



Doral College Strategic Plan 2022-2024

Mission

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.

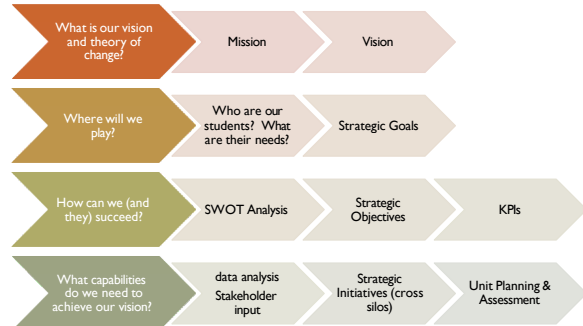
Vision

Innovation in higher education with a focus on student centered learning

Revision and SWOT Analysis

Revisions have been periodically made to the strategic objectives and goals, reflecting the strategic analysis and changes in the College environment. Institutional effectiveness data— including survey results, learning outcome results, and achievement of key performance indicators, drive these adjustments, along with institutional research. The periodic SWOT analyses also affect the strategic goals, strategic objectives, and unit planning/assessment processes.

The following chart shows an overview of the planning cycle.



2022 Mission Review

During 2022, the mission was reviewed during the strategic planning retreat held in June. Attendees included members of the Affiliate Advisory Coalition, the Advisory Council, the Institutional Planning Committee, Board of Trustees, Faculty, and staff. The mission was deemed as still applicable. However, there were some suggestions regarding other aspects of the College that related to expanding the Doral College mission. On August 16, 2022, a mission statement meeting was held by the President, Vice President for Student Affairs, Vice President for Academic Affairs, and Director of Institutional Effectiveness. The decision was made to make a slight adjustment to the mission statement to be more encompassing of College activities. The adjusted mission statement is:

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 vision was also adjusted:

Innovation in Education with a Focus on Student Centered Learning
During the 2023 strategic planning retreat the mission statement will be reviewed again.

The next section outlines the most recent SWOT analysis (2022) from the strategic planning retreat in June.

SWOT Analysis 2022

Updated SWOT Matrix

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

SWOT ANALYSIS 2022

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

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- 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
- 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
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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
- No financial aid at this time

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. One of the comments that stands out is "Mission to accelerate student and make college affordable". Doral College serves a unique population. The majority of 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.

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. This decision was based on the strengths identified in the SWOT and to mitigate the weakness of limiting the population to dual enrollment with affiliate schools. The tradition undergraduate population for the Fall 2022 semester is XXXXXX. The increase is slow but steady, but these students are associated in some form with Doral College affiliates. 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 will hold a student roundtable to gather input for increasing student engagement and the feeling of community.

Highlight: Opportunities

One of the greatest opportunities is the growth in programs offered. Even though it has only been in existence for two years, the BSED has seen tremendous growth in enrollment. The interest in this program has led Doral College to offer existing courses in the program for individuals to enroll in for licensure and additional certifications. These non-degree offerings have attracted over 100 non-traditional undergraduate students interested in either initial licensure or additional certifications. Another opportunity is expansion of the dual enrollment program to additional states. This is a long term project as each state has different dual enrollment requirements and the College wants to ensure that the credits earned are transferable to in state schools. Marketing to international students is another opportunity.

Highlight: Threats

The greatest threat is lack of federal financial aid. This is the greatest barrier for attracting traditional undergraduate students. As previously mentioned, the majority of the student population is low SES, on free or reduced lunch, and first in family to college. These students cannot afford tuition and are Pell grant eligible. Since the Doral College does not participate in federal financial aid, dual enrollment students opt to either complete their associate degree or matriculate into a bachelor degree at another institution. The College is in the approval process for participating in federal financial aid, which should eliminate this threat.

Strategic Goals and Objectives 2022

The Strategic Goals were revised for 2022 for 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 results of last year were analyzed and KPIs were developed from the new objectives.

The goals and objectives are detailed below.

Goal 1: Develop strategic partnerships with businesses to create internship and externship opportunities for students.

Strategic Objectives

1.1	Develop mutually beneficial agreements with industry and community partners in support of the college mission
1.1.1	<ul style="list-style-type: none"> Identify business partners interested in internship, job shadowing, or volunteer opportunities for Doral College students
1.1.2	<ul style="list-style-type: none"> Create contract(s) with business partners that outlines responsibilities of the business, College, and students
1.2	Recruit students to participate in the partnership opportunities
1.2.1	<ul style="list-style-type: none"> Create as elective course in BBA program
1.2.2	<ul style="list-style-type: none"> Develop method for partnering students with appropriate business
1.2.3	<ul style="list-style-type: none"> Develop method for evaluating the internship course and activities
1.3	Implement internship program

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

Strategic Objectives

2.1	Provide students different pathways and concentrations and interdisciplinary studies to earn a degree or certificate or meet other personal academic goals.
2.1.1	<ul style="list-style-type: none"> Second iteration of BBA to include concentrations
2.1.2	<ul style="list-style-type: none"> Add AS Paralegal
2.1.3	<ul style="list-style-type: none"> Add certificates that will attract students not interested in degrees

2.1.4	<ul style="list-style-type: none"> • Create survey to ask students at affiliate schools about their degree / certificate interests
2.2	Foster a digital learning ecosystem that connects faculty, staff, and students to enhance learning, collaboration, and community.
2.2.1	<ul style="list-style-type: none"> • Continue to hold meetings involving multiple stakeholders
2.2.2	<ul style="list-style-type: none"> • Initiate student roundtable
2.2.3	<ul style="list-style-type: none"> • Create new student organizations
2.3	Improve communication and support tools with all stakeholders to ensure issues are handled promptly and efficiently.

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
3.1.1	<ul style="list-style-type: none">•
3.2	Expand extra-curricular and co-curricular activities and events which enhance the educational experience
3.2.1	<ul style="list-style-type: none">• Doral College TedX
3.2.2	<ul style="list-style-type: none">• Intramural virtual sports
3.2.3	<ul style="list-style-type: none">• Virtual tours (museums, other countries, etc)
3.2.4	<ul style="list-style-type: none">• Virtual clubs (pre-law, pre-med, future teachers of America etc)
3.3	Encourage opportunities for interaction through the use of Zoom and other methodologies
3.3.1	<ul style="list-style-type: none">• Require Zoom meetings in all classes
3.3.2	<ul style="list-style-type: none">• Create opportunities for students to meet through Zoom for non-academic activities

Goal 4: Increase the number of traditional undergraduate students.

Strategic Objectives

4.1	Implement Title IV Financial Aid program to ensure cost is not a barrier to access
4.1.1	<ul style="list-style-type: none">• In final phase of ED approval
4.2	Expand recruitment efforts including participation in College Fairs, community events, and other recruitment opportunities.
4.2.2	<ul style="list-style-type: none">• Contact all affiliates for college fair schedule
4.2.3	<ul style="list-style-type: none">• Create virtual Doral College Open House once a semester
4.3	Add additional programs to include certificates, diplomas, AAS, additional AA, and other bachelors.

Goal 5: Create educational programs based on student needs and requests as well as postsecondary trends.

Strategic Objectives

5.1	Implement structured student surveys annually to gather data regarding student interest and meet student needs.
5.1.1	<ul style="list-style-type: none"> Create survey with choice of five specialization tracks for BBA or creation of BIS and one open ended question
5.1.2	<ul style="list-style-type: none"> Create a survey with choice of five AS and certificate choices and one open ended question
5.2	Gather input regarding proposed programs from stakeholders including advisory boards.
5.2.1	<ul style="list-style-type: none"> At each meeting ask for input as a regular topic

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
6.1.1	<ul style="list-style-type: none"> Create marketing plan to encompass web presence, virtual events, live events, timeline, and budget
6.2	Participate in state conferences such as Florida Charter School Conferences, Florida Homeschool Conference, and other pertinent events.
6.2.1	<ul style="list-style-type: none"> Create calendar for 2023 and 2024 of pertinent events with costs, deadlines, etc
6.3	Increase social media presence.
6.3.1	
6.4	Modify and improve the web site to serve as a true marketing tool
6.4.1	
6.5	Use available web based tools to advertise Doral College.

Goal 7: Attain SACS accreditation

Strategic Objectives

7.1	Attend pre-applicant workshop
7.2	Purchase software for self-study submittal
7.3	Create self study for application
7.4	Submit application

Goal 8: Create a development plan to increase funding for Doral College

Strategic Objectives

8.1	Identify consultant to create a plan
8.2	Identify potential funding sources
8.3	Create a list of potential fundraisers

Key Performance Indicators

Achievement of the strategic objectives is measured by Key Performance Indicators, which are incorporated into annual unit plans for each planning unit. Some KPIs will remain fixed over several years; others may be adjusted depending on external/internal factors and institutional research.

Goal 1: Develop strategic partnerships with businesses to create internship and externship opportunities for students.

KPI	Full Description
1.1	Develop at least one mutually beneficial agreements with an industry and / or community partner in support of the college mission in 2023
1.2	Recruit students to participate in the partnership opportunities beginning in 2023
1.3	Implement internship program in 2024

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

KPI	Full Description
2.1	Provide students different pathways and concentrations and interdisciplinary studies to earn a degree or certificate or meet other personal academic goals to include BBA concentrations, AS Paralegal, certificate programs beginning 2024
2.2	Foster a digital learning ecosystem that connects faculty, staff, and students to enhance learning, collaboration, and community.
2.2.1	Hold a minimum of one meeting annually involving multiple stakeholders
2.2.2	Hold a minimum of one student roundtable annually
2.2.3	Create at least one new student organization each academic year
2.3	Improve communication and support tools with all stakeholders to ensure issues are handled promptly and efficiently.
2.4	90% of faculty will have satisfactory evaluations with remediation or contract termination taking place for unsatisfactory evaluations
2.5	Ensure adequate administrators and staff to meet growth demands with 80% satisfactory performance evaluations.
2.6	At least 80% of students will demonstrate competency in attaining learning outcomes on a course level basis, with assessment of learning outcomes used by faculty to improve content and course delivery.
2.7	Graduates will demonstrate achievement of program outcomes as measured by ETS Proficiency Profile scores.
2.8	At least 80% of graduates will indicate satisfaction with studies at Doral College as to having achieved their goals.

2.9	At least 80% of student respondents will indicate satisfaction with studies at Doral College as to achieving their goals.
2.10	Provide recruitment services to affiliated schools.

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

- | KPI | Full Description |
|------------|---|
| 3.1 | Enhance our culture of service to all stakeholders |
| 3.2 | Expand extra-curricular and co-curricular activities and events which enhance the educational experience |
| 3.2.1 | Implement Doral College TedX 2024 |
| 3.2.2 | Implement at least one Intramural virtual sport annually beginning 2024 |
| 3.2.3 | Offer at least one annually virtual tour to museums, other countries, etc beginning 2023 |
| 3.2.4 | Create at least one new virtual club (pre-law, pre-med, future teachers of America etc) annually beginning 2023 |
| 3.3 | Encourage opportunities for interaction through the use of Zoom and other methodologies |
| 3.3.1 | Require Zoom meetings in all classes beginning 2022 |
| 3.3.2 | Create opportunities for students to meet through Zoom for non-academic activities beginning 2023 |

Goal 4: Increase the number of traditional undergraduate students.

KPI	Full Description
4.1	Implement Title IV Financial Aid program to ensure cost is not a barrier to access 2022
4.2	Expand recruitment efforts including participation in College Fairs, community events, and other recruitment opportunities. Identify at least three new opportunities per year
4.3	Add additional programs to include certificates, diplomas, AAS, additional AA, and other bachelors. Add at least one new program per year

Goal 5: Create educational programs based on student needs and requests as well as postsecondary trends

KPI	Full Description
5.1	Implement structured student surveys annually to gather data regarding student interest and meet student needs beginning 2023
5.2	Gather input regarding proposed programs from stakeholders including advisory boards. Annually beginning 2022

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

KPI	Full Description
6.1	Develop and execute a marketing strategy to attract self-pay students both current and new students
6.1.1	Create marketing plan to encompass web presence, virtual events, live events, timeline, and budget 2022
6.2	Participate in state conferences such as Florida Charter School Conferences, Florida Homeschool Conference, and other pertinent events. Identify at least two events per year
6.2.1	Create calendar for 2023 and 2024 of pertinent events with costs, deadlines, etc
6.3	Increase social media presence.
6.4	Modify and improve the web site to serve as a true marketing tool beginning 2022 ongoing
6.5	Use available web based tools to advertise Doral College.

Goal 7: Attain SACS accreditation

KPI	Full Description
7.1	Attend pre-applicant workshop 2022
7.2	Purchase software for self-study submittal 2023
7.3	Create self study for application 2023
7.4	Submit application 2023

Goal 8: Create a development plan to increase funding for Doral College

Strategic Objectives

KPI	Full Description
8.1	Identify consultant to create a plan 2022
8.2	Identify potential funding sources 2023
8.3	Create a list of potential fundraisers 2023