

Strategic Plan 2026-2029

Purpose

We Build Leaders

Mission

Doane University provides distinctive educational experiences, immersed in the liberal arts, to empower our learners for professional success, ethical leadership, and purposeful service.

Vision

We will build upon our foundation of student-centered innovation to develop leaders who foster meaningful change in their lives, careers, and communities.

Values

Community

We create an authentic environment where everyone is respected, supported, and empowered.

Transformation

We commit to growth, learning, and meaningful impact for individuals and communities.

Innovation

We champion creativity, curiosity, and collaboration.

Integrity

We act ethically, responsibly, and transparently in all we do.

Strategic Goals

Academic Experience

Develop our academic programs to attract students, immerse them in a liberal arts education, and prepare them for careers and life.

Student Experience

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.

Financial

Improve financial sustainability through enrollment, revenue, contributions, expense management, and strategic allocation of resources to achieve Doane's mission.

Technology Transformation

Leverage technology to improve the student experience, increase employee productivity, increase alumni engagement, and position Doane as an educational leader in the digital age.

Community

Foster a thriving Doane University by strengthening a sense of community and engagement to meet the needs of every member.

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Code	Tactic	Goals	Divisions	Metric
Strategy: Adjust academic offerings to meet the needs of future students.				
AO.01	Adapt the curriculum to stackable credentials and certificates.	Academic Experience, Technology Transformation	Academic Affairs, Enrollment Services, Technology Services	Develop multi-year plan with the first phase ready to launch by summer of 2027. This includes internal development of credentials and market research on new credentials to explore.
AO.02	Increase summer course offerings for residential students both online and in person.	Academic Experience, Financial	Academic Affairs, Enrollment Services	Determine course offerings by January 2027. Finalize rates for courses.
AO.03	Track the launch for each of the programs in Bachelor of Applied Science in Pre-Allied and Technical Health, Business Programs, Certificate in Cybersecurity.	Academic Experience	Academic Affairs, Enrollment Services, Institutional Effectiveness	Track headcount and credit hour goals for each program by year.
Strategy: Develop and implement the international student plan.				
INT.01	Create & budget for more on-campus job opportunities specifically for F1 students	Student Experience, Community	Community and Government Relations	Ensure jobs are posted prior to filling positions. Track employment to see percentage of students who desire work that have jobs.
INT.02	Monitor the implementation of new programming and structure to support international students during the FY27 year.	Student Experience, Community	Community and Government Relations	Survey students after orientation and during year on efficacy of services.
Strategy: Enact projects to reduce expenses and increase new revenue by FY28.				
DF.01	Complete GPAC and UEN streaming deal, renegotiate with Pepsi, launch online athletic store to generate $68k in total new revenue.	Financial	Athletics	FY27 Goal: $42.25k FY28 Goal: $68k
DF.02	Ensure Chapter 33 scholarships and VA funding are collected resulting in new revenue.	Financial, Student Experience	Community and Government Relations, Finance and Business	FY27 Goal: $128k above FY26 level. FY28 Goal: $128k above FY26 level.
DF.03	Hire an athletic fundraiser to increase athletic giving to $250k annually in FY28.	Financial	Athletics, Advancement	FY27 Goal: $150,000 FY28 Goal: $250,000
DF.04	Increase annual fund goal by $500,000 by FY28.	Financial	Advancement	FY27 Goal: $250k additional ($1.75M) FY28 Goal: $500k additional ($2.00M)
Strategy: Engage the entire community in marketing, recruitment, and fundraising.				
MRF.01	Complete the campaign to reach $100 million.	Financial	Advancement	Monitor funds raised over time.
MRF.02	Improve communication and expand the process for Discount Rate/Scholarships to include all stakeholders. Create better transparency. Ensure training and communication throughout the year.	Financial	Enrollment Services, Athletics, Community and Government Relations, Academic Affairs	Hold meetings in fall to discuss new goals, processes for the year.
MRF.03	Improved Salesforce implementation & functionality for Faculty/Staff/Coaches to interact with Recruits	Student Experience, Community, Technology Transformation	Technology Services, Enrollment Services, Academic Affairs, Athletics	Quantitative - Active User Report increases 85% Qualitative - Decrease in requests for changes.
MRF.04	Reduce marketing budget by 11%	Financial	Enrollment Services	Track year-over-year change in budget spend and results.
Strategy: Implement improvement plans for off-campus, commuter, and residential students on the Crete campus.				
CR.01	Administer survey to off-campus Crete students to assess satisfaction with program and services.	Student Experience	Student Affairs	Implement survey in 2026-2027 and analyze results.
CR.02	Create off-campus student opportunities for representation on STUCO, other appropriate committees. Create programming for off-campus students .	Student Experience	Student Affairs	Deliver programming during the 2026-2027 year.
CR.03	Implement off-campus student fee to provide resources to address needs identified in the survey.	Student Experience	Student Affairs	Implement the fee in 2027-2028 while developing the programming and infrastructure in 2026-2027.
CR.04	Given housing limits and student growth expectations, evaluate housing & campus needs for growth in student (including considerations for a New Residence Hall).	Financial, Student Experience	Student Affairs, Finance and Business	By May of 2027, deliver a report on next steps including a feasibility study on what/when/how to construct new facility.
Strategy: Improve the academic planning process through improvements in scheduling and offerings.				
AP.01	Expand flexible and different modalities for the same courses	Academic Experience, Technology Transformation	Academic Affairs, Technology Services	Plan and pilot new modalities in FY27. Execute the plan in FY28.
AP.02	Shift to faculty load of 4-4 and 4-4-1 in 2027-2028.	Academic Experience, Financial	Academic Affairs, Institutional Effectiveness	Save $400k per year on faculty (full-time and adjunct) costs. Implement plan in FY28.
AP.03	Increase conversions from dual credit students to Doane students through visits and campus events.	Financial	Academic Affairs, Enrollment Services	Track annual new students coming from dual credit experiences.
AP.04	Expand measurement of programs from the Academic Program Metrics. Form subgroup to review current APM data and implement new measures.	Financial, Academic Experience	Academic Affairs, Institutional Effectiveness	Form a task force to review the current set of academic program metrics and plan for revisions by December of 2026. Implement in spring of 2027 for fall 2027 review.
Strategy: Improve the experience for undergraduate graduate and extended learning opportunity students in Lincoln and Online				
LO.01	Increase Non-residential revenue for adult-learning degrees, certificates, micro-credentials are a growth area	Financial, Academic Experience	Academic Affairs	Track new students and credits for programs launched after August of 2026 for returns. (Cybersecurity, Project Management, Healthcare Administration, Organizational Leadership, Business Analytics, Daytime MBA)
LO.02	Develop relationships with companies to have their employees get their degrees at Doane	Financial, Community, Academic Experience	Academic Affairs, Enrollment Services	Plan for how Enrollment and Academic Affairs work on these meetings. Start meetings with companies in fall 2026.
LO.03	Explore and deepen partnerships/incentives for SCC students to enhance their experience. Make it more than just a contract & rental agreement	Student Experience, Academic Experience	Academic Affairs, Enrollment Services, Technology Services	Revise the agreement with SCC to increase the number of transfer students.

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LO.04	Develop & administer survey(s) to all degree-seeking students in Lincoln, Online, and other locations.	Student Experience	Student Affairs	Analyze results for new opportunities.
LO.05	Incorporate Lincoln students into travel courses by offering same 1k travel scholarship, Crete students have.	Student Experience, Community	Academic Affairs	Complete changes by June of 2027.
Strategy: Improve the student and employee experience through new facilities, services, and training.				
EX.01	Create one central hub/app for Doane faculty, staff, and students to access information.	Academic Experience, Student Experience, Technology Transformation, Community	Technology Services	Create hub for students in FY27. Create hub for faculty and staff in FY28.
EX.02	Invest in AI tools, training, and expectations. For FY27: Pilots in AI tools during the year. For FY28: Selection and implementation of tools.	Technology Transformation	Technology Services	Generate report on number of people using tools, types of tools, students' perceptions of ability to use, faculty and staff perception by May of 2027.
EX.03	Implementation of community engagement platform.	Student Experience, Community	Technology Services, Student Affairs	Launch in Fiscal Year 27. Track results via: Student tasks assigned, response percentage, parent tasks assigned, response percentage, overall satisfaction by constituent groups.
EX.04	Finish the Performing Arts Center.	Academic Experience, Financial	Academic Affairs, Enrollment Services, Finance and Business, President's Office	Ensure on-time and on-budget completion. Track the number of new students in courses and on scholarships.
EX.05	Complete the James Building.	Academic Experience, Financial	Academic Affairs, Advancement, Finance and Business, Enrollment Services, President's Office	Ensure on-time completion. Track the number of new students in courses and on scholarships.
EX.06	Develop a holistic and coordinated professional development program and calendar for faculty and staff across HR, CETL, CGR, and other relevant groups–with ongoing opportunities for faculty and staff to engage in shared learning.	Community	Community and Government Relations, Human Resources	Phase 1: HR, CETL, and CGR jointly produce a professional development schedule that is shared to faculty and staff by creating learning opportunities alligned to the unviersity's goals.
EX.07	Implement Americans with Disabilities Act (ADA) university enhancements to increase access for all students, faculty and staff.	Community	Enrollment Services, Community and Government Relations	In process of allocating funds to different projects. Implement the project and monitor each year for results.
EX.08	Assess recruitment and new member education training models for Greek Life.	Student Experience	Student Affairs	Assess the current situation in fall of 2026 for implementation of improvements in spring of 2027.
EX.09	Develop and execute an integration plan, with differentiation as appropriate, for all locations and modalities that clarifies the duties and responsibilities of university departments and divisions.	Community	Human Resources	Review and update job descriptions with clear modality, location, responsibilities to understand why some pieces are different. LT discussion of vision for
EX.10	Complete 2027-2028 cybersecurity assessment and implement plan.	Technology Transformation	Technology Services	Complete the plan by June 2027.
EX.11	Review and document processes in departments in order to automate routine tasks using AI.	Technology Transformation	Technology Services	Pilot the process to review in one department and spread to other areas. Track the number of departments reviewed per year. Track the cost savings in positions / time of employees.
Strategy: Reorganize operations to increase the number of new students and retain successful students.				
RE.01	Invest in a Residential life position to recruit and oversee two Habitat Communities.	Student Experience, Financial	Student Affairs	Ensure the habitats are running with goals of 10 general students in fall of 2027.
RE.02	Reorganization of advising and retention frameworks.	Academic Experience, Student Experience	Academic Affairs	Develop the plan to reorganize retention and advising under one area. Enact transition and training by January of 2027.
RE.03	Investment in recruiters focused on increasing the number of general students for fall of 2027 to achieve the stated residential net tuition revenue goal.	Academic Experience, Financial	Enrollment Services	TBD