



DONNELLY COLLEGE

EST. 1949

Strategic Plan January 2026 – June 2027

Building on Foundations - Part 2

Extending this plan's timeframe to focus on five goals to advance the Vision:

To advance the common good by being the most accessible and transformative Catholic college in the country.

The Plan's Rationale from 2022 still applies:

The Benedictine Sisters of Mount St. Scholastica and the Archdiocese of Kansas City in Kansas founded Donnelly based on a bold vision of affordable Catholic higher education for those that might not otherwise be served. As Donnelly prepares to celebrate 75 years of service in 2024-25, **this mission is still unconventional and requires a bold strategy for ongoing success.**

Donnelly's mission is further challenged by the current pressures facing all higher education institutions. At a time of market and fiscal constraints, having a stable, robust resource base is particularly important. In order to thrive, colleges need a clear mission, skilled personnel, the right tools and an effective infrastructure.

After spending more than 10 years focused on transforming Donnelly's physical campus, **this three-year plan seeks to address our internal "deferred maintenance" with strategies for expanding, deploying and managing our resources to broaden our impact and sustain our mission.**

This strategic plan is ambitious – in some ways even more ambitious than the recent \$34 million capital project. Additional fundraising will be

required to meet the estimated plan costs of nearly \$1.4 million per year, with 65% focused on providing market-rate wages, software and technology. To be successful, Donnelly will have to be driven by our values to seek truth, build community and pursue excellence.

Donnelly's plan is rooted in faith – as our mission always has been – and in the spirit of what Catholic higher education should be, captured beautifully by Pope Francis in 2022:

"As educators, you are called to nurture the desire for truth, goodness and beauty that lies in the heart of each individual, so that all may learn how to love life and be open to the fullness of life. This involves discerning innovative ways of uniting research with best practices so that teachers can serve the whole person in a process of integral human development."

Executing this plan will prepare Donnelly to be the best version of our institution, so that we can help our students become the best version of themselves. In doing so, Donnelly will move closer to achieving our vision of being the most afford-able and transformative Catholic college in the U.S.

December 2025 Update:

The previous plan's timeframe from 2023 to 2025 saw Donnelly facing many challenges. High turnover in core positions ranging from Vice Presidents, Directors, Faculty and Staff made progress on strategic priorities difficult (see success indicators). It also created new issues, especially for the nursing program, enrollment growth, and optimizing resources and fundraising.

This revised and extended plan was created after 6 months of planning with the board, Cabinet, Leadership team, faculty and staff. **It brings an institution-wide commitment to:**

- **Focusing on fewer goals** to ensure progress on long-standing core institutional issues
- **Defining "SMART" measurables and milestones** for each goal that align with our fiscal year.
- **Implementing a new management system college-wide** to bring increased traction towards our goals
- **Viewing this plan as a living document**, assessed quarterly and annually, to consistently look to the next three years.
- **Being overseen by** a new board committee.

Building on Foundations Plan 2022-2025, with Success Indicators as of November 2025

✓	DONE, no more to do	□ →	Partially Achieved, will continue a priority focus	✗ →	NOT Achieved; renewing priority focus
✓ ○	DONE, institutionalizing for improve-ment, no longer a priority focus	□ ✗	Partially Achieved, no longer a priority focus in next 18-mo plan	✗ ✗	NOT Achieved, no longer a focus in next 18-mo plan

Focus Area 2022-25	Academic Excellence				Institutional Effectiveness		Financial Sustainability	
Guiding Question	How do we expand Donnelly's target audiences and how do we best serve them?				How do we deploy our resources to deliver our mission?		How do we manage our resources to sustain and increase our impact?	
Purpose	Living Mission	Broader Impact	Transformative Education	Effective Programs	Supportive Culture	Increased Capacity	Adequate Resources	Sustained Impact
Strategic Goal	Strengthen Catholic Identity	Cultivate Enrollment Growth	Support Student & Alumni Success	Realign Academic Offerings	Become an Employer of Choice	Maximize Operating Efficiency	Strengthen Fiscal Position	Grow Endowment & Resource Base
Outcomes 2022-25	Strengthen the mission and increase outreach to the Catholic community ✓ ○	Maximize enrollment across programs ✗ →	Increase retention, persistence, graduation and alumni success rates □ ✗	Revise and expand academic programs and course offerings to meet student and workforce needs □ →	Create an environment that attracts and retains talented & dedicated staff □ ✗	Provide tools and resources to maximize efficiency and expand capacity □ →	Generate operating budget surplus ✗ →	Launch \$50 mil capital campaign by 2025 (prim. Endowment w Capital and Annual goals) □ →
Key Initiatives 2022-25	Review Mission and Philosophy of General Education to align with <i>Ex corde Ecclesiae</i> ✓	Enhance proactive recruitment and marketing to reach new audiences □ →	Grow partnerships for mentoring and experiential learning opportunities ✓ ○	Conduct external academic program reviews and market analyses ✗ →	Offer equitable, competitive, benchmarked compensation packages □ →	Conduct external efficiency audit ✗ ✗	Enhance fiscal reporting and practices □ →	Improve endowment reporting, policies and procedures □ →
	Increase religious literacy and faith formation of students, staff and community ✓ ○	Increase dual credit partners ✗ ✗	Create alumni program to increase services, engagement and success □ ✗	Expand programming (BSN, Public Health, etc.) □ →	Develop retention strategies and advancement opportunities □ →	Institutionalize robust, user-friendly data infrastructure (SIS, CRM and data dashboard) □ →	Maximize net revenue per student, program and new initiatives ✗ →	Increase institutional capacity for donor cultivation, engagement and stewardship □ →
	Increase number of Catholic students □ ✗	Increase tuition reimbursement partnerships ✗ ✗	Build upon Global Transfer Initiative to increase 4-yr degree completion ✓	Develop service-learning program with focus on Corporal Works of Mercy ✓	Empower employees to shape culture and drive effectiveness ✓ ○	Implement cross-training and succession planning □ →	Provide ongoing board governance training □ →	Decide campaign goals & complete preparations □ →
Leads	President	Dir. of Strat Enrollment	AVP Student Affairs	Dean/COO	Dir. of HR	Cabinet	CFO	VP of Adv
Support	Cabinet, Office of Mission	Marketing Student Services, Cabinet	Advancement, Program Directors	Faculty Senate, Program Directors	Cabinet, Faculty Senate, Community	HR, President's Council	Cabinet, Business Office	Cabinet, Advancement
Board Oversight	Mission & Trusteeship	Academic Affairs, Development	Academic Affairs, Development	Academic Affairs	Mission & Trusteeship	Finance	Finance	Development, Finance
Est. Cost	\$60,000 (\$20,000/yr.)	\$300,000 (\$100,000/yr)	\$45,000 (\$15,000/yr.)	\$120,000 (\$40,000/yr.)	\$1,500,000	\$1,200,000	\$150,000	4% of goal (\$2mIn/ 8yrs.)

Building on Foundations - Part 2, Donnelly College's Strategic Plan Jan 2026-June 2027

Three Pillars	Transformative Education		Effective Management	Sustainability
	<i>How do we broaden Donnelly's mission and impact?</i>		<i>How do we manage our resources?</i>	<i>How do we grow our resources?</i>
Core Area	Deliver Effective Programs	Cultivate Enrollment Growth	Optimize Resources	Meet Operating Gap Needs
18-mo Goals	1. Rebuild and stabilize nursing program	2. Grow enrollment by Improving recruitment strategies	3. Enhance fiscal fitness & work culture 4. Strengthen board governance	5. Secure increased annual, endowment & debt relief funds
Measurables (at June 2027)	1. Enrollment on track to match 2024-25 cohort offerings by Fall 2027. <i>(Led by VP of Academic Affairs)</i>	2. Enrollment on track to meet full-time equivalent (FTE) of 381 students by Fall 2027. (baseline of 346 from Fall 2024). <i>(Led by VP of Student Affairs)</i>	3. Make DC's Fiscal Fitness and Employee Satisfaction organizational strengths. <i>(Led by VP of Bus Affairs)</i> 4. Engagement metrics to strengthen governance <i>(Led by President)</i>	5. 70% of campaign goal secured (baseline of Fall 2025 with 32% of \$50 million goal). <i>(Led by VP of Advancement)</i>
Milestones "SMART" Objective success measures: Specific Measurable Achievable Relevant Time-Bound	1a. By January 2026, Director and Consultant in place and implementing 90-day plan to finish addressing all program deficiencies identified by KSBN. 1b. By March 2026, submit updated documentation to KSBN demonstrating recommended corrections are met. 1c. By Apr 2026, complete site visit. 1d. By June 2026, secure KSBN approval to admit FA26 cohorts. 1e. By Dec 2026, assess effectiveness of recent changes, revise for SP27. 1f. By June 2027, secure KSBN approval to admit nursing cohorts on par with FY 24-25. FA26 cohorts; keep nursing full-time staff/faculty turnover to 20%.	2a. By April 2026, complete audit of each DC credential program to inform marketing strategy, determine market viability, and identify strategic partners. 2b. By June 2026, pilot recruiter manual and prospect communication plan by program and target audience. 2c. By Aug. 2026, hit Fall FTE enrollment of 310 and refine annual marketing plans per program (baseline 254 in FA25). 2d. By Dec. 2026, align word-of-mouth, digital & print marketing to reflect uniform language to promote DC programs. 2e. By June 2027, identify new market-driven program opportunities, especially that build on core LAS offerings.	3a. By March 2026, utilize new FE software tools to assist with inclusive and effective budget building process. 3b. By June 2026, refine monthly closing process to ensure accurate reports for budget managers, Cabinet & BOD. 3c. By Sept 2026, develop scorecards/KPIs relative to DC history to drive decisions by Cabinet & Board. 3d. By Dec. 2026, develop models to inform enrollment & staffing goals. 3e. By June 2027, EOS utilized 100% by all college staff & faculty. 4a. By March 2026, develop a comprehensive measure of effective board governance, monitor for YOY. 4b. By May 2027, next strategic plan set.	5a. By Mar 2026, MG program 100% implemented, (baseline Fall 2025 is 50%); campaign committee and collateral in place. 5b. By June 2026, complete top 20 major gift requests to determine viability of \$85 million campaign. 5c. By Dec. 2026, stewardship reports (endowed and annual scholarships/funds, etc.) timely, systematic and high quality. 5d. By June 2027, align word-of-mouth, digital & print marketing to reflect uniform language to promote DC mission, impact and needs.
Ongoing Operational Heavy Lifts	<ul style="list-style-type: none"> Embark on 3 to 5-yr strategic planning process in 2026 HLC work: Comprehensive report by ~June 2028, prepare for visit in Feb 2029 Continue to Strengthen Catholic Identity with ABCU and Seelos Institute Continue to work on Student outcomes with focus on internships 		<ul style="list-style-type: none"> Implement EOS management system Financial Edge implementation; Financial Aid review Plan to address debt 	<ul style="list-style-type: none"> Ongoing Events! Annual Fundraising! Continue Gonser Gerber Support Admissions Marketing