


Doane University's Strategic Plan for 2023-2026 has completed its first year (fiscal year 2024, July 1, 2023 - June 30, 2024). During that time, we identified 69 tactics to complete to achieve the plan's goals. After the first year, we can report that we have the following results.

<b>Tactic Status</b>	<b>Number of Tactics</b>
On Track	25
Complete - Success	24
Behind	8
Discontinued	4
Complete - Fail	2
Will start later	6


The plan for fiscal year 2025 (July 2024 - June 2025) has been updated to include 57 tactics. This includes 30 that are continued from the previous year and 17 new tactics. Several tactics are repeated from the previous year with new metrics aligned to the new year.


The following pages contain a report on each tactic for fiscal year 2024. Each tactic includes a summary of what was accomplished or the current state of the project.

The [Strategic Planning website](#) contains a summary of tactics for fiscal year 2025 (July 1, 2024 -June 30, 2025). Several tactics from fiscal year 2024 were updated with a new scope for fiscal year 2025.


	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility	FY25 Status	Changelog	Change summary	FY 24 Status	FY 24 Update
 <div style="text-align: center; background-color: #FFA500; padding: 10px;"> <h3>Academic Experience</h3> <p>Develop and support Doane's academic programs to attract students, immerse them in a liberal arts education, and prepare them for careers and life.</p> </div>									
<b>Enhance academic programming.</b>									
ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility	FY25 Status	Changelog	Change summary	FY 24 Status	FY 24 Update
AE.1.a	Operationalize the shared definition and value of the liberal arts, starting prior to the Fall 2023 Board of Trustee meeting.	Add language to Graduation Survey related to Liberal Arts. Ensure definition in handbooks, catalogs, and emphasized with academic programs throughout FY 2024.	Graduate and Undergraduate satisfaction	Academic Affairs; Institutional Effectiveness	<span style="background-color: #90EE90; border: 1px solid #000; padding: 2px;">Continue</span>	<span style="background-color: #4169E1; color: white; border: 1px solid #000; padding: 2px;">Updated</span>	Updated the metric to be "implemented recommendations."	<span style="background-color: #90EE90; border: 1px solid #000; padding: 2px;">On Track</span>	Plans in place to hold joint meetings with stakeholders, review the Doane Core continually for alignment with the Liberal Arts definition, distribute prompts for use in ALL courses to emphasize the Liberal Arts, and market the idea of "Variety, Connection, Application" to how we enact the liberal arts.
AE.1.b	Refine the program review process and documents for continuous improvement by the end of FY24. This refinement will include regular reviews of all program resource needs.	Annual review of programs to ensure improvement in student outcomes.	Operating Margin, Total Student Headcount Residential, Total student credit hours undergraduate and graduate.	Academic Affairs; Institutional Effectiveness	<span style="background-color: #90EE90; border: 1px solid #000; padding: 2px;">Continue</span>	<span style="background-color: #D3D3D3; border: 1px solid #000; padding: 2px;">No Change</span>		<span style="background-color: #90EE90; border: 1px solid #000; padding: 2px;">Comple...</span>	Completed for FY24 with plans to continue to use process in future years. Ten programs were selected for plans with one program discontinued (Organizational Communication), one restructured (Health Sciences from major to minor), and other programs working towards restructuring for deadlines in fall of 2024 or working on enrollment plans.
AE.1.c	Align the general education curriculum with the shared definition of the liberal arts by reviewing the Doane Core's current structure and learning outcomes.	Completed by Spring 2024.	Undergraduate Satisfaction	Academic Affairs; Institutional Effectiveness	<span style="background-color: #90EE90; border: 1px solid #000; padding: 2px;">Continue</span>	<span style="background-color: #4169E1; color: white; border: 1px solid #000; padding: 2px;">Updated</span>	<input checked="" type="checkbox"/> Delayed timeline to fall 2024 as UGCC developed new process to implement	<span style="background-color: #90EE90; border: 1px solid #000; padding: 2px;">On Track</span>	Statement of alignment complete. Process to review portions of the Doane Core each to be implemented in FY25.
AE.1.d	Establish a forum to discuss rigor, inclusivity, and content across programs.	Offer one forum per semester on this topic.	Student Satisfaction	Academic Affairs	<span style="background-color: #90EE90; border: 1px solid #000; padding: 2px;">Continue</span>	<span style="background-color: #D3D3D3; border: 1px solid #000; padding: 2px;">No Change</span>		<span style="background-color: #90EE90; border: 1px solid #000; padding: 2px;">On Track</span>	The CAO hosted a discussion on barriers to interdisciplinary work. A summer workshop supported 15 faculty members in incorporating skills from the World Economic Forum into their courses. It will continue in FY25.
<b>Explore new programs.</b>									
ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility	FY25 Status	Changelog	Change summary	FY 24 Status	FY 24 Update
AE.2.a	Review the New Opportunity Development process to ensure alignment of all new programs with the shared definition of liberal arts.	Completed by Spring 2024.	Graduate and Undergraduate satisfaction	Academic Affairs; Enrollment Services; Technology Services	<span style="background-color: #3CB371; color: white; border: 1px solid #000; padding: 2px;">Complete</span>	<span style="background-color: #D3D3D3; border: 1px solid #000; padding: 2px;">No Change</span>		<span style="background-color: #3CB371; color: white; border: 1px solid #000; padding: 2px;">Complete - Success</span>	The process includes questions in how new programs support both the definition of LEADERS and the Liberal Arts definition as part of the proposal process.
AE.2.b	Identify barriers to innovative collaborations among disciplines and departments.	One forum per semester.	Job Satisfaction	Academic Affairs	<span style="background-color: #90EE90; border: 1px solid #000; padding: 2px;">Continue</span>	<span style="background-color: #D3D3D3; border: 1px solid #000; padding: 2px;">No Change</span>		<span style="background-color: #90EE90; border: 1px solid #000; padding: 2px;">Comple...</span>	15 faculty participated in the June 2024 Summer Faculty Curricular Initiative Workshop. All projects will infuse World Economic Forum success skills and align them with Doane's liberal arts statement. Can serve as model for future faculty collaboration across disciplines.
AE.2.c	Create additional internal and external educational opportunities, such as new certificates and dual-credit pathways.	Annual reporting and updates on new programs and impact.	Total headcount student residential (Fall Census), Total student credit hours	Academic Affairs; Enrollment Services; Technology Services	<span style="background-color: #FFD700; border: 1px solid #000; padding: 2px;">Revised for future</span>	<span style="background-color: #4169E1; color: white; border: 1px solid #000; padding: 2px;">Updated</span>	<input checked="" type="checkbox"/> Removed dual credit as already in FI.1.c.	<span style="background-color: #90EE90; border: 1px solid #000; padding: 2px;">On Track</span>	The Dual Credit goal was to matriculate 7 students for the Fall 2024-2025 Academic Year. As of 7.2.24, dual-credit students that applied to Doane for the 2024-2025 Academic Year include 1 applied to Lincoln Campus, 29 Fall 2024 Crete Campus Applications, 26 Accepted, 6 Enrolled for Fall 2024 at Crete, and 4 Accepted with an Active Status. Additionally, 40 plus adjuncts are teaching Doane's Dual Credit classes. An Academic agreement was signed which will support additional enrollment in online courses and to offer a new B.S. in Healthcare Administration. Several new institutional agreements were signed with Nebraska community colleges, many Associates to Bachelor articulation agreements were developed to aid in program transfer, and Doane joined TES.
<b>Expand student academic support services.</b>									
ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility	FY25 Status	Changelog	Change summary	FY 24 Status	FY 24 Update
AE.3.a	Complete implementation of the new undergraduate advising model by Fall 24 and evaluate its progress by Spring 26.	Model fully implemented by Fall 2024. Report completed by Spring 2026.	Residential Graduation rate, On-time completion rates	Academic Affairs; Technology Services	<span style="background-color: #3CB371; color: white; border: 1px solid #000; padding: 2px;">Complete</span>	<span style="background-color: #D3D3D3; border: 1px solid #000; padding: 2px;">No Change</span>		<span style="background-color: #3CB371; color: white; border: 1px solid #000; padding: 2px;">Complete - Success</span>	The undergraduate advising model is in place but it will be enhanced when the Student Success Hub in Salesforce is complete.
AE.3.b	Collect baseline data and evaluate needs for academic support services including accommodations, tutoring, IT, library services, and writing center for graduate, undergraduate, residential, non-residential and transfer students by Fall 24.	Complete a report to gather the data by end of Spring 2024. Evaluate and recommend needs by Fall 2024.	Residential Graduation rate, On-time completion rates	Academic Affairs	<span style="background-color: #90EE90; border: 1px solid #000; padding: 2px;">Continue</span>	<span style="background-color: #4169E1; color: white; border: 1px solid #000; padding: 2px;">Updated</span>	<input checked="" type="checkbox"/> Added last sentence to tactic.	<span style="background-color: #90EE90; border: 1px solid #000; padding: 2px;">On Track</span>	Analysis of the information gathered from multiple interviews is in process. Final report to be sent to Leadership Team.

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AE.3.c	Evaluate graduate student advising needs by Spring 26.	Develop or add questions by Fall 2024 to an existing graduate survey; administer in Spring 2024 and 2025; recommendations by Spring 2026.	On-time completion rates	Academic Affairs; Institutional Effectiveness	<span>Complete</span>	<span>No Change</span>		<span>Complete - Success</span>	All COB graduate students have a general advisor and faculty advisor. Graduate student advising for COE was maintained.
AE.3.d	Review academic elements of student orientations for graduate, undergraduate, residential, non-residential, and transfer students.	Report completed by Spring 2024.	Residential first-year annual retention from previous year, Non-residential persistence	Academic Affairs; Student Affairs	<span>Complete</span>	<span>No Change</span>		<span>Complete - Success</span>	<ul style="list-style-type: none"> <li>◆ The Director of Academic Advising and her team have created an orientation for graduate students.</li> <li>◆ All NR UG and Graduate students in COB received individual orientation meetings. A Welcome Week is now offered at the beginning of each term. Beginning in Spring 2024, all students entering as 14transfer students will be allowed to declare their major upon entrance to Doane.</li> <li>◆ Implemented individual orientation for undergraduate, graduate, and transfer students in the nonresidential space. Piloted LAR 101 Seminar for residential transfer students. To assist residential undergraduate students, LAR 101 labs have been expanded. Academic Advising facilitates these labs.</li> <li>◆ For College of Business graduate student orientation: Director of Advising and Department Chairs will meet and discuss additional elements of graduate student orientation led by Department Chairs. Meeting will take place in spring 2024 for an Autumn 2024 implementation. We will discuss a plan for a faculty-led orientation for graduate students with a focus on the faculty expectations of graduate students in graduate courses and getting to know the faculty in the student's program. The orientation General Advising provides is orientation to Doane, systems and resources.</li> </ul>
<b>Equip students for their professional lives.</b>									
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AE.4.a	Gather baseline data to determine student capacity for lifelong learning and student ability to assess and address their personal strengths and weaknesses.	Via a survey, gather the data in Fall 2023, Spring 2024, & Fall 2024. Recommendations made in Spring 2025.	Graduate student satisfaction with total Doane experience Undergraduate student satisfaction with total Doane experience	Academic Affairs; Institutional Effectiveness	<span>Continue</span>	<span>No Change</span>		<span>On Track</span>	Questions have been created and work is proceeding to coordinate with Alumni Relations on collecting the information.
AE.4.b	Evaluate the ability of current and former students to articulate the value of their liberal arts experience at Doane University.	Add one or two questions to existing exit/graduation surveys during academic year 2024.	Graduate student satisfaction with total Doane experience Undergraduate student satisfaction with total Doane experience	Academic Affairs; Institutional Effectiveness	<span>Continue</span>	<span>No Change</span>		<span>Comple...</span>	Survey questions added to graduation survey. On the five items of the liberal arts statement, 72% to 85% of undergraduates reported consistently encountering opportunities and between 76% and 82% being prepared to use the qualities. Graduate students report encountering opportunities from 86% to 92% and being prepared to use the qualities at 87% to 91%.
<b>Promote continuing education and professional development for faculty and staff.</b>									
ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility	FY25 Status	Changelog	Change summary	FY 24 Status	FY 24 Update
AE.5.a	Establish a task force to examine opportunities to cohere faculty and staff development resources. Identify and implement strategies based on data gathered.	Task Force convened by Fall 2023. Strategies implemented by Fall 2025.	Engagement survey; Job Satisfaction/Support	Academic Affairs; Human Resources	<span>Continue</span>	<span>No Change</span>		<span>Comple...</span>	LT discussed the recommendations and decided to move forward with all. Recommendations to (1) compile and analyze the need for institutional membership, (2) allow professional development funds to pay for a membership, (3) use department budgets for membership fees, and (4) use Faculty Development Grants for membership fees were agreed upon to and sent to appropriate bodies to adjust policies. The Faculty Council Chair is already aware and the language revised in the 2024-25 Faculty Handbook.
AE.5.b	Provide additional resources and access to research based professional enrichment in areas such as inclusive teaching, instructional design (such as those in OES), hybrid classrooms, student motivation, faculty and staff self-care, and theories of pedagogy and instruction.	Based on Task Force recommendations, see AE.5.a.	Engagement survey; Job Satisfaction/Support	Academic Affairs; Technology Services	<span>Continue</span>	<span>No Change</span>		<span>On Track</span>	OES White Paper is completed and will be shared in August 2024. OES developed a course to assist with Canvas development of courses for those teaching in any modality. CETL continues to offer high quality programming for all faculty.

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<p><b>Student Experience</b></p> <p>Create inclusive co-curricular experiences for all Doane students to increase student satisfaction and success by utilizing data-informed decisions to prepare leaders to work and serve in their communities.</p> <p>Strengthen co-curricular and extra-curricular opportunities to foster student growth outside of the classroom.</p>									
SE.1.a	Assess the current impact of student involvement (residential and nonresidential) and levels of involvement by June 2023 (NR) and May 2024 (R). Develop a comprehensive plan and series of programs to strengthen co-curricular (connected to the curriculum) and extra-curricular (outside the curriculum) offerings by Fall 2024.	Nonresidential survey launched Spring 2023 to establish baseline of current involvement and nonresidential student needs. Data will be used to develop new programs. NSSE survey completed Spring 2023. New Director of Campus Engagement to analyze data Summer/Fall 2023, used to develop programs beginning Spring 2024.	Graduate student satisfaction with total Doane experience Undergraduate student satisfaction with total Doane experience	Athletics; Institutional Effectiveness; Student Affairs	Continue	Updated	Delayed the timeline from implementation in Fall 2024 to spring 2024 due to delay in hiring the campus director.	Behind	Survey had to be re-launched due to limited initial response in late fall 2024. Director of Campus Engagement search failed. Initial conversations about who will be responsible for Campus Engagement responsibilities completed. Plans to be finalized at July 16 division retreat. Stipends to be given to staff taking on additional responsibilities, utilizing salary savings.
<p>Emphasize and enhance health &amp; wellness for the Doane community through the nine dimensions of wellness (Physical, Spiritual, Emotional, Social, Cultural, Environmental, Financial, Occupational, Intellectual)</p>									
SE.2.a	Develop a comprehensive plan by end of Fall 2023 to educate the Doane community on health & wellness issues and empower community members to integrate healthy practices in their lives. Begin plan implementation in Spring 2024.	Plan completed by new Director of Health & Wellness by December 2023.	Graduate student satisfaction with total Doane experience, Undergraduate student satisfaction with total Doane experience, Residential retention, non-residential persistence	Student Affairs	Complete	No Change		Complete - Success	<ul style="list-style-type: none"> <li>Student Wellness Action Team (SWAT) members identified, will participate in training in February. On campus Wellness Fair, general health &amp; wellness workshops for all LAR courses completed as part of plan.</li> <li>New Health Services fee (to be implemented FY 25) approved by BOT, to bring nurse practitioner to full-time status for 10 months, fund a new PT administrative assistant/CARE Team case manager, and provide additional funding for increased medical services being provided.</li> <li>Full implementation will continue as new tactic in plan as SE.2.b.</li> </ul>
<p>Increase cohesiveness between Student Affairs and Academic Affairs, internal and external stakeholders to foster students' academic success</p>									
SE.3.a	Develop comprehensive understanding of current relationships across divisions and identify significant areas of improvement needed to support students' academic success by Summer 2024	Completed gap analysis with inventory of current academic services and programs offered completed by Retention Task Force by Summer of 2024.	Residential Graduation rate, On-time completion rates	Academic Affairs; Enrollment Services; Student Affairs	Complete	No Change		Complete - Success	Over 19 interviews conducted, gap analysis produced. Will be implemented as SE.3.b in FY25.
<p>Develop opportunities for students to identify and develop their personal leadership philosophy, style and strengths</p>									
SE.4.a	Incorporate leadership education and opportunities into curricular, co-curricular, and extra-curricular programs (Admissions process, Tiger Takeoff, New Student Orientation, LAR 101, 202, 303, Performing Arts, Athletics) by Fall 2024.	Complete integration of We Build Leaders definitions into programs by Fall 2024.	Graduate student satisfaction with total Doane experience Undergraduate student satisfaction with total Doane experience	Academic Affairs; Athletics; Student Affairs	Continue	Updated	Move Judy to lead.	On Track	We Build Leaders integration main topic of July 2024 division retreat. Developing plan to encompass student leadership positions within the division (CAs, OLs, student workers, Greek Council, SPB, STUCO)


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 <div style="text-align: center; background-color: #FFD700; padding: 10px; border: 1px solid black;"> <p><b>Community</b></p> <p><b>Cultivate a thriving Doane community by strengthening equity, belonging, and engagement for every member</b></p> <p>Increase the support for our diverse students, staff, faculty, and trustees—as our university community becomes more reflective of society—through policies, processes and structures with an intentional focus on inclusion, equity and access.</p> </div>									
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CO.1.a	Implement equitable search/recruiting, hiring, onboarding, and engagement processes, practices, and training (Fall 2023)	Completed in Fall 2023.	Engagement survey: Job Satisfaction/Support, Turnover rate, Employee demographics	Diversity, Equity, and Inclusion / Government Relations; Human Resources	Complete	No Change		Complete - Success	The search process and onboarding have been updated and will be fully implemented starting August 2024.
CO.1.b	Strengthen the Forward Together DEI Strategy (Doane's DEI strategic framework) by increasing the number of units (i.e. colleges, divisions, large departments) continuously engaged in advancing DEI outcomes (Fall 2023)	Completed by Fall of 2023 with over 90% of units engaged.	Engagement survey: Job Satisfaction/Support, Turnover rate, Employee demographics	Diversity, Equity, and Inclusion / Government Relations	Revised for future	Updated	Clarified timeline of the tactic.	On Track	Individual DEI Action Teams have finalized developing 3 DEI strategies, respectively, to implement starting in Fall 2024.
CO.1.c	Improve staff performance evaluations and faculty tenure process by creating equitable and consistent systems (Fall 2025)	Implemented in FY 2024.	Engagement survey: Job Satisfaction/Support, Turnover rate	Academic Affairs; Diversity, Equity, and Inclusion / Government Relations; Human Resources	Complete	No Change		Complete - Success	All technology processes are updated. Evaluations will begin online starting in May/June of 2024 and be operationalized.
CO.1.d	Expand student and employee affinity groups university-wide to foster belonging through shared interests, backgrounds, identities, and pursuits that celebrate diversity (i.e. Inclusion Network, Black Student Alliance, DULSA, PRISM) (Fall 2024)	Launch inclusion network for employees by Summer 2024. Expand student affinity to non-residential community by Summer 2024.	Engagement survey: Job Satisfaction/Support, Turnover rate	Diversity, Equity, and Inclusion / Government Relations; Human Resources	Continue	Updated	Remove employees from this tactic as addressed in other areas. Updated metrics to focus only on students.	On Track	In fall 2024, a DEI intern will help the division research what options non-residential/online students would like related to affinity-group infrastructure. A new Asian American and Pacific Islander undergraduate affinity group was launched officially. The division of DEI conducted an analysis of the desire for an affinity group in our non-residential spaces.
CO.1.e	Review policies to enhance responsiveness, standardization, visibility, education and training to meet the needs of current and future student and employee policies (Spring 2026)	Completed by Spring 2026.	Engagement survey: Job Satisfaction/Support, Turnover rate, Employee demographics	Diversity, Equity, and Inclusion / Government Relations; Human Resources	Start in FY26	Updated	Remove word "standardization" as this is an impact from CO.1.f.	On Track	Continue to review processes and policies. They are evaluated at the leadership, staff and faculty council level. We've looked at a work from home policy, education assistance, etc. We're also working through processes for performance feedback, job description training, etc. Policies revised in light of new Title IX regulations.
CO.1.f	Implement process for policy and procedures and consolidate, standardize, and update all policies and procedures	Completed by Spring 2026.	Engagement survey: Job Satisfaction/Support, Turnover rate	Diversity, Equity, and Inclusion / Government Relations; Human Resources	Continue	Updated	Jenei added as lead. Updated timeline to complete in spring of 2025.	On Track	A consultant, Strategy, LLC created a report and sharepoint document to help Doane organize the information. This project is on pace to be completed (on time) by the end of FY25.
CO.1.g	Build opportunities and spaces for cross-disciplinary, inclusive community building among students, faculty, and staff (i.e. Leadership symposium, alternative spring break, MLK committee)(Spring 2026)	Completed by Spring 2026 with increase on surveys.	Engagement survey: Job Satisfaction/Support, Turnover rate, Employee demographics	Diversity, Equity, and Inclusion / Government Relations; Human Resources	Discontinue	Removed	Merged under CO.3.b as a deliverable.	Disconti...	Held new iterations of Doane Dialogues, MLK week events, Democracy week, events related to the war in Israel, symposium on libraries and book bans, amongst many other events. Merged under CO.3.b as a deliverable, not a tactic for future years.
CO.1.h	Strengthen strategic and mutually beneficial partnerships between the Crete campus, the Lincoln campus, the Omaha campus location, and online community. (i.e. One Doane, Space to work, counseling at all, advising) (Spring 2025)	Completed by Spring 2025 with increase on surveys.	Engagement survey: Job Satisfaction/Support, Turnover rate	Diversity, Equity, and Inclusion / Government Relations; Human Resources	Continue	No Change		On Track	Progress was made in advising, meetings, symposiums, and events available across locations, but work continues to need to be done.
<p>Continue diversifying curricular and co-curricular offerings and increase opportunities to engage with diversity, equity and inclusion available to university students across residential and non-residential campuses and among undergraduate and graduate students.</p>									
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CO.2.a	Implement a comprehensive curricula and co-curricular inventory process (Fall 2024). Implement changes recommended by review process and evaluate effectiveness of revisions (Spring 2026)	Complete inventory by Fall 2024 and ensure inventory aligns to LEADERS, Liberal Arts, DEI areas.	Graduate student satisfaction with total Doane experience Undergraduate student satisfaction with total Doane experience	Athletics; Diversity, Equity, and Inclusion / Government Relations; Student Affairs	Continue	Updated	Removed part on co-curricular and narrowed to DEI initiatives as Leadership and Liberal Arts are addressed elsewhere.	On Track	This tactic is/was rewritten for the plan in 2024-25. See that plan for details.
<p>Enhance professional development opportunities at all levels for students, faculty and staff.</p>									
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CO.3.a	Strengthen and expand mentorship and coaching across departments to create stronger networks and relationships between students, staff, faculty, and alumni. (Spring 2025)	Expand mentorship and coaching by Spring 2025 from current list of programs.	Graduate student satisfaction with total Doane experience. Undergraduate student satisfaction with total Doane experience, Engagement survey Job Satisfaction/support, turnover rate	Advancement; Athletics; Diversity, Equity, and Inclusion / Government Relations; Student Affairs	Discontinue	Removed	Merged with CO.3.b as a deliverable.	Disconti...	Merged with CO.3.b as a deliverable. No progress in 2023-2024.

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CO.3.b	Invest financially and programmatically in organizational capacity and communication about current professional development opportunities (i.e. CliftonStrengths, the Intercultural Development Inventory coaching, the Inclusive Excellence Leadership Program, CETL) (Spring 2026)	Expand CliftonStrengths to over 60% of full-time employees by Spring of 2026.	Engagement survey; Job Satisfaction/support; turnover rate	Human Resources	<span>Continue</span>	<span>Updated</span>	<ul style="list-style-type: none"> <li>Added CO.3.a and CO.1.g as deliverables.</li> <li>Expand champions list and place Luis as lead.</li> </ul>	<span>On Track</span>	Continue to execute the programming that was created in academic year 23-24, including those outlined in the updates for CO.1.g and CO.3.b before the tactic merged under CO.3. b. as a deliverable. The Inclusive Excellence Leadership Program was launched with 25 participants.
<b>Continue strengthening and institutionalizing best practices in shared governance</b>									
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CO.4.a	Shared governance committee meets continually to steer scope, implementation, and evaluation (Ongoing to 2026)	Committee meets quarterly, sends out summaries, addresses concerns in timely matter.	Engagement Survey (Percent Positive): Senior Leadership Communication Job Satisfaction/Support	Academic Affairs	<span>Continue</span>	<span>No Change</span>		<span>On Track</span>	<a href="#">The Shared Governance Committee met regularly and contributed updates to the policy and ARC matrix. See shared governance website for more details.</a>


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 <div style="text-align: center; background-color: #FFD700; padding: 10px; border: 1px solid black;"> <p><b>Financial</b></p> <p>Improve financial sustainability through enrollment, revenue, contributions, expense management, and strategic allocation of resources to achieve Doane's mission.</p> </div>									
Pursue opportunities for growth in enrollment revenue.									
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FI.1.a	Develop and execute the recommendations of the Retention Task Force	Increase residential first-time full-time residential retention from 65% to 75% by Fall 2027. Increase first-time, full-time, residential retention from Fall to Spring for FY 24 by 2%.	Residential first-year annual retention from previous year Residential first-year fall to spring retention	Enrollment Services; Student Affairs	<span style="color: green;">Complete</span>	<span style="color: gray;">No Change</span>		<span style="color: green;">Complete - Success</span>	CARE Team is established and monitoring cases. The Director of Retention Initiatives was hired and suggesting improvements.
FI.1.b	Implement New Recruitment Plan to increase and maximize pipelines.	350 New residential students (300 first-time, full-time plus 50 transfers each fall) for Fall 23. 325 New residential students (275 first-time, full-time plus 50 transfers) in Fall 24.	Headcount first-year, first-time students residential (Fall Census) Residential transfers Total headcount student residential (Fall Census) Total student credit hours non-residential - undergraduate Total student credit hours - graduate Total student credit hours - OLA	Enrollment Services	<span style="color: green;">Complete</span>	<span style="color: blue;">Updated</span>	Separated FI.1.b into one tactic for each year for clarity.	<span style="color: red;">Complete - Fail</span>	<ul style="list-style-type: none"> <li>We had 242 new first-year, first-time students matriculate at Doane in Fall of 2023, falling short of the 300 goal. We had 56 transfer students, ahead of the 50 transfer goal.</li> <li>Added a new tactic for FY25 recruitment with 275 new first-year students and 50 transfer students in FI.1.b25</li> </ul>
FI.1.c	Complete implementation of the Dual Credit program.	Reach 12 students in each of the 10 courses for 120 total students in Fall 2023. Implement 3 pathways for Fall 2023. Currently have 8 schools planning to enroll Fall 23. Increase to 12 partner schools in Fall 2024. Matriculate 6% of students in Fall 2024 from the students in the courses.	Headcount first-year, first-time students residential (Fall Census) Residential transfers Total headcount student residential (Fall Census) Total student credit hours non-residential - undergraduate	Academic Affairs; Enrollment Services	<span style="color: green;">Complete</span>	<span style="color: gray;">No Change</span>		<span style="color: green;">Complete - Success</span>	Dual Credit was implemented with 214 students and 15 partner schools in Fall of 2023.
FI.1.d	Implement lower discount rate plan. Develop process for review of upper classes discount rate	For Fall 2023, average discount rate for all residential students is 65.9% and residential first-year, full-time is 64%.	Discount rate residential: NACUBO, Discount rate residential unfunded; Institutional Aid Offset to Revenue. Need to share total rates and decide how to monitor all students	Enrollment Services; Finance and Business	<span style="color: green;">Complete</span>	<span style="color: blue;">Updated</span>	Separated FI.1.d into one tactic for each year for clarity.	<span style="color: red;">Complete - Fail</span>	<ul style="list-style-type: none"> <li>Created new Tactics for each year. See FI.1.d25 for fall 2024.</li> <li>For Fall 2023, average discount rate for all residential students is 71.23% (goal was 65.9%) and residential first-year, full-time is 71.89% (goal was 64%).</li> <li>For Fall 2024, as of 7/10/2024, the current discount rate for deposits is 57% of the 279 deposits. The accepted aid discount rate is 56%. Our goal is 69% for the discount rate.</li> </ul>
FI.1.e	Increase and maximize new and current pipelines via the non-residential recruitment plan with a focus on transfer students and new program opportunities in certificates.	Increase revenue by 4.5 percent for FY 2024 and 3-7% each year thereafter.	Total student credit hours non-residential - undergraduate Total student credit hours - graduate	Enrollment Services	<span style="color: green;">Complete</span>	<span style="color: blue;">Updated</span>	Separated FI.1.e into one tactic for each year for clarity.	<span style="color: green;">Complete - Success</span>	<ul style="list-style-type: none"> <li>Created new Tactics for each year. See FI.2.d25 for fiscal year 2025.</li> <li>Waiting on final values for the fiscal year with early indicators of exceeding goal.</li> </ul>
FI.1.f	Establish and follow a marketing plan for the launch/promotion of New/Updated programs over the next 3 years.	Plans completed and updated for each program launched each year.	Headcount first-year, first-time students residential (Fall Census) Residential transfers Total headcount student residential (Fall Census) Total student credit hours non-residential - undergraduate Total student credit hours - graduate	Academic Affairs; Enrollment Services	<span style="color: green;">Continue</span>	<span style="color: gray;">No Change</span>		<span style="color: green;">On Track</span>	The new marketing director (12/2023) is developing a strategy to implement for consistent promotion of new and existing programs.
FI.1.g	Develop a three year plan for increasing DoaneX revenue.	Increase total DoaneX revenue by 5% per year.	Total Revenue, including endowment, aux, etc (w/o restrictions)	Academic Affairs; Finance and Business	<span style="color: green;">Continue</span>	<span style="color: gray;">No Change</span>		<span style="color: green;">On Track</span>	<ul style="list-style-type: none"> <li>MIL Micromasters launched in March: Enrollment is 23 with 13 Verified Learners in LDR-640x Verified Learners are paid learners meaning they desire to earn credit that will transfer to Doane's MIL program.</li> <li>ServiceNow course is launching in August 2024</li> <li>Revenue share model developed for current employees to design courses.</li> </ul>
Pursue opportunities for growth in other revenue.									
ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility	FY25 Status	Changelog	Change summary	FY 24 Status	FY 24 Update
FI.2.a	Create and implement the plan for Strategic Partnerships.	Create 5 to 7 new partnerships at the tier 1 level each year. Create 3 to 5 new partnerships at the tier 2 level each year. Create 1 to 2 new partnerships at the tier 3 level each year. Overall attributable revenue of \$100,000	Operating Margin	Enrollment Services	<span style="color: green;">Continue</span>	<span style="color: gray;">No Change</span>		<span style="color: green;">On Track</span>	University charter created and discussed. Four Tier 1 partners, three Tier 2 partners and zero Tier 3 partners for FY24.
FI.2.b	Create multi-year plan for alternative revenues, e.g. internet hotel, leasing, housing, etc.	Create the plan which includes revenue targets for future years.	Total Revenue, including endowment, aux, etc (w/o restrictions)	Advancement; Enrollment Services; Technology Services	<span style="color: orange;">Revised for future</span>	<span style="color: red;">Removed</span>	Merged into TT.4.a as part of tech park.	<span style="color: gray;">Disconti...</span>	Merged into TT.4.a as part of tech park.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility	FY25 Status	Changelog	Change summary	FY 24 Status	FY 24 Update
Fl.2.c	Develop a multi-year plan for creating grant opportunities through governmental agencies.	Plan developed in Fall of 2023 and followed in subsequent years.	New Grants Awarded	Advancement	Continue	Updated	<ul style="list-style-type: none"> <li>Updated tactic language to include all grants and include not only new opportunities but maintaining current grants.</li> <li>Updated timeline to Fall of 2024 from Fall of 2023.</li> </ul>	Complete...	Plan revised by Director of Grants, presented to subset of Leadership Team. Meeting cycle established with Director of Grants and Leadership Team to meet quarterly to ensure all are aligned on current grant strategy.
<b>Develop and complete the comprehensive campaign.</b>									
Fl.3.a	Execute the plan for the Comprehensive Campaign	Execute steps to stay on pace for \$100M by 2028, with 75% pledged by June 30, 2025.	Campaign Progress	Advancement	Continue	No Change		On Track	The comprehensive campaign remains on track to meet goals. Exact values announced when campaign goes public and at Board meetings.
<b>Support decision-making through data &amp; analytics including understanding our competitors and benchmarking to allocate resources and improve cost effectiveness.</b>									
Fl.4.a	Develop and execute a plan to gather, visualize, and analyze financial data.	Develop and execute the plan in FY 2024.	Operating Margin	Finance and Business; Institutional Effectiveness; Technology Services	Revised for future	Updated	<ul style="list-style-type: none"> <li>Updated metric to specify implementation of tool Synoptix.</li> </ul>	Complete...	Baseline profitability models were presented by CFO & BT to the president in May. Small revisions will be made and then will be shared with leadership this summer. FY 24 model to be updated after APM is completed and audited. Benchmarking work will begin this summer with a plan for design for FY 25
Fl.4.b	Act on recommendations from consultant (ERA) to analyze costs/efficiencies	Measure project impacts and output (savings, quality, contract changes) during FY 2024 to realize the savings.	Operating Margin	Finance and Business	Complete	No Change	Finish FY 24, need new for FY 25	Complete - Success	<ul style="list-style-type: none"> <li>Implemented food service changes, projected savings \$88,000.</li> <li>Implemented custodian change, projected savings \$68,000. Savings is shared for 2 years with ERA, then will be 100% Doane.</li> </ul>
<b>Modify and use the master plan to strategically use facilities and maintain physical assets.</b>									
Fl.5.a	Update or refresh the master plan for facilities.	Complete the refresh to the plan in FY 2024 by Feb 2024	Operating Margin	Finance and Business	Complete	No Change		Complete - Success	Updated Master Plan delivered to the Board in May of 2024.
Fl.5.b	Evaluate and increase utilization of the Crete, Lincoln & Omaha campus space during the day.	Increase space utilization. Enable tool to determine current space use by November of 2023 and set goal after Master Planning.	Operating Margin	Finance and Business	Continue	No Change		On Track	<ul style="list-style-type: none"> <li>Preliminary work was completed, and options on Lincoln campus were provided to the Board in May.</li> <li>The Board approved an investment plan to consolidate buildings. MAC building lease ends in August. The Lincoln consolidation team is working with CE to develop a priority list.</li> <li>The SCC lease is now signed for UG to move to SCC in the Fall. Omaha - The sublease contract is approved, and we are working with the realtor.</li> <li>All on-ground classes will move to BPS starting in August. Communication has been sent to students.</li> <li>Lincoln savings were achieved on exiting the MAC lease, which saved \$80k/year; the Admin lease moved to a monthly lease depending on the plan to consolidate. Continues in FY25.</li> </ul>
Fl.5.c	Evaluate physical assets (buildings and equip) for deferred and required maintenance, and anticipated growth or changes on the Crete, Lincoln campus and Omaha location.	Complete evaluation by end of FY 2025.	Operating Margin	Finance and Business	Start in FY26	Updated	<ul style="list-style-type: none"> <li>Moved to FY26 due to other projects.</li> </ul>	Will start...	Project delayed to start in late FY25 at earliest.
<b>Increase brand awareness.</b>									
Fl.6.a	Execute SEO plan	Achieve a 12% conversion rate on the website for each college by December 2023. (Person on page completes a call to action: inquiry, application, etc.)	Headcount first-year, first-time students residential (Fall Census) Residential transfers Total headcount student residential (Fall Census) Total student credit hours non-residential - undergraduate Total student credit hours - graduate	Enrollment Services and Technology Services	Complete	No Change		Complete - Success	<ul style="list-style-type: none"> <li>Revised pages on the website and saw increases in traffic. Will measure conversion rates in June 2024.</li> <li>Will continue to make operational improvements.</li> <li>Current SEO grade is 93/100, Best Practices 100/100, Accessibility 100/100, Performance 67/100.</li> <li>Phase 2 begins in the summer/fall of 2024 with additional funds. Moved off of strategic plan as now operational.</li> </ul>



ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility	FY25 Status	Changelog	Change summary	FY 24 Status	FY 24 Update
 <div style="text-align: center; background-color: #FFA500; padding: 10px; border: 1px solid black;"> <h3>Technology Transformation</h3> <p><b>Leverage technology to improve the student experience, increase employee productivity, increase alumni engagement, and position Doane as an educational leader in the digital age.</b></p> <p>Create and invest in an adaptive plan for technology, data analytics, and environmental sustainability to address technical debt and positively impact evolving needs for the future.</p> </div>									
TT.1.a	To allow more programs to be moved to an online modality. Improve the faculty use of Canvas for Courses through training, resources, and education to ensure consistent use, use of great examples (videos) to assist in how to do things, etc.	Increase by 6% the total number of courses and full degree programs offered online each year. Refresh of online courses every three years.	Total headcount student residential (Fall Census) Total student credit hours non-residential - undergraduate Total student credit hours - graduate Academic Satisfaction	Academic Affairs; Technology Services	<span style="background-color: green; color: white; padding: 2px;">Complete</span>	<span style="background-color: #ccc; padding: 2px;">No Change</span>		<span style="background-color: green; color: white; padding: 2px;">Complete - Success</span>	<ul style="list-style-type: none"> <li>◆ The new Faculty Online Development Resource Center is operational. Faculty can self-enroll, learn about the online development, access resources, and move through the request process.</li> <li>◆ So far this year 23 new courses have been developed, 10 revamped, and 20 Quality Matters reviewed.</li> </ul>
TT.1.b	Implement a phased approach for Data analytics. (See F1.4.a and TT.1.g)	Phase 1) Data Governance; Phase 2) Implement adaptable staffing plan. Implement a data lake and analytics visual tool; Phase 3) Provide training with train the trainer models, build (#) reports and dashboards.	Operating Margin, Annual Technology investments through operation or capital	Institutional Effectiveness; Technology Services	<span style="background-color: #90EE90; padding: 2px;">Continue</span>	<span style="background-color: #ccc; padding: 2px;">No Change</span>		<span style="background-color: orange; padding: 2px;">Behind</span>	<ul style="list-style-type: none"> <li>◆ Survey sent and analyzed on current state of data governance and analytics.</li> <li>◆ Waiting to hear on Title III grant in September 2024.</li> </ul>
TT.1.c	Address identified technical debt and positively impact evolving needs for the future.	Reduce technical debt to acceptable conventional margins, e.g., no end-of-life technologies in production and solutions match or exceeds median of modern conventional adoption rate by Summer of 2025.	Operating Margin, NEW? Annual Technology investments through operation or capital	Technology Services	<span style="background-color: green; color: white; padding: 2px;">Complete</span>	<span style="background-color: blue; color: white; padding: 2px;">Updated</span>	<ul style="list-style-type: none"> <li>■ Separated TT.1.c into one tactic for each year for clarity.</li> </ul>	<span style="background-color: green; color: white; padding: 2px;">Complete - Success</span>	<ul style="list-style-type: none"> <li>◆ Created new Tactics for each year. See TT.1.c25 for future.</li> <li>◆ Network core - Completed</li> <li>◆ Data center upgrades - Completed</li> <li>◆ Fiber - Completed</li> <li>◆ Storage and backup - Completed</li> <li>◆ Physical security systems - not started</li> <li>◆ POS transition - Completed</li> </ul>
TT.1.d	Perform Strategic Assessment of Colleague Training to determine gaps in use of tool, training needs on existing tool, and strategic path for modules/platform for next 3-5 years	Phase 1) Provide user and service training; Phase 2) Assess gaps for modern digital convention Phase 3) Determine technologies for next 3-5 years.	Operating Margin, NEW? Annual Technology investments through operation or capital	Finance and Business; Technology Services	<span style="background-color: #90EE90; padding: 2px;">Continue</span>	<span style="background-color: blue; color: white; padding: 2px;">Updated</span>	<ul style="list-style-type: none"> <li>■ Updated list of champions</li> <li>■ In Phase 3 as planning for the future with training completed by December 2024.</li> </ul>	<span style="background-color: #90EE90; padding: 2px;">On Track</span>	<ul style="list-style-type: none"> <li>◆ Student, Purchasing, Revenue, Fixed Asset modules implemented by end of September 2024.</li> <li>◆ Project will rollover to 2025 to implement several tools in Colleague and integrated with Colleague for data analysis.</li> </ul>
TT.1.f	Implement a plan for environmental sustainability in technology by Summer of 2025.	Plan established, reviewed, and implemented by Summer of 2025.	NEW: Environmental impact of projects.	Technology Services	<span style="background-color: #ccc; padding: 2px;">Start in FY26</span>	<span style="background-color: blue; color: white; padding: 2px;">Updated</span>	<ul style="list-style-type: none"> <li>■ Updated timeline to FY26 from FY25.</li> </ul>	<span style="background-color: #ccc; padding: 2px;">Will start...</span>	Moved to FY26.
TT.1.e	Engage a consultant to develop plan for data governance to determine where we are at and where we are going.	Data governance plan with the goal of staging for data analytics is started by Summer of 2024 and completed by Summer of 2026.	Operating Margin	Technology Services	<span style="background-color: #90EE90; padding: 2px;">Continue</span>	<span style="background-color: #ccc; padding: 2px;">No Change</span>		<span style="background-color: orange; padding: 2px;">Behind</span>	<ul style="list-style-type: none"> <li>◆ Data Gov Workshop will need to take place between July and October of 2024.</li> </ul>
TT.1.g	Explore educational technology options (including an expo) to learn, demo and evaluate resources.	TBD	Academic satisfaction	Academic Affairs; Technology Services	<span style="background-color: #ccc; padding: 2px;">Start in FY25</span>	<span style="background-color: blue; color: white; padding: 2px;">Updated</span>	<ul style="list-style-type: none"> <li>■ Refocus of tactic on developing a process to vet technology ideas.</li> <li>■ Added metrics</li> </ul>	<span style="background-color: orange; padding: 2px;">Behind</span>	Moved to FY25, as did not have bandwidth.
TT.1.h	Develop a plan regarding document imaging.	Implement plan on document imaging by summer of 2024.	Operating Margin	Technology Services	<span style="background-color: #90EE90; padding: 2px;">Continue</span>	<span style="background-color: blue; color: white; padding: 2px;">Updated</span>	<ul style="list-style-type: none"> <li>■ Updated timeline to completion in June 2026 (FY26).</li> </ul>	<span style="background-color: orange; padding: 2px;">Behind</span>	Moved to FY25, as did not have bandwidth. ◆ KANE consortium plans to use SofIDocs.
TT.1.i	Develop a plan for the future use of technology with the bookstore.	Implement plan by summer of 2024.	Operating Margin	Technology Services	<span style="background-color: orange; padding: 2px;">Revised for future</span>	<span style="background-color: blue; color: white; padding: 2px;">Updated</span>	<ul style="list-style-type: none"> <li>■ Added Lorie to champions.</li> <li>■ Added metric to develop plan for use over summer for future implementation.</li> </ul>	<span style="background-color: #90EE90; padding: 2px;">On Track</span>	Moved to FY25. Test in FY24 worked for OLA after 2 terms. Will implement digital books across all campuses and modalities in gradual process.
TT.1.j	Evaluate the pros/cons of a virtual community.	Evaluative report completed by fall of 2024.	Operating Margin	Technology Services	<span style="background-color: orange; padding: 2px;">Revised for future</span>	<span style="background-color: blue; color: white; padding: 2px;">Updated</span>	<ul style="list-style-type: none"> <li>■ Updated timeline to FY26</li> </ul>	<span style="background-color: #ccc; padding: 2px;">Will start...</span>	Starts in FY26
TT.1.k	Define what environmental sustainability means to Doane both in technology and developing metrics to understand Doane's use of resources.	Develop plan by end of FY26.	New: Technical debt expenditure	Technology Services	<span style="background-color: #ccc; padding: 2px;">Start in FY26</span>	<span style="background-color: blue; color: white; padding: 2px;">Updated</span>	<ul style="list-style-type: none"> <li>■ Updated timeline to FY26</li> </ul>	<span style="background-color: #ccc; padding: 2px;">Will start...</span>	Starts in FY26
Ensure privacy, access, cyber security, and data governance compliance in accordance with industry-standard rules, regulations, and related best practices.									
TT.2.a	Complete 2023 cybersecurity assessment and implement plan	Cybersecurity plan and assessment are completed each year with positive policy and operational gains toward convention and GRC requirements.	Develop new: Number of new initiatives to address plan and total Tech Investment	Technology Services	<span style="background-color: green; color: white; padding: 2px;">Complete</span>	<span style="background-color: #ccc; padding: 2px;">No Change</span>		<span style="background-color: green; color: white; padding: 2px;">Complete - Success</span>	Work has proceeded including penetration testing, assessment management, and work with consulting group InfoTech. Report should be completed by September 1, 2024.
TT.2.b	Complete 2024 cybersecurity assessment and implement plan	Cybersecurity plan and assessment are completed each year with positive policy and operational gains toward convention and GRC requirements.	Develop new: Number of new initiatives to address plan and total Tech Investment	Technology Services	<span style="background-color: #ccc; padding: 2px;">Start in FY25</span>	<span style="background-color: #ccc; padding: 2px;">No Change</span>		<span style="background-color: #90EE90; padding: 2px;">On Track</span>	Cybersecurity compliance report will be shared with the board in October 2024.

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TT.2.c	Complete 2025 cybersecurity assessment and implement plan.	Cybersecurity plan and assessment are completed each year with positive policy and operational gains toward convention and GRC requirements.	Develop new: Number of new initiatives to address plan and total Tech Investment	Technology Services	Start in FY26	No Change		Will start...	Scheduled for FY26.
<p style="text-align: center;"><b>Emphasize professional development to increase awareness, utilization, and innovation of existing and new technology, system-wide, for a digital-first and data-informed culture.</b></p>									
ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility	FY25 Status	Changelog	Change summary	FY 24 Status	FY 24 Update
TT.3.a	Develop and execute retraining program on institutional technology including plans for sunseting technology	List of trainings completed, number attended, list of sunset technology. Track annually.	Operating Margin, Job Satisfaction	Technology Services	Complete	Updated	Separated TT.3.a into one tactic for each year for clarity.	Complete - Success	Created new Tactics for each year. See TT.3.a25 for next year. Worked on Finance, Student Modules.
<p style="text-align: center;"><b>Develop a plan for innovation centers to be used as academic and economic development drivers to create new opportunities.</b></p>									
ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility	FY25 Status	Changelog	Change summary	FY 24 Status	FY 24 Update
TT.4.a	Complete a feasibility study for an Innovation Center / Technology Park at Doane and act on the findings.	Phase 1) Hire a consultant; Phase 2) Fund feasibility study; Phase 3) Complete feasibility study by May 2024.	Operating Margin	Advancement; Diversity, Equity, and Inclusion / Government Relations; Finance and Business; Technology Services	Start in FY25	Updated	Expanded list of champions. Derek as lead. Change order of phases (swap 1 and 2). Update timeline to complete by May 2025 rather than 2024.	Will start...	Moved to FY 25

	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility	FY25 Status	Changelog	Change summary	FY 24 Status	FY 24 Update
 <div style="background-color: orange; padding: 10px; text-align: center;"> <h3>External Partnerships</h3> <p><b>Create and strengthen relationships with alumni, community partners, industry leaders, government agencies, and educational institutions to achieve strategic and mutually beneficial opportunities.</b></p> <p><i>Create a shared conversation with our communities to learn from, collaborate with, and deepen relationships and awareness.</i></p> </div>									
ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility	FY25 Status	Changelog	Change summary	FY 24 Status	FY 24 Update
EP.1.a	Identify a university standing committee to facilitate external partnerships university-wide (Fall 2023)	Start committee with charter in Fall 2023.	NEW: Track number of annual partnerships and new partnerships	Enrollment Services	Continue	Updated	<ul style="list-style-type: none"> <li>Expanded group of champions with John as lead.</li> <li>Timeline updated to start in committee in fall 2024.</li> <li>Added EP.2.a tactic to metrics for this tactic.</li> </ul>	Behind	<ul style="list-style-type: none"> <li>Expanded group of champions with John as lead.</li> <li>Timeline updated to start in committee in fall 2024.</li> <li>Added EP.2.a tactic to metrics for this tactic.</li> </ul>
EP.1.b	Establish and promote, via a campaign, a Doane culture of partnership and collaboration-building university-wide (Spring 2024)	Committee develops the campaign and implements by Spring 2024	NEW: Track number of annual partnerships and new partnerships	Enrollment Services	Continue	Updated	<ul style="list-style-type: none"> <li>As EP.1.a took longer than expected, delayed to fall 2024.</li> </ul>	Behind	<ul style="list-style-type: none"> <li>As EP.1.a took longer than expected, delayed to fall 2024.</li> </ul>
EP.1.c	Complete a comprehensive listening internal and external campaign to assess areas of need and shared goals in preparation to form informal and formal agreements (Summer 2024)	Committee develops the campaign and implements by Summer 2024.	NEW: Track number of annual partnerships and new partnerships	Enrollment Services	Start in FY25	Updated	<ul style="list-style-type: none"> <li>As EP.1.a took longer than expected, delayed to fall 2024.</li> </ul>	Behind	<ul style="list-style-type: none"> <li>As EP.1.a took longer than expected, delayed to fall 2024.</li> </ul>
<p><b>Establish a comprehensive university structure to develop, coordinate, sustain, and evaluate partnerships that prioritize community needs and are reflective of the diverse communities that we serve.</b></p>									
ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility	FY25 Status	Changelog	Change summary	FY 24 Status	FY 24 Update
EP.2.a	Produce a framework to guide the development, coordination, sustainability, and evaluation of university-wide partnerships and collaborations (Fall 2024)	Produce framework by December of 2023. Evaluate all partnerships by Fall 2024.	NEW: Track number of annual partnerships and new partnerships NEW: Track number of partnership events/activities annually	Enrollment Services	Discontinue	Removed	Added as metric for EP.1.a	Disconti...	Added as metric for EP.1.a
EP.2.b	Invest in deeper relationships with community partners to achieve mutually beneficial outcomes with (Spring 2026): <ul style="list-style-type: none"> <li>•Crete, Lincoln, and Omaha</li> <li>•Area schools and educational systems</li> <li>•Diverse, global, and underrepresented populations</li> <li>•city, county, state and federal leaders and entities</li> <li>•the private and nonprofit sectors</li> <li>•Religious and interfaith communities</li> <li>•alumni, donors, and friends</li> </ul>	Monitor all partnerships to shown expansion of partnerships or increased benefits for each (with metrics) by summer of 2025.	NEW: Track number of annual partnerships and new partnerships	Diversity, Equity, and Inclusion / Government Relations; Enrollment Services; Student Affairs	Start in FY25	No Change		On Track	