

Discovering the Liberal Arts and Sciences
Doane College Five-Year Strategic Plan
(2006-2011)

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Introduction

Doane College was founded in 1872 as a liberal arts college. During these 134 years, the College has waxed and waned but has always remained committed to its core identity. The College's strategic growth has been built on tradition while also seizing entrepreneurial opportunities, such as through its programs in Lincoln and Grand Island. This is an important moment to reaffirm our commitment to the College's mission.

A strategic plan must address in a **focused** way an institution's challenges or obstacles at the time the plan is developed. It cannot be a Christmas tree laden with ornaments to please everyone. This plan seeks to continue Doane's robust forward momentum by being honest about the College's strengths and its current challenges.

Over the course of the past year, the Central Planning Committee (CPC) and many task forces engaged in extensive study and planning, in light of the College's mission statement, vision, principles, and core values. In so doing, the CPC discussed in detail all of Doane's programs, including our programs in Lincoln and Grand Island. Many members of the CPC recognized that for this strategic plan to be meaningful, it would need to address one major goal: attracting and retaining an engaged group of students so that we meet our enrollment and retention targets into the foreseeable future. Everything to which we aspire requires the resources that come with full classes of students who remain at Doane and graduate. Thus, through the execution of this plan, we must hit our enrollment and retention targets, which will be a particular challenge at our Crete campus with projected declining high school enrollment in Nebraska for the next ten years.

This plan also delineates what a Doane education should look like at this stage in our history, and in light of how the world around us is changing. Ultimately, Doane College is a liberal arts and sciences college. This plan thus reaffirms our commitment to the liberal arts and sciences.

I. Doane College: Vision, Purpose, Mission, Pillars, and Values

Everything we contemplate below must reflect our central identity and help us better accomplish our core mission, which is our *raison d'être*. This is only possible if we can achieve the following:

Vision

Doane is Nebraska's leading private liberal arts and sciences college, offering the finest undergraduate and graduate education to the nation and the world.

Purpose

The purpose of Doane College is to educate students to serve and lead in the state, nation, and the world.

Mission

Doane College, a comprehensive college in the liberal arts tradition, offers an academic curriculum to stimulate inquiry, enhance knowledge, and promote examination and development of values and perspectives through majors and the liberal arts. The college prepares students by offering academic and co-curricular opportunities to develop abilities and skills needed in and out of the workplace. Doane also provides opportunities for students, faculty, and staff to develop and practice leadership skills.

Pillars

Doane leads through academic excellence.

- Stimulating the quest for knowledge by all members of the Doane community.
- Setting the standard for measurement of all Doane activities.

Doane leads through community.

- Creating a sense of belonging and welcome to all individuals.
- Supporting an inclusive student-centered community.
- Caring about its diverse people.
- Compelling everyone to challenge themselves.

Doane leads through innovation.

- Excelling at flexibility to meet each student's needs.
- Empowering administrators, faculty, staff and students to evaluate alternatives.

Doane leads through place and setting.

- Connecting components of the learning experience beyond the classroom.
- Enhancing our unique learning environments.

Values

- **Excellence**
Doane sets high standards of scholarship, service, and leadership.
- **Experience**
Doane values learning beyond the classroom walls through internship, service learning, and research to provide new knowledge and new applications of existing knowledge.
- **Empowerment**
Doane provides opportunities for faculty to facilitate student learning in diverse settings with state-of-art technology to promote free inquiry.
- **Impact**
Doane's emphasis on interdisciplinary learning through the liberal arts enhances problem solving and prepares graduates to make a difference in their communities.

II. Institutional Goals

Realizing our vision will require us to achieve the following overarching goal and subgoals.

Overarching Goal

To attract engaged students who can benefit from a Doane College education and who will ultimately graduate from Doane.

Subgoals

1. Doane College will recruit and support students who seek to be actively involved in the intellectual enterprise and the community.
2. Doane College will recruit, develop, and support faculty who are effective and innovative teacher-scholars who provide leadership and service to the College in realizing its mission.
3. The Doane College liberal arts and sciences curriculum will emphasize high expectations, personal responsibility, leadership, free inquiry, and innovation.
4. Doane College will recruit, develop, and support effective and innovative staff who provide leadership and service to the College in realizing its mission.
5. Doane College, in its curriculum and community, will actively seek and embrace local, national, and global diversity and will demonstrate our commitment to its value.
6. Doane College will be fiscally responsible and enhance its financial profile.
7. Doane College will promote its public reputation of scholarship and high achievement.

Doane Experience and Excellence equals Empowerment and Impact

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RESIDENTIAL COLLEGE STRATEGIC FOCUS:

<p>Discover the Liberal Arts and Sciences <i>Broaden and strengthen core liberal arts and sciences.</i></p> <ul style="list-style-type: none"> ▪ Invest in core liberal arts and sciences disciplines ▪ Strengthen concept of leadership education ▪ Increase Interterm offerings ▪ Strengthen students' critical thinking, creative abilities, and communication skills. ▪ Enhance students' understanding of global, cultural, ethical, and diversity-related issues ▪ Seek partnerships with other institutions ▪ Develop technology plan 	<p>Encourage faculty/student interaction <i>Expand opportunities for faculty/students to interact via teaching and research.</i></p> <ul style="list-style-type: none"> ▪ Enhance student opportunities in scholarship ▪ Shift faculty workload to reflect greater focus on faculty interest in research ▪ Focus on faculty development ▪ Encourage faculty/student out-of-class engagement 	<p>Implement Enrollment Management Plan <i>Attract and support a student body that is academically talented and motivated to succeed</i></p> <ul style="list-style-type: none"> ▪ Develop 5-year enrollment management plan, reviewed annually ▪ Focus on enrollment of transfer students ▪ Increase diversity of student body ▪ Develop and implement retention plan 	<p>Increase diversity of Doane College <i>Provide greater exposure to different belief systems</i></p> <ul style="list-style-type: none"> ▪ Encourage a welcoming and inclusive climate ▪ Provide faculty/staff with on-going professional development in diversity ▪ Review faculty search process to encourage more diverse candidates ▪ Increase training and opportunities in diversity for students 	<p>Invest in student-centered facilities <i>Achieve extraordinary student satisfaction</i></p> <ul style="list-style-type: none"> ▪ Construct recreation and athletic facility ▪ Launch new café ▪ Construct softball/baseball complex ▪ Renovate Dining Hall ▪ Renovate Communications Building ▪ Renovate “older” residence halls ▪ Enhance on-campus activities on weekends 	<p>Create positive work environment and competitive compensation package <i>Ensure that Doane College is a great place to learn and work.</i></p> <ul style="list-style-type: none"> ▪ Increase salaries gradually using peer group data ▪ Provide competitive benefits ▪ Approve an employee Code of Ethics 	<p>Invest in programs to increase success of Doane students post-graduation <i>Educate students for global citizenship</i></p> <ul style="list-style-type: none"> ▪ Assist students in pursuing post-graduate opportunities ▪ Invest in Career Development ▪ Strengthen alumni networking 	<p>Raise national profile of Doane College <i>Share more widely the success of Doane College</i></p> <ul style="list-style-type: none"> ▪ Develop brand development program that leverages our strengths ▪ Develop comprehensive marketing plan encompassing all programs and campuses ▪ Maximize Doane College publications and technology to reach our constituencies ▪ Maintain key media relationships
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III. Residential Liberal Arts and Sciences College (Crete Campus)

Strategies and Initiatives

1. *Discovering the Liberal Arts and Sciences*—Broaden and strengthen the core liberal arts and sciences disciplines and skills curriculum

In order to remain true to our original mission, whatever we do in the future needs to flow from being, fundamentally, a liberal arts institution. A solid grounding in the liberal arts offers the intellectual flexibility that is crucial for a lifetime of personal and professional success.

We at Doane College also seek to be leaders within higher education by expanding traditional views of the liberal arts, when appropriate. For example, many liberal arts colleges are encouraging their students to gain greater exposure to the business world, while still retaining their core liberal arts focus. We would be remiss if we did not value the fullness of an education that comes when students have crucial opportunities to experience how the liberal arts can relate to and advance every aspect of the world outside of Doane.

Our academic program must continue to provide first-hand opportunities for our students to hone their leadership abilities. We have invested heavily in leadership education and this plan, if successful, will enhance students' abilities to confront the challenges of leadership so that they are prepared to be leaders in their communities post-graduation.

- a. Strengthen the core liberal arts areas as well as fields that expand traditional views of the liberal arts within higher education
 - o Conduct a study of prospective students and their academic interests and aspirations to inform curricular growth
- b. Continue Interterm
 - o Increase offerings for students (and faculty) to study across the United States and abroad
 - o Strengthen and render more uniformly challenging Doane's on-campus Interterm courses
 - o Provide options for those faculty who wish to serve Doane in other ways during the Interterm period
- c. Ensure that all appropriate courses require students to use the following core liberal arts skills: Writing, critical thinking and problem-solving, and communication skills including critical reading, various forms of speech and listening; assess and evaluate student achievement in these areas

- d. Provide more opportunities for students to learn about other cultures, worlds, and value systems
 - o Increase study-abroad programs, not solely through Interterm but also semester or year-long programs
 - o Seek strategic partnerships with international universities
 - o Encourage faculty to link course work to communities not solely in Nebraska, but also throughout the United States and abroad
 - o Assist faculty in infusing issues of multiculturalism into the curriculum
 - e. Strengthen the concept of leadership education throughout the Doane educational experience (i.e., academic, co-curricular, social experiences)
 - o Create a more formal connection between the Hansen Leadership Program and the faculty and the curriculum
 - o Develop co-curricular transcript to document student leadership on campus
 - o Offer more opportunities for students to engage in leadership off-campus such as through community service
 - f. Enhance internship, experiential learning, and scholarship/fellowship opportunities for students
 - g. Modify the Doane Plan and graduation requirements consistent with the foregoing to ensure that students receive an education consistent with our concept of a broad and deep liberal education
 - h. Seek partnerships with other institutions, both in the United States and abroad, such as in a consortium
2. Provide more opportunities for faculty to interact with students on a personalized level—both in teaching and research—as well as opportunities for faculty to engage in their own scholarly activities and to interact with each other.

Doane seeks students who want to participate actively in an academically rigorous intellectual community. By being involved, students enhance not only their own learning experience but those of everyone around them. Engaged students create the vibrancy and excitement that every community seeks and is at the heart of what makes Doane unique. In order to accomplish this goal, faculty must have ample time to interact with students at a personalized level.

In addition, faculty are increasingly driven to become leaders in their academic disciplines, while remaining excellent teachers. This plan reflects the reality that to attract and retain great faculty, we need to respond to the needs of current and prospective faculty who aspire to be great teachers and scholars at the same time.

- a. Enhance student opportunities to engage in scholarship and research during the academic year and the summer
- b. Make it a priority to shift the annual faculty teaching load from 8½ courses to a “flexible” 6½/7½ course teaching load (whereby those faculty who wish to focus primarily on teaching would have a 7½ teaching load)

and faculty who wish to focus more on research/scholarship would have a 6½ course teaching load)

- c. Focus investment in faculty development
 - o Provide faculty development in course development and classroom strategies to increase student engagement and shared research
 - o Encourage faculty to become leaders in their disciplines
- d. Increase opportunities for faculty and student out-of-class engagement

3. Implement an Enrollment Management Plan that addresses the College's goals

All of our future hopes and dreams are predicated upon success at enrolling and retaining an engaged and diverse student body. At one level, this entire plan is an enrollment management plan because enrollment and retention will be major indicators of our success. At a more detailed level, we must determine what precisely are our enrollment goals as well as tuition and financial aid policies. We must also define what constitutes an engaged Doane student.

- a. Develop a 5-year enrollment management plan, with goals for new students which focus on building an engaged class, to be reviewed and updated annually
 - o Determine and define the characteristics of an engaged student at Doane College
 - o Establish undergraduate admission standards that focus on predicting student engagement, success, and a student's promise of contribution to the College community
 - o Incorporate predictive modeling into the foundation of the College's recruiting philosophy. Predictive modeling information should be used to make decisions about recruiting territories, prospect development, etc.
 - o Set a tuition policy that places Doane at 100% of its peer average over a 5-year period
 - o Implement a financial aid policy that rewards academic promise and leadership potential in all academic and co-curricular areas while seeking to meet students' demonstrated financial need
- b. Focus on enrollment of transfer students
 - o Increase marketing efforts to transfer students
 - o Create a communication track and series of materials specifically for transfer students
 - o Develop relationships with two-year colleges for specific majors
 - o Maintain academic scholarships at a competitive level for transfer students
- c. Increase the diversity of students from across the United States and abroad
 - o Develop a deliberate strategy of student engagement and involvement for diverse students

- Enhance on-campus support services for students of color and international students
 - Review all forms and brochures to ensure they portray an accurate picture of Doane College to potential students and are sensitive to diverse students
 - Actively market to students, teachers, and alumni of color (in addition to those whom Doane traditionally recruits) to attract engaged students.
- d. Develop and implement a retention plan that will enhance the quality of student life and learning
- Identify and assist “high risk” students to help them be successful and graduate from Doane College
 - Strengthen the orientation process for new students so that they are prepared for academic life at Doane
4. Increase diversity of Doane College community and experiences to provide students greater exposure to the world

Our core liberal arts focus must reflect changes in the world around us. We know that there is a need for a greater focus on economic and educational gaps among people of different races in the United States as well as on globalization and international studies. We recognize that exposing our students to other belief or value systems is a crucial element of an education.

- a. Encourage a welcoming and inclusive climate for faculty, staff and students as well as for those who visit Doane College
 - b. Faculty/Staff
 - Staff adequately the College with people of color and provide faculty and staff with on going professional development about diversity-related issues
 - Review search committee procedures to make sure that we are attracting a broad pool of candidates, when feasible.
 - c. Students
 - Develop and increase training in diversity for students
 - Increase the opportunities for different co-curricular groups to work together on projects, increasing awareness of the diversity of the student groups
 - d. Strengthen the Midwest Institute’s connection to Doane College’s undergraduate program
5. Invest in student-centered facilities and in student life programming that focuses on intellectual engagement and healthy living

It is a challenge for students to appreciate fully the value of an education, particularly in relation to the cost of attending a college. As a result, this plan also seeks to invest in those areas that prospective and enrolled students intrinsically

value. For example, in Crete, this plan contemplates an enhancement in student-focused facilities: recreation and fitness spaces, residence halls, and dining areas, as well as academic spaces. In addition, this plan invests more in student activities, particularly on the weekends, as a way to create an even more exciting and healthy intellectual and social environment on campus.

- a. Complete the recreation and athletic facility
 - b. Launch the café in the Perry Campus Center
 - c. Construct the softball/baseball complex
 - d. Renovate the Dining Hall in the Perry Campus Center to encourage more social interactions
 - e. Renovate the Communications Building, once the Education and Hixson Lied Art Building is completed
 - f. Begin a process of renovating “older” residence hall rooms (and potentially build a new residence hall)
 - g. Enhance on-campus activities during the weekends
6. Continue a positive work environment and competitive compensation package for all employees of Doane College

The best institutions are committed to retaining great faculty and great staff. This section of the strategic plan reaffirms our commitment to this goal and also recognizes the importance of setting up sustainable institutional procedures to maintain a positive work environment and competitive compensation.

- a. Compensation
 - o Increase salaries gradually using Doane’s institutional peer group¹ for faculty and staff compensation
 1. Conduct a staff salary survey of our peer institutions.
 2. Determine pay increases by cost of living and performance evaluations
 - o Provide competitive benefits
 1. Conduct a survey of benefit packages at peer institutions to ensure Doane’s packages are competitive
 2. Ensure that employees are aware of pre-tax savings options
 3. Provide the best, most cost-effective medical and dental coverage on the market
 4. Explore the possibility of providing vision care in the healthcare coverage benefits package offered to employees
- b. Work Environment
 - o Draft, revise, and approve an employee Code of Ethics
- c. Staff Development
 - o Encourage staff to become leaders in their fields

¹ Doane College’s peer group includes: Beloit College, Coe College, Cornell College, Drury University, Gustavus Adolphus College, Hastings College, Knox College, Nebraska Wesleyan, St. Olaf College, and Westminster College (Pa.).

7. Invest in career development programs that will help our graduates succeed after leaving Doane College

Ultimately, one way to measure success is by our ability to not only prepare students for life after Doane but to help them find their way. Doane has invested itself in developing the kinds of people who can make a difference in the world. Thus, we are intentionally open-minded about those whom we accept, because we are extremely interested in what our graduates are like when they leave Doane as compared to when they enter Doane. We seek to take students who are at one phase of life and launch them toward success in a new phase after they graduate.

- a. Assist students in pursuing post-graduate opportunities
 - o Develop a Graduate School Planning Timeline
 - o Review academic majors and disciplines
 - o Strengthen advising for post-graduate scholarships and fellowships (e.g., Rhodes, Truman, Fulbright, and Marshall)
- b. Invest more heavily in Career Development to help students identify appropriate career paths, particularly beyond merely the first year after graduation
- c. Strengthen the alumni network so that: 1) it is focused on helping recent graduates make crucial post-graduation connections with potential employers and leaders and 2) our alumni can spread the word about the successes of Doane College and its students, faculty, staff, and graduates

The organizational structure of an institution should align itself with its strategic plan. Assuming that it is financially feasible, Doane will seek to staff the following administrative areas:

- o The Office of the Dean/Vice President for Academic Affairs by creating an associate academic dean
- o Advisor focused on off-campus study (including study-abroad programs) and post-graduate scholarships and fellowships
- o Counseling
- o Advancement- Major giving and research abilities

Measurements

We will measure our success at implementing this plan by annually evaluating the following areas:

1. Enrollment of new first-year students. (Target: 300 first-year students and a student body of 1050 to 1100 students by 2011)
2. Retention of students from first-year to second-year (Target: 85%)
3. Students who graduate within 4 years (Target: 70%)
4. Increase in diversity of the college at all levels

5. Increase in financial support from our alumni and friends (Targets: Increase the Doane Fund from \$750,000/year to \$1.2 million per year by 2011; increase alumni participation from 38% to above 45% over the next five years; increase the average Doane Fund gift from \$164 to \$225; and quantify \$25 million in bequest expectancies)
6. Greater student engagement (as measured by the National Survey on Student Engagement NSSE)
7. Greater student success post-graduation (as measured by ongoing internal surveys)

IV. Undergraduate Program for Nontraditional Students (Lincoln and Grand Island)

For 25 years, we have offered an undergraduate education to nontraditional students in Lincoln and now Grand Island. These programs continue to meet a growing need in both of these communities. This part of the plan contemplates changes in the curriculum that reflect our liberal arts and sciences background but also address the changing needs and wants of our nontraditional students.

The Doane College degree programs for nontraditional students were developed for individuals who can benefit from a combination of college classroom learning experiences, the learning outcomes of previous formal education, and knowledge gained from work and life experiences. This style of higher education creates opportunities for people to make connections with life and work through a degree program and develops knowledge and skills for living and working with self-confidence. You can read more about our particular philosophy of education for nontraditional students on our website at: http://www.doane.edu/Lincoln/About_Doane/Philosophy.

We must also pay attention to retaining the best faculty possible to teach in this program. The Doane Lincoln facility is in need of modernization and this plan includes a renovation to this building, which will ultimately help all programs housed there.

Strategies and Initiatives

1. Better prepare our returning students for the academic expectations of Doane College, and strengthen their academic experience
 - a. Offer an orientation course for all entering students
 - b. Add a new emphasis to the Professional Studies in Business major
 - c. Add criminal justice undergraduate major
 - d. Hire full-time undergraduate advisor (likely in Years 2-4 of this Plan)²
2. Invest in programs that will celebrate success and help our graduates succeed after leaving Doane
 - a. Establish a career services center, with a director (Lincoln, likely in Years 2-4 of this Plan)
 - b. Develop and implement a procedure for naming students to a Dean's List
3. Invest more in professional development for adjunct faculty
 - a. Offer annual workshops for adjunct faculty to focus on various elements of teaching at Doane College
 - b. Encourage adjunct faculty to attend appropriate conferences and continuing education events

² Ultimately, this Plan contemplates an additional 1 FTE position over current staffing. There would be one person responsible for career development for our undergraduate programs as well as the MAC and MAM programs and a student advising position for our undergraduate programs.

- c. Increase faculty salaries incrementally to ensure that they are on par with peer institutions
4. Promote Doane's reputation of scholarship and high achievement
 - a. Develop a Doane Lincoln/Grand Island newsletter
 - b. Share nontraditional student successes on Doane's website
5. Renovate the Doane Lincoln facility³
 - a. Enhance the technology capabilities of the building
 - b. Develop better student social space to encourage collaboration

This plan contemplates the hire of a deputy for our Dean, Janice Hadfield, perhaps as a part of another position in Lincoln.

Measurements

We will measure our success at implementing this plan through growth of enrollment in this program and through qualitative analysis of our graduates. As the goals identified in the plan are achieved, we will increase from the 16,744 credit hours delivered in the 2005-06 academic year to 18,000 credit hours in the 2010-11 academic year. We will also endeavor to increase the number of new students from 353 in the 2005-06 academic year to 450 in the 2010-11 academic year. Finally, we will measure success by the satisfaction ratings by graduates.

V. Master of Education (MEd)

The MEd program is considered one of the best in the State of Nebraska and has also gained national recognition. We need to maintain, and even, enhance the success of this program. To that end, this part of the plan pays more attention to helping our adjunct faculty in their teaching preparation and also seeks to make a Doane education more affordable for those who are interested in seeking an MEd degree from Doane.

Strategies and Initiatives

1. Invest more in professional development for adjunct faculty
 - a. Expand the involvement of adjunct faculty in professional development activities
2. Expand the scope and reach of the MEd program as appropriate to increase enrollment
 - a. Expand the regional scope of the academic program
 - b. Expand the reach of the program through new sites in Nebraska and Iowa (or where there is a stated need such as in the Navajo Nation)
 - c. Explore additional endorsements/degree programs
3. Assist MEd students in securing federal financial aid

³ This initiative will benefit all programs housed in the Doane Lincoln facility, including the MEd, MAC, and MAM programs.

4. Expand the marketing reach of the MEd program to enhance the ubiquity of the program's strong reputation
 - a. Increase the distribution of promotional materials
 - b. Support publications or presentations which highlight initiatives or programs developed by the Education faculty
5. Demonstrate commitment to diversity
 - a. Provide diversity training to adjunct faculty
 - b. Seek additional faculty of color as faculty lines become available
 - c. Actively market in areas with the highest rates of teachers of color
 - d. Continue the Navajo Nation program

Measurements

We will measure success in implementing this plan by evaluating our graduates' satisfaction with our program as well as collecting data on the number of students who go on and remain in positions in Education. We will also have succeeded at implementing this plan if the number of credit hours offered grows 2.5% per year.

VI. Master of Arts in Counseling (MAC)

Much like our MEd program, we continue to experience growth in our MAC program and this plan contemplates steps to maintain that healthy growth. This part of the plan explores the interconnections between counseling and the liberal arts. It also invests more in our adjunct faculty, as with our other programs.

Strategies and Initiatives

1. Maintain a leadership position in the mental health and allied behavioral sciences professional community
 - a. Focus on the liberal arts orientation to behavioral science while maintaining a comprehensive practitioner-focused, activity-based curriculum
2. Invest more in adjunct faculty development
 - a. Assist with scholarly activities
 - b. Maintain competitive compensation packages
 - c. Encourage more inter-faculty interactions
3. Expand the marketing reach of the MAC program to retain competitive edge
 - a. Increase the distribution of promotional materials by first identifying optimal target markets
 - b. Develop marketing strategy for the MAC program

Measurements

We will measure our success at implementing this plan through growth of enrollment in this program and through qualitative analysis of our graduates. As the goals identified in the plan are achieved, we will increase from the 2,530 credit hours delivered in the 2005-06 academic year to 3,000 credit hours in the 2010-11 academic year. We will also measure success by the satisfaction ratings by graduates and by the number of graduates who remain in positions in the counseling field.

VII. Master of Arts in Management (MAM)

The MAM program has been growing steadily for several years, a trend that we need to continue. This plan contemplates a greater focus on the liberal arts, including core communication skills such as writing. It also recognizes that we must continue to attract great faculty in order to provide an excellent program.

Strategies and Initiatives

1. Develop a curricular plan that meets the needs of our students in the area of management, while encouraging leadership and innovation
 - a. Explore new and appropriate areas of emphasis
 - b. Complete development of the Leading Edge: Leadership Institute as one of the culminating experience alternatives
 - c. Develop an enhanced liberal arts orientation for the MAM program
 - d. Focus more on writing skills
2. Invest more in professional development for adjunct faculty
 - a. Offer annual workshops for adjunct faculty to focus on various elements of teaching at Doane College
 - b. Encourage adjunct faculty to attend appropriate conferences and continuing education events
 - c. Increase faculty salaries incrementally to ensure that they are on par with peer institutions
3. Invest in programs that will help our graduates succeed after leaving Doane
 - a. Establish a career services center, with a director (likely in Years 3-5 of this Plan), in conjunction with our undergraduate program in Lincoln
4. Demonstrate commitment to diversity
 - a. Consider how Doane can better integrate diversity-related issues into the curriculum
 - b. Develop strategic marketing geared to diverse groups
 - c. Explore how Doane can do a better job recruiting, supporting, and serving diverse students
5. Expand the marketing reach of the MAM program
 - a. Develop a marketing plan to raise the profile of the MAM program

- b. Create a public forum for the MAM faculty, students, and staff to share their accomplishments and research

Measurements

We will measure our success at implementing this plan through growth of enrollment in this program and through qualitative analysis of our graduates. As the goals identified in the plan are achieved, we will increase from the 1534 credit hours delivered in the 2005-06 academic year to 1825 credit hours in the 2010-11 academic year. We will also endeavor to increase the number of new students from 45 in the 2005-06 academic year to 65 in the 2010-11 academic year. We will also measure success by the satisfaction ratings by graduates and by the number of graduates who remain in management positions.

VIII. The Doane College Profile

This strategic plan recommends paying more attention to promoting the reputation of Doane not only in Nebraska but also in the nation and the world. It is axiomatic that many students are interested in attending colleges that are valued in the wider world. We must do more to ensure that graduate schools and employers recognize the quality of student who emerges from Doane College.

1. Develop a comprehensive brand development program for the college to refine and leverage our strengths and to help differentiate Doane from other institutions
2. Develop a comprehensive marketing effort for the college, encompassing all programs and campuses
 - a. Create both an internal and external marketing plan
3. Maximize use of Doane College publications, technology and other resources to promote the college and provide information to our constituencies
 - a. Focus on the success and achievement of Doane graduates—outcomes
 - b. Share the strengths of Doane College, its students, and alumni with graduate schools and employers around the country
 - c. Enhance the Doane Web site to reflect the excitement and rigor of the College
 - d. Maintain a family look and standards for the college for a professional and consistent appearance and message
 - e. Develop specific initiatives to be on the cutting edge for interactive recruiting and marketing
4. Communicate with and engage Doane alumni to ensure that they have a full understanding of what Doane College is and what it can become
5. Develop and maintain key relationships with media--locally, regionally, and nationally--to maximize exposure to the college's programs.
 - a. Develop an experts list of faculty, staff and students to create awareness of leaders in their academic disciplines/fields

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As a result of this Plan, we must also develop a coherent technology plan that contemplates how technology can simplify the lives of our students and also render more efficient and functional our college. This plan, which we will now begin to develop, must include a realistic multi-year budget and measurements that will indicate whether we are succeeding on this front.

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A strategic plan is a roadmap for the future. It contemplates our largest challenges and our greatest strengths and charts a course to help us better achieve our mission over the next 5 years. Yet, it is unlikely that we will accomplish everything set out in the plan, either because it will be financially unrealistic to do so or circumstances will have changed over time that will influence elements of this plan. These are both fundamental realities of planning.

Fortunately, for many elements of this plan, it is not an all or nothing proposition. Certain initiatives can be implemented in degrees and over time such as a reduction in the cost of the employee contribution for family health insurance, which this plan contemplates.

To be sure, this plan is conditioned upon meeting our financial goals, which pervade the entire strategic plan. More specifically, this plan can be implemented only to the extent that we continue to maintain a balanced budget. We will not be able to pursue elements of this plan if doing so would threaten this immutable financial goal. In addition, through this plan, we should seek to: 1) generate additional revenue on the Crete campus, which will benefit not just our Crete campus but also our campuses in Lincoln and Grand Island and 2) achieve greater revenue balance between net tuition, gifts/grants, and endowment support.