



Doane University Strategic Plan FY25 (2024-2025)

	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
 <div style="background-color: #FF9900; padding: 10px; text-align: center;"> <h2 style="margin: 0;">Academic Experience</h2> <p style="margin: 0;">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>				
Enhance academic programming.				
ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
AE.1.a	Operationalize the shared definition and value of the liberal arts, starting prior to the Fall 2023 Board of Trustee meeting.	Implement recommendations from Liberal Arts Task force.	Graduate and Undergraduate satisfaction	Academic Affairs; Institutional Effectiveness
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
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.	Plan developed and will implement starting Fall 2024	Undergraduate Satisfaction	Academic Affairs; Institutional Effectiveness
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
Explore new programs.				
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AE.2.b	Identify barriers to innovative collaborations among disciplines and departments.	One forum per semester.	Job Satisfaction	Academic Affairs
AE.2.c	Create additional internal and external educational opportunities.	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
AE.2.d	Implement Acadeum or Rize for course and program sharing.	Increasing enrollment in programs or credit hours through. Ensure credits cover costs.	Total headcount student residential (Fall Census), Total student credit hours. Revenue	Academic Affairs; Enrollment Services; Technology Services
Expand student academic support services.				
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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. Evaluate and recommend improvements.	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
Equip students for their professional lives.				
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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
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
Promote continuing education and professional development for faculty and staff.				
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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
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


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<h2>Student Experience</h2> <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 style="color: orange;">Strengthen co-curricular and extra-curricular opportunities to foster student growth outside of the classroom.</p>				
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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 spring 2025..	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 fall of 2024, used to develop programs beginning Spring 2025.	Graduate student satisfaction with total Doane experience Undergraduate student satisfaction with total Doane experience	Athletics; Institutional Effectiveness; Student Affairs
<p style="color: orange;">Emphasize and enhance health & wellness for the Doane community through the nine dimensions of wellness (Physical, Spiritual, Emotional, Social, Cultural, Environmental, Financial, Occupational, Intellectual)</p>				
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SE.2.b	Enact the plan throughout the 2024-2025 year to educate the Doane community on health & wellness issues and empower community members to integrate healthy practices in their lives through (1) Expansion of the physical Health Services space (2) Hiring & training the new PT Administrative Assistant/CARE Team Case Manager (3) Continuing to recruit & train SWAT members and increase the number of peer educators	*Expansion of the physical Health Services space to include an additional exam room, waiting room, and office space for our medical provider will allow for additional services, increase the number of student appointments, and allow for private space for students to wait while they are in health services. This project is slated to start in the summer of 2024. * Hiring & training the new PT Case Manager/RN allows for additional support for members of the CARE team to connect students in need of support or campus resources. This position also offers additional support to our medical provider in health services. This position will start in August 2024. * Continuing to recruit & train SWAT members and increase the number of peer educators to 5 by the end of spring 2025. By continuing to grow our peer health educator team, we will be able to have more peer to peer education on the individual, group and campus level increasing the amount of wellness education across campus compared to previous year levels.	Graduate student satisfaction with total Doane experience. Undergraduate student satisfaction with total Doane experience, Residential retention, non-residential persistence	Student Affairs
<p style="color: orange;">Increase cohesiveness between Student Affairs and Academic Affairs, internal and external stakeholders to foster students' academic success</p>				
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SE.3.b	Enact recommendations from gap analysis of current services.	1. Prioritize the gaps. 2. Based on the priority list, create task groups within and between applicable divisions to determine recommendations for addressing the gaps.		Academic Affairs; Student Affairs
<p style="color: orange;">Develop opportunities for students to identify and develop their personal leadership philosophy, style and strengths</p>				
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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


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<h2>Community</h2> <p>Cultivate a thriving Doane community by strengthening equity, belonging, and engagement for every member</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>				
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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 (FY24 - audits of programs, put strategies together, FY-25 implement strategies, FY26 - Analysis of strategy impact)	Completed by Fall of 2023 with over 90% of units engaged and continue to engage throughout the strategic plan. Then, 90% of plans implemented and analyzed.	Engagement survey: Job Satisfaction/Support, Turnover rate, Employee demographics	Diversity, Equity, and Inclusion / Government Relations
CO.1.d	Strengthen the current residential affinity student groups and expand affinity opportunities for non-residential students.	Engage in exploration of desire for groups across campuses in fall of 2024	Engagement survey: Job Satisfaction/Support, Turnover rate	Diversity, Equity, and Inclusion / Government Relations; Human Resources
CO.1.f	Implement process for policy and procedures and consolidate, standardize, and update all policies and procedures	Completed by Spring 2025.	Engagement survey: Job Satisfaction/Support, Turnover rate	President's Office; Business Office; Technology Services
CO.1.h	Strengthen strategic and mutually beneficial partnerships between all locations. (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
<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 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 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; Academic Affairs
<p>Enhance professional development opportunities at all levels for students, faculty and staff.</p>				
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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
<p>Continue strengthening and institutionalizing best practices in shared governance</p>				
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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

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 <div style="text-align: center; background-color: #FFA500; padding: 10px; border: 1px solid black;"> <p>Financial</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.				
ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
Fl.1.b25	Implement New Recruitment Plan to increase and maximize pipelines for Crete enrollment	325 New residential students (275 first-time, full-time plus 50 transfers) in Fall 24 (FY 25).	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
Fl.1.d25	Implement the discount rate plan. Develop process for review of upper classes discount rate.	For fall 2024, discount rate average goal is 68% (not including fees)	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
Fl.1.d26	Implement lower discount rate plan. Develop process for review of upper classes discount rate.	TBD based on FY 25 / Fall 24 enrollment plan is 68% target (69% budget)	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
Fl.1.e25	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 4.4% in FY 25 total over FY24. (Includes OLA, non-res UG, dual credit, Graduate programs)	Total student credit hours non-residential - undergraduate Total student credit hours - graduate	Enrollment Services
Fl.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
Fl.1.g	Develop and implement a three year plan for increasing DoaneX revenue through revenue sharing plan and additional programs.	Increase total DoaneX revenue by 5% per year.	Total Revenue, including endowment, aux, etc (w/o restrictions)	Academic Affairs; Finance and Business
Pursue opportunities for growth in other revenue.				
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Fl.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 for partnerships.	Operating Margin	Enrollment Services
Fl.2.c	Develop a multi-year strategic plan for creating and maintaining grant opportunities	Plan developed in Fall of 2024 and followed in subsequent years.	New Grants Awarded	Advancement
Develop and complete the comprehensive campaign.				
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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
Support decision-making through data & analytics including understanding our competitors and benchmarking to allocate resources and improve cost effectiveness.				
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Fl.4.a	Develop and execute a plan to gather, visualize, and analyze financial data. This will include implementing Synoptix tool in Finance.	Develop and execute the plan. Implement the financial reporting tool Synoptix (FY 25 fall)	Operating Margin	Finance and Business; Institutional Effectiveness; Technology Services
Fl.4.c	Continue to enhance a profitability model to analyze costs to revenue, and costs by overhead functions	Implement priorities determined for the project.	Operating margin	Finance and Business
Fl.4.d	Develop a Cost Efficiencies Committee to find ways to reduce expenses	Find and execute ways to save \$200,000 during FY25, and \$300,000 in FY26.	Operating Margin	Finance and Business, Technology Services, Student Affairs
Modify and use the master plan to strategically use facilities and maintain physical assets.				
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Fl.5.b	Evaluate and increase utilization of the Crete, Lincoln & Omaha campus space.	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
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
Fl.5.d	Develop a business case around the PAC (Performing Arts Center) project to support the building of the music and theatre expansion, execute project if approved.	Approval of plan, construct PAC, monitor enrollment in related programs and activities	Operating Margin, Headcount first-year, first-time students residential, Total headcount student residential	Finance and Business
Fl.5.e	Enact partnership with Southeast Community College for shared space for courses.	Number of credit hours increases by 7% from previous year, able to start on time during 24/AUTM term, student satisfaction with new space, employee satisfaction with new space.	Operating Margin, Total Student Credit hours non-residential	Finance and Business
Increase brand awareness.				
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 <div style="background-color: #FFA500; padding: 10px; text-align: center;"> <h3>Technology Transformation</h3> <p>Leverage technology to improve the student experience, increase employee productivity, increase alumni engagement, and position Doane as an educational leader in the digital age.</p> <p><i>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.</i></p> </div>				
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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
TT.1.c25	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
TT.1.d	Perform Strategic Assessment of Colleague Platform 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
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
TT.1.g	Implement process for technology ideas to be vetted through faculty and forwarded to IT.	Number of new technology projects implemented. Number of ideas vetted	Academic satisfaction	Academic Affairs; Technology Services
TT.1.h	Develop a plan regarding document imaging.	Implement plan on document imaging by summer of 2026.	Operating Margin	Technology Services
TT.1.i	Develop a plan for the future use of technology with the bookstore.	Implement plan by summer of 2024. Completed pilot for OLA in 24/HPRMY term. Develop plan for university by August 2024.	Operating Margin	Technology Services
TT.1.j	Evaluate the pros/cons of a virtual community.	Evaluative report completed by fall of 2025.	Operating Margin	Technology Services
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 June 2026.	New: Technical debt expenditure	Technology Services
Ensure privacy, access, cyber security, and data governance compliance in accordance with industry-standard rules, regulations, and related best practices.				
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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
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
TT.2.d	Develop a security matrix plan and implement in Colleague and Identity and Access Management. (IdAM)	Security model within Colleague that works with Doane enterprise systems.	Develop new: Number of new initiatives to address plan and total Tech Investment	Technology Services
Emphasize professional development to increase awareness, utilization, and innovation of existing and new technology, system-wide, for a digital-first and data-informed culture.				
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TT.3.a25	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
Develop a plan for innovation centers to be used as academic and economic development drivers to create new opportunities.				
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TT.4.a	Complete a feasibility study for an Innovation Center / Technology Park at Doane and act on the findings.	Phase 1) Fund feasibility study; Phase 2) Hire a consultant; Phase 3) Complete feasibility study by May 2025.	Operating Margin	Advancement; Diversity, Equity, and Inclusion / Government Relations; Finance and Business; Technology Services; President

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<h2 style="margin: 0;">External Partnerships</h2> <p style="margin: 0;">Create and strengthen relationships with alumni, community partners, industry leaders, government agencies, and educational institutions to achieve strategic and mutually beneficial opportunities.</p>				
<p style="margin: 0;">Create a shared conversation with our communities to learn from, collaborate with, and deepen relationships and awareness.</p>				
ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
EP.1.a	Identify a university standing committee to facilitate external partnerships university-wide with implementation Fall 2024	Produce framework by December of 2023. Start committee with charter in Fall 2024. Evaluate all partnerships by Fall 2024.	NEW: Track number of annual partnerships and new partnerships	Enrollment Services, Advancement; Diversity, Equity, and Inclusion / Government Relations; Finance and Business; Technology Services; Academic Affairs
EP.1.b	Establish and promote, via a campaign, a Doane culture of partnership and collaboration-building university-wide (Fall 2024)	Committee develops the campaign and implements by Fall 2024	NEW: Track number of annual partnerships and new partnerships	Enrollment Services
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 (Fall 2024)	Committee develops the campaign and implements by Fall 2024.	NEW: Track number of annual partnerships and new partnerships	Enrollment Services
<p style="margin: 0;">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.</p>				
ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
EP.2.b	Invest in deeper relationships with community partners to achieve mutually beneficial outcomes with (Spring 2026): <ul style="list-style-type: none"> •Crete, Lincoln, and Omaha •Area schools and educational systems •Diverse, global, and underrepresented populations •city, county, state and federal leaders and entities •the private and nonprofit sectors •Religious and interfaith communities •alumni, donors, and friends 	Monitor all partnerships to show 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