

**Doane University Strategic Planning Framework
May 2022 through June 30, 2023**

Purpose	WE BUILD LEADERS					
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	<u>ACADEMIC EXPERIENCE</u> WE WILL deliver a high-quality, distinctive academic experience	<u>STUDENT EXPERIENCE</u> WE WILL deliver a high-quality, distinctive student experience	<u>ENROLLMENT</u> WE WILL increase the number of students attending Doane University	<u>CULTURE</u> WE WILL improve organizational engagement and shared governance	<u>OPERATIONS</u> WE WILL improve operational efficiencies and ensure economic viability of the university	<u>ADVANCEMENT and ALUMNI</u> WE WILL foster an engaged and supportive community of giving
Strategies	A. Enhance current academic programming through the expanded use of inclusive and innovative pedagogies B. Add additional high-quality programs that align with the mission or support current offerings C. Ensure that the academic experience, immersed in the liberal arts, prepares students for their lives	A. Enhance and create inclusive initiatives to increase student satisfaction and success B. Expand co-curricular experiences and develop new opportunities to ensure high-impact practices are consistently delivered	A. Market to and enroll more students in order to build a diverse student body B. Design and implement a revised financial award process to improve the residential discount rate	A. Define and implement appropriate principles of shared governance B. Continue to improve engagement, inclusion, and belonging to unite, attract, develop, and retain talent	A. Improve operating margin B. Cultivate a digital first and data-informed culture C. Enhance processes to assess programs on a systematic basis	A. Enhance current fund-raising efforts to increase financial support B. Educate, engage, and empower alumni and friends to support Doane through non-financial means
A suite of <i>tactics</i> will be identified and acted upon to accomplish the strategic pillars and strategies						

Strategic Plan Evaluation and Updates

Doane's Strategic Plan 2022-23 is an update to the strategic plan [Doane¹⁵⁰](#) from 2019. The strategies and tactics have been updated to reflect Doane's direction over the next several years.

In order to be responsive to change, we will regularly evaluate and update Doane's Strategic Plan.

Evaluation

The Leadership Team will formally evaluate Doane's Strategic Plan prior to each meeting of the full Board of Trustees. The evaluation will include updating the metrics used to analyze each Strategic Pillar as well as a reflection on the metrics and current tactics underway.

The Leadership Team will present the evaluation to the Board of Trustees and share the evaluation with Doane employees.

Updates

After sharing the evaluation, the Leadership Team will solicit suggestions for updates to the tactics in the Strategic Plan from the Board of Trustees, Faculty Council, Staff Council, and all Doane employees. The Leadership Team will discuss the suggestions and decide on which tactics to incorporate.

Definitions

Purpose - What we do

Vision - What we want to be

Mission - Why we exist

Values - Approaches for achieving the mission

Strategic Pillars - What we want to achieve

Strategies - How we will achieve a Strategic Pillar

Tactics - Specific actions taken to accomplish a strategy