

LEADING THE WAY

A STRATEGIC PLAN FOR DAYTONA STATE COLLEGE

July 1, 2024 - June 30, 2027



DAYTONA
STATE COLLEGE

Introduction

Daytona State College is a comprehensive public college serving the citizens of Volusia and Flagler counties and beyond. The College is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award the associate and baccalaureate degrees and credentials such as certificates and diplomas at approved degree levels. The College also offers a range of adult education and continuing education courses.

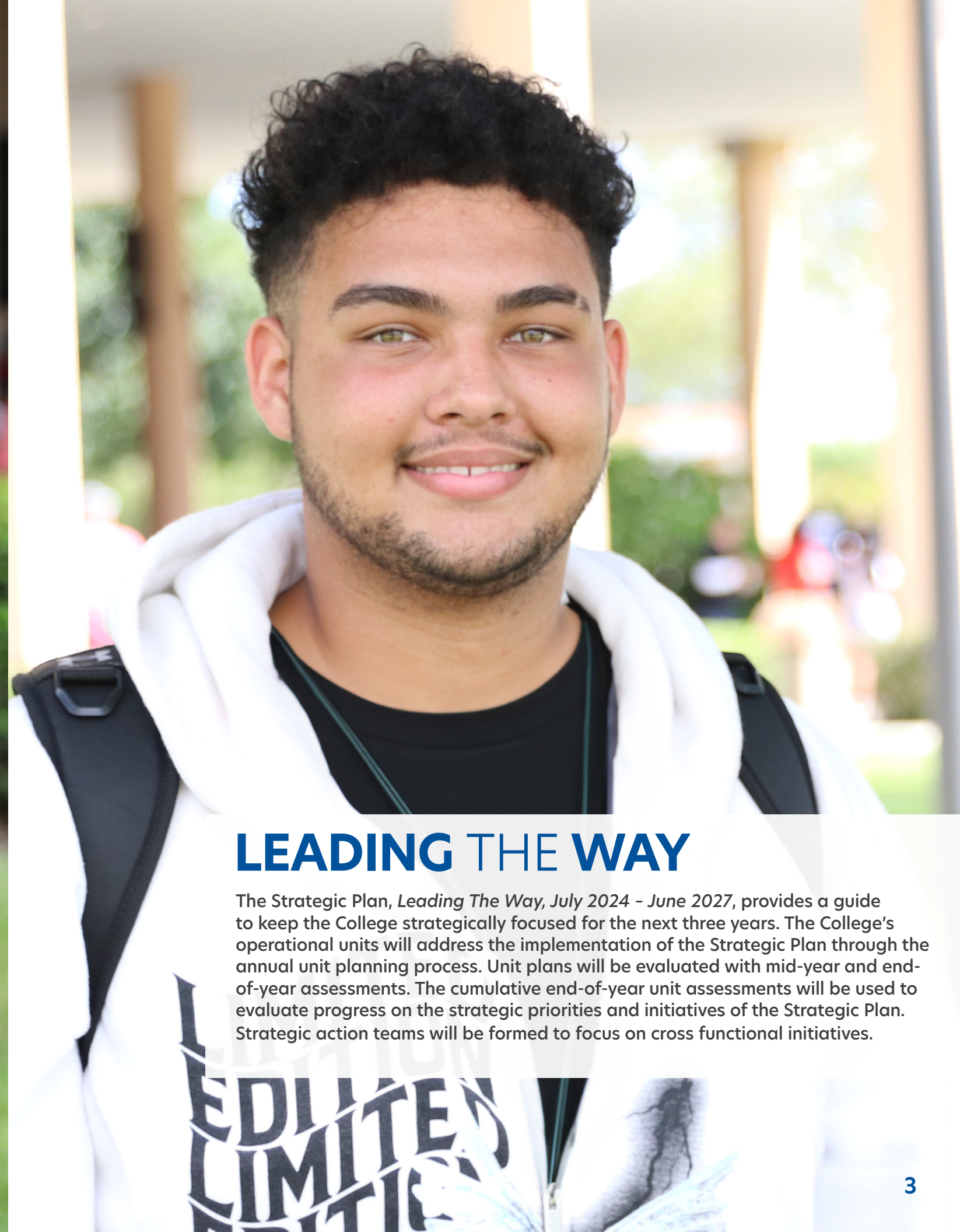




The Strategic Planning Process

The strategic planning process was systematic and comprehensive. The Planning Council conducted a SWOT (strengths, weaknesses, opportunities, and threats) analysis and an environmental scan to determine key demographic, economic, political, technological, and environmental trends impacting the College's future. Through focus groups and online surveys, input was solicited from employees and stakeholders to identify the College's strategic initiatives, indicators of success, and top priorities.

Two college-wide focus groups were conducted, which included all constituent groups, to determine strategic priorities, initiatives, and strategies that are important for the College to pursue. Equipped with the strategic input of the environmental scan, SWOT analysis, and focus groups, members of the Planning Council, representing all disciplines, support services, and campuses, came together in two Strategic Planning meetings to identify the College's strategic initiatives and strategies for the next three years. The strategic priorities were reviewed by senior executive staff, the president, and received final approval from the District Board of Trustees.



LEADING THE WAY

The Strategic Plan, *Leading The Way, July 2024 - June 2027*, provides a guide to keep the College strategically focused for the next three years. The College's operational units will address the implementation of the Strategic Plan through the annual unit planning process. Unit plans will be evaluated with mid-year and end-of-year assessments. The cumulative end-of-year unit assessments will be used to evaluate progress on the strategic priorities and initiatives of the Strategic Plan. Strategic action teams will be formed to focus on cross functional initiatives.



The Strategic Plan

MISSION

Daytona State College, founded with innovation at its core and within a culture of continuous improvement, provides open access to educational programs that transform students' lives and communities we serve.

VISION

Daytona State College, an outstanding leader in the Florida College System and a dynamic nationally recognized institution known for its quality, affordable and in-demand programs, seeks to be one of the top state colleges in the country. The institution will contribute to a vibrant economy, embrace a student-centered focus, and aspire to provide life-changing opportunities for tomorrow's global leaders.

Values

COMMUNITY

The Daytona State College community is built upon mutual respect, effective and open communication, and civic responsibility. We celebrate both the originality and distinction of individuals while valuing the common bonds that unite us as a global community.

INTEGRITY

Daytona State strives for the highest ethical standards in all areas of operation, including the fair and consistent treatment of all members of the Daytona State community. The College fully supports academic freedom and the right of intellectual pursuit.

EXCELLENCE

To achieve academic excellence, professionalism, and quality in all the programs and services we offer, Daytona State employs a system of continuous improvement based on assessment, accountability, and engagement with the entire community.

INNOVATION

Innovation and creativity are the keys to our growth as an institution, as well as the growth and success of our students. Daytona State prides itself on its ability to adapt to a rapidly changing world, finding positive and creative solutions to the challenges it faces.

STUDENT SUCCESS

There is no value more important than the success of our students. Our main goal is to provide students with the skills, knowledge, and drive to succeed in the classroom, the workplace and in life. Beyond this success, we hope to instill in our students a lifelong love of learning.

Strategic Priorities and Initiatives

To fulfill its vision, carry out its mission, and live its values, Daytona State College has established the following strategic priorities and initiatives as the foundation for its future:

PRIORITY: ENSURE ACADEMIC EXCELLENCE

Offer quality educational programs that meet the academic and non-academic workforce needs of Volusia and Flagler counties and beyond.

Strategic Initiatives	Strategies	Examples	Sample Measures
1. Implement high-impact best practices to enhance teaching and learning experiences that support student success	a. Use of innovative teaching practices in the classroom	Interactive learning; Center for teaching and learning; Collaborative assignments and projects; Diversity/ global learning; ePortfolios; Service learning; Internships; Capstone courses and projects	A.A. and workforce completion rates; Retention of A.A. and at-risk student populations; Online course success
	b. Equip faculty with the tools and training needed to implement high impact practices	Continuous training on best pedagogical practices; Support student referral to needed services; Online training; Use of faculty evaluation data; Use of innovative technology	
2. Provide educational programs and pathways that are valued in the workforces	a. Align academic program offerings with the economic development of the region	Continuously develop programs that meet training, skills, and workforce needs of industries in our service area; Increase career awareness through internships; Counseling; Job fairs; Regular program curriculum evaluation; Increase flexible scheduling; Promote soft skill development	Workforce high demand occupations; Workforce high skill/high wage earnings; A.A. transfer to Bachelor degree program
	b. Establish connections and engage students to close education attainment gaps	Orientation; Student Life Skills course; TriO programs; Mentoring; Tutoring; Supplemental Instruction (SI); Academic Support Center (ASC); Writing Center; Extra-curricular activities	A.A. and workforce completion rates; Retention of at-risk student populations; Online course success
3. Provide and support professional development opportunities for faculty and staff	a. Refine and increase consistency through online program/course offerings	Standardize class shells in the LMS; Develop opportunities for synchronous learning for online students to foster engagement; Enhance academic support for online students; Increase consistency of training for all faculty	Online course success; Gateway English and Math completion
	b. Provide individualized student support to close education attainment gaps	Academic Coaching; Promote digital literacy; Ensure all students demonstrate mastery of institutional and student learning outcomes; Maintain academic rigor; Early Alert System; Nudge campaigns; Foreign language learning opportunities for staff	Retention of at-risk student populations

PRIORITY: ENHANCE STUDENT SUCCESS

Increase student development and academic support to enhance student performance, engagement, and retention.

Strategic Initiatives	Strategies	Examples	Sample Measures
1. Provide students personalized, program-specific career and academic support to help guide them toward their academic, professional, and personal goals	a. Intensify post-secondary advising and career/transfer planning for all students	Match students with program-specific/assigned academic advisors; Online and pop-up academic advising; Cross training for faculty and staff within academic areas to allow them to serve a greater role in advising; Nudge campaigns to specific student populations; Student sense of belonging; Maintain high quality of the ASC services on campus and online	A.A. Transfer to Bachelor degree program, Gateway English and Math completion; A.A. and workforce completion rates
	b. Provide targeted academic, social, and financial support to keep students on a pathway to completion	Academic support offerings for online students and regional campuses; SI and tutoring offerings; High-touch environments for at-risk students; Scholarships; Grants	Retention of at-risk student populations
2. Leverage data and analytics to identify barriers and help students stay on a pathway to success and completion	a. Track students along their pathway in real time and identify any barrier they face to provide them with resources to overcome barriers	Continuously develop programs that meet training, skills, and workforce needs of industries in our service area; Increase career awareness through internships; Counseling; Job fairs; Regular program curriculum evaluation; Increase flexible scheduling; Promote soft skill development	Retention of A.A. and at-risk student populations; A.A. and workforce completion rates
	b. Expand resources, support services, and practices that help students stay on track	Orientation; Student Life Skills course; TriO programs; Mentoring; Tutoring; Supplemental Instruction (SI); Academic Support Center (ASC); Writing Center; Extra-curricular activities	
3. Cultivate an engaging campus community to promote student success	a. Engage, train, and empower faculty and staff to be student advocates	Expand faculty and staff mentoring and advising programs; Cross train staff and faculty on student support services; Ready access to information; Increase communication and collaboration across departments	Retention of A.A. and at-risk student populations; A.A. and workforce completion rates
	b. Use data analytics to identify risk factors, success factors and effective practices that promote student success	Increase access to routine data reports on student progress and engagement; Determine efficacy of programs and initiatives; Enrollment management software; Student feedback	

Strategic Priorities and Initiatives

PRIORITY: BUILD COMMUNITY PARTNERSHIPS

Expand and create partnerships with business, community, and educational organizations that enhance the college mission and vision.

Strategic Initiatives	Strategies	Examples	Sample Measures
1. Raise the profile of DSC to increase awareness of the College's mission and services	a. Enhance business relationships and provide community service and service learning opportunities	Provide DSC faculty, staff and students opportunities to serve the community; Networking opportunities on campus to increase awareness of DSC; Invite local businesses to attend events on campus; Host local events; Gala; Café 101; Engage alumni as community/business partners	Public High School graduate capture rate; Alumni donors; Center for Business & Industry; Customized Training Contracts
	b. Promote the value of the college and the educational opportunities it provides	Expand marketing outreach initiatives; Advertise 2+2 programs appropriately; Invite alumni to campus to educate students on skills needed in the workplace; Targeted social media campaigns to enhance visibility; Advertise in appropriate locations utilizing various mediums	Dual Enrollment headcount; Public High School graduate capture rate; Recruitment of at-risk student populations
2. Develop and maintain educational partnerships that create pathways leading to rewarding careers for students	a. Expand programs and activities that engage K-12 students, teachers, and staff in promoting or preparing for higher education	Admissions representatives in high schools; Expand College Experience and Open Houses; STEAM Expo; Career Pathways guide and articulation	Dual Enrollment headcount
	b. Partner with higher education institutions to increase and enhance articulation options and transfer paths	Program specific articulation agreements; Enhance transfer; College tours	A.A. transfer to Bachelor degree program; Enrollment in Continuing Workforce Education (CWE)
3. Partner with the community organizations and businesses to increase student success, retention, and completion	a. Increase collaboration and partnerships with local businesses to enhance curriculum	Job shadowing; Advisory boards; On-the-job work experience; Bring local businesses to campus to provide training/workshops to enhance a students' ability to obtain a job upon graduation; Increase workplace learning opportunities (internships, co-ops, etc.); Educate partners/employers on value of academic and workload balance	Retention of A.A. and at-risk student populations; A.A. and workforce completion rates; Enrollment in CWE
	b. Involve businesses and social services in assisting students' barriers to success	Provide on-campus office space; Develop partnerships with local non-profits; Collaborate on Service Learning; Support community initiatives; Co-host open houses/workshops at partner locations	Alumni Donors

PRIORITY: EMPHASIZE INSTITUTIONAL EFFECTIVENESS

Ensure efficient and effective use of college resources (fiscal, physical, human, and technological).

Strategic Initiatives	Strategies	Examples	Sample Measures
1. Enhance access to technology resources and ensure proficiency in the use of technology	a. Leverage technology to achieve strategic goals	Set priorities for acquisition of new technologies; Expand instructional technology resources across all modalities and campuses; Simplify processes to request technology support services	Retention of A.A. and First-Time-In-College; A.A. and workforce completion rates; A.A. transfer to Bachelor degree program; Employee retention
	b. Promote a culture of digital literacy through technology training	Robust badging system that guides employees and students through learning pathways; Customize technology training by need/group; Expand technology training opportunities; Make technology integral to the work experience	
2. Modernize existing physical and virtual spaces and reassess the need for additional physical and virtual spaces	a. Provide a safe, aesthetic environment that promotes learning and engagement	Set priorities for physical and virtual refresh; Evaluate and publish the process for facilities refresh/repair; Assess spaces for alignment with productivity goals; Meet current best practice and technology standards; Support on-campus residence options that meet the needs of the modern student	
	b. Create virtual spaces that are engaging and accessible	Engaging web, mobile, classroom, and other online spaces and applications; Assess spaces for hybrid opportunities	
3. Expand recruiting initiatives that attract and retain high-quality faculty and staff, while providing a supportive collegial environment	a. Enhance hiring and orientation processes that embraces customer service, educational quality, and student success	Incorporate best practices for recruiting quality employees; Evaluate appropriate staffing levels and classifications; Offer competitive salary and benefits to increase retention; Transparent and open communication	
	b. Create an engaging work environment	Measure employee retention and satisfaction; Evaluate for competitive salary and benefits; Provide access to professional development; Communicate pathways to advancement; Better engage all employees with opportunities for team building and camaraderie	



LEADING THE WAY

A STRATEGIC PLAN FOR DAYTONA STATE COLLEGE

Daytona State College prohibits discrimination and provides equal access, equal educational opportunity and equal employment opportunity to all persons regardless of age, color, disability, ethnicity, genetic information, gender, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation and veteran status.

To obtain more information about the College's equal access and equal opportunity policies, procedures and practices, please contact the Student Equity Officer or the Employee Equity Officer. Students with disabilities can visit our Counseling & Accessibility Services site for more info.

Daytona State College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associates and bachelor's degrees. Degree-granting institutions also may offer credentials such as certificates and diplomas at approved degree levels. Questions about the accreditation of Daytona State College may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097, by calling (404) 679-4500, or by using information available on SACSCOC's website (www.sacscoc.org).



**DAYTONA
STATE COLLEGE**
DaytonaState.edu