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 Commission on Colleges of the Southern Association of Colleges and Schools to award the Bachelor of Applied Science, Bachelor of Science in Education, Associate in Arts, Associate in Science and Associate in Applied Science 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. In 2009, Daytona State College served more than 33,000 students and awarded 4,891 degrees.

The Strategic Planning Process
The strategic planning process was systematic and comprehensive. The Strategic Planning and Assessment Committee, under the direction of the College Planning Council, conducted an environmental scan to determine key economic, technological, environmental, demographic, educational, and political trends impacting the College’s future. Through online surveys, input was solicited from more than 200 employees and students to create a SWOT analysis identifying the College’s strengths, weaknesses, opportunities, threats.

Equipped with the strategic input of the environmental scan and SWOT analysis (strengths, weaknesses, opportunities and threats), more than 60 thoughtful and dedicated employees, representing all disciplines, support services, and campuses, came together in a Strategic Planning Summit to identify the College’s strategic priorities for the next three years. The strategic priorities were presented to the College Planning Council for review, discussion, and revision. The priorities were incorporated into a Strategic Plan and presented to the President’s Cabinet and senior administrators, prior to receiving final approval from the District Board of Trustees.

The Strategic Plan
The Strategic Plan, Building a Stronger Future, 2010 – 2013, provides a guide for the College for the next three years. The plan is a dynamic one that will be updated annually to keep the College strategically focused. Each year, a College Annual Plan will be developed to address the operational implementation of the Strategic Plan. Unit plans for each of the College’s operational units will be developed based on the College’s Annual Plan. 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 the Annual Plan which in turn will be used to review progress on the Strategic Plan. The Strategic Plan will be updated annually with new environmental and SWOT analysis information.
STRATEGIC PLAN

Vision
*Daytona State College will be the destination of choice for education.*

Mission
*The mission of Daytona State College is to advance teaching, learning and innovation.*
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, and fostering innovation to enhance teaching and learning.

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

- Provide access
- Emphasize student success
- Embrace excellence
- Embrace diversity
- Foster innovation
- Enhance teaching and learning
- Create Community Connections

Strategic Priorities

**Provide Access**
To facilitate student access to education opportunities, the College will
1.1. Implement best practices and resources for superior customer relationship management that will increase the quality, efficiency and accessibility of student services on all campuses.

**Emphasize Student Success**
To provide opportunities for students to succeed, the College will
2.1. Foster a sense of community and connection among students, faculty, and staff.

**Embrace Excellence**
To embrace excellence, the College will
3.1. Explore emerging technologies and adopt those that enhance teaching and learning, promote access, and foster student success.

**Embrace Diversity**
To facilitate the appreciation of cultural diversity, the College will
4.1. Provide faculty and staff with education, training and leadership development to increase awareness, understanding and effectiveness in meeting the needs of a diverse student population.
4.2. Increase opportunities for students to gain an appreciation of diversity by learning about and experiencing different cultures.

**Foster Innovation**
To foster innovation, the College will
5.1. Develop virtual resources that provide students access to all services and programs through an online environment.

**Enhance Teaching and Learning**
To advance teaching and learning, the College will
6.1. Enhance the quality of academic instruction through a continued focus on student learning outcomes assessment.
6.2. Identify baccalaureate level educational needs of the region and offer programs to address those needs.
6.3. Maximize the utility and function of land, facilities, information technology, and instructional systems to provide a positive and safe environment for effective learning at all College campuses.

**Community Connections**
To promote community connections, the College will
7.1. Offer activities and programs that meet the needs of the community for cultural enrichment, community engagement and lifelong learning.
7.2. Take a leadership role in economic development and provide education and training that strengthens the region’s economy and workforce competitiveness.

OPERATIONAL RESPONSIBILITIES:
Underlying the Strategic Plan are four operational focus areas: academic and student services, teaching and learning, functional support and community connections. Each focus area plays an integral part in pursuing the strategic directions and achieving the desired strategic outcomes.

**Academic and Student Services** – The College will provide high quality student development and academic services including student information, admissions, assessment, advisement, counseling, services to students with disabilities, placement, career planning, learning resources, learning support, financial aid, student activities, student records, and registration.

**Teaching and Learning** – The College will provide high quality academic programs and courses in selected baccalaureate programs; two-year college transfer programs; market-driven career programs (degree and certificate); college preparatory, adult and continuing workforce education; and community educational services.

**Functional Support** – The College will provide high quality administrative services in the areas of fiscal affairs, facilities management, information services, enrollment development and public relations, comprehensive planning, research, institutional effectiveness and assessment, fundraising and grants, investment in people, academic management, faculty/staff development, and executive leadership.

**Community Connection** – The College will provide high quality cultural, recreational, and lifelong learning opportunities for students and the community; the College will support economic and community development through service to civic, charitable, business and professional organizations.