



Academic Experience

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

Strategy: Enhance academic programming.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
AE.1.a	Operationalize the shared definition and value of the liberal arts, starting prior to the Fall 2023 Board of Trustee meeting.	Add language to Graduation Survey related to Liberal Arts. Ensure definition in handbooks, catalogs, and emphasized with academic programs throughout FY 2024.	Graduate and Undergraduate satisfaction	Academic Affairs; Institutional Effectiveness
AE.1.b	Refine the program review process and documents for continuous improvement by the end of FY24. This refinement will include regular reviews of all program resource needs.	Annual review of program metrics and programs to ensure improvement in student outcomes.	Operating Margin, Total Student Headcount Residential, Total student credit hours undergraduate and graduate.	Academic Affairs; Institutional Effectiveness

Strategy: Explore new programs.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
AE.2.a	Review the New Opportunity Development process to ensure alignment of all new programs with the shared definition of liberal arts.	Completed by Spring 2024.	Graduate and Undergraduate satisfaction	Academic Affairs; Enrollment Services; Technology Services
AE.2.b	Identify barriers to innovative collaborations among disciplines and departments.	One forum per semester.	Job Satisfaction	Academic Affairs
AE.2.c	Create additional internal and external educational opportunities, such as new certificates and dual-credit pathways.	Annual reporting and updates on new programs and impact.	Total headcount student residential (Fall Census), Total student credit hours	Academic Affairs; Enrollment Services; Technology Services

Strategy: Expand student academic support services.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
AE.3.a	Complete implementation of the new undergraduate advising model by Fall 24 and evaluate its progress by Spring 26.	Model fully implemented by Fall 2024. Report completed by Spring 2026.	Residential Graduation rate, On-time completion rates	Academic Affairs; Technology Services

Strategy: Equip students for their professional lives.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
AE.4.a	Gather baseline data to determine student capacity for lifelong learning and student ability to assess and address their personal strengths and weaknesses.	Via a survey, gather the data in Fall 2023, Spring 2024, & Fall 2024. Recommendations made in Spring 2024.	Graduate student satisfaction with total Doane experience Undergraduate student satisfaction with total Doane experience	Academic Affairs; Institutional Effectiveness

Strategy: Promote continuing education and professional development for faculty and staff.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
AE.5.a	Establish a task force to examine opportunities to cohere faculty and staff development resources. Identify and implement strategies based on data gathered.	Task Force convened by Fall 2023. Strategies implemented by Fall 2025.	Engagement survey: Job Satisfaction/Support	Academic Affairs; Human Resources



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.

Strategy: Strengthen co-curricular and extra-curricular opportunities to foster student growth outside of the classroom.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
SE.1.a	Assess the current impact of student involvement (residential and nonresidential) and levels of involvement by June 2023 (NR) and May 2024 (R). Develop a comprehensive plan and series of programs to strengthen co-curricular (connected to the curriculum) and extra-curricular (outside the curriculum) offerings by Fall 2024.	Nonresidential survey launched Spring 2023 to establish baseline of current involvement and nonresidential student needs. Data will be used to develop new programs. NSSE survey completed Spring 2023. New Director of Campus Engagement to analyze data Summer/Fall 2023, used to develop programs beginning Spring 2024.	Graduate student satisfaction with total Doane experience Undergraduate student satisfaction with total Doane experience	Athletics; Institutional Effectiveness; Student Affairs

Strategy: Emphasize and enhance health & wellness for the Doane community through the nine dimensions of wellness (Physical, Spiritual, Emotional, Social, Cultural, Environmental, Financial, Occupational, Intellectual).

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
SE.2.a	Develop a comprehensive plan by end of Fall 2023 to educate the Doane community on health & wellness issues and empower community members to integrate healthy practices in their lives. Begin plan implementation in Spring 2024.	Plan completed by new Director of Health & Wellness by December 2023.	Graduate student satisfaction with total Doane experience, Undergraduate student satisfaction with total Doane experience, Residential retention, non-residential persistence	Student Affairs

Strategy: Increase cohesiveness between Student Affairs and Academic Affairs, internal and external stakeholders to foster students' academic success.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
SE.3.a	Develop comprehensive understanding of current relationships across divisions and identify significant areas of improvement needed to support students' academic success by Summer 2024	Completed gap analysis with inventory of current academic services and programs offered completed by Retention Task Force by Summer of 2024.	Residential Graduation rate, On-time completion rates	Academic Affairs; Enrollment Services; Student Affairs

Strategy: Develop opportunities for students to identify and develop their personal leadership philosophy, style and strengths.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
SE.4.a	Incorporate leadership education and opportunities into curricular, co-curricular, and extra-curricular programs (Admissions process, Tiger Takeoff, New Student Orientation, LAR 101, 202, 303, Performing Arts, Athletics) by Fall 2024.	Complete integration of We Build Leaders definitions into programs by Fall 2024.	Graduate student satisfaction with total Doane experience Undergraduate student satisfaction with total Doane experience	Academic Affairs; Athletics; Student Affairs



Community

Cultivate a thriving Doane community by strengthening equity, belonging, and engagement for every member

Strategy: Increase support for our diverse students, staff, faculty, and trustees—as our university community becomes more reflective of society—through policies, processes and structures with an intentional focus on inclusion, equity and access.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
CO.1.a	Implement equitable search/recruiting, hiring, onboarding, and engagement processes, practices, and training (Fall 2023)	Completed in Fall 2023.	Engagement survey: Job Satisfaction/Support, Turnover rate, Employee demographics	Diversity, Equity, and Inclusion / Government Relations; Human Resources
CO.1.b	Strengthen the Forward Together DEI Strategy (Doane's DEI strategic framework) by increasing the number of units (i.e. colleges, divisions, large departments) continuously engaged in advancing DEI outcomes (Fall 2023)	Completed by Fall of 2023 with over 90% of units engaged.	Engagement survey: Job Satisfaction/Support, Turnover rate, Employee demographics	Diversity, Equity, and Inclusion / Government Relations
CO.1.c	Improve staff performance evaluations and faculty tenure process by creating equitable and consistent systems (Fall 2025)	Implemented in FY 2024.	Engagement survey: Job Satisfaction/Support, Turnover rate	Academic Affairs; Diversity, Equity, and Inclusion / Government Relations; Human Resources
CO.1.d	Expand student and employee affinity groups university-wide to foster belonging through shared interests, backgrounds, identities, and pursuits that celebrate diversity (i.e. Inclusion Network, Black Student Alliance, DULSA, PRISM) (Fall 2024)	Launch inclusion network for employees by Summer 2024. Expand student affinity to non-residential community by Summer 2024.	Engagement survey: Job Satisfaction/Support, Turnover rate	Diversity, Equity, and Inclusion / Government Relations; Human Resources

Strategy: Continue diversifying curricular and co-curricular offerings and increase opportunities to engage with diversity, equity and inclusion available to university students across residential and non-residential campuses and among undergraduate and graduate students.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
CO.2.a	Implement a comprehensive curricula and co-curricular inventory process (Fall 2024). Implement changes recommended by review process and evaluate effectiveness of revisions (Spring 2026)	Complete inventory by Fall 2024 and ensure inventory aligns to LEADERS, Liberal Arts, DEI areas.	Graduate student satisfaction with total Doane experience Undergraduate student satisfaction with total Doane experience	Athletics; Diversity, Equity, and Inclusion / Government Relations; Student Affairs

Strategy: Enhance professional development opportunities at all levels for students, faculty and staff.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
CO.3.a	Strengthen and expand mentorship and coaching across departments to create stronger networks and relationships between students, staff, faculty, and alumni. (Spring 2025)	Expand mentorship and coaching by Spring 2025 from current list of programs.	Graduate student satisfaction with total Doane experience, Undergraduate student satisfaction with total Doane experience, Engagement survey Job Satisfaction/support, turnover rate	Advancement; Athletics; Diversity, Equity, and Inclusion / Government Relations; Student Affairs

Strategy: Continue strengthening and institutionalizing best practices in shared governance

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
CO.4.a	Shared governance committee meets continually to steer scope, implementation, and evaluation (Ongoing to 2026)	Committee meets quarterly, sends out summaries, addresses concerns in timely matter.	Engagement Survey (Percent Positive): Senior Leadership Communication Job Satisfaction/Support	Academic Affairs



Financial

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

Strategy: Pursue opportunities for growth in enrollment revenue.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
FI.1.a	Develop and execute the recommendations of the Retention Task Force	Increase residential first-time full-time residential retention from 65% to 75% by Fall 2027; Increase first-time, full-time, residential retention from Fall to Spring for FY 24 by 2%.	Residential first-year annual retention from previous year Residential first-year fall to spring retention	Enrollment Services; Student Affairs
FI.1.b	Implement New Recruitment Plan to increase and maximize pipelines.	350 New residential students (300 first-time, full-time plus 50 transfers each fall) for Fall 23. Then, 3 percent increase each additional year.	Headcount first-year, first-time students residential (Fall Census) Residential transfers Total headcount student residential (Fall Census) Total student credit hours non-residential - undergraduate Total student credit hours - graduate Total student credit hours - OLA	Enrollment Services
FI.1.c	Complete implementation of the Dual Credit program.	Reach 12 students in each of the 10 courses for 120 total students in Fall 2023. Implement 3 pathways for Fall 2023. Currently have 8 schools planning to enroll Fall 23. Increase to 12 partner schools in Fall 2024. Matriculate 6% of students in Fall 2024 from the students in the courses.	Headcount first-year, first-time students residential (Fall Census) Residential transfers Total headcount student residential (Fall Census) Total student credit hours non-residential - undergraduate	Academic Affairs; Enrollment Services
FI.1.d	Implement lower discount rate plan. Develop process for review of upper classes discount rate	For Fall 2023, average discount rate for all residential students is 65.9% and residential first-year, full-time is 64%.	Discount rate residential: NACUBO, Discount rate residential unfunded; Institutional Aid Offset to Revenue.	Enrollment Services; Finance and Business
FI.1.e	Increase and maximize new and current pipelines via the non-residential recruitment plan with a focus on transfer students and new program opportunities in certificates.	Increase revenue by 4.5 percent for FY 2024 and 3-7% each year thereafter.	Total student credit hours non-residential - undergraduate Total student credit hours - graduate	Enrollment Services

Strategy: Pursue opportunities for growth in other revenue.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
FI.2.a	Create and implement the plan for Strategic Partnerships.	Create 5 to 7 new partnerships at the tier 1 level each year. Create 3 to 5 new partnerships at the tier 2 level each year. Create 1 to 2 new partnerships at the tier 3 level each year. Overall attributable revenue of \$100,000	Operating Margin	Enrollment Services
FI.2.b	Create multi-year plan for alternative revenues, e.g. internet hotel, leasing, housing, etc.	Create the plan which includes revenue targets for future years.	Total Revenue, including endowment, aux, etc (w/o restrictions)	Advancement; Enrollment Services; Technology Services

Strategy: Develop and complete the comprehensive campaign.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
FI.3.a	Execute the plan for the Comprehensive Campaign	Execute steps to stay on pace for \$100M by 2028, with 75% pledged by June 30, 2025.	Campaign Progress	Advancement

Strategy: Support decision-making through data & analytics including understanding our competitors and benchmarking to allocate resources and improve cost effectiveness.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
FI.4.a	Develop and execute a plan to gather, visualize, and analyze financial data.	Develop and execute the plan in FY 3024.	Operating Margin	Finance and Business; Institutional Effectiveness; Technology Services
FI.4.b	Act on recommendations from consultant (ERA) to analyze costs/efficiencies	Measure project impacts and output (savings, quality, contract changes) during FY 2024 to realize the savings.	Operating Margin	Finance and Business

Strategy: Modify and use the master plan to strategically use facilities and maintain physical assets.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
FI.5.a	Update or refresh the master plan for facilities.	Complete the refresh to the plan in FY 2024 by Feb 2024	Operating Margin	Finance and Business

Strategy: Increase brand awareness.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
FI.6.a	Execute SEO plan	Achieve a 12% conversion rate on the website for each college by December 2023. (Person on page completes a call to action: inquiry, application, etc.)	Headcount first-year, first-time students residential (Fall Census) Residential transfers Total headcount student residential (Fall Census) Total student credit hours non-residential - undergraduate Total student credit hours - graduate	Enrollment Services and Technology Services



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.

Strategy: Create and invest in an adaptive plan for technology, data analytics, and environmental sustainability to address technical debt and positively impact evolving needs for the future.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
TT.1.a	To allow more programs to be moved to an online modality, Improve the faculty use of Canvas for Courses through training, resources, and education to ensure consistent use, use of great examples (videos) to assist in how to do things, etc.	Increase by 6% the total number of courses and full degree programs offered online each year. Refresh of online courses every three years.	Total headcount student residential (Fall Census) Total student credit hours non-residential - undergraduate Total student credit hours - graduate Academic Satisfaction	Academic Affairs; Technology Services
TT.1.b	Implement a phased approach for Data analytics. (See F1.4.a and TT.1.g)	Phase 1) Data Governance; Phase 2) Implement adaptable staffing plan, Implement a data lake and analytics visual tool; Phase 3) Provide training with train the trainer models, build (#) reports and dashboards.	Operating Margin, Annual Technology investments through operation or capital	Institutional Effectiveness; Technology Services
TT.1.c	Address identified technical debt and positively impact evolving needs for the future.	Reduce technical debt to acceptable conventional margins, e.g., no end-of-life technologies in production and solutions match or exceeds median of modern conventional adoption rate by Summer of 2025.	Operating Margin, NEW? Annual Technology investments through operation or capital	Technology Services
TT.1.d	Perform Strategic Assessment of Colleague Platform to determine gaps in use of tool, training needs on existing tool, and strategic path for modules/platform for next 3-5 years	Phase 1) Provide user and service training; Phase 2) Assess gaps for modern digital convention Phase 3) Determine technologies for next 3-5 years.	Operating Margin, NEW? Annual Technology investments through operation or capital	Finance and Business; Technology Services
TT.1.e	Engage a consultant to develop plan for data governance to determine where we are at and where we are going.	Data governance plan with the goal of staging for data analytics is started by Summer of 2024 and completed by Summer of 2026.	Operating Margin	Technology Services

Strategy: Ensure privacy, access, cyber security, and data governance compliance in accordance with industry-standard rules, regulations, and related best practices.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
TT.2.a	Complete 2023 cybersecurity assessment and implement plan	Cybersecurity plan and assessment are completed each year with positive policy and operational gains toward convention and GRC requirements.	Develop new: Number of new initiatives to address plan and total Tech Investment	Technology Services
TT.2.b	Complete 2024 cybersecurity assessment and implement plan	Cybersecurity plan and assessment are completed each year with positive policy and operational gains toward convention and GRC requirements.	Develop new: Number of new initiatives to address plan and total Tech Investment	Technology Services
TT.2.c	Complete 2025 cybersecurity assessment and implement plan.	Cybersecurity plan and assessment are completed each year with positive policy and operational gains toward convention and GRC requirements.	Develop new: Number of new initiatives to address plan and total Tech Investment	Technology Services

Strategy: Emphasize professional development to increase awareness, utilization, and innovation of existing and new technology, system-wide, for a digital-first and data-informed culture.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
TT.3.a	Develop and execute retraining program on institutional technology including plans for sunset technology	List of trainings completed, number attended, list of sunset technology. Track annually.	Operating Margin, Job Satisfaction	Technology Services

Strategy: Develop a plan for innovation centers to be used as academic and economic development drivers to create new opportunities.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
TT.4.a	Complete a feasibility study for an Innovation Center / Technology Park at Doane and act on the findings.	Phase 1) Hire a consultant; Phase 2) Fund feasibility study; Phase 3) Complete feasibility study by May 2024.	Operating Margin	Advancement; Diversity, Equity, and Inclusion / Government Relations; Finance and Business; Technology Services



External Partnerships

Create and strengthen relationships with alumni, community partners, industry leaders, government agencies, and educational institutions to achieve strategic and mutually beneficial opportunities.

Strategy: Create a shared conversation with our communities to learn from, collaborate with, and deepen relationships and awareness.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
EP.1.a	Identify a university standing committee to facilitate external partnerships university-wide (Fall 2023)	Start committee with charter in Fall 2023.	NEW: Track number of annual partnerships and new partnerships	Enrollment Services

Strategy: Establish a comprehensive university structure to develop, coordinate, sustain, and evaluate partnerships that prioritize community needs and are reflective of the diverse communities that we serve.

ID	Tactic	Tactic Metric	Board Metric Alignment	Divisions of Responsibility
EP.2.a	Produce a framework to guide the development, coordination, sustainability, and evaluation of university-wide partnerships and collaborations (Fall 2024)	Produce framework by December of 2023. Evaluate all partnerships by Fall 2024.	NEW: Track number of annual partnerships and new partnerships NEW: Track number of partnership events/activities annually	Enrollment Services