Building on Excellence: A Strategic Plan for Daytona State College

July 1, 2020 - June 30, 2023

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 (SACSCOC) to award the associate and baccalaureate degrees. The College also offers courses of study for adult high school and GED diplomas and a broad range of career and technical certificate programs.

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 more than 1,000 employees and community stakeholders to identify the College's strategic initiatives, indicators of success, and top priorities.

Focus groups were conducted on each campus and with 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 Summits to identify the College's strategic initiatives and strategies for the next three years. The strategic priorities were reviewed by senior administrators and the president's cabinet and received final approval from the District Board of Trustees.

The Strategic Plan, BUILDING ON EXCELLENCE, July 2020 - June 2023, 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, a comprehensive public college, provides access to a range of flexible programs from community enrichment to the baccalaureate degree, emphasizing student success, embracing excellence and diversity, as well as fostering innovation to enhance teaching and learning.

Vision

Daytona State College is the premier source for education and training to facilitate individual advancement and economic development in Volusia and Flagler counties.

Values

Community

The College community encompasses our students, faculty, staff, and the public we serve. Our community is built upon mutual respect, effective and open communication, and civic responsibility.

Integrity

Daytona State College strives for the highest ethical standards in all areas of operation, including the fair and consistent treatment of all members of the College 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 College employs a system of continuous improvement based on assessment, accountability, and engagement with the entire community.

Diversity

Diversity of people, thought and expression provides energy and vitality for the learning process. Daytona State College celebrates both the originality and distinction of individuals and cultures, while at the same time valuing the common bonds that unite us as a global 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 College 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:

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 and sustain high-impact educational experiences to support student success	a.	Use of innovative teaching practices in the classroom	First-Year Experiences; Common Intellectual Experiences; Learning Communities; Writing-Intensive Courses; Collaborative Assignments and Projects; Undergraduate Research; Diversity/ Global Learning; ePortfolios; Service Learning; Internships; Capstone Courses and Projects	A.A. and workforce completion rates; Retention of A.A. and underserved populations; Online course success
	b.	Equip faculty with the tools and training needed to implement high impact practices	In-house professional development; Online training; Use of faculty evaluation data; Use of classroom and instructional technology	
2. Provide educational programs and pathways that are accessible, flexible, and affordable	a.	Align academic program offerings with the economic development of the region	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; Block scheduling; Promote soft skill development;	Workforce High Demand Occupations; Workforce High Skill/High Wage Earnings; AA Transfer to bachelor's degree Program
	b.	Establish connections and engage students to close education attainment gaps	Orientation; Student Life Skills course; TRiO programs; Mentoring; Tutoring; SI; ASC; Writing Center; Extra-curricular activities	A.A. and workforce completion rates; Retention of underserved populations; Online course success
3. Increase the use of best practices in course and program offerings to enhance the student experience	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	Online course success; Gateway English and Math Completion
	b.	Provide individualized student support to close education attainment gaps	Promote digital literacy; Ensure all students demonstrate mastery of institutional and student learning outcomes; Maintain academic rigor; Early Alert System; Nudge Campaigns	Retention of underserved populations

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 academic advising; Cross training for faculty and staff within academic areas to allow them to serve a greater role in advising; Career Services in advising undecided students; Nudge Campaigns to specific student populations; Student sense of belonging	A.A. Transfer to bachelor's 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; Scholarship; Grants	Retention of underserved 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 them	Student mentoring; Identify and target at-risk students; Technology support for students; Advisors-on-the-Go; MOCI; Center for Women and Men	Retention of A.A. and underserved populations; A.A. and workforce completion rates
	b. Expand resources, support services, and practices that help students stay on track	Workshops; Tutoring; Advising; Enhance services/hours and increase student use of ASC, Writing Center, and Library; Embedded peer and SI tutors; Study groups	Retention of A.A. and underserved populations; A.A. and workforce completion rates
3. Foster a culture of collaboration among faculty and staff 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; Ready access to information	Retention of A.A. and underserved 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	

Building 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 in the community to increase awareness of the College's mission and services	a.	Enhance business relationships and provide community service	Provide DSC faculty and staff opportunities to serve the community; Networking opportunities on campus to increase awareness of DSC; Invite local businesses to attend Open Houses; Host local events; Gala; Café 101	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 outreach initiatives; Marketing and community service; 2+2 programs and advertise them appropriately; Invite alumni to campus to educate students on skills needed in the workplace; Engage in marketing campaign to target specific markets, enhance visibility, and advertise in appropriate locations utilizing various mediums	Dual Enrollment Headcount; Public High School Graduate Capture Rate; Recruitment of underserved populations
2. Develop and maintain educational partnerships that expand pathways for students.	a.	Expand programs and activities that engage K-12 students, teachers, and staff in promoting or preparing for higher education	Admissions reps in high schools; Expand College Experience and Open Houses; STEAM Expo; Career Pathway Guide	Dual Enrollment Headcount
	b.	Expand programs and activities that engage K-12 students, teachers, and staff in promoting or preparing for higher	Program specific articulation agreements; Enhance transfer; College tours	A.A. Transfer to bachelor's degree Program; Workforce Continuing Education
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; Partnerships with local non-profits; 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; Internship	Retention of A.A. and underserved populations; A.A. and workforce completion rates; Enrollment in Continuing Workforce Education
	b.	Involve businesses and social services in assisting students' barriers to success	Provide on-campus office space; Collaborate on Service Learning; Support community initiatives	Alumni Donors

Emphasize Institutional Effectiveness

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

Strategic Initiatives		Strategies	Examples	Sample Measures
1.	Provide 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 the use of instructional technology regardless of mode of delivery or location; Engaging technology interface for students, faculty, and staff	Retention of A.A. and underserved populations; A.A. and workforce completion rates; A.A. Transfer to bachelor's degree program
		b. Ensure proficiency in the use of technology (faculty, staff, students)	Robust badging system that guides employees and students through learning pathways; Map technology training needs by need/group	
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	
		b. Create virtual spaces that are engaging and accessible	Engaging web, mobile, classroom, and other online spaces and applications	
3.	Expand recruiting initiatives that attract qualified and diverse employees and retain employees by providing a positive work environment	a. Develop a hiring and orientation process that embraces customer service, educational quality, and student success	Orientation/training for hiring teams; Evaluate and update question banks for interviewing; Evaluate appropriate staffing levels; Competitive salary and benefits; Transparent and open communication	
		b. Create an engaging work environment	Measure employee retention and satisfaction; Evaluate for competitive salary and benefits; Create milestone awards; Provide access to PD and further education; Better engage all employees with new learning opportunities and learning paths	