



DOANE
UNIVERSITY



STRATEGIC PLAN

2019-2022

Doing Some **REFLECTION**

In Fall 2018, Doane invited members of our campus community to contribute to our strategic planning process. Between December and May, 130 faculty, staff, and board members served on one of nine planning committees:

Mission, Vision, and Values
Academic programs and Curriculum
Enrollment and Marketing
Advancement and Alumni
Extracurricular Activities and Athletics
Diversity and Inclusion
Information Systems and Technology
Student Experience
University Operations

The committees collected data, brainstormed options, reviewed best practices, surveyed stakeholders, and held forums. Many of the committees also completed a SWOT (strengths – weaknesses – opportunities – threats) analysis and developed a list of payoff opportunities (initiatives, projects, and ideas) that can support Doane University.

The new strategic plan, called **Doane¹⁵⁰**, articulates the university's strategic priorities and will serve as a general road map of efforts as Doane moves towards its 150th anniversary in 2022.

As envisioned by founding President D.B. Perry, Doane University is a place where "latent talents are brought to light and obscure genius rises to distinction."

Strategic planning is essential to the University's ability to advance its historic mission of providing access to a high-quality education for all students. Based on a new vision, mission, and values, the **Doane¹⁵⁰** plan builds on Doane's current strengths and focuses our energies and resources on the most pressing issues that we are distinctively positioned to address.



The plan provides a framework of the strategic directions and the broad strategies for achieving them. Going forward, the plan will help the University to establish priorities, guide decision making, align financial and human resources, and maximize the impact of resources.

Annually, the administration will work with campus stakeholders to identify a suite of *signature projects* to be acted upon which seek to support the strategic pillars and strategies. Selection of *signature projects* will be influenced by the work – SWOT analysis, payoff opportunities analysis – of the strategic planning committees. Additionally, there will be an annual call to the campus community to propose a *signature project*.

Using an annual process will allow for the plan to be dynamic and responsive to successes and challenges. As such, the plan is a “living” document – a guidepost for decision making and one that is referenced, revisited, and revised on an ongoing basis. A set of metrics will be used to measure progress.

While the framework of the **Doane¹⁵⁰** plan is from a university-level perspective, every unit across the University will play a key role in implementing the actions aimed at moving the university's overall metrics.

In addition to the threats identified by the planning committees during the SWOT analysis, the following are significant challenges impacting higher education

Given the current fiscal challenges that Doane University faces, our strategic plan must focus around bringing our revenues in line with our expenditures. Until we have success, we will be forced into a reactionary mode. Rather than planning for the future, we will increasingly have to make decisions that allow us to survive in the present. Our ultimate goal is to ensure that Doane University remains a competitive and academically excellent institution far into the future. Here is a summary of the challenges for Doane University:

1. Students, families, and the government expect clear and measurable accountability for student success, including career preparation and job readiness.
2. The number of traditional college-ready high school graduates is decreasing and becoming more diverse. The demands from adult learners is growing.
3. Students have increased need for more academic support and counseling services.
4. Students are increasingly “comparison shopping” and are sensitive to price and value.
5. Colleges have pressure to effectively manage their operating budgets due to the limited ability to drastically increase tuition.
6. The labor market and the nature of careers are changing, creating demand for emerging areas of knowledge and in the development of skills needed for professional adaptation.
7. Current students expect to learn on their terms, with an education that is personalized, easily accessible with exceptional service, and rich with technology and the best models of pedagogy.
8. Changing federal regulations regarding financial aid and the role of accreditation organizations.
9. Politicians proposing that “college should be free for all” and the potential enrollment ramifications that this has for private colleges.

Doing Some **REFLECTION**

> **VISION**

Doane University will be a comprehensive university, recognized for innovation, valuing the liberal arts and professional studies in order to empower and prepare students for life, career, and community engagement.

> **MISSION**

Doane University creates distinctive educational experiences, rooted in the liberal arts, to prepare our students for careers and lives grounded in inquiry, ethics, and a commitment to lead and serve in the global community.

Distinctive Educational Experiences: Doane offers experiences, inside and outside the classroom, that are designed and delivered in a way that meets the diverse needs of our student population.

Rooted in the Liberal Arts: Doane is firmly established in the liberal arts approach, placing value on critical thinking, communication, interdisciplinary work, and breadth and depth of knowledge.

Inquiry: Doane emphasizes curiosity, the ability to formulate and ask critical questions, and the desire to explore and evaluate solutions.

Ethics: Doane seeks to help students apply moral principles to their decision-making and behavior.

Commitment to Lead and Serve: Doane creates experiences intended to instill in students a desire to lead and serve that will translate into lifelong action.

In the Global Community: Doane recognizes that as members of the global community, we are economically, socially, and politically interdependent.

> **VALUES** (in support of the mission statement)

Inclusion: Doane values creating an environment in which all individuals and communities are able to fully participate, belong, and thrive in authentic ways.

Integrity: Doane values ethical and principled decision-making and taking responsibility for one's actions.

Innovation: Doane values forward thinking and the ability to develop and implement new or re-imagined ideas in a collaborative environment.

Transformation: Doane values enhancing lives and developing potential.

A Strategic Plan for DOANE UNIVERSITY

MISSION	Doane University creates distinctive educational experiences, rooted in the liberal arts, to prepare our students for careers and lives grounded in inquiry, ethics, and a commitment to lead and serve in the global community				
STRATEGIC PILLARS	ENROLLMENT Increase the number of students attending Doane University	STUDENT EXPERIENCE Deliver a distinctive education experience that prepare graduates for gainful employment or admittance to graduate school	CULTURE Improve organizational engagement and shared purpose	OPERATIONS Improve operational efficiencies and ensure economic viability of the university	ADVANCEMENT AND ALUMNI Foster an engaged and supportive community of giving
STRATEGIES	Increase number of student applicants Increase number of prospective students who come for a campus visit Increase yield rate of applicants and visitors Improve retention rates Explore and launch new, high-demand, market-driven academic opportunities	Provide high quality academic programs that employ innovative teaching approaches Provides support services that aid student success Provide an engaging college experience through curricular and co-curricular opportunities Equip students with skills that prepare them to lead and serve in an ever-changing workplace.	Effectively communicate the university's successes and challenges Develop a culture to support Doane's mission and values Support an environment of mutual trust and respect at all levels of the institution Improve the culture and climate of inclusivity and diversify campus demographics	Increase revenues through contracts, partnerships, and the fiscally sound use of debt Pursue external grant funding opportunities Improve internal controls and processes Ensure facilities are positioned for growth and efficient utilization Evaluate operations for relevance, efficiency, and return on investment	Broaden and deepen engagement with alumni faculty/staff, and students Increase giving amount to the annual fund Manage, analyze and leverage the data needed to engage and steward donors Tap into alumni intellectual capital and business acumen
SIGNATURE PROJECTS	A suite of annual <i>signature projects</i> will be identified and acted upon to accomplish the strategic pillars and strategies				
METRICS (year-over-year change)	Total university enrollment; Diversity of students; Retention rate for full-time students; Headcounts for academic opportunities	Graduation rates; Graduates who successfully transition to their next planned stage; Number of degrees awarded; Ratio of student/full-time faculty; Key questions from graduate survey	Number and diversity of faculty and staff; Participation rate in the annual engagement survey; Key indicator questions from engagement survey; Employee turnover rate	Tuition discount rate; Annual gross tuition and fee revenue; Annual operating and capital expenditures; External grant funding; Number of improvement and IT projects completed	Contribution rate of alumni; Contribution rate of faculty/staff; Annual fund support; Total endowment assets