

President's Message - October 22, 2018

Andrea Butler, associate vice president of academic affairs: Thank you Dr. Carter for sitting down with me today.

Dr. Carter: Well thank you. I really happy to be here today.

Andrea: Doane has been on a transformational journey for seven years. Tell me, what did you see when you first came to Doane?

Dr. Carter: That's a great question because I remember it really quite well. I saw talented and very smart faculty. I saw students that were eager to learn and able to learn. I saw trustees who are committed to our vision. I saw staff and administration that were caring and concerned about our students' welfare and I saw a campus more beautiful than any that I've seen anywhere in the country. I also saw an opportunity for Doane to be recognized nationally for their academic excellence and student engagement that I saw in those early visits to the campus and in fact that's happening. Just the other day we learned from Wall Street Journal that they had ranked us as the second best university in Nebraska and in the top 500 universities nationally. We're pretty proud of that, but I also saw some challenges in the future for higher education, Doane included. Such as changes in economy, changes in demographics, the rising cost of attendance, competition from other schools, globalization. A number of things. And I knew that at some point we would need to address these but I was also very confident about that because I had experience of other schools that I was familiar with that address similar challenges successfully.

Andrea: As you look ahead to the next seven years can you share your thoughts about Doane's future.

Dr. Carter: Absolutely. I'm very excited about Doane's bright future and the role that all of us have in helping to shape it. I truly believe that when we share our dreams and we work together on common goals we redefine what is humanly possible to achieve. My vision imagines us working together as one Doane to create a new kind of comprehensive university, recognized for innovation and entrepreneurship that blends together the best attributes of the liberal arts and Professional Studies for the purpose of preparing our students for current and yet to be imagined jobs and professions.

Andrea: When you say a new kind of comprehensive university, what do you mean by that?

Dr. Carter: That's a great question because we're already a comprehensive university because over time we've grown larger and more complex. For example we used to enroll 600 students, today we enroll

nearly 3,000 students. Some are residential, some are community, and others are taking courses online. We're on multiple campuses in four cities, we have three colleges and three deans and we offer programs in the liberal arts and in Professional Studies. We've established institutes. We support scientific research and we offer bachelor's, master's, and doctoral degrees. Now, what makes us unique as a distinctive, new kind of university is our commitment to innovation and our ability to move quickly. To be agile. For example, we're at the leading edge of curriculum reform and creating new paradigms in teaching and also creating new modalities for delivery of knowledge. We are entrepreneurial in the sense that we seek out opportunities for both our students and our University in places that we haven't been before, such as engineering, which is a new program that we started. And we are also entrepreneurial in our effort to seek out partnerships and collaborations with other colleges and universities, with companies, with external organizations here at home and around the world. Good examples of this would be our recent efforts to establish partnership with a community college in Norfolk, Nebraska. We have an articulating agreement for our students to attend medical school in Kansas City and we are working closely with the University of Dubai in Baoding, China to have a partnership for our students to have 2+2 programs to come here from China. These are all examples of what a new kind of university would be engaged in.

Andrea: You mentioned innovation and agility, how are these attributes important to Doane's success?

Dr. Carter: Well it's no secret that across the country universities are facing many challenges and some of these schools have closed. Right here in Nebraska an example of that would be Dana College in Blair and more recently Grace University in Omaha. Doane University and other schools like us are actually successfully adapting to the changing landscape of higher education. We are not only surviving, we are prospering so, why is that? Well Doane University and others like us are embracing innovation and we are moving quickly to respond to opportunity. When opportunity knocks on our door we open it.

Andrea: Share your thoughts about the importance of technology and innovation and how that relates to Doane's future.

Dr. Carter: Well, technology is crucial for innovation and without a doubt technology has an impact on teaching and learning and is changing the face of higher education around the world forever. For example, iPhones and iPads and other devices are revolutionizing how we deliver and consume education. There's a shift underway in higher education towards sharing knowledge rather than concentrating it in-house expertise. Knowledge itself is migrating rapidly into the cloud where it's going to be available and affordable to students anywhere and anytime, any place around the world. Just look what a group of children from a small village in Ethiopia were able to achieve with just a tablet and some pre-loaded software. Keeping in mind that they had no formal education, they had never been exposed to printed material, seen a road sign, or received the package that had writing on it. Yet within five minutes of receiving the devices, one child was able to find the power switch and power up. Within five days, 47 apps were being used per day, per child. Within two weeks they were singing ABC songs throughout the village and within five months they had hacked into Android. Now, imagine if these children can do this

without assistance and resources in Ethiopia, imagine what Doane students can achieve with technology with the support of their faculty and the abundant resources that we have here at Doane University.

Andrea: Are there examples of how innovation in technology has impacted the university in other ways?

Dr. Carter: Yes, for example the pace of innovation in higher education is increasingly going to be determined not by the slow and measured consensus building process that we're so familiar with in academia, but rather by technology curves that enable a doubling of our capability every few years. We also should be aware that Amazon, Microsoft, Apple, and Google are not interested in higher education out of curiosity, but they see opportunity. There are new partnerships and consortiums that are emerging globally every year. Universities and companies are coming together to expand the education, the availability for it and access for it around the world as well as taking advantage of the advances that science is bringing forward on how we actually learn. These are just examples of why it's so important that we embed innovation and agility into this new kind of comprehensive university that we're building here at Doane. We have to embed it in our culture if we are going to remain relevant for student needs well into the 21st century.

Andrea: From what you've shared, it seems that Doane University is at an important point in its history. Can you expand upon this?

Dr. Carter: Yes, you're absolutely right. I believe that Doane University is at a tipping point between its historic past as a liberal arts college and its emerging identity as a private, new kind of comprehensive university. Now is the time for us to come together and leverage our resources towards a common vision. We need faculty and staff, trustees and administration to come together as one Doane and support each other in shaping this new kind of private comprehensive University.

Andrea: How can Doane continue to move forward?

Dr. Carter: In the coming weeks and months, we will engage in the process of strategic planning. Together we will set goals, we will identify the actions needed to achieve those goals, and seek the resources necessary to support them. Realizing that our vision as a new kind of private comprehensive university depends upon us moving forward as one Doane. To paraphrase the Japanese poet Satoro, individually we are but just a drop of water, together we are an ocean of endless possibilities.