. Respondents overwhelmingly indicated (90%, question 3) that they were either highly interested or interested in pursuing the B.A.S. degree. Please see p. 78-79 for the full survey. **New Admissions:** The college expects to admit 200 students in 2018-19, and 300 students each year afterward. **Total Enrollment:** 1st year, 200; 2nd year, 500; and in the 3rd and 4th years, 600.

During the first full academic year (2018-19) the college anticipates incurring operational expenses for the B.A.S. upper-level courses at a projected amount of \$189,028; this includes faculty (full-time and part-time) salaries and fringes, faculty & staff Professional Development (PD) including travel, instructional material & supplies, minor equipment, and program marketing. Due to projected enrollment growth, the college anticipates an operating cost of \$332,670 for 2019-20, \$426,799 for 2020-21, and \$420,170 for the year 2021-22. Any future tuition increases have not been incorporated in these calculations. At this time, special equipment purchases are not required for this program.

Valencia College is committed to quality education. The college's Human Resources (HR) office has adopted a strong PD program for all faculty and staff. The PD program includes professional leadership, in-service training opportunities for best teaching practices, and profession enhancement opportunities.

The projected budget ([Appendix Table A.2.](#)) adequately reflects the needed annual budget through 2021-2022 to support instruction, faculty & staff professional development, student services and support system, program marketing material, and the necessary materials and supplies.

STUDENT COSTS: TUITION AND FEES

- 6.1 Anticipated cost for a baccalaureate degree (tuition and fees for lower and upper division credit hours) at the proposing FCS institution (tuition and fees x credit hours).

	Cost per credit hour			Number of credit hours		Total cost
Tuition & Fees for lower division:	\$103.06	X	Credit hours	81 (less 15 cr. @ \$0)	=	\$8,347.86 (\$6,801.96)
Tuition & Fees for upper division:	\$112.19	X	Credit hours	39 (less 11 cr. @ \$0)	=	\$4,375.41 (\$3,141.32)
Tuition & Fees (Total) X			Credit hours	120	=	\$12,723.27 (\$9,943.28)

Please Note: 60 credit hours of regionally accredited AS and AA are transferred in, plus 21 Lower Division credit hours (AS: 21 General Education, AA: 21 Lower Division Technical Electives) and 39 Upper Division credit hours for Grand Total of 120 credit hours. (See Section 10.11, pp. 17-18)

- 6.2 Estimated cost for a baccalaureate degree (tuition and fees) at each state university in the college's service district.

University of Central Florida:

Tuition & Fees:	\$212.28	X	Total Cr. Hrs.	120	=	\$25,473.60
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- 6.3 Estimated cost for a baccalaureate degree (tuition and fees) at each nonpublic institution in the college's service district (if available) *

* [Note: Information below current as of 9/27/2016]

Barry University (Orlando):

Tuition & Fees:	\$865	X	Total Cr. Hrs.	120	=	\$103,800
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Herzing (Winter Park):

Tuition & Fees:	\$570	X	Total Cr. Hrs.	120	=	\$68,400
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Rollins College:

Tuition & Fees:	\$432	X	Total Cr. Hrs.	120	=	\$51,840
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Stetson University (Celebration):

Tuition & Fees:	\$1,266	X	Total Cr. Hrs.	120	=	\$151,920
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University of Phoenix (Orlando):

Tuition & Fees:	\$415	X	Total Cr. Hrs.	120	=	\$49,800
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Note. *If the institution does not provide the tuition cost per credit hour, please provide the cost information provided on the institution's website.

PROGRAM IMPLEMENTATION TIMELINE

7.1	APPRiSe notice:	June 29, 2016
7.2	Board of Trustees approval:	December 7, 2016
7.3	Notice of Intent:	January 31, 2017
7.4	Completed proposal submission:	April 2017
7.5	Targeted State Board of Education consideration:	July 2017
7.6	SACSCOC accreditation at a more advanced level:	June 2017
7.7	Targeted initial teacher preparation program approval (if applicable):	NA
7.8	Targeted date upper division courses are to begin:	1/8/2018

FACILITIES AND EQUIPMENT SPECIFIC TO PROGRAM AREA

- 8.1 Describe the existing facilities and equipment that will be utilized for the program.

The business division currently has 8 dedicated (25 student capacity) computer lab classrooms, 7 general lecture rooms (28 student capacity), and about 28 offices for program faculty, advisers, and administrators.

8.2 Describe the new facilities and equipment that will be needed for the program (if applicable).

The current computer labs, general classrooms, and faculty offices adequately support the required upper-level courses for the B.A.S. program for the first four years of the program. All computers in the labs and faculty offices will be replaced and the required software will be updated through the college technology refresh program. The college leadership is also committed to allocate additional space as needed.

LIBRARY AND MEDIA SPECIFIC TO PROGRAM AREA

9.1 Describe the existing library and media resources that will be utilized for the program.

Valencia's Learning Resource Center (LRC) supports the needs of all students, faculty, and staff by offering services including electronic library services, access to the internet, and bibliographic instruction consistent with the degrees offered at the institution. The LRC staff work closely with the department faculty to ensure that latest resources will be available to support the curriculum. Full-service libraries are located on all of Valencia's campuses.

The current library collections on Valencia's West Campus (campus identified to house the B.A.S. in Supervision and Management program) include more than 50,838 books, 152,446 e-books, 26,606 audiovisual materials, 61 serial subscriptions, and 133 online databases. All students, including those predominantly engaged in distance learning, have access to online databases, e-book collections, and online library instruction tutorials. Through a statewide reciprocal agreement, students also have access to library materials from Florida public colleges and universities.

Valencia librarians conducted a thorough inventory of library/media resources to identify current holdings that support the B.A.S. Supervision and Management program, including books, e-books, audiovisual materials, serial subscriptions and online databases as illustrated in Table below:

**Existing Library/Media Resources
Relevant to the B.A.S. Supervision and Management**

Program	Books	e-Books	Periodicals	Audiovisuals	Databases
B.A.S. Supervision and Management	238	249	3	58	12

9.2 Describe the new library and media resources that will be needed for the program (if applicable).

Valencia librarians have projected a cost of approximately \$8,281 for new library/media resources, spread out over a 3-year period, needed to support the proposed B.A.S. Supervision and Management. Valencia LRC staff consulted with Valencia faculty as well as resource personnel at U.C.F. to identify relevant references and resources to support the proposed curriculum.

Strategies used to identify appropriate baccalaureate level materials for the Bachelor's degree in Supervision and Management program include:

- a. *Consultation of Choice*, the premier review journal for new academic titles
- b. Review of holdings at other Florida community college libraries with particular reference to Florida State College at Jacksonville, Palm Beach State College, and Broward College, three colleges that currently offer this program
- c. Review of U.C.F. holdings

The new materials needed are summarized in the table below and itemized with their initial costs in Supplemental Materials, ²²

**Summary of New Library/Media Resources Needed
Relevant to the B.A.S. Supervision and Management**

Program	E-Journal	E-Books	Printed Resources
B.A.S. Supervision and Management	1	16	56

ACADEMIC CONTENT

10.1 List the admission requirements for the program.

The admission to B.A.S. in Supervision and Management program requires that students meet one of the following criteria:

- a. Completion of an A.S. degree from a regionally accredited institution with a minimum of 60 semester hours of course work.
- b. Completion of an A.A. degree from a regionally accredited institution.

10.2 What is the estimated percentage of upper division courses in the program that will be taught by faculty with a terminal degree?

Valencia College has eleven full-time faculty, four with a doctoral degree. Valencia is also planning to hire additional full-time faculty with terminal degrees for each year of the first three years of the program. The estimated percentage of upper division courses in the program that will be taught by faculty holding Doctoral degrees is between 40-55%. During the first year, the current faculty with terminal degrees (four) have expressed interest in teaching the baccalaureate degree level curriculum.

²² Supplemental Materials, Valencia Documentation, B.1.1.B, Itemized New Library/Media Resources Needed, pp. 34-36.
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- 10.3 What is the anticipated average student/teacher ratio for each of the first three years based on enrollment projections?
The average student/faculty ratio will be 25:1. This practice will be maintained for the first four years.
-
- 10.4 What is the anticipated SACSCOC accreditation date, if applicable?
Valencia College was accredited to move from Level 1 to Level 2 accreditation in the 2009-10 academic year when it began to offer baccalaureate degrees. Valencia will submit a Substantive Change Prospectus to SACSCOC describing the new program's curriculum, learning outcomes, the institution's ability to offer the B.A.S. in Supervision and Management, and its prospective benefit to our students and our community. SACSCOC is expected to reach a decision on this prospectus by June 2017.
-
- 10.5 What is the anticipated Florida Department of Education initial teacher preparation approval date, if applicable?
N/A
-
- 10.6 What specialized program accreditation will be sought, if applicable?
N/A
-
- 10.7 What is the anticipated specialized program accreditation date, if applicable?
N/A
-
- 10.8 Are there similar programs listed in the Common Prerequisites Manual for the CIP code (and track, if any) proposed for this program? ☒ Yes ☐ No
- Supervision and Management (B.A.S.)
 - Organizational Management (B.A.S.)
 - Business and Organizational Management (B.A.S.)
 - Administration and Supervision (B.A.S.)
 - Supervision and Organizational Management (B.A.S.)
 - Management and Organizational Leadership (B.A.S.)
-
- 10.9 List the established common prerequisites for this CIP code (and track, if any) as listed in the Common Prerequisites Manual proposed for this program:
N/A
-
- 10.10 Describe any proposed revisions to the established common prerequisites for this CIP (and track, if any).
N/A
-
- 10.11 List all courses required once admitted to the baccalaureate program by term, in sequence. For degree programs with concentrations, list courses for each concentration area. Include credit hours per term, and total credits for the program: (See next 2 pages)

B.A.S. in Supervision and Management

A.S. Transfer Students - (60 credits lower division transfers in)

YEAR 1 - TERM 1		
Course No.	Course Title	Cr. Hr.
	General Education	3
GEB 1011	Introduction to Business (Students with GEB1011 are required to take any ACG or GEB lower level course to satisfy this requirement)	3
BUL 2241	Business Law I (ENC 1101 or ENC 1101H or ENC 1210 or GEB 1011 or IDH 1110 or OST 1335)	3
GEB 3213	Business Writing and Communication (Minimum grade of C in ENC 1101)	3
Year 1, Term 1 Total		12
YEAR 1 - TERM 2		
Course No.	Course Title	Cr. Hr.
	General Education	6
MAN 3353	Management Theory and Practices None	3
MAR 3023	Marketing Management None	3
Year 1, Term 2 Total		12
YEAR 1 - TERM 3		
Course No.	Course Title	Cr. Hr.
	General Education	6
MAN 3240	Organizational Behavior None	3
ACG 3024	Accounting for Non-Financial Majors (MAC 1105)	3
Year 1, Term 3 Total		12
YEAR 2 - TERM 1		
Course No.	Course Title	Cr. Hr.
FIN 3402	Financial Analysis and Planning (MAC 1105, APA 1111C, ACG 2021C or FIN 2000)	3
MAN 4162	Customer Relations for Managers	3
CIS 3304	Management Information Systems (CGS1060C, CGS2100C or dept. permission)	3
MAN 4120	Leadership Challenges and Supervision (MAN 3353 and MAN 3240)	3
Year 2, Term 1 Total		12
YEAR 2 - TERM 2		
Course No.	Course Title	Cr. Hr.
MAN 4301	Human Resource Management (MAN 3353, MAN 3240, MAN 4120)	3
GEB 4891	Strategic Planning and Decision Making (MAN 4120)	3
MAN 4504	Operational Decision Making (MAR 3023)	3
MAN 4720	Strategic Management Capstone (ACG 3024, MAN 4162, MAN 4120, FIN 3461)	3
Year 2, Term 2 Total		12

B.A.S. in Supervision and Management

A.A. Transfer Students - (60 credits lower division transfers in)

YEAR 1 - TERM 1		
Course No.	Course Title	Cr. Hr.
XXXX	Lower Division Elective Course (Any ACG, APA, BUL FIN, GEB, MAN, MAR, MNA, REE, SBM, or TAX)	3
GEB 1011	Introduction to Business (Students with GEB1011 are required to take any ACG or GEB lower level course to satisfy this requirement)	3
BUL 2241	Business Law I (ENC1101 or ENC1101H or ENC1210 or GEB1011 or IDH1110 or OST1335)	3
GEB 3213	Business Writing and Communication (Minimum grade of C in ENC 1101)	3
Year 1, Term 1 Total		12
YEAR 1 - TERM 2		
Course No.	Course Title	Cr. Hr.
XXXX	Lower Division Elective Course (Any ACG, APA, BUL FIN, GEB, MAN, MAR, MNA, REE, SBM, or TAX)	6
MAN 3353	Management Theory and Practices *	3
MAR 3023	Marketing Management*	3
Year 1, Term 2 Total		12
YEAR 1 - TERM 3		
Course No.	Course Title	Cr. Hr.
XXXX	Lower Division Elective Course (Any ACG, APA, BUL FIN, GEB, MAN, MAR, MNA, REE, SBM, or TAX)	6
MAN 3240	Organizational Behavior*	3
ACG 3024	Accounting for Non-Financial Majors (MAC 1105)	3
Year 1, Term 3 Total		12
YEAR 2 - TERM 1		
Course No.	Course Title	Cr. Hr.
FIN 3402	Financial Analysis and Planning (Min grade C: MAC1105, APA1111C, ACG2021C, or FIN2000)	3
MAN 4162	Customer Relations for Managers*	3
CIS 4304	Management Information Systems (CGS1060C, CGS2100C or dept. permission)	3
MAN 4120	Leadership Challenges and Supervision (Min grade of C in MAN3353 and MAN3240)	3
Year 2, Term 1 Total		12
YEAR 2 - TERM 2		
Course No.	Course Title	Cr. Hr.
MAN 4301	Human Resource Management*	3
GEB 4891	Strategic Planning and Decision Making (Min grade of C in MAN 4120)	3
MAN 4504	Operational Decision Making (Min grade of C in MAN 3023)	3
MAN 4720	Strategic Management Capstone (Min grade of C ACG3024, MAN4162, MAN4120, & FIN3461)	3
Year 2, Term 2 Total		12

* Prerequisite of Admission to the B.A.S degree in Supervision and Management

B.A.S. in Supervision and Management

AS/AA Credits Transferred In	60
Baccalaureate Credit Hours (21 Lower Division, 39 Upper Division)	60
Total	120

- 10.12 Is the program being proposed as a limited access program? (If yes, identify admission requirements and indicate enrollment capacity): ☐ Yes ☒ No

PROGRAM TERMINATION

11.1 Plan of action if program must be terminated, including teach-out alternatives for students.

Valencia has a detailed process for program discontinuation. The following steps will be taken if in the event that it becomes necessary for Valencia to terminate the B.A.S. in Supervision and Management program.

Based on a program review or evaluation, including a comprehensive analysis of workforce demand, enrollment data, completion rates, job placement rates, college resources, and community needs warrants program termination, the college will make a good faith effort to inform and assist affected students, faculty, administrative and support staff in a timely manner to provide minimal disruption to their course of study or professional careers.

The lead academic dean in the program area will develop a plan and a Teach-Out Plan for the discontinuation of the program. The plan will include the date of closure of the program and communication with students, faculty, and staff about the closing of the program.

- Establish a phase-out timeline.
- Students who will be affected by the closing of the program will be notified and provided information about the discontinuation of the program. Students will be provided with program options (if any), and how required courses within the program will be scheduled and offered so that students interested can complete their program within a specified period of time.
- Faculty and staff related to the program will be informed about the discontinuation of the program. The college will review other potential program areas of need in which faculty are qualified to teach and/or provide assistance in identifying other institutions with potential employment opportunities (if needed).
- Develop and submit a plan for discontinuation for SACSCOC approval in advance of implementation of the discontinuation.
- Notification of the discontinuation will be submitted to the Florida College System.
- Other State Colleges offering the program locally have agreed to accept students who desire to complete outside of the phase-out timeline.
- External accreditation will be notified of the discontinuation (if applicable).

Appendix Table A.1.

INSTRUCTIONS FOR COMPLETING THE DEMAND SECTION OF APPENDIX TABLE A.1.1 and A.1.1.2: To complete the following table, use the CIP to Standard Occupational Classification (SOC) crosswalk of the U.S. Department of Education to identify the SOC codes for occupations associated with the proposed program's CIP code. Fill in Table A.1.1 using the employment projections data produced by the Florida Department of Economic Opportunity (DEO), pursuant to Section 445.07, F.S., for the workforce region aligned with the college's service district for each SOC code associated with the proposed program's CIP code. The employment projections data may be accessed at <http://www.floridajobs.org/labor-market-information/data-center/statistical-programs/employment-projections>. For proposed programs without a listed SOC linkage, identify the appropriate SOC codes for which the program prepares graduates. Insert additional rows as needed. The total job openings column value shall be divided by eight to reflect total annual job openings. The annualized salary shall be calculated by multiplying the average hourly wage times 40, and then multiplying that value times 52. Complete table A.1.1.2 in the same manner as A.1.1 for any additional sources of employment projections. Duplicate Table A.1.1.2 for additional sources as needed.

CIP 52.0201

DEMAND: FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY (DEO) EMPLOYMENT PROJECTIONS

A.1.1	Occupation	Number of Jobs					Salary		Education	
	Name/Title	SOC Code	County/ Region	Base Year 2016	Projected Year 2024	Level Change	Total Job Openings (divided by 8)	Avg. Hourly Wage	Annualized Salary	Level
	Administration Services Managers	113011	Orange & Osceola	1,269	1,470	201	48	51.65	\$107,432	Associate
	Business Teachers, Postsecondary	251011	Orange & Osceola	638	768	130	27	45.90	\$95,472	Bachelor's
	Chief Executives	111011	Orange & Osceola	1,942	2,102	160	53	82.79	\$172,203	Bachelor's
	Construction Managers	119021	Orange & Osceola	2,916	3,286	370	88	38.76	\$80,621	Associate
	Cost Estimators	131051	Orange & Osceola	1,311	1,533	222	65	28.41	\$59,093	Associate
	General and Operations Managers	111021	Orange & Osceola	8,092	9,296	1,204	352	50.80	\$105,664	Associate
	Industrial Production Managers	113051	Orange & Osceola	390	411	21	14	41.81	\$86,965	Associate
	Management Analysts	131111	Orange & Osceola	4,758	5,851	1,093	200	35.13	\$73,070	Bachelor's
	Managers, All Other	119199	Orange & Osceola	5,520	6,206	686	205	49.65	\$103,272	Associate
	Sales Managers	112022	Orange & Osceola	1,709	1,909	200	65	54.53	\$113,422	Bachelor's
	Social & Community Service Mgrs.	119151	Orange & Osceola	2,690	3,292	602	106	26.66	\$55,453	Associate
	Transp., Storage, & Distr. Mgrs.	113071	Orange & Osceola	1,127	1,312	185	49	48.95	\$101,816	Associate
Total within CIP to SOC Crosswalk							1,272	\$ 46.25	\$96,207	

OTHER ENTITY INDEPENDENT OF THE COLLEGE (LIST NAME AND ADDRESS OF OTHER ENTITY HERE)

A.1.1.2	Occupation	Number of Jobs						Salary		Education
Name/Title	SOC Code	County/ Region	Base Year 2016	Projected Year 2024	Level Change	Total Job Openings (divided by 8)	Avg. Hourly Wage	Annualized Salary	Level	
							\$--,--	\$--,--		
							\$--,--	\$--,--		
							\$--,--	\$--,--		
							\$--,--	\$--,--		
							\$--,--	\$--,--		
							\$--,--	\$--,--		
							\$--,--	\$--,--		
Total						---	\$--,--	\$--,--		

INSTRUCTIONS FOR COMPLETING THE SUPPLY SECTION OF APPENDIX TABLE A.1.2: To complete the following table, use the Integrated Postsecondary Education Data System of the National Center for Education Statistics to identify the number of degrees awarded by other regionally accredited postsecondary institutions in the college's service district under the same or related CIP code(s) as the proposed program. The data center is located at <http://nces.ed.gov/ipeds/datacenter/>. Include degrees awarded for the most recent year available and for the four prior years for each program. If the program has not had degrees awarded for five years or more, add the degrees awarded for the years available, and divide by that number of years, for the average.

SUPPLY: NATIONAL CENTER FOR EDUCATION STATISTICS, INTEGRATED POSTSECONDARY EDUCATION DATA SYSTEM

A.1. 2	Program: Supervision and Management		Number of Degrees Awarded					5-year average or average of years available if less than 5 years
			Prior Year 4 2010/11	Prior Year 3 2011/12	Prior Year 2 2012/13	Prior Year 1 2013/14	Most Recent Year 2014/15	
	Institution Name	CIP Code						
	Barry University (Distance Learning: d)	52.0201	180	160	185	146	172	169
	Rollins College	52.0201					1	1
	Stetson	52.0201	77	56	34	50	42	52
	University of Central Florida	52.0201	303	306	374	342	93*	94*
	Herzing University-Winter Park	52.0201	3	4	1	1	3	2
	University of Phoenix-Florida	52.0201	-	-	-	416	90*	99*
						Total	401	417

* The numbers were reduced to reflect the percentage of students in Valencia College Service District:

- ... As indicated by University of Central Florida (see letter of support on p. 44).
- ... As Indicated by University of Phoenix (see letter of support on p. 48).

INSTRUCTIONS FOR COMPLETING THE ESTIMATES OF UNMET NEED SECTION OF APPENDIX TABLE A.1.3: To complete the following table, column A should be derived from Tables A.1.1 and A.1.1.2 and the totals in columns B and C should be derived from Table A.1.2. Input the figures in the “Total” row in Table A.1.1 and A.1.1.2 for total job openings and Table A.1.2 for most recent year and 5-year average (these figures should be same for all sources). The range of estimated unmet need should be derived from 1) subtracting the figure in column B from the figure in column A and 2) subtracting the figure in column C from the figure in column A. Add rows for additional sources as needed.

ESTIMATES OF UNMET NEED					
A.1.3	DEMAND	SUPPLY		RANGE OF ESTIMATED UNMET NEED	
	(A)	(B)	(C)	(A-B)	(A-C)
	Total Job Openings (divided by 8)	Most Recent Year	5-year average or average of years available if less than 5 years	Difference	Difference
A.1.1 DEO	1,272	401	417	871	856

Appendix Table A.2

INSTRUCTIONS FOR COMPLETING THE PROJECTED BACCALAUREATE PROGRAM ENROLLMENT SECTION OF APPENDIX TABLE A.2:

To complete the following table, enter the projected enrollment information for the first four years of program implementation. Unduplicated headcount enrollment refers to the actual number of students enrolled. Full-time equivalent (FTE) refers to the full-time equivalent of student enrollment.

PROJECTED BACCALAUREATE PROGRAM ENROLLMENT					
		Year 1	Year 2	Year 3	Year 4
		18/19	19/20	20/21	21/22
A.2.1	Unduplicated headcount enrollment:				
A.2.1.1	Admitted Student Enrollment (First-time)	200	300	300	300
A.2.1.2	Total Admitted Student Enrollment	200	500	600	600
A.2.2	FTE Enrollment:				
A.2.2.1	Program Student Credit Hours (Resident)	2,000	5,000	6,000	6,000
A.2.2.2	Program Student Credit Hours (Non-Resident)	0	0	0	0
A.2.2.3	Total Program Student Credit Hours	2,000	5,000	6,000	6,000
A.2.2.4	FTE (30 credits) – (Resident)	67	167	200	200
A.2.2.5	FTE (30 credits) – (Non-Resident)	0	0	0	0
A.2.2.6	Total Program FTE	67	167	200	200

INSTRUCTIONS FOR COMPLETING THE PROJECTED DEGREES AND WORKFORCE OUTCOMES SECTION OF APPENDIX TABLE A.2: To complete the following table, enter the projected number of degrees awarded, the projected number of graduates employed and the projected average starting salary for program graduates for the first four years of program implementation.

PROJECTED DEGREES AND WORKFORCE OUTCOMES					
		Year 1	Year 2	Year 3	Year 4
		18/19	19/20	20/21	21/22
A.2.3	Degrees	0	0	200	300
A.2.4	Number Employed	0	0	200	300
A.2.5	Average Starting Salary	\$57,358	\$58,976	\$60,639	\$62,349

INSTRUCTIONS FOR COMPLETING THE REVENUES AND EXPENDITURES SECTION OF APPENDIX TABLE A.2: To complete the following table, enter the projected program expenditures and revenue sources for the first four years of program implementation.

	Year 1 18/19	Year 2 19/20	Year 3 20/21	Year 4 21/22
REVENUES AND EXPENDITURES				
I. PROJECTED PROGRAM EXPENDITURES				
INSTRUCTIONAL				
1. Faculty Full-Time FTE	1.00	2.00	3.00	3.00
2. Faculty Part-Time FTE	1.22	3.54	3.65	3.65
1. Faculty Full-Time Salaries/Benefits	\$84,712	\$172,811	\$259,217	\$259,217
2. Faculty Part-Time Salaries/Benefits	28,189	83,645	86,259	86,259
3. Faculty Support: Lab Assistants	0	0	0	0
OPERATING EXPENSES				
1. Academic Administration	\$15,000	\$15,000	\$15,000	\$15,000
2. Materials/Supplies	5,000	5,000	5,000	5,000
3. Travel	4,000	8,000	12,000	12,000
4. Communication/Technology	0	0	0	0
5. Library Support	0	0	0	0
6. Student Services Support	54,366	55,453	56,562	57,694
7. Professional Services	0	0	0	0
8. Accreditation	0	0	0	0
9. Support Services	0	0	0	0
CAPITAL OUTLAY				
1. Library Resources	\$2,761	\$2,760	\$2,760	0
2. Information Technology Equipment	6,000	3,000	3,000	0
3. Other Equipment	4,000	2,000	2,000	0
4. Facilities/Renovation	0	0	0	0
TOTAL PROJECTED PROGRAM EXPENDITURES	\$189,028	\$332,670	\$426,799	\$420,170

	Year 1 18/19	Year 2 19/20	Year 3 20/21	Year 4 21/22
II. NATURE OF EXPENDITURES				
1. Recurring	\$176,267	\$324,910	\$419,039	\$420,170
2. Nonrecurring	12,761	7,760	7,760	0
TOTAL	\$189,028	\$332,670	\$426,799	\$420,170
III. SOURCES OF FUNDS				
A. REVENUE				
1. Special State Nonrecurring	\$0	\$0	\$0	\$0
2. Upper-Level - Resident Student Tuition Only	224,380	560,950	673,140	673,140
Upper-Level - Nonresident Student Fees Only	0	0	0	0
Upper-Level - Other Student Fees	0	0	0	0
3. Contributions or Matching Grants	0	0	0	0
4. Other Grants or Revenues	0	0	0	0
5. Florida College System Program Funds	0	0	0	0
6. Unrestricted Fund Balance	0	0	0	0
7. Interest Earnings	0	0	0	0
8. Auxiliary Services	0	0	0	0
9. Federal Funds – Other	0	0	0	0
	0	0	0	0
B. CARRY FORWARD	\$0	\$35,352	\$263,632	\$509,973
TOTAL FUNDS AVAILABLE	\$224,380	\$596,302	\$936,772	\$1,183,113
TOTAL UNEXPENDED FUNDS (CARRY FORWARD)	\$35,352	\$263,632	\$509,973	\$762,943

SUPPLEMENTAL MATERIALS

- B.1 Summarize any supporting documents included with the proposal, such as meeting minutes, survey results, letters of support, and other supporting artifacts.

Supporting Document Listing

B.1.1 Valencia Documentation.....pp. 30-36

- A B.A.S. Presentation to Valencia District Board of Trustees, December 7, 2016 - Survey results (referenced on p. 8), full survey on pp. 78-79
- B Valencia New Library/Media Resources Needed (referenced on p. 14)

B.1.2 Meeting Minutespp. 37-40

- A DirectConnect to U.C.F., Consortium Academic Coordination Committee, Central Florida Higher Education Consortium – 2016 Annual Report (referenced on p. 9)
- B Regional Education Workforce Committee, July 6, 2016 (referenced on p. 9)

B.1.3 Letters of Support-Organizations and Community Leaders.....pp. 41-43

- A Orlando Economic Development Commission: Dave Porter (referenced on p. 9)
- B Career Source Central Florida: Pamela Nabors (referenced on p. 9)
- C Central Florida Partnership: Jacob Stewart (referenced on p. 9)

B.1.4 Letters of Support/Correspondence-Universitiespp. 44-48

- A University of Central Florida (referenced on p. 5)
- B Barry University (referenced on p. 9-10, APPRiSe)
- C Herzing University-President (referenced on p. 9-10, APPRiSe)
- D Herzing University-Campus President (referenced on pp. 8, 9-10, APPRiSe)
- E University of Phoenix (referenced on p. 6)

B.1.5 Letters of Support-Businesses (referenced on pp. 3, 4, and 6).....pp. 49-60

- A Amazon Hose & Rubber Company: Jim Donlin
- B Center State Bank: Chris Cucci
- C Center State Bank: Phil Zeman
- D Concord Management: Jonathan Thomas
- E Fringe Benefit Plans: Douglas Foreman
- F Grennan Fender: Geoffrey S. Gallo
- G Grennan Fender: David Poparad
- H Griffis & Halbert Wealth Management: Glyn Griffis
- I Insurance Office of America: Rick Dalrymple
- J nperspective: Slappey
- K Swann Hadley Stump Dietrich & Spears: D. Paul Dietrich
- L World Class Installations: Ken Croston

B.1.6 Data Source References.....pp. 61-75

- A Entry Level Education Requirements for occupations DOE deems A.S. degree level: Bureau of Labor Statistics-Wolf (referenced on p. 6)
- B EMSI: 713110, Amusement and Theme Parks Industry Overview (referenced on p. 5)
- C EMSI: 721110, Hotels (Except Casino Hotels) and Motels Industry Overview (referenced on p. 5)
- D EMSI: 722511, Full Service Restaurants Industry Overview (referenced on p. 5)
- E EMSI: Service District Demand to Compare with Program Workforce Demand (referenced on p. 4)
- F EMSI: A.1.1 Occupational Overview (referenced on p. 4)
- G Forbes Magazine: Orlando Ranked 7th nationally in "Where African Americans are Doing Best Economically" (referenced on p. 4)
- H Forbes Magazine: Orlando Ranked 3rd nationally in "Top 10 Cities for Future Job Growth" (referenced on p. 4)
- I Forbes Magazine: Osceola County Ranked 10th nationally in "America's Fastest-Growing Counties" (referenced on p. 4)
- J Orlando Sentinel: Growth in the Local Startup Community (referenced on p. 4)
- K TEA/AECOM 2015 Theme Index and Museum Index: The Global Attractions Attendance Report: Top 25 Amusement/Theme Parks Worldwide (referenced on pp. 4)
- L Florida Department of Economic Opportunity, Bureau of Labor Market Statistics-Bachelor Demand for Section 3.4 (referenced on p. 6)

B.1.7 Final Additionspp. 76-80

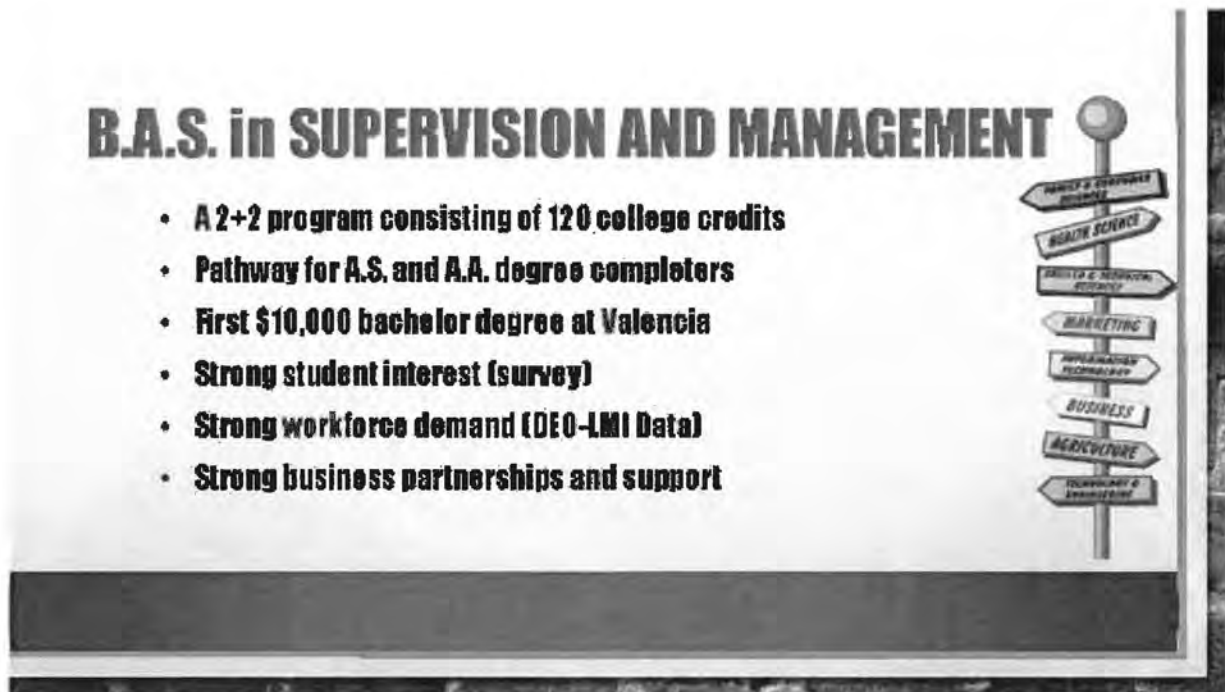
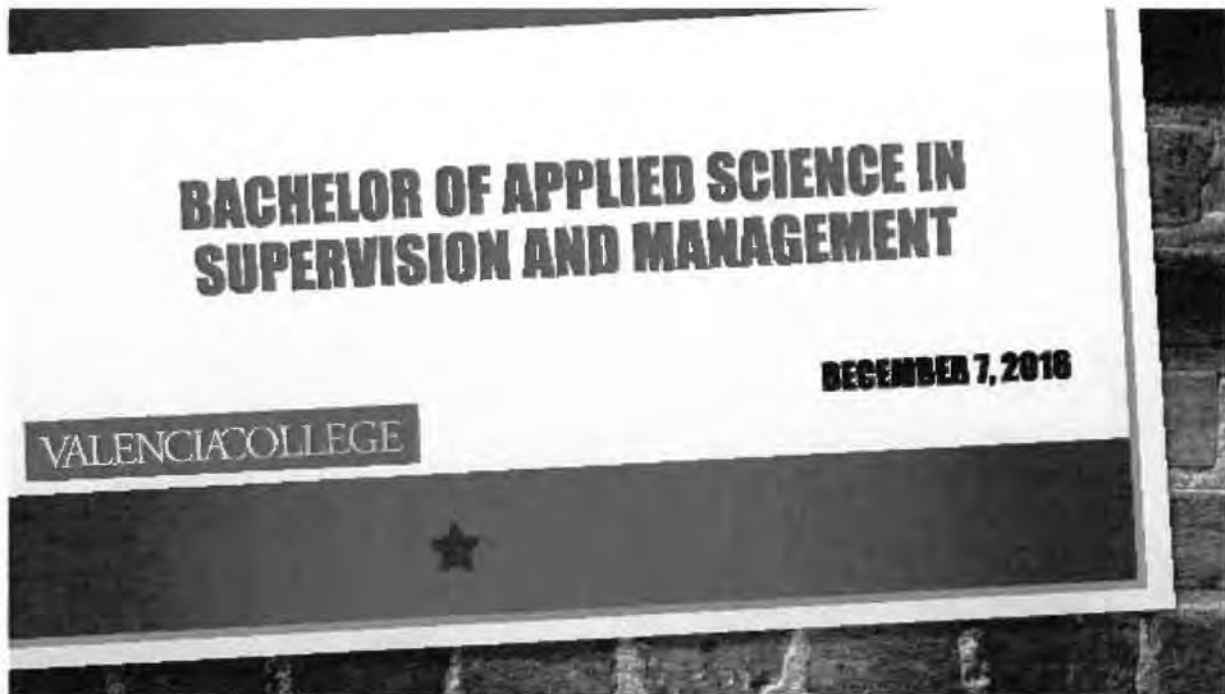
- A Central Florida Higher Education Consortium Letter (specifically signature page)
- B Supervision and Management Survey Results, 10/3/2016 - 10/13/2016
- C UCF, Institutional Research data on County at time of Admission (referenced on p. 80)

B.2 Objections or Alternative Proposals.....p. 81

Supporting Documents

B.1

A. B.A.S. Presentation from Board of Trustees Meeting



Projected Annual Unmet Workforce Needs

Total Annual Openings

1,735

Total Most Recent Graduates

889

Annual Unmet workforce need of 846 per year



Students Expressed Interest in BAS

Students Responded -- 654 Total

Do you plan to pursue a bachelor degree?

Yes 95%

Would you be interested in studying for that degree at Valencia?

Very Interested: 68%

Interested: 21%



AREA EDUCATIONAL INSTITUTIONS SUPPORT THE CREATION OF A BAS

**Direct Connect Consortium Presidents
Direct Connect Consortium Members
University of Central Florida**

**Daytona State College
University of Phoenix (Orlando)
College of Central Florida**

**Lake Sumter State College
Seminole State College
Eastern Florida State College**



CEO LEADERSHIP FORUM SUPPORT

**November 10, 2016 Leadership Forum
attended by CEO's and Presidents on the Valencia Campus**

**Prefer to Hire employees with Bachelor Degrees – 100%
Agreed to give preference to Valencia graduates – 100%
Agreed to provide internship opportunities – 90%
Plan to hire over 20 people annually – 60%**



THE \$10,000 QUESTION

HOW DO WE FIT A \$13,000 DEGREE INTO A \$10,000 BOX?

Associate of Arts to BAS in Supervision and Management

Earn 15 dual enrollment and/or articulated credits pre-college	\$0
Remaining 45 AA hours including 9 pre-req credits	\$4637.70
BUL2241 requirement in BAS program	\$309.18
Next 45 BAS upper division credits	\$5048.55
Foundation and industry scholarships for remaining 12 Credits	(\$1346.28)
Total Student tuition cost	\$9995.43



ONE STUDENT'S EMAIL

"I believe this would be a great opportunity for many students like myself that are wanting to obtain a bachelor's degree ... I know for sure many students like Valencia's culture, atmosphere, and convenience; and would see this as a major opportunity. I hope you implement this degree as I will be one of your first Business Bachelor Degree graduates!"



Supplemental Materials B.1.1-Valencia Documentation

B. Itemized New Library/Media Resources Needed Relevant to the B.A.S. Supervision and Management

Electronic Journal

Title	Publisher	Price
Human Resource Management Review	SPRINGER	Annual Subscription \$980.93
		Back file - One Time cost \$970.84
	TOTAL*	\$1,950

E-Books

Title	Publisher	Price
Corporate Governance: Promises Kept, Promises Broken.	PRINCETON UNIV PRESS	\$86.19
Declining Importance Of Race And Gender In The Labor Market	AEI PRESS	\$126.25
Digital Marketing Strategy: An Integrated Approach To Online Marketing.	KOGAN PAGE	\$237.90
Emerging Trends In Information Systems: Recent Innovations, Results And Experiences	SPRINGER	\$79.99
Essentials Of Finance And Accounting For Nonfinancial Managers	AMACOM	\$29.93
Financial Management And Accounting In The Public Sector	ROUTLEDGE	\$212.44
Future Of Branding	SAGE PUBLICATIONS	\$127.50
Healthy Workplace: How To Improve The Well-Being Of Your Employees--And Boost Your Company's Bottom Line	AMACOM	\$52.43
Intellectual Property: The Tough New Realities That Could Make Or Break Your Business	PORTFOLIO PENGUIN	\$65.00
Mastering Public Administration: From Max Weber To Dwight Waldo	CQ PRESS	\$180.00
Millennials & Management: The Essential Guide To Making It Work At Work	BIBLIONOTION	\$12.49
New Consumer Online: A Sociology Of Taste, Audience, And Publics	EDWARD ELGAR	\$187.50
New Developments In Goal Setting And Task Performance	ROUTLEDGE	\$106.25
Relationship Engine: Connecting With The People Who Power Your Business	AMACOM	\$47.25
Representative Bureaucracy: Classic Readings And Continuing Controversies	M E SHARPE	\$262.50
Social Problems Of An Industrial Civilization: With An Appendix On The Political Problem	ROUTLEDGE	\$350.00
	TOTAL*	\$2,164

Print Resources

Title	Publisher	Price
Age Discrimination And Diversity: Multiple Discrimination From An Age Perspective	CAMBRIDGE UNIV PRESS	\$124.00
American Labor Struggles And Law Histories	CAROLINA ACADEMIC	\$80.00
Breakthrough Marketing Plans: How To Stop Wasting Time And Start Driving Growth	PALGRAVE MACMILLAN	\$26.00
Business Law: Principles, Cases And Policy	STIPES PUB LLC	\$124.80

Print Resources

Title	Publisher	Price
Classics Of Organization Theory	CENGAGE	\$228.95
Classics Of Organizational Behavior	WAVELAND PRESS	\$52.95
Classics Of Public Administration	CENGAGE	\$190.95
Coaching Manager: Developing Top Talent In Business	SAGE PUBLICATIONS	\$75.00
Competition And The State	STANFORD UNIVERSITY PRESS	\$55.00
Consumer Behaviour	SAGE PUBLICATIONS	\$73.00
Corporate Accountability: The Role And Impact Of Non-Judicial Grievance Mechanisms	EDWARD ELGAR	\$160.00
Corporate Governance After The Financial Crisis	EDWARD ELGAR	\$145.00
Delivering Business Intelligence With Microsoft SQL Server 2016	MCGRAW-HILL EDUCATION	\$50.00
Disability And Employer Practices: Research Across The Disciplines	ILR CORNELL	\$35.00
Disruptive Marketing: What Growth Hackers, Data Punks, And Other Hybrid Thinkers Can Teach Us About Navigating The New Normal	AMACOM	\$24.95
Documenting Desegregation: Racial And Gender Segregation In Private-Sector Employment Since The Civil Rights Act	RUSSELL SAGE	\$45.00
Douglas McGregor, Revisited: Managing The Human Side Of The Enterprise	JOHN WILEY	\$37.00
Early Sociology Of Management And Organizations: The Human Problems Of An Industrial Civilization	ROUTLEDGE	\$48.95
Elton Mayo: The Humanist Temper	TRANSACTION	\$29.95
Entrepreneurial Finance: A Global Perspective	SAGE PUBLICATIONS	\$64.00
Essentials Of Modern Business Statistics With Microsoft Excel	SOUTH-WESTERN	\$313.95
Ethics For The Information Age.	PEARSON	\$120.40
Fearless Performance Reviews: Coaching Conversations That Turn Every Employee Into A Star Player	MCGRAW-HILL	\$18.00
From Big Data To Big Profits: Success With Data And Analytics	OXFORD UNIVERSITY PRESS	\$39.95
From Imagination To Innovation: New Product Development For Quality Of Life	SPRINGER	\$139.00
Gender At Work: Theory And Practice For 21st Century Organizations	ROUTLEDGE	\$150.00
HBR Guide To Better Business Writing	HARVARD BUS REVIEW PRESS	\$19.95
HBR Guide To Delivering Effective Feedback	HARVARD BUS REVIEW PRESS	\$19.95
Human Resource Management In Public Service: Paradoxes, Processes, And Problems	SAGE	\$114
If We Can Win Here: The New Front Lines Of The Labor Movement	ILR CORNELL	\$18.95
Key Performance Indicators: The 75 Measures Every Manager Needs To Know	PEARSON	\$39.99
Legal Environment Of Business: Online Commerce, Business Ethics, And Global Issues	PEARSON	\$166.20
Limited Liability: A Legal And Economic Analysis	EDWARD ELGAR	\$140
Making The Compelling Business Case: Decision -Making Techniques For Successful Business Growth	PALGRAVE MACMILLAN	\$40.00

Print Resources		
Title	Publisher	Price
Manage Finances And Develop Financial Plans: Running Your Business Better	TILDE UNIVERSITY PRESS	\$44.95
Managing The Millennials: Discover The Core Competencies For Managing Today's Workforce	JOHN WILEY	\$27.00
Market Research In Practice: An Introduction To Gaining Greater Market Insight	KOGAN PAGE	\$39.95
Market Research Toolbox: A Concise Guide For Beginners	SAGE PUBLICATIONS	\$60.00
Marketing Plans: A Complete Guide In Pictures	JOHN WILEY	\$32.00
Marketing With Strategic Empathy: Inspiring Strategy With Deeper Consumer Insight	KOGAN PAGE	\$39.99
Maslow Business Reader	JOHN WILEY	\$64.00
Micromessaging: Why Great Leadership Is Beyond Words	MCGRAW-HILL EDUCATION	\$18.00
Microsoft Excel 2016: Data Analysis And Business Modeling	MICROSOFT	\$49.99
Own It: The Law & Business Guide To Launching A New Business Through Innovation, Exclusivity And Relevance	CAROLINA ACADEMIC	\$38.00
Oxford Handbook Of Management Theorists	OXFORD UNIVERSITY PRESS	\$50.00
Partnering With The Frenemy: A Framework For Managing Business Relationships, Minimizing Conflict, And Achieving Partnership Success	PEARSON	\$44.99
Performance Reviews: Evaluate Performance Offer Constructive Feedback Discuss Tough Topics	HARVARD BUS REVIEW PRESS	\$12.95
Questionnaire Design: How To Plan, Structure And Write Survey Material For Effective Market Research	KOGAN PAGE	\$44.95
Routledge Companion To International Human Resource Management	ROUTLEDGE	\$245.00
Smart Collaboration: How Professionals And Their Firms Succeed By Breaking Down Silos	HARVARD BUS REVIEW PRESS	\$32.00
Strengths-Based Recruitment And Development: A Practical Guide To Transforming Talent Management Strategy For Business Results	KOGAN PAGE	\$34.95
Think Twice: Harnessing The Power Of Counter-intuition	HARVARD BUS REVIEW PRESS	\$16.00
West's Business Law: Text, Cases, Legal, Ethical, Regulatory, And International Environment	WEST PUB CO	\$68.75
What Makes Great Leaders Great: Management Lessons From Icons Who Changed The World	MCGRAW-HILL	\$34.00
Work And Motivation	JOSSEY-B.A.S.S	\$56.50
Writing Proposals	LONGMAN	\$102.00
	TOTAL*	\$4,167

**New Library/Media Resource Summary of Need Relevant to
B.A.S. in Supervision and Management**

Electronic Journal Total*	\$1,950
E-Books Total*	\$2,164
Print Resources Total*	\$4,167
GRAND TOTAL*	\$8,281

Supplemental Materials B.1.2-Meeting Minutes & Notes

A. Sub-Committee of the Consortium Academic Coordination Committee

REGIONAL EDUCATION WORKFORCE COMMITTEE

Committee Members:

Nasser Hedayat Valencia College & Committee Co-Chair, Sean Armstrong University of Central Florida & CO-Chair, Angela Kersenba Seminole State College, Eugene Jones Lake Sumter State College, Cathy Beam Eastern Florida State College, Linda Miles Daytona State College, Rob Wolf Central Florida State College

Meeting Date: Wednesday July 6 at 4pm

Location: Valencia College West Campus

Topics for Discussion:

- Tasks and responsibilities
- Workforce data collection process
- Process for bachelor degree support and recommendation
- Discussion of the workforce demand and data for the two bachelor degree programs

Workforce Committee met on Monday July 6 at Valencia College to review the data collection processes and to discuss the workforce data for potential bachelor degrees in Nursing and Supervision and Management. As part of the process the committee agreed to meet during the OESC/CIA meetings as needed to share the workforce data for new potential bachelor degree programs considered by any of the consortium institutions.

Dr. Hedayat presented the EMSI data on workforce demand and the 2015-23 employment projection for each of the colleges (Lake Sumter State College, Seminole State College, and Valencia College) service areas. The committee discussed the need and approval timeline for the two bachelor degrees.

Cathy Beam from Eastern Florida State College said that the Occupational Overview/workforce data report from Valencia College for the Bachelor of Applied Science in Supervision and Management provides evidence of a need for this degree in Region 12 (Osceola, Orange, Seminole, and Lake and Sumter counties). This includes strong hourly earnings and growth trends for job openings over the next eight years in each of the identified occupations. Cathy and other members expressed their support for Valencia College's efforts to move the BAS in Supervision and Management on to the next level of review by the Consortium Academics Coordinating Committee (CACC).

Dr. Armstrong from UCF asked if the data for unmet jobs were available for each college area. Dr. Hedayat said that he will research the information and send it to the committee members at a later time.

The committee also reviewed the Occupational Overview/workforce data report from Valencia College, Lake/Sumter College and Seminole State College for Registered Nurse (SOC 29-1141) relating to the Bachelor of Science in Nursing and agreed that there is evidence of a need for this degree in Region 12 (Osceola, Orange, Seminole, Lake and Sumter counties). Data demonstrated strong hourly earnings and growth trends for job openings over the next eight years in this occupation. Comments were provided regarding the changes in health care insurance as part of the federal Affordable Health Care Act and hospital ratings and standards for nurses with a bachelor's degree which also weigh positively toward bachelor degree level training. The group strongly supported the efforts of Valencia College, Lake/Sumter College and Seminole State College to move the BS in Nursing on to the next level of review and support by the Consortium Academics Coordinating Committee (CACC).

Supplemental Materials B.1.2-Meeting Minutes & Notes

**B. DirectConnect to U.C.F., Consortium Academic Coordination Committee,
Central Florida Higher Education Consortium – 2016 Annual Report**



DirectConnect to UCF

2016 Annual Report of the Consortium Academic Coordination Committee Central Florida Higher Education Consortium

Purpose:

The Consortium Academic Coordination Committee (CACC) will review regional plans and needs, with a particular focus on additional baccalaureate degree offerings. Where supported by regional workforce data, the CACC will add new degrees to a five year master plan that will be submitted to the Central Florida Higher Education Consortium presidents for their approval.

CACC Membership:

The Committee will include the chief academic officer from each state college and two members from UCF appointed by the president and/or provost. A list of current members is found in Appendix A. The CACC is supported by a Workforce Development Committee consisting of one representative of each state college and UCF. A list of current members is found in Appendix B.

Process:

1. Individual Colleges and UCF research potential baccalaureate degrees.
2. CACC members share plans.
3. The CACC commissions the Workforce Development Committee to research the need for the new degrees.
4. The CACC endorses programs where the workforce data supports the need, and none of the members have concerns about the potential degree.
5. Programs where the workforce data does not appear strong, or where members have concerns will either not receive endorsement, or more information may be requested before a determination about endorsement is made.
6. Programs with no concern are added to a regional five year master plan (See Appendix C).
7. The five year plan is submitted to the presidents as part of the CACC Annual Report.

Recommendations for 2016:

The submission of proposals to DOE for baccalaureate degrees in nursing for Eastern Florida State College, Lake-Sumter State College, Seminole State College, and Valencia College were endorsed, with the understanding that Seminole College and Valencia College with UCF will continue offering concurrent enrollment programs.

The submission of a proposal to DOE for a BAS degree Business and Organizational Leadership for Valencia College was endorsed.

The submission of a proposal to DOE for baccalaureate degrees in education for Eastern Florida has been postponed because Eastern Florida and UCF are discussing additional opportunities for collaboration.

Year 1 Activities and Recommendations

Meeting 1: April 29, 2016 at UCF

The Committee reviewed its charge and clarified the work flow process for consideration of new baccalaureate degrees. Jeff Jones of UCF and Susan Ledlow of Valencia were selected as Co-Chairs. The Committee decided to hold meetings after the baccalaureate liaison meetings at the Council of Instructional Affairs for the Florida College System. The group also agreed that because the APPRISE process and approval from SACS takes over a year, Consortium members can submit pre-proposals for new degrees into APPRISE before CACC approval. If the CACC decides that the new degree is not needed, members agreed not to submit the full proposal.

Meeting 2: June 8, 2016 in Cocoa Beach

Committee members agreed upon the principles by which decisions would be made, with workforce need being first on the list of criteria. The Workforce Development team was commissioned, with Nasser Hedayat of Valencia and Eugene Jones of Lake-Sumter as co-chairs. The Committee outlined the types of data that might be considered in addition to the publically available labor market data. These included data such as employer surveys, industry reports, and changes in certifications or education levels required for employment. CareerSource Central Florida was invited to the meeting and it was agreed to have representatives of all regions going forward at CACC meetings. Consortium members shared plans for new degrees. The Committee agreed to formally review new proposed degrees in nursing (from Eastern Florida, Seminole, Lake-Sumter, and Valencia), business (from Valencia), and education (from Eastern Florida) at the next meeting, and asked the Workforce Development Committee to begin its research.

Meeting 3: September 12, 2016 in Orlando

The Committee reviewed the workforce data related to job openings in business, and unanimously endorsed the proposal for a BAS Degree in Business and Organizational Leadership from Valencia College. The Committee also reviewed the nursing data from the Workforce Development Committee and supplementary data provided in a Region 12 Nursing Summit. The Deans of Nursing from Eastern Florida, Lake-Sumter, Seminole, Valencia, and UCF were invited as guests to the meeting to present their needs and concerns, especially concerns of the concurrent nursing programs if new BSNs were approved. The Committee decided that more internal dialogs were needed at the respective institutions and deferred the decision until the next meeting.

Meeting 4: October 31, 2016 by Skype

The Committee endorsed the four BSN proposals, with the caveat that Seminole and Valencia would continue their concurrent programs with UCF. It was decided that the three colleges in Region 12 would submit their proposals to DOE together and use the same workforce data. Eastern Florida will submit individually as their workforce data is different. Eastern Florida also reported that they would like to withdraw at this time their baccalaureate in education proposals, as they are working closely with UCF to explore additional opportunities for collaboration.

Appendix A. CACC Membership

Jeff Jones, Vice Provost, University of Central Florida (Co-Chair)
 Susan Ledlow, VP of Academic Affairs and Planning, Valencia College (Co-Chair)

Elizabeth Dooley, Vice Provost and Dean, University of Central Florida
 Amy Locklear, VP of Academic Affairs, Daytona State College
 Linda Miedema, VP Academic Affairs/CLO, Eastern Florida State College
 Mark Paugh, VP of Academic Affairs, College of Central Florida
 Laura Ross, VP of Academic Affairs & Chief Academic Office, Seminole State College
 Doug Wymer, VP of Academic Affairs, Lake-Sumter State College

Appendix B. Workforce Development Committee

Nasser Hedayat, AVP for Career and Workforce Education, Valencia College (Co-Chair)
 Eugene Jones, AVP Baccalaureate and Workforce Programs, Lake-Sumter State College (Co-Chair)

Frank Margiotta, Executive Director, Technical and Professional Training, Eastern Florida State College
 Angela Kersenbrock, Associate VP, Career and Professional Programs, Seminole State College
 Sean Armstrong, Director, Academic Support Services, University of Central Florida
 Linda Miles, Representative, Daytona State College
 Rob Wolf, College of Central Florida

Appendix C. Status of Proposed Baccalaureate Degrees

College	Degree	Status
College of Central Florida	BS – Criminal Justice	Pending internal approval
Daytona State College	N/A	
Eastern Florida State College	BS Data Science	Pending DOE approval
	BS Education	Withdrawn
	BS in Nursing	Endorsed by CACC
Lake-Sumter State College	BS in Nursing	Endorsed by CACC
Seminole State College	BS in Nursing	Endorsed by CACC
	Education	In discussion with UCF
Valencia College	B.S. in American Sign Language	Withdrawn
	BS in Nursing	Endorsed by CACC
	BAS in Business and Organizational Leadership	Endorsed by CACC
UCF	BS – Environmental Studies	Posted in APPriSE, April 2016
	BS – Emergency Management	Posted in APPriSE, April 2016
	BA – Non-profit management	Posted in APPriSE, April 2016

Supplemental Materials B.1.3-Community Support

A. Orlando Economic Development Commission-Porter

ORLANDO

December 7, 2016

Dr. Sandy Shugart
President
Valencia College
1768 Park Center Drive
Orlando, Florida 32835 DO-32

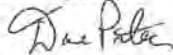
Dear Dr. Shugart:

The Orlando Economic Development Commission enthusiastically supports Valencia College in its pursuit of offering baccalaureate degree in Supervision and Management. By adding such a program, our students will be able to receive their four-year degree without leaving the area. A highly educated and specialized workforce will allow our State and region to better compete in our global economy.

Valencia College has a long standing and remarkable track record of providing excellent leadership in education, training, and resources in Orange and Osceola counties. The expansion of four-year degree adds to our community's desire and commitment to raise the higher educational standard among our citizenry. Additionally, it will improve our workforce and its ability to positively affect change within their chosen area of employment.

The industries that the Orlando Economic Development Commission assist to retain, grow and recruit demand a high quality of life and an educated diverse workforce. Therefore, the development of the locally available Bachelor of Applied Science in Supervision and Management will provide our area residents with needed opportunity for skill growth. In the past, the region has suffered the loss of highly-skilled individuals as they relocate to attend degree programs elsewhere and then do not return. The availability of a baccalaureate program will assist in keeping our talent here locally for continued growth of our area business and economy.

Best Regards,



Dave Porter, CEcD
Senior Vice President, Business Development
Orlando Economic Development Commission

For: Dave Porter 3040.9661 11/30/16
BY: 4317 429 7121
F/337 426 0425

B. Career Source Central Florida-Nabors



February 14, 2017

Dr. Sanford C. Shugart, President/CEO
Valencia College
1768 Park Place Drive
Orlando, Florida 32835

Dear Dr. Shugart,

CareerSource Central Florida (CSCF) would like to express our support for Valencia College in the desire to offer a Bachelor's of Applied Science in Supervision and Management (BAS).

As the regional workforce board serving Central Florida we see a growing need for management and supervisory employees that are trained at the bachelor degree level. A recent survey of the regions businesses supported the need for these leaders, as well as an increased projected demand in the next five years. The result of the survey reflects the value and impact such a program would add to the Central Florida community. The proposed bachelor program would enhance and expand training opportunities for Central Floridians and in particular the five counties served by CSCF.

As the state's largest college covering the largest geographic area Valencia College is uniquely positioned to serve this widespread need.

As the regional workforce board serving Sumter, Lake, Orange, Osceola, and Seminole counties, we encourage programs within the region that train a talent pipeline to meet the specific needs of Central Florida businesses and also support career pathway progression opportunities for those currently in the field. We do this by supporting training programs that can partner with us to fulfill these vital needs.

For these reasons I support Valencia's pursuit of the BAS program as fits right into this criteria. We are therefore asking the State to approve Valencia College's request to begin offering this Bachelor program.

This critical training program will provide enrollees with the opportunity to obtain a credential that can lead them to high paying jobs with sustainable and steady employment for years to come. This program will clearly serve the needs of businesses and provide a sustainable and well-trained talent pipeline for Central Florida.

Sincerely,

A handwritten signature in dark ink, appearing to read "Pamela Nabors", is written over a light gray rectangular background.

Pamela Nabors
President and CEO
CareerSource Central Florida

CareerSourceCentralFlorida.com
390 North Orange Avenue, Suite 700 | Orlando, FL 32801
p. 407.531.1222 | f. 407.708.1385 | TTY/TTD 711



Supplemental Materials B.1.3-Community Support

C. Central Florida Partnership-Stewart



CENTRAL FLORIDA
PARTNERSHIP

February 15, 2017

Sanford C. Shugart, Ph.D.
Valencia College
P. O. Box 3028
Orlando, FL 32802

RE: BAS in Supervision and Management

Dear Dr. Shugart:

It is my pleasure to write to express the unwavering support of the Central Florida Partnership for Valencia College in its desire to offer a Bachelor's of Applied Science in Supervision and Management program.

As we work to advance the Central Florida Region on a national and global platform, we see the growing need for managers and supervisors trained at the bachelor level on a daily basis. In fact, the recent survey of businesses in the region supports the need for these leaders, as well as an increased projected demand in the next five years. The survey results also reflect the value and impact such a program would add to Central Florida community, bringing increased value to our talent pipeline. The proposed bachelor program would enhance and expand training opportunities for our residents, in particular the counties served by Valencia College.

As one of the state's largest colleges covering a vast geographic area, Valencia College is uniquely positioned to serve the widespread needs of our student population with innovative education tools and dedicated faculty who truly care about each student's success.

We are proud to join with you in support of the proposed BAS program.

Sincerely,

Jacob V. Stuart
President
Jacob.Stuart@IdeasToResults.org

Supplemental Materials B.1.4- Letters of Support/Correspondence-Universities

A. University of Central Florida – Jones, Vice Provost for Regional Campuses



UCF Regional Campuses

February 21, 2017

RE: Support for Valencia College's proposed Bachelor of Applied Science in Supervision and Management

As a representative of the University of Central Florida (UCF), I am writing this letter to support the Bachelor of Applied Science in Supervision and Management being proposed by Valencia College.

In 2005, the Central Florida Higher Education Consortium was formed to guarantee students graduating with an Associate of Arts, as well as selected Associate of Science degrees, from Consortium member institutions admission to the University of Central Florida. The Consortium operates within the guidelines of a Regional Operational Plan. With this agreement, Consortium member institutions agree to conduct a collaborative review of new baccalaureate degrees being proposed by any of the six state college members. This review process involves a regional workforce supply-demand gap analysis, advice from local employers, and an extensive review of data shared among the chief academic officers of each member institution.

The Consortium members believe that this review process is thorough, and it is consistent with the members' shared goals of meeting local and regional workforce demands without unnecessary duplication of degree programs.

Our research has shown that only 28.5% of UCF College of Business graduates reside and seek employment in the Valencia College service area. In addition, through conversation with UCF College of Business Dean Paul Jarley, there are fundamental differences between the proposed BAS degree and those degrees offered through UCF's College of Business, which is accredited by the Association to Advance Collegiate Schools of Business, also known as AACSB International. Dean Jarley agrees that the BAS degree being proposed by Valencia College is a degree that is clearly aimed at meeting local workforce needs in supervision and management.

In addition, at the November 8, 2016 meeting of the presidents of all seven Central Florida Higher Education Consortium institutions, unanimous support was offered for this proposed BAS degree. These institutions include College of Central Florida, Daytona State College, Eastern Florida State College, Lake-Sumter State College, Seminole State College, University of Central Florida, and Valencia College.

Therefore, I add my support to this proposed Bachelor of Applied Science degree in Supervision and Management, and believe that if approved, it will serve to better prepare leaders for the economy of Central Florida.

A handwritten signature in black ink, appearing to read "J. Jeffrey Jones", is positioned above the printed name.

J. Jeffrey Jones, Ph.D.
Vice Provost for Regional Campuses

CC: Provost Dale Whittaker
Dean Paul Jarley

Supplemental Materials B.1.4- Letters of Support/Correspondence-Universities

B. Barry University – No response

Nasser Hedayat

From: Nasser Hedayat
Sent: Wednesday, February 1, 2017 8:46 AM
To: 'akeener@barry.edu'
Subject: FW: Valencia's BAS in Supervision and Management

Good morning Dr. Keener. I am following up in regards to Valencia's bachelor degree in Supervision and Management. I would like to meet with you to discuss our degree and potential articulation to your graduate programs.

Regards,

Nasser

Dr. Nasser Hedayat

Assistant Vice President
Career and Workforce Education
1768 Park Center Drive
Orlando, FL. 32835 DO-30



P-407-582-3327

nhedayat@valenciacollege.edu

<http://valenciacollege.edu/academic-affairs/career-workforce-education/about-us/nasser-hedayat.cfm>

From: Nasser Hedayat
Sent: Tuesday, December 6, 2016 8:28 AM
To: 'akeener@barry.edu' <akeener@barry.edu>
Cc: Nasser Hedayat <nhedayat@valenciacollege.edu>
Subject: Valencia's BAS in Supervision and Management

Dear Dr. Keener,

The purpose of this email is to inform you that Valencia College is submitting a Notice of Intent for a new bachelor of Applied Science in Supervision and Management to the Florida Department of Education (FLDOE).

I would like to discuss with you our plan and future collaborations. Please let me know of your availability for a conversation via the phone or in person.

Dr. Nasser Hedayat

Assistant Vice President
Career and Workforce Education
1768 Park Center Drive
Orlando, FL. 32835 DO-30



P-407-582-3327

E-nhedayat@valenciacollege.edu

<http://valenciacollege.edu/academic-affairs/career-workforce-education/about-us/nasser-hedayat.cfm>

Supplemental Materials B.1.4- Letters of Support/Correspondence-Universities

C. Herzing University-Herzing, President



HERZING
UNIVERSITY

W140 N8917 Lilly Road, Menomonee Falls WI 53051
P 414.271.8103 • F 414.212.4643 • www.herzing.edu

February 7, 2017

Dr. Sanford Shugart
President
Valencia College
1768 Park Center Drive
Orlando, FL 32835

Dear Dr. Shugart,

As an academic partner and as an advocate for continuing to advance the education of the Central Florida workforce, Herzing University fully supports Valencia's application to the Florida Department of Education for a Bachelor of Applied Science in Supervision and Management program.

The ability of Valencia College to provide an additional education opportunity for students preferring a local modality with in-person facilitation would positively impact the ability of prospective students to select the best option for academic success.

The opportunity for Herzing University to enhance our current affiliation with Valencia College through the development of pathways for Valencia's students who wish to further their education at the Master's level while working full-time would offer a unique partnership that would benefit the students, graduates, and local community.

Herzing University fully supports the efforts of Valencia College as they seek to establish a Bachelor's of Applied Science in Supervision and Management.

Sincerely,

Renee Herzing
President/CEO

Supplemental Materials B.1.4- Letters of Support/Correspondence-Universities

D. Herzing University-Antonacci, Campus President



Herzing University - Orlando Campus
1768 Park Center Drive, Orlando, FL 32835
P: 407.749.1118 • F: 407.478.0501 • www.hz.edu



February 7, 2017

Dr. Sanford Shugart
President
Valencia College
1768 Park Center Drive
Orlando, FL 32835

Dear Dr. Shugart,

As an academic partner and as an advocate for continuing to advance the education of the Central Florida workforce, Herzing University fully supports Valencia's application to the Florida Department of Education for a Bachelor of Applied Science in Supervision and Management program.

The ability of Valencia College to provide an additional education opportunity for students preferring a local modality with in-person facilitation would positively impact the ability of prospective students to select the best option for academic success.

The opportunity for Herzing University to enhance our current affiliation with Valencia College through the development of pathways for Valencia's students who wish to further their education at the Master's level while working full-time would offer a unique partnership that would benefit the students, graduates, and local community.

Herzing University fully supports the efforts of Valencia College as they seek to establish a Bachelor's of Applied Science in Supervision and Management.

Sincerely,

A handwritten signature in cursive script that reads "Heather Antonacci".

Heather Antonacci
Campus President-Orlando
Herzing University

• Miami • Broward • Duval • Seminole • Madison • Minneapolis • New Orleans • Orange • Osceola • Polk

Herzing University is an Equal Opportunity Institution. Diversity and Inclusion are core values of our institution.

Herzing University is accredited by the Higher Learning Commission (www.ncahlc.org)

Supplemental Materials B.1.4- Letters of Support/Correspondence-Universities

E. University of Phoenix – Lucas, Campus Director, Central Florida Campus



December 7th, 2016

Dr. Nasser Hedayat
Assistant Vice President
Career and Workforce Education; Valencia College
1768 Park Center Drive
Orlando, FL 32835

Re: Letter of Support for Bachelor of Science in Supervision & Management

As an academic partner and as an advocate for continuing to advance the education of the Central Florida workforce, University of Phoenix is supportive of the addition of the Bachelors of Science in Supervision & Management program offering at Valencia College.

While University of Phoenix offers a similar program in our Bachelor of Science in Management to local residents including approximately 141 current students, these courses are currently only being offered in an online modality. Approximately 37 of these students or 26% of the total program currently reside/work in the Valencia Service District. The ability for Valencia College to provide an additional educational opportunity for students preferring a local modality with in-person facilitation would positively impact the ability of prospective students to select the best option for academic success. Additionally, the majority of University of Phoenix students are working adults that differ from the student demographic that typically attend State Colleges and Universities.

The opportunity for University of Phoenix to enhance our current affiliation with Valencia College through the development of concurrent enrollment in BSS&M/MBA courses and/or transition pathways for BSS&M graduates of Valencia who wish to further their education at the Master's level while working full time would offer a unique partnership that would benefit the students, graduates, and local community.

University of Phoenix looks forward to our continued academic partnership with Valencia and our collective support of the Central Florida community.

A handwritten signature in black ink that reads "Brian Lucas".

Brian Lucas
Campus Director, University of Phoenix - Central Florida Campus
Brian.Lucas@phoenix.edu

WE RISE

Supplemental Materials B.1.5- Letters of Support-Employers

A. Amazon Hose & Rubber Company-Donlin



January 23, 2017
Dr. Sanford Shugart
President
Valencia College
1768 Park Center Drive
Orlando, FL 32835

Dear Dr. Shugart:

Amazon Hose and Rubber Company enthusiastically supports Valencia College in its pursuit of offering baccalaureate degree in Supervision and Management. Amazon Hose is fabricator and distributor of custom hose assemblies for hydraulic fluid power applications, as well as industrial applications. We are a 98-year old company on a mission of growth throughout the state of Florida.

Valencia College has a long standing and remarkable track record of providing excellent education, training, and resources that positively affects and improves the manufacturing industry and our workforce need in Orange and Osceola counties. We are continuously in need of highly qualified and talented managers at a baccalaureate level in particular in areas like administrative services, operations, and Human Resources.

The availability of the proposed baccalaureate program will assist us in keeping our talent here locally for continued growth of our business and economy.

Best Regards,

A handwritten signature in black ink, appearing to read "J. Donlin", is written over a horizontal line.

Jim Donlin

President

Amazon Hose and Rubber Company

jimdonlin@AmazonHose.com

1-800-4-A-M-A-Z-O-N
TOLL

WWW.AMAZONHOSE.COM

B. Center State Bank-Cucci



January 23, 2017
Dr. Sanford Shugart
President
Valencia College
1768 Park Center Drive
Orlando, FL 32835

Dear Dr. Shugart:

Center State Bank enthusiastically supports Valencia College in its pursuit of offering baccalaureate degree in Supervision and Management. Center State Bank is a Florida-based community bank currently operating 68 banking centers and 3 loan production offices around the state of Florida and our newest office in Macon, Georgia. CenterState is Florida's second largest community bank with over \$5 billion in assets.

Valencia College has a long standing and remarkable track record of providing excellent education, training, and resources that positively affects and improves the financial industry and our workforce need in Orange and Osceola counties. We and other banks in the market are continuously in need of highly qualified and talented managers at a baccalaureate level in particular in areas like administrative services, operations, and Human Resources.

The availability of the proposed baccalaureate program will assist us in keeping our talent here locally for continued growth of our business and economy.

Best Regards,

A handwritten signature in dark ink, appearing to read "Chris Cucci".

Chris Cucci
Senior VP, Relationship Manager
CenterState Bank

C. Center State Bank-Zeman



Dr. Sanford Shugart
President
Valencia College
1768 Park Center Drive
Orlando, FL 32835

February 2, 2017

Dear Dr. Shugart:

CenterState Bank enthusiastically supports Valencia College in its pursuit of offering baccalaureate degree in Supervision and Management. CenterState Bank is a Florida-based community bank currently operating 68 banking centers and 3 loan production offices around the state of Florida and our newest office in Macon, Georgia. CenterState is Florida's second largest community bank with over \$5 billion in assets.

Valencia College has a long standing and remarkable track record of providing excellent education, training, and resources that positively affects and improves the financial industry and our workforce need in Orange and Osceola counties. We and other banks in the market are continuously in need of highly qualified and talented managers at a baccalaureate level, specifically, in areas of administrative services, operations, and Human Resources.

The availability of the proposed baccalaureate program will assist us in keeping our talent here locally for continued growth of our business and economy.

Best Regards,

A handwritten signature in dark ink, appearing to read "Phil Zeman", is written over a horizontal line.

Phil Zeman
Senior VP, Relationship Manager
CenterState Bank

Supplemental Materials B.1.5- Letters of Support-Employers

D. Concord Management/Concord Rents-Thomas

CONCORD MANAGEMENT, LTD.
2605 MAITLAND CENTER PARKWAY, SUITE A
MAITLAND, FL 32751
PH: 407.741.8800



February 13, 2017

Dr. Sanford Shugart, President
Valencia College
1768 Park Center Drive
Orlando, FL 32835

Dear Dr. Shugart:

Concord Management, Ltd. ("ConcordRents") is a staunch proponent of introducing the multifaceted property management industry to students in pursuit of formal study in the field. As such, we are resolute in our support of Valencia College's endeavor to bring a Bachelor of Applied Science in Supervision and Management to fruition. Deeply entrenched in the Central Florida community, ConcordRents is an established leader in residential property management. We recognize that this industry's future success will require an ability to both educate and recruit bright minds in property management.

Valencia College has a long-standing and remarkable track record as a preeminent provider of education, training, and resources. This program will be very beneficial due to the workforce needs of the property management industry, as well as our organization's workforce needs, especially in Orange and Osceola counties. As in most industries, we are in continuous need of highly qualified and talented managers and other on-site personnel to operate our properties. We would look forward to recruiting directly from a Valencia College's proposed bachelor degree as it will prove an ideal platform for providing highly skilled personnel.

The availability of the proposed Bachelor of Applied Science in Supervision and Management will assist us in further developing our talent in Central Florida, which will ease the transition for the student into a local career as well as position our industry for continued advancement.

Best Regards,

Jonathan Thomas
Sr. Vice President

E. Fringe Benefit Plans, Inc.-Foreman



Douglas C. Foreman, CLU, ChFC
CEO

January 23, 2017
Dr. Sanford Shugart
President
Valencia College
1768 Park Center Drive
Orlando, FL 32835

Dear Dr. Shugart:

It has been great to see you at the Lifework Leadership events over the past few months. I got to know Dr. Nasser Hedayat over the past year at the CEO Leadership Forum where he shared with me and other business leaders Valencia's intent to offer the bachelor degree in Supervision and Management.

Fringe Benefit Plans, Inc. enthusiastically supports Valencia College in its pursuit of offering baccalaureate degree in Supervision and Management and join the other business leaders in the Forum supporting a scholarship fund to Valencia students in business program. We are growing our business and are currently looking for two new hires to help with our client base, someone who would be a talented manager at a baccalaureate level in particular in areas like administrative services, operations, and Human Resources.

Valencia College has a long standing and remarkable track record of providing excellent education, training, and resources that positively affects and improves the Healthcare Industry and our workforce needs in Orange County.

The availability of the proposed baccalaureate program will assist us in keeping our talent here locally for continued growth of our business and economy.

Best Regards,

Douglas Foreman, CLU, ChFC

Fringe Benefit Plans, Inc.

Doug@fbplans.com

2211 Lee Road, Suite 100 • Winter Park, Florida 32789 • Tel 407-862-5900 • Fax 407-869-7560
E-mail: Doug@FBPlans.com • www.FringeBenefitPlans.com

F. Grennan Fender - Gallo



Certified Public Accountants & Advisors

February 3, 2017

Dr. Sanford Shugart
President
Valencia College
1768 Park Center Drive
Orlando, FL 32835

Dear Dr. Shugart:

During 2016, I initiated the CEO Leadership Forums as Chief Marketing Officer of our strategic alliance partner, Nperspective CFO Services. In January of this year, I joined another alliance partner to assist CPA firm Grennan Fender in its growth plans.

Grennan Fender McCrady Hess & Poparad, LLP enthusiastically supports Valencia College in its pursuit of offering baccalaureate degree in Supervision and Management. Grennan Fender McCrady Hess & Poparad, LLP has been a leading Orlando CPA and business financial solutions firm for more than 40 years. The firm provides a wide array of innovative services for clients, including tax, audit, consulting, outsourced accounting, cloud accounting and tax planning to meet both individual and business needs.

Valencia College has a long standing and remarkable track record of providing excellent education, training, and resources that positively affects and improves the Financial Services and Accounting and our workforce need in Orange, Seminole and Osceola counties. We are continuously in need of highly qualified and talented managers at the baccalaureate level in particular in areas like administrative services, finance, operations, and Human Resources.

The availability of the proposed baccalaureate program will assist us in keeping our talent here locally for continued growth of our business and economy.

Best Regards,

Geoffrey S. Gallo, ChFC, CExP

Sr. Vice President – Marketing & Strategic Consulting

ggallo@grennanfender.com

Grennan Fender McCrady Hess & Poparad, LLP

1000 Legion Place | Suite 701 | Orlando | FL 32801 | 407-896-4931

GrennanFender.com

G. Grennan Fender - Poparad



Certified Public Accountants & Advisors

February 3, 2017

Dr. Sanford Shugart
President
Valencia College
1768 Park Center Drive
Orlando, FL 32835

Dear Dr. Shugart:

Grennan Fender McCrady Hess & Poparad, LLP enthusiastically supports Valencia College in its pursuit of offering baccalaureate degree in Supervision and Management. Grennan Fender McCrady Hess & Poparad, LLP has been a leading Orlando CPA and business financial solutions firm for more than 40 years. The firm provides a wide array of innovative services for clients, including tax, audit, consulting, outsourced accounting, cloud accounting and tax planning to meet both individual and business needs.

Valencia College has a long standing and remarkable track record of providing excellent education, training, and resources that positively affects and improves the Financial Services and Accounting and our workforce need in Orange, Seminole and Osceola counties. We are continuously in need of highly qualified and talented managers at the baccalaureate level in particular in areas like administrative services, finance, operations, and Human Resources.

The availability of the proposed baccalaureate program will assist us in keeping our talent here locally for continued growth of our business and economy.

Best Regards,

David Poparad, CPA, MBA

Partner

dpoparad@grennanfender.com

Grennan Fender McCrady Hess & Poparad, LLP

1000 Legion Place | Suite 701 | Orlando | FL 32801 | 407-896-4931

GrennanFender.com

H. Griffis & Halbert Wealth Management-Griffis

February 28, 2017

Dr. Sanford Shugart
President
Valencia College
1768 Park Center Drive
Orlando, Fl. 32835

Dear Dr. Shugart:

Griffis & Halbert Wealth Management enthusiastically supports Valencia College in its pursuit of offering baccalaureate degree in Supervision and Management.

Valencia College has a long standing and remarkable track record of providing excellent education, training, and resources that positively affects and improves the financial services industry and our workforce needs in Orange and Osceola counties. We are continuously in need of highly qualified and talented managers at a baccalaureate level in particular in areas like administrative services and Human Resources. Valencia College student, Victoria Rodriguez, is just starting her internship with our firm.

The availability of the proposed baccalaureate program will assist us in keeping our talent here locally for continued growth of our business and economy.

Best Regards,



GLYN GRIFFIS, CFP®

Branch Manager

Securities offered exclusively through
Raymond James Financial Services, Inc.
Member FINRA/SIPC

525 W. Plant Street, Ste. B | Winter Garden, FL 34787

Office 407-730-3730 | Fax 407-730-3734

Glyn.Griffis@gmail.com

www.StayAdvised.com

Supplemental Materials B.1.5- Letters of Support-Employers

I. Insurance Office of America-Dalrymple



February 7, 2017

Dr. Sanford Shugart
President
Valencia College
1768 Park Center Drive
Orlando, FL 32835

Dear Dr. Shugart:

Insurance Office of America (IOA) enthusiastically supports Valencia College in its pursuit of offering baccalaureate degree in Supervision and Management. IOA is home based in Florida currently operating 13 offices in Florida, 39 other locations nationwide, as well as our international office in London, England. IOA is Florida's largest privately held insurance and risk management firm over \$100 million in assets.

Valencia College has a long standing and remarkable track record of providing excellent education, training, and resources that positively affects and improves the financial industry and our workforce need in Orange and Osceola counties. We and other firms in the market are continuously in need of highly qualified and talented managers at a baccalaureate level, specifically, in areas of administrative services, operations, and Human Resources.

The availability of the proposed baccalaureate program will assist us in keeping our talent here locally for continued growth of our business and economy.

Best Regards,

A handwritten signature in black ink, appearing to read "Rick Dalrymple".

Rick Dalrymple, CPIA, CMIP
Senior Vice President
Insurance Office of America

J. nperspective-Slappey



January 23, 2017
Dr. Sanford Shugart
President
Valencia College
1768 Park Center Drive
Orlando, FL 32835

Dear Dr. Shugart:

Nperspective, LLC enthusiastically supports Valencia College in its pursuit of offering baccalaureate degree in Supervision and Management. Nperspective, LLC is a state-wide financial consulting firm offering part-time, interim and project outsourced CFO services to clients using a flexible engagement model dependent on the needs of their organization.

Valencia College has a long standing and remarkable track record of providing excellent education, training, and resources that positively affects and improves the financial industry and our workforce need in Orange and Osceola counties. We are continuously in need of highly qualified and talented managers at a baccalaureate level in particular in areas like administrative services, operations, and Human Resources.

The availability of the proposed baccalaureate program will assist us in keeping our talent here locally for continued growth of our business and economy.

Best Regards,

A handwritten signature in black ink, appearing to read 'C. Russell Slappey'.

C. Russell Slappey, CPA | CEO
Mobile 407.448.1781 • Fax 321.233.0223
5971 Brick Court, Suite 100B
Winter Park, FL 32792
Nperspective - CFO & Strategic Services
Offices: Orlando | Tampa | South Florida
www.npcfo.com

K. Swann Hadley Stump Dietrich & Spears-Dietrich II

**SWANN HADLEY STUMP
DIETRICH & SPEARS**

Pervie P. Swann (1895-1984)

Sharon B. Abner
Karen M. Brown
Stuart P. Buchanan
D. Paul Dietrich II
Kristyn Elliott
Ralph V. Hadley, III
Benjamin C. Isenian

Attorneys and Counselors at Law
Since 1924
www.swannhadley.com

Eric B. Jontz
Jeffrey R. Jontz
Richard A. Leigh
Michael T. Sheridan
Douglas C. Spears
John R. Stump
Richard R. Swann

Donald P. Dietrich
Of Counsel

February 3, 2017

Dr. Sanford Shugart
President
Valencia College
1768 Park Center Drive
Orlando, FL 32835

Dear Dr. Shugart:

Swann Hadley Stump Dietrich & Spears, P.A. enthusiastically supports Valencia College in its pursuit of offering baccalaureate degree in Supervision and Management. Swann Hadley Stump Dietrich & Spears, P.A. is a Winter Park law firm specializing in real estate, business transactions and commercial litigation.

Valencia College has a long standing and proven track record of providing excellent education, training, and resources which positively affect and improve the real estate industry and business community and our workforce need in Orange and Osceola counties. We are continuously in need of highly qualified and talented managers at a baccalaureate level in particular in areas like administrative services, operations, and human resources. The availability of the proposed baccalaureate program will assist us in keeping our talent here locally for continued growth of our business and economy.

Best Regards,



D. Paul Dietrich II
pdietrich@swannhadley.com

Supplemental Materials B.1.5- Letters of Support-Employers

L. World Class Installations-Croston



January 23, 2017
Dr. Sanford Shugart
President
Valencia College
1768 Park Center Drive
Orlando, Fl. 32835

Dear Dr. Shugart:

The World Class Installations, Inc. enthusiastically supports Valencia College in its pursuit of offering baccalaureate degree in Supervision and Management. World Class Installations, Inc. is an electronic lock company that services and supplies customers internationally.

Valencia College has a long standing and remarkable track record of providing excellent education, training, and resources that positively affects and improves the Construction industry and our workforce need in Orange and Osceola counties. We are continuously in need of highly qualified and talented managers at a baccalaureate level in particular in areas like administrative services, operations, and Human Resources.

The availability of the proposed baccalaureate program will assist us in keeping our talent here locally for continued growth of our business and economy.

Best Regards,

A handwritten signature in dark ink, appearing to read "Ken Croston", is written over a faint, circular stamp or watermark.

Ken Croston

World Class Installations, Inc.

Ken.C@ElectronicLockSmith.com

Supplemental Materials B.1.6-Data Source References

A. Bureau of Labor Statistics Letter-Wolf Typical Entry Level Education Needed for

Construction Managers • Cost Estimators • General and Operations Managers • and Managers • All Other

U.S. Department of Labor

Bureau of Labor Statistics
2 Massachusetts Ave. N.E.,
Washington, D.C. 20212



February 2, 2017

Dr. Nasser Hedayat
Asst. Vice President
Valencia College
1768 Park Center Drive
Orlando, FL 32835

Dear Dr. Hedayat:

The U.S. Bureau of Labor Statistics (BLS) assigns a designation within three categories: typical entry-level education, work experience in a related occupation, and typical on-the-job training. Typical education needed for entry represents the typical education level most workers need to enter an occupation, which ranges from no formal educational credential to doctoral or professional degree. A full description of the classification system is available from https://www.bls.gov/emp/en_education_tech.htm.

Research and analysis of available data by BLS staff resulted in the designation of Bachelor's degree as the typical education needed for entry for the following occupations:

SOC Code	Occupation Title
11-9021	Construction Managers
13-1051	Cost Estimators
11-1021	General and Operations Managers
11-9199	Managers, All Other

These designations are published on the BLS website at: https://www.bls.gov/emp/en_table_112.htm. In assigning designations for occupations, BLS staff reviews data from the Census Bureau's American Community Survey, data on education, work experience, and on-the-job training requirements from the Occupational Information Network (O*NET); and data on postsecondary program completions from the National Center for Education Statistics. In addition, BLS staff evaluate qualitative information obtained from educators, employers, workers in the occupation, training experts, and representatives of professional and trade associations and unions.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "Michael Wolf", is written over a light blue horizontal line.

Michael Wolf
Division Chief – Occupational Employment Projections

Supplemental Materials B.1.6-Data Source References

B. EMSI

713110, Amusement and Theme Parks Industry Overview

<http://www.economicmodeling.com/>

Industry Overview

Emsi Q1 2017 Data Set • February 2017

PARAMETERS

Industries

Code	Description
713110	Amusement and Theme Parks

Regions

Code	Description
12095	Orange County, FL
12097	Osceola County, FL

Timeframe: 2016 – 2024

Datarun: 2017.1 – QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors

Amusement and Theme Parks in 2 Florida Counties

Amusement and Theme Parks (NAICS 713110): This industry comprises establishments, known as amusement or theme parks, primarily engaged in operating a variety of attractions, such as mechanical rides, water rides, games, shows, theme exhibits, refreshment stands, and picnic grounds. These establishments may lease space to others on a concession basis.

Industry Summary for Amusement and Theme Parks

63,971	16.1%	\$39,213
Jobs (2016)	% Change (2016-2024)	Avg. Earnings Per Job (2016)
5,837% above National average	Nation: 15.8%	Nation: \$32,353

Industry Detail

Establishments (2016)	35
Jobs Multiplier	2

C. EMSI

721110, Hotels (Except Casino Hotels) and Motels Industry Overview

<http://www.economicmodeling.com/>

Industry Overview

Emsi Q1 2017 Data Set • February 2017

PARAMETERS

Industries

Code	Description
721110	Hotels (except Casino Hotels) and Motels

Regions

Code	Description
12095	Orange County, FL
12097	Osceola County, FL

Timeframe: 2016 – 2024

Datarun: 2017.1 – QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors

Hotels (except Casino Hotels) and Motels in 2 Florida Counties

Hotels (except Casino Hotels) and Motels (NAICS 721110): This industry comprises establishments primarily engaged in providing short-term lodging in facilities known as hotels, motor hotels, resort hotels, and motels. The establishments in this industry may offer food and beverage services, recreational services, conference rooms and convention services, laundry services, parking, and other services.

Industry Summary for Amusement and Theme Parks

55,896	14.8%	\$34,780
Jobs (2016)	% Change (2016-2024)	Avg. Earnings Per Job (2016)
467% above National average	Nation: 8.2%	Nation: \$33,469

Industry Detail

Establishments (2016)	404
Jobs Multiplier	2

Supplemental Materials B.1.6-Data Source References

D. EMSI

722511, Full-Service Restaurants Industry Overview

<http://www.economicmodeling.com/>

Industry Overview

Emsi Q1 2017 Data Set • February 2017

PARAMETERS

Industries

Code	Description
722511	Full-Service Restaurants

Regions

Code	Description
12095	Orange County, FL
12097	Osceola County, FL

Timeframe: 2016 – 2024

Datarun: 2017.1 – QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors

Full-Service Restaurants in 2 Florida Counties

Full-Service Restaurants (NAICS 722511): This U.S. industry comprises establishments primarily engaged in providing food services to patrons who order and are served while seated (i.e., waiter/waitress service) and pay after eating. These establishments may provide this type of food service to patrons in combination with selling alcoholic beverages, providing carryout services, or presenting live nontheatrical entertainment.

Industry Summary for Full-Service Restaurants

44,564 Jobs (2016) 41% above National average	17.0% % Change (2016-2024) Nation: 10.5%	\$25,334 Avg. Earnings Per Job (2016) Nation: \$23,044
--	---	---

Industry Detail

Establishments (2016)	1,382
Jobs Multiplier	1

Supplemental Materials B.1.6-Data Source References

E. EMSI, Total Service District Demand

<http://www.economicmodeling.com/>

Total Service District Workforce Demand and Occupational Overview

Emsi Q1 2017 Data Set
February 2017

Parameters:

Occupations: 786 occupations selected, all active in region.

Regions: 12095, Orange County, FL; 12097, Osceola County, FL

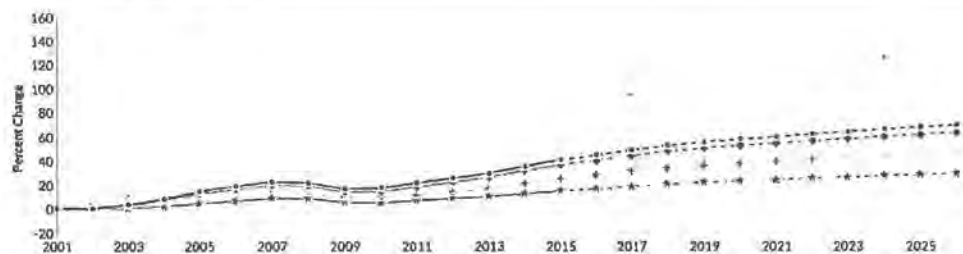
Timeframe: 2016 - 2024

Datarun: 2017.1 – QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors

Occupation Summary for 786 Occupations

1,124,698 Jobs (2016) 0% above National average	14.9% % Change (2016-2024) Nation: 9.6%	\$17.86/hr. Median Hourly Earnings Nation: \$20.85/hr.
--	--	---

Regional Trends



	Region	2016 Jobs	2024 Jobs	Change	% Change
•	Valencia Service District	1,124,698	1,292,839	168,141	14.9%
•	Osceola	127,503	153,810	26,307	20.6%
•	Orange	997,194	1,139,029	141,835	14.2%
•	Florida	11,539,055	12,910,554	1,371,499	11.9%
•	United States	191,719,012	210,042,989	18,323,977	9.6%

Supplemental Materials B.1.6-Data Source References

F. EMSI, A.1.1 Occupational Demand

<http://www.economicmodeling.com/>

Management Occupations Overview

Emsi Q1 2017 Data Set • February 2017

PARAMETERS

Occupations

Code	Description
11-0000	Management Occupations

Regions

Code	Description
12095	Orange County, FL
12097	Osceola County, FL

Timeframe: 2016 - 2024

Datarun: 2017.1 – QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors

Management Occupations in 2 Florida Counties

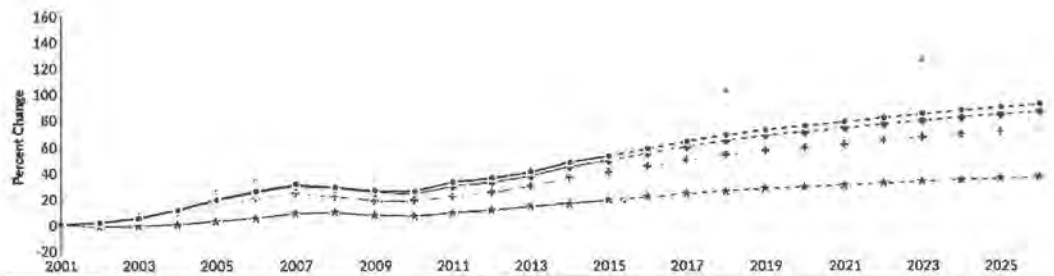
Occupation Summary for Management Occupations

54,926 Jobs (2016) 32% below National average	18.5% % Change (2016-2024) Nation: 10.9%	\$34.24/hr Median Hourly Earnings Nation: \$34.54/hr
--	---	---

Growth

54,926 2016 Jobs	65,084 2024 Jobs	10,158 Change (2016-2024)	18.5% % Change (2016-2024)
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	Region	2016 Jobs	2024 Jobs	Change	% Change
•	Region	54,926	65,084	10,158	18.5%
•	Valencia	54,926	65,084	10,158	18.5%
	Osceola	6,944	8,502	1,558	22.4%
•	Orange	47,982	56,581	8,599	17.9%
•	Florida	656,731	767,580	110,849	16.9%
•	United States	13,840,135	15,349,901	1,509,766	10.9%

* Regional Trends: Occupation - Settling

Supplemental Materials B.1.6-Data Source References

G. Forbes Magazine Orlando Ranked 7th nationally in Where African Americans are Doing Best Economically

http://www.forbes.com/pictures/edg45gkhy/no-7-orlando-fl/#9f0465326227

View Favorites Tools Help

Forbes Free Webcast: Learn How

Where African-Americans Are Doing The Best Economically 7 of 10



No. 7: Orlando, FL
Median Household Income: \$33,982
Home Ownership Rate: 43.8%

Supplemental Materials B.1.6-Data Source References

H. Forbes Magazine

Orlando Ranked 3rd nationally in Top 10 Cities for Future Job Growth

http://www.forbes.com/pictures/m645fgill/3-orlando-fla/#567e12be5327 teaconnect.org

View Favorites Tools Help

Forbes

Free Webcast: Learn How

The Top 10 Cities For Future Job Growth 3 of 11



3. Orlando, Fla.
Projected annual job growth: 3.6%
Median household income: \$50,256

Supplemental Materials B.1.6-Data Source References

I. Forbes Magazine

Osceola County Ranked 10th nationally in America's Fastest-Growing Counties

http://www.forbes.com/pictures/edg45fihj/no-10-osceola-county-fla/#6a0a5e576ffe

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Forbes

Free Webcast: Learn How

America's Fastest-Growing Counties 10 of 10



No. 10: Osceola County, Fla.
Growth, 2010-12: 6.97%
2012 Population: 287,416

Supplemental Materials B.1.6-Data Source References

J. Orlando Sentinel: Growth in the Local Startup Community

<http://www.orlandosentinel.com/brandpublishing/os-tech-growth-in-the-city-beautiful-20161216-story.html>

Tech growth in Orlando, the City Beautiful - Orlando Sentinel

Page 1 of 2

Tech growth in Orlando, the City Beautiful



By **Orlando Economic Development Commission**

DECEMBER 16, 2016, 1:56 PM

The highly skilled creative thinking that wows visitors who come to Orlando to experience our world-renowned theme parks is also transforming other cutting-edge industries that are diversifying and redefining Orlando's economy.

While people know Orlando as one of the world's top tourism and convention destinations, the region is also a hot spot for tech, with strongholds in modeling, simulation and training, film and digital media and more.

This diversity is represented by an explosion of growth in the local startup community, with a range of skillful experts finding new ways to use technology.

"We have startup incubators, we have venture capitalists, and we have angel investors. We're investing back into the community, backing entrepreneurs, making this a fantastic place to build a company," says Ted Murphy, founder of local company IZEA.

Some of these startups have received national attention on the show Shark Tank, including TROBO, a talking plush robot with a mobile app component that reads stories to young children. TROBO, like many other small businesses in Orlando, has its roots in interactive entertainment. Its creators, Jeremy Scheinberg and Chris Harden, started as engineers at Universal Orlando and EA Sports.

Orlando has a long history of tech, which includes gaming giants like EA Sports who continues to stay in the region for its easy access to the well-developed talent pool. A talent pool that is built by top industry schools like Full Sail University and the University of Central Florida's Florida Interactive Entertainment Academy (FIEA).

Companies will have another access to talent with the arrival of the UCF downtown campus, set to open in the urban core of downtown Orlando in 2019. The campus will serve as an anchor of the planned Creative Village, a 68-acre mixed-use, transit oriented, urban infill neighborhood with high-tech, digital media and creative companies and a diverse mix of students, employees and residents.

Many of Orlando's higher education institutions have also taken the initiative to create unique programs in the field of cybersecurity. These programs have proved successful, receiving national recognition and awards.

Thanks largely in part to the dedication of education leaders to enriching and sustaining Orlando's rich talent pool for companies locating and expanding in the region, Orlando's top-notch talent is consistently replenishing workforce for the tech industry.

The four K-12 school districts in the Orlando region have made it a top priority to prepare students at all stages to serve as Orlando's workforce of tomorrow.

Orange County Public Schools offer 30 magnet programs, with four of those programs named national honorees by the Magnet Schools of America.

Seminole County Public Schools offer a variety of curricula and programs centered on computer skills and has introduced basic coding to all kindergarteners.

Lake County Public Schools embrace and celebrate the individuality of students, developing a personalized learning program designed to put students in control of how they learn.

The School District of Osceola County understands the need to further develop future technology leaders and is focused on developing Science, Technology, Engineering and Math (STEM) programs.

Orlando is a region of strong partnerships, scientific exploration and discovery, and creative development. It is a city known around the world. A city where people can build their dreams on a solid foundation of resources and community support.

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K. TEA/AECOM 2015 Theme Index and Museum Index

The Global Attractions Attendance Report Top 25 Amusement/Theme Parks Worldwide

http://www.teaconnect.org/images/files/TEA_160_611852_160525.pdf

TOP 25 AMUSEMENT/THEME PARKS WORLDWIDE

RANK	PARK Location	% CHANGE	ATTENDANCE 2015	ATTENDANCE 2014
1	MAGIC KINGDOM at Walt Disney World, Lake Buena Vista, FL, U.S.	6.0%	20,492,000	19,332,000
2	DISNEYLAND, Anaheim, CA, U.S.	9.0%	18,278,000	16,769,000
3	TOKYO DISNEYLAND, Tokyo, Japan	-4.0%	16,600,000	17,300,000
4	UNIVERSAL STUDIOS JAPAN, Osaka, Japan	17.8%	13,900,000	11,800,000
5	TOKYO DISNEY SEA, Tokyo, Japan	-3.5%	13,600,000	14,100,000
6	EPCOT at Walt Disney World, Lake Buena Vista, FL, U.S.	3.0%	11,798,000	11,454,000
7	DISNEY'S ANIMAL KINGDOM at Walt Disney World, Lake Buena Vista, FL, U.S.	5.0%	10,922,000	10,402,000
8	DISNEY'S HOLLYWOOD STUDIOS at Walt Disney World, Lake Buena Vista, FL, U.S.	5.0%	10,828,000	10,312,000
9	DISNEYLAND PARK AT DISNEYLAND PARIS, Marne-la-Vallée, France	4.2%	10,360,000	9,940,000
10	UNIVERSAL STUDIOS at Universal Orlando, FL, U.S.	16.0%	9,585,000	8,263,000
11	DISNEY'S CA ADVENTURE, Anaheim, CA, U.S.	7.0%	9,383,000	8,769,000
12	ISLANDS OF ADVENTURE at Universal Orlando, FL, U.S.	8.0%	8,792,000	8,141,000
13	CHIMELONG OCEAN KINGDOM, Hengqin, China	36.0%	7,486,000	5,504,000

Valencia Service
District 2015
Attendance

.....20,492,000

.....11,798,000

.....10,922,000

.....10,828,000

.....9,585,000

.....8,792,000

26.3%

Top 25 amusement/theme parks
attendance growth worldwide
2006-15

186.5m

Top 25 amusement/theme parks
worldwide attendance 2006

RANK	PARK Location	% CHANGE	ATTENDANCE 2015	ATTENDANCE 2014
14	EVERLAND, Gyeonggi-Do, South Korea	0.6%	7,123,000	7,381,000
15	OCEAN PARK, Hong Kong SAR	-5.2%	7,387,000	7,792,000
16	LOTTE WORLD, Seoul, South Korea	-3.9%	7,310,000	7,606,000
17	HANGZHOU SONGCHENG PARK, Hangzhou, China	25.5%	7,289,000	5,810,000
18	UNIVERSAL STUDIOS HOLLYWOOD, Universal City, CA, U.S.	4.0%	7,097,000	6,824,000
19	HONG KONG DISNEYLAND, Hong Kong SAR	-9.3%	6,800,000	7,500,000
20	NAGASHIMA SPA LAND, Kuwana, Japan	4.3%	5,870,000	5,630,000
21	EUROPA-PARK, Rust, Germany	10.0%	5,500,000	5,000,000
22	SEAWORLD FL, Orlando, FL, U.S.	2.0%	4,777,000	4,683,000
23	TIVOLI GARDENS, Copenhagen, Denmark	5.7%	4,733,000	4,478,000
24	DE EFTELING, Kaatsheuvel, The Netherlands	6.4%	4,680,000	4,400,000
25	SONGCHENG LIJIANG ROMANCE PARK, Lijiang, China	170.1%	4,678,000	1,730,000
TOP 25 TOTAL ATTENDANCE 2015			235,568,000	220,920,000
TOP 25 TOTAL ATTENDANCE 2014		5.4%	223,450,000	

Valencia Service District 2015 Attendance

.....4,777,000

Total attendance in Orange & Osceola Counties (both pages) ...77,194,000 (Over 77 million) Percent of Top 25 Total Worldwide Attendance: 32.8%

5.4%

Top 25 amusement/theme parks attendance growth worldwide 2014-15

235.6m

Top 25 amusement/theme parks worldwide attendance 2015

223.5m

Top 25 amusement/theme parks worldwide attendance 2014

Supplemental Materials B.1.6-Data Source References

L. Florida Department of Economic Opportunity, Bureau of Labor Market Statistics Bachelor Demand for Section 3.4 Occupational Employment Statistics and Wages Program 2015-2023

Largest Bachelor's Degree Level Occupations Florida Statewide 2016-2024

Rank	Occupation Title	Employment		2016-24 Change		2016 Annual
		2016	2024	Level	Percent	Median Wage
3	General and Operations Managers**	77,914	87,729	9,815	12.60	\$111,523
8	Construction Managers	31,971	35,731	3,760	11.76	\$81,170
27	Cost Estimators	15,006	17,399	2,393	15.95	\$56,704

Bachelor's Degree Level Occupations Gaining the Most New Jobs Florida Statewide 2016-2024

Rank	Occupation Title	Employment		2016-24 Change		2016 Annual
		2016	2024	Level	Percent	Median Wage
11	Construction Managers	31,971	35,731	3,760	11.76	\$81,170
16	Cost Estimators	15,006	17,399	2,393	15.95	\$56,704

Fastest-Growing Bachelor's Degree Level Occupations Florida Statewide 2016-2024

Rank	Occupation Title	Employment		2016-24 Change		2016 Annual
		2016	2024	Level	Percent	Median Wage
15	Cost Estimators	15,006	17,399	2,393	15.95	\$56,704
29	General and Operations Managers**	77,914	87,729	9,815	12.60	\$111,523
42	Construction Managers	31,971	35,731	3,760	11.76	\$81,170

Highest-Paying Bachelor's Degree Level Occupations Florida Statewide 2016

Rank	Occupation Title	2016 Annual Median Wage
9	General and Operations Managers**	\$111,523
37	Construction Managers	\$81,170

Supplemental Materials B.1.7-Final Additions

A. Central Florida Higher Education Consortium Letter of Support (specifically p. 2)

DiRECTCONNECT TO UCF

Central Florida Higher Education Consortium
P.O. Box 160060
Orlando, FL 32816-0060
p. 407-823-4547
f. 407-823-1399

RE: Support for selected baccalaureate degrees at state colleges within the Central Florida Higher Education Consortium

In 2005, the Central Florida Higher Education Consortium was formed to guarantee students graduating with an Associate of Arts, as well as selected Associate of Science degrees, from Consortium member institutions admission to the University of Central Florida. The resulting transfer program, now known as DirectConnect to UCF, has been identified as a national model of a highly effective transfer program. In its nearly 12 years, the program has proven that it increases access to higher education and prepares our future workforce with in-demand skills.

The Consortium operates within the guidelines of a Regional Operational Plan. With this agreement, Consortium member institutions agree to conduct a collaborative review of new baccalaureate degrees being proposed by any of the six state college members. This review process involves a regional workforce supply-demand gap analysis, advice from local employers, and an extensive review of data shared among the chief academic officers of each member institution.

The Consortium members believe that this review process is thorough, and it is consistent with the members' shared goals of meeting local and regional workforce demands without unnecessary duplication of degree programs.

Four member institutions have asked the Consortium to review proposals to offer RN to BSN degrees. These member institutions are Eastern Florida State College, Lake-Sumter State College, Seminole State College, and Valencia College. Two additional state college members of the Consortium – College of Central Florida and Daytona State College – already offer the RN to BSN degree, as do the majority of other Florida state colleges. The data presented to the Consortium presidents are compelling. The combination of an aging population, an aging nursing workforce, and overall population growth in Central Florida will continue to increase the demand for BSN graduates. These and other data will be included in the Consortium members' individual degree proposals.

Therefore, we the presidents of the seven members of the Central Florida Higher Education Consortium support the proposed addition of Bachelor of Science degrees in Nursing (BSN) at four Consortium member institutions:

- Eastern Florida State College, BSN
- Lake-Sumter State College, BSN
- Seminole State College, BSN
- Valencia College, BSN


DIRECT CONNECT TO UCF


Central Florida Higher Education Consortium
P.O. Box 160060
Orlando, FL 32816-0060
p. 407-823-4547
f. 407-823-1399


In addition, we unanimously support an additional baccalaureate degree and believe that the data provided in the proposal will show the workforce need:

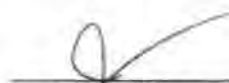
- Valencia College, Bachelor of Applied Science in Supervision and Management


We believe that our actions in reviewing these proposed degrees have followed the intent of our Regional Operational Plan, and we have ascertained that these degrees will meet critical workforce needs by increasing and enhancing the educated workforce of Central Florida.


2/23/17
Date
Dr. James D. Henningsen
President
College of Central Florida

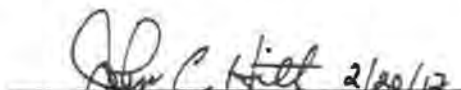

2/23/17
Date
Dr. Thomas LoBasso
President
Daytona State College


2/27/17
Date
Dr. E. Ann McGee
President
Seminole State College


2/20/17
Date
Dr. James H. Richey
President
Eastern Florida State College


2/21/2017
Date
Dr. Sanford C. Shugart
President
Valencia College


2/23/17
Date
Dr. Stanley Sidor
President
Lake-Sumter State College

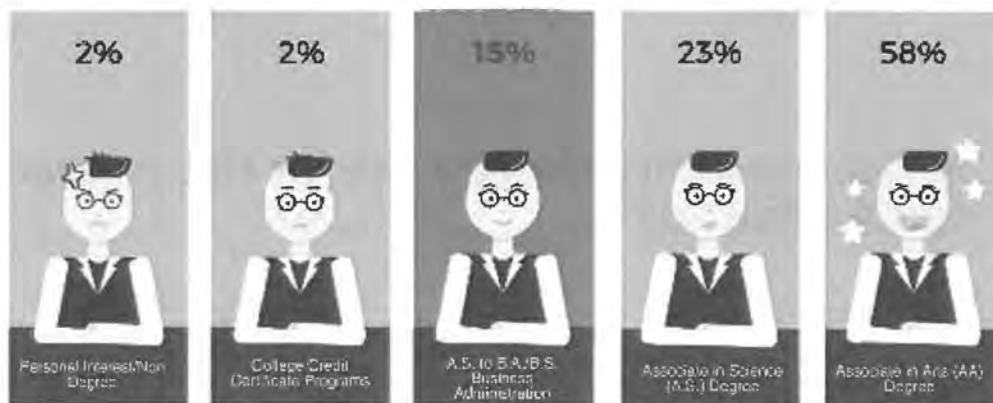

2/20/17
Date
Dr. John C. Hitt
President
University of Central Florida

Supplemental Materials B.1.7-Final Additions

B. Supervision and Management Survey Results, 10/3/2016 - 10/13/2016



1. Please identify your current degree at Valencia College.



2. Do you Plan to pursue a bachelor degree after graduate from Valencia?



■ Yes ■ No

3. If Valencia College offered a bachelor degree in a business field would you be interested in studying for that degree here?



4. What modality do you prefer the courses to be offered?



#	Question	1	2	3	Total
1	Face-to-face	64.29% 414	15.53% 100	20.19% 130	644
2	Hybrid	11.63% 75	63.41% 409	24.96% 161	645
3	Online	24.07% 155	21.12% 136	54.81% 353	644

Supplemental Materials B.1.7-Final Additions

C. UCF, Institutional Research data on County at time of Admission

Friday, January 13, 2017 5:04 PM 1

Students Earning Bachelor Degrees from College of Nursing or
College of Business Administration (limited to BSN and BSBA degrees)
Displaying County at Time of Admission

County	Bachelor 2015-16			
	BSN		BSBA	
	N	%	N	%
Alachua	17	2.3	6	0.3
Baker	2	0.3		
Bay	1	0.1	7	0.4
Bradford	1	0.1		
Brevard	71	9.8	113	6.4
Broward	23	3.1	178	10.0
Charlotte			12	0.7
Citrus	5	0.7	5	0.3
Clay	11	1.5	11	0.6
Collier	3	0.4	18	0.9
Columbia	2	0.3		
Dade	12	1.6	73	4.1
Duval	38	5.1	35	2.0
Escambia	3	0.4	6	0.3
Flagler	4	0.5	6	0.3
Gadsden			2	0.1
Hendry	1	0.1		
Hernando	2	0.3		
Highlands	1	0.1	2	0.1
Hillsborough	16	2.0	69	3.3
Indian River	6	0.8	5	0.3
Jefferson			1	0.1
Lake	31	4.2	33	1.9
Lee	8	1.1	17	1.0
Leon	5	0.7	6	0.3
Madison			2	0.1
Manatee	8	1.2	17	1.0
Marion	22	3.0	17	1.0
Martin	4	0.5	16	0.9
Monroe	1	0.1	2	0.1
Nassau	3	0.4	3	0.2
Non-Florida	30	4.0	65	3.7
Non-USA	1	0.1	9	0.5
Okaloosa	2	0.3	6	0.3
Okeechobee			1	0.1
Orange	173	23.3	448	25.4
Osceola	27	3.6	54	3.1
Palm Beach	18	2.2	105	6.0
Pasco	4	0.5	15	0.9
Pinellas	8	1.1	47	2.7
Polk	14	1.9	31	1.8
Putnam	1	0.1	3	0.2
Santa Rosa			4	0.2
Sarasota			36	2.0
Seminole	100	13.5	194	11.0
St. Johns	8	1.1	15	0.9
St. Lucie	2	0.3	18	1.0
Sumter	6	0.8		
Union			1	0.1
Volusia	48	6.5	68	3.3
Wakulla			2	0.1
Walton			2	0.1
Total (ALL)	741	100.0	1762	100.0

Valencia Service District
Number of UCF BSBA Total

448 (Orange)

54 (Osceola)

502 (Valencia)

Valencia Service District
Percentage of UCF BSBA Total

502/1,762= 28.49%

Note: Students with double majors in the college will only be counted once

Objections or Alternative Proposals

B.2

- B.2** List any objections or alternative proposal received from other postsecondary institutions for this program.

None

DiRECT

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P.O. Box 160050
Orlando, FL 32816-0050
o. 407-823-4547
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TO

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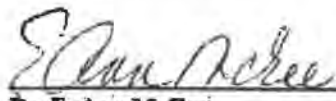
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