

Strategic Plan 2023-26 Development Timeline

The following process will be used to create the strategic plan for Doane University for 2023-2026. Participation and feedback will be sought and considered at each stage in the process. Ultimately, the final decision on the form and content of the strategic plan rests with the President to recommend to the Board of Trustees for approval.

1. **Mission Statement and Vision Statement** - The President's Office will solicit feedback from all employees on any desire to change the Mission Statement or Vision Statement. These will not include changing the Mission or Vision of Doane, but only the words in the statements. *Timeline: Request for feedback sent August 15th-August 31st. Proposal for alterations to the statements, if any, will be sent by September 15th.*
2. **Goals - What we want to achieve and why** - The Leadership Team will create a draft of the Goals for the Strategic Plan and send them to the Faculty Council, Staff Council, Dean's Council, and Board of Trustees to collect feedback (alterations, additions, deletions, etc.) from their constituencies to send to the Leadership Team. *Timeline: Draft of Goals sent by August 15th. Feedback sent by Councils and Board to Leadership Team by September 15th. Final goals set by September 30th.*
3. **Strategies - How we will achieve our Goals** - We will form teams to create the Strategies for each Goal. Teams will consist of 2 Faculty, 2 Staff, and 1 Leadership Team member. The Team will collect suggestions from the Doane community, analyze these suggestions in the context of Doane, and submit a suggested list of 4 to 8 Strategies for each goal as well as possible Tactics. *Timeline: Request for participants: September 15th to September 30th. Teams formed by October 7th. Teams submit strategies and tactics for employee feedback by November 15th. The final list of Strategies is sent to the Leadership Team by December 15th.*
4. **Tactics - Concrete actions and plans to accomplish the Strategies** - The Leadership Team members work with their constituents to develop the Tactics. Each Tactic must be measurable and timebound. These are posted for all to see prior to the May Board meeting. *Timeline: Strategies shared by January 15th. Leadership Team members develop Tactics by April 15th.*

Each stage in the process may inspire changes to previous work. That is, the Mission Statement and Vision Statement, Goals, and Strategies are not finalized until the Strategic Plan is submitted at the May 2023 Board meeting for approval.

The Tactics will be reviewed at least annually for progress. Tactics may be added or removed at any time.

Two other tasks will be completed concurrently with the creation of the strategic plan:

- The Faculty Council is tasked with creating a definition for the "Liberal Arts at Doane." The definition should consist of 4 to 8 statements that apply across Doane's offerings, campuses, modalities, and student experiences that encapsulate the way students are immersed in the liberal arts at Doane. The final definition should be approved by the Faculty Assembly by April of 2023.
- The Leadership Team will create a task force with broad representation to define what

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we mean by “We Build Leaders.” The definition should consist of 4 to 8 statements that apply across Doane’s offerings, campuses, modalities, and student experiences that encapsulate the way students develop as leaders at Doane. The final definition should be submitted to the Leadership Team by April 15, 2023.

Please send any feedback to Kris Williams, Director of Institutional Effectiveness,
kristopher.williams@doane.edu.

Project Area	Groups Consulted	Start Date	End Date
Mission Statement and Vision Statement	Leadership Team requests feedback from all employees and Board of Trustees	August 15th	September 15th
Goals	Leadership Team requests Faculty Council, Staff Council, Dean’s Council, Board of Trustees to collect feedback	August 15th	September 30th
Strategies	Each team consults with constituencies	October 1st	December 15th
Tactics	Leadership	January 15th	April 15th
Liberal Arts	Faculty Council engages Doane constituencies	August 15th	April 15th
“We Build Leaders”	Task Force engages with Doane constituencies	August 15th	April 15th

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— Only notes below this line—

Feedback on Mission and Vision			
Start	June 1 2022	End	June 30, 2022
Solicit feedback from employees on any need to change the current mission or vision.			

Goals (Strategic Pillars)			
Start	August 15	End	September 30, 2022
<p>Leadership Team drafts a set of Goals and sends to Faculty, Staff, and Dean's Council to collect feedback and suggestions.</p> <p>Notes: Goals should include WHAT and WHY</p> <p>Final Decision: Leadership Team</p>			

Strategies			
Start	October 1	End	December 15
<p>Form a team for each Goal to develop the Strategies (HOW) for each Goal. Hold Open Forum on Goal and collect feedback via form.</p> <p>Team Composition:</p> <ul style="list-style-type: none">• 2 Faculty• 2 Staff• 1 Member of Leadership Team• 1-2 Students?• Board? <p>Team Charge:</p> <ul style="list-style-type: none">• Develop 4-8 Strategies in order to achieve the goal.<ul style="list-style-type: none">○ Each strategy should be measurable.			

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- Develop a suggest list of Tactics (concrete actions) to undertake to accomplish the Strategy.
- Collect, analyze, and incorporate feedback from Doane Community on the Strategies.
 - Draft Strategies for Feedback by November 1.

Final Decision:

Tactics

Start	Jan 1, 2023	End	April 15, 2023
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Leadership Team meets with constituents to review Strategies and Tactics. Devises initial list for feedback from Doane employees on the tactics.

Final Decision:

Board Approval at May 2023 meeting.