

Doral College Strategic Plan 2024-2027

Mission

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Doral College is an innovative higher education institution offering undergraduate and graduate degrees and delivering dynamic educational experiences by blending traditional and online learning, supportive partnerships, and technology to empower highly motivated and dedicated students to overcome conventional barriers.

Vision

Vision

Innovation in Higher Education with a Focus on Student Centered Learning.

Strategic Planning and SWOT Analysis

Doral College believes that strategic planning is an ongoing process. Even with a three-year plan in place, strategic planning meetings are held bi-monthly via the Institutional Planning Committee (IPC). The committee members represent all departments. During the meetings, broad topics, the status of current initiatives, and ideas for short term projects are discussed. Often, an informal SWOT analysis is conducted to assess strengths, weaknesses, threats, and opportunities associated with topics under discussion. The Strategic Plan is not updated based on these meetings, unless the topics and associated plans significantly impact strategic goals and objectives.

2024 Mission Review

During 2024, the mission was reviewed during the strategic planning retreat held in June. Attendees included members of the Affiliate Advisory Coalition, the Advisory Councils, the Institutional Planning

Committee, Board of Trustees, Faculty, and staff. The mission was deemed as still applicable. However, there were many suggestions regarding other aspects of the College that related to expanding the Doral College mission.

There were significant discussions regarding a more thorough update of the mission, including possible drafts, etc. However, following DEAC's recommendations, the College requested a non-substantive change of some terms in the existing mission, which were approved by DEAC. Since the 2022 mission statement update, Doral College has increased offerings to include:

- Bachelor of Business Administration
- Bachelor of Science in Elementary Education
- Master of Education in Educational Leadership
- Professional development and recertification classes for K-12 educators
- Endorsement classes for K-12 educators

The addition of these programs reflects the growth of the College and go beyond the mission revision from 2022. After a thoughtful discussion, a decision in 2025 was made to update the specific terms "Associate and Bachelors" to replace them with "undergraduate and graduate", to accurately reflect the College's identity.

The previous mission statement was:

Doral College is an innovative higher education institution offering associate and bachelor's degrees and delivering dynamic educational experiences by blending traditional and online learning, supportive partnerships, and technology to empower highly motivated and dedicated students to overcome conventional barriers.

The new Mission statement is:

Doral College is an innovative higher education institution offering

undergraduate and graduate degrees and delivering dynamic educational experiences by blending traditional and online learning, supportive partnerships, and technology to empower highly motivated and dedicated students to overcome conventional barriers.

The next section outlines the most recent SWOT analysis (2024) from the strategic planning retreat in June.

SWOT Analysis 2024

Updated SWOT Matrix

The group completed a SWOT analysis, updating the one from the previous year.

SWOT ANALYSIS 2024

Strengths

- Low cost
- Flexibility
- Testing
- Increase marketing
- Helpful
- Caring
- Accessibility
- Charter school network
- Lean cost structure
- Professors are practitioners
- Mission to accelerate student and make college affordable
- Flexibility
- Ease and flexibility in attending
- Asynchronous courses
- Partnerships
- Blended learning
- Communication
- Inclusive
- Private schools
- Convenience

- Instructors
- Innovative
- Affordability
- Existing relationships with established schools
- The flexibility and access
- Friendly
- Marketing, Development, Market Sustainability, Title IV, Tuition, Partnerships
- Educational Programs

Weaknesses

- Not well known
- Onboarding faculty
- Better communication with school administrators
- Support
- Not regionally accredited
- Dependency on third-party SIS
- Academic rigor
- Principal engagement / new administrator training
- Student community and engagement
- More class offerings
- Understaffed
- Additional electives courses
- The time frame?
- Missing speech & foreign language
- Lack of live sessions
- Doral Personnel on high school campuses
- Enrollment app extensive

Opportunities

- International students
- On campus course offerings
- Grant funding (new Gates initiative, etc)
- Hire development person
- Access
- Individualization
- Growth in programs offered

- Expand to other states, Nevada needs Doral Texas too
- Alumni

Threats

- Race to the bottom pricing
- Finding Pell-like funding for non-Pell eligible students
- Miami-Dade College reputation - we need to get to that level little by little
- Complexity of offering financial aid

Highlight: Strengths

Once again, the Doral College strengths are service and affordability. During the strategic planning retreat, many stakeholders brought up the concept that the relationships that the College has developed with affiliate schools is one of the strengths. These relationships lend themselves to the quality of service that the College provides. Doral College serves a unique population. Most students are dually enrolled in the College and high school. More than half of the students are low SES, receiving free or reduced lunch and are the first in college in their family. As the College grows a focus of maintaining service and flexibility will be included when exploring scalability.

An additional strength that was examined is the College's recent diversification of programs to meet the needs of additional students. The student population has grown to include dual enrollment students interested in completing a Doral Bachelor degree program, education paraprofessionals, whose background aligns with that of the dual enrollment students, and employed K-12 educators desiring to advance their career.

Highlight: Weaknesses

One of the greatest weaknesses is lack of awareness of the College outside of the affiliates. In 2019, Doral College made the decision to increase the student population by admitting traditional undergraduate students. Admitting these students has both diversified the population and increased the awareness of the College. The majority of these students do have some affiliation, to an extent with Doral College, but by enrolling in a non-Dual Enrollment capacity increases awareness of the college.

Another identified weakness is the lack of awareness regarding Doral College offerings by affiliate administrators. The Vice President for Student Affairs is creating a plan to improve communication to increase awareness of these stakeholders. Another weakness is the lack of student community and engagement. In 2022 Doral College held a student roundtable to gather input for increasing student engagement and the feeling of community. Ideas for new student groups and activities were shared.

Highlight: Opportunities

One of the greatest opportunities is the growth in programs offered. The BSED and MEdL programs in addition to professional development opportunities for educators have significantly increased and diversified the population. Furthermore, the tuition for these programs is greater than dual enrollment, which is a financial benefit. Success from these programs has led to creating even more diverse program offerings.

Marketing to international students is another opportunity. Earning accredited American credentials is significant amongst many cultures, which is why this opportunity was selected. Initially, the marketing would consist of promoting the offerings to students and parents in Europe, Latin America, Mexico, and Columbia. This opportunity will contribute to diversifying the population and contributing to financial strength.

The greatest threat was lack of federal financial aid, but Financial Aid was

Highlight: Threats

approved in September 2024.

Strategic Goals and Objectives 2024-2027

The Strategic Goals were revised due to multiple reasons. Many of the goals established in the previous strategic plan have been met or have become part of standard operating procedure. New goals are based on maintaining the quality programs and services that have been identified as strengths while increasing program offerings and student enrollment.

Objectives were revised accordingly as projects of the most recent planning cycle were analyzed. KPIs were developed from the new objectives.

The goals and objectives are detailed below.

Goal 1: Develop strategic partnerships in support of the College Mission.

Strategic Objectives

1.1	Develop mutually beneficial agreements with industry and community partners in support of the college mission to create opportunities for students.
1.1.1	<i>Expand partnerships with DLI and with other partner schools.</i>
1.1.2	Explore and solidify partnerships with community law enforcement agencies.
1.2	Establish partnerships with community organizations to increase awareness of the opportunities offered by Doral College.
1.2.1	Doral Chamber of Commerce
1.2.2	<i>Continue solidifying relationship with financial sponsors for School of Education Symposium (added on 4/22)</i>

Goal 2: Maintain a high level of service to students and partner schools.

Strategic Objectives

2.1	Provide students different pathways and concentrations to meet other personal academic goals.
2.1.1	<i>Expand offerings in SLS Plus.</i>
2.1.2	<i>Add a bachelor's in criminal justice.</i>
2.1.3	Exploring degrees offerings and certificate offerings based on student interest and need.
2.1.4	Create survey to ask students at affiliate schools about their degree / certificate interests (continue using surveys)
2.1.5	Disaggregate survey data to identify areas of interest.
2.2	Maximize optimal usage of technological systems for the benefit of students to keep pace with new developments.
2.2.1	<i>Utilize Colêgia as a Single sign-on system.</i>
2.2.2	Develop and solidify standards and policies for the use of AI for faculty, staff, and students.
2.3	Improve communication and support tools with all stakeholders to ensure issues are handled promptly and efficiently.
2.3.1	<i>Enhance and improve guidance provided via the website.</i>

Goal 3: Cultivate a student-centered culture that encourages collaboration and student success

Strategic Objectives

3.1	Enhance our culture of service to all stakeholders.
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3.1.1	<i>Increasing financial assistance opportunities available for students.</i>
3.2	Expand student activities and events which enhance the educational experience.
3.2.1	<i>Organize student field trips (nationally and internationally via Student Government Association, and specific courses)</i>
3.2.2	<i>Hold yearly School of Education Student Spring Symposium.</i>
3.2.3	Explore the possibility of using Virtual tours in classes (museums, other countries).
3.2.4	<i>Provide student access to guest speakers.</i>
3.2.5	Consider student opportunities for intra- and inter-collegiate competitions.
3.3	Encourage opportunities for interaction through virtual meeting technologies.
3.3.1	<i>Offer live Zoom office hour in all classes.</i>
3.3.2	<i>Offer virtual advising for Financial Aid.</i>

Goal 4: Increase the number of traditional undergraduate (non-dual enrollment students).

Strategic Objectives

4.1	Implement Title IV Financial Aid program to ensure cost is not a barrier to access.
4.1.1	<i>Create policies and procedures to ensure financial aid programs are implemented with fidelity.</i>
4.1.2	<i>Hire Financial Aid staff and contract with related vendor(s) to ensure adequate student support.</i>
4.1.3	<i>Become members of State and National Association of Financial Aid and participate.</i>
4.2	Expand recruitment efforts including participation in College Fairs, community events, and other recruitment opportunities.
4.2.1	<i>Contact all affiliates for college fair schedule and send College representatives.</i>

4.2.1	<i>Hold frequent virtual information sessions for prospective students.</i>
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Goal 5: Create educational programs based on student needs and requests as well as postsecondary trends.

Strategic Objectives

5.1	Provide students different pathways and concentrations to meet other personal academic goals.
5.1.1	<i>Expand offerings in SLS Plus.</i>
5.1.2	<i>Add a graduate educational leadership program.</i>
5.1.3	<i>Add a bachelor's in criminal justice.</i>
5.1.4	<i>Add offerings for current educations to maintain professional certification.</i>
5.1.5	<i>Exploring degrees offerings and certificate offerings based on student interest and need.</i>
5.1.6	<i>Create survey to ask students at affiliate schools about their degree / certificate interests (continue using surveys)</i>
5.2	Implement structured student surveys annually to gather data regarding student interest and meet student needs.
5.1.1	Analyze survey results to determine students' career interest.
5.2	Gather input regarding proposed programs from stakeholders including advisory boards.
5.2.1	<i>At each meeting ask for input as a regular topic.</i>

Goal 6: Solidify the marketing plan to increase brand recognition.

Strategic Objectives

6.1	Develop and execute a marketing strategy to attract self-pay students (both current and new students).
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6.1.1	Create marketing plan by increasing web presence, promoting virtual events and live events, a timeline, and a budget.
6.3	<i>Increase social media presence.</i>
6.4	<i>Modify and improve the website to serve as a true marketing tool</i>
6.5	<i>Use available web-based tools to advertise Doral College.</i>

Goal 7: Create a development plan to increase funding for Doral College.

7.1	Explore Development Opportunities
7.2	Identify potential grant opportunities to the College needs.
7.3	Create a list of potential fundraisers
7.4	Identify potential funding sources