



DONNELLY COLLEGE

EST. 1949

Strategic Plan 2022-2025

Building on Foundations

Three Guiding Questions. Eight Strategic Goals. *One Bold Vision:*

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

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 affordable and transformative Catholic college in the U.S.

MISSION. Donnelly College is a Catholic institution of higher education that seeks to continue the mission of Jesus Christ in our time by making the love of God tangible in our world.

Specifically, the mission of Donnelly is to provide education and community services with personal concern for the needs and abilities of each student, especially those who might not otherwise be served.

VALUES. The three pillars of our mission:

- **Seek Truth** - Donnelly seeks to inspire lifelong discovery and the communication of truth by exploring the connectedness of all things, studying the intersections of faith and reason, and engaging in civil dialogue with all peoples.
- **Build Community** - Donnelly seeks to motivate actions and relationships that promote a just community, recognizing that every person has inherent dignity and potential, and that we serve God by serving God's people.
- **Pursue Excellence** - Donnelly seeks to challenge people to become the best version of themselves in their vocation, personal life, civic engagement and faith pursuit. Excellence requires perseverance amidst obstacles, striving beyond what is comfortable, openness to new ideas, a commitment to quality, and concerted effort.

Focus Area	Academic Excellence				Institutional Effectiveness		Financial Sustainability	
Guiding Question	<i>How do we expand Donnelly's target audiences and how do we best serve them?</i>				<i>How do we deploy our resources to deliver our mission?</i>		<i>How do we manage our resources to sustain and increase our impact?</i>	
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	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 and dedicated staff	Provide tools and resources to maximize efficiency and expand capacity	Generate operating budget surplus	Launch \$50 mil capital campaign by 2025 (primarily Endowment with Capital and Annual goals)
Key Initiatives	<p>Review Mission and Philosophy of General Education to align with <i>Ex corde Ecclesiae</i></p> <p>Increase religious literacy and faith formation of students, staff and community</p> <p>Increase number of Catholic students</p>	<p>Enhance proactive recruitment and marketing to reach new audiences</p> <p>Increase dual credit partners</p> <p>Increase tuition reimbursement partnerships</p>	<p>Grow partnerships for mentoring and experiential learning opportunities</p> <p>Create alumni program to increase services, engagement and success</p> <p>Build upon Global Transfer Initiative to increase 4-yr degree completion</p>	<p>Conduct external academic program reviews and market analyses</p> <p>Expand programming (BSN, Public Health, etc.)</p> <p>Develop service-learning program with focus on Corporal Works of Mercy</p>	<p>Offer equitable, competitive, benchmarked compensation packages</p> <p>Develop retention strategies and advancement opportunities</p> <p>Empower employees to shape culture and drive effectiveness</p>	<p>Conduct external efficiency audit</p> <p>Institutionalize robust, user-friendly data infrastructure (SIS, CRM and data dashboard)</p> <p>Implement cross-training and succession planning</p>	<p>Enhance fiscal reporting and practices</p> <p>Maximize net revenue per student, program and new initiatives</p> <p>Provide ongoing board governance training</p>	<p>Improve endowment reporting, policies and procedures</p> <p>Increase institutional capacity for donor cultivation, engagement and stewardship</p> <p>Decide campaign goals & complete preparations</p>
Leads	President	Dir. of Strategic Enrollment	AVP Student Affairs	Dean/COO	Dir. of HR	Cabinet	CFO	VP of Adv
Support	Cabinet, Office of Mission	Marketing Dept, Student Support 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 (\$500,000/yr.)	\$1,200,000 (\$400,000/yr.)	\$150,000 (\$50,000/yr.)	4% of goal (\$250,000/ 8yrs.)