

STRATEGIC PLAN

2022-2027

Carroll
College



INTRODUCTION

The Strategic Plan outlines the following imperatives:

- Define, Enhance, and Communicate the Carroll Experience
- Enhance our Academic Profile
- Expand our Reach
- Embrace our Catholic Values
- Support our People



COLLEGE OF RECOGNITION & DISTINCTION

Carroll College is a special and distinctive community of higher learning located in the heart of the majestic Rocky Mountains. This plan represents a collaborative effort by our faculty, staff, students, and Board of Trustees to chart a path for the future. Carroll's 112-year success as a Catholic Diocesan College founded on the liberal arts provides a bedrock from which to grow a stronger future and develop. This plan is built upon Carroll's Catholic values, our commitment to social justice, and our beloved motto of Non Scholae Sed Vitae (Not for School but for Life) to leverage this liberal arts core that provides students with a foundation necessary to live meaningful and rewarding lives and to make our world a better place to live.

UNITED IN MISSION

This strategic plan represents a mandate for all Carroll College stakeholders to commit themselves to growing the College's enrollment by 270 students by the year 2027. A Carroll education is based on a solid liberal arts undergraduate core. This plan calls for the strengthening of that important core at the undergraduate level while building upon that strength to grow graduate and post-baccalaureate educational opportunities which help address the needs of Montana and our nation. It is important that all growth in these areas be connected to our mission and ensure the inclusion of our Catholic values and ethics.

The plan also calls for removing barriers and increasing access for a wider variety of students to enroll at the College, including special engagement with our American Indian tribal nations and colleges. It also calls for leveraging our role as a Catholic diocesan college while creating a welcoming and open community for students of all faiths and backgrounds.



CARROLL MISSION STATEMENT

CARROLL COLLEGE IS A CATHOLIC, DIOCESAN, LIBERAL ARTS COLLEGE IN THE ECUMENICAL TRADITION OF THE SECOND VATICAN COUNCIL

Founded in 1909 by Bishop John Carroll, Carroll College is a Catholic, diocesan, liberal arts college in the ecumenical tradition of the Second Vatican Council. It advances its mission by fulfilling the following objectives.

INSTILLING AN ENDURING WONDER FOR KNOWLEDGE THAT WILL PREPARE STUDENTS FOR LEADERSHIP AND THEIR CHOSEN VOCATIONS

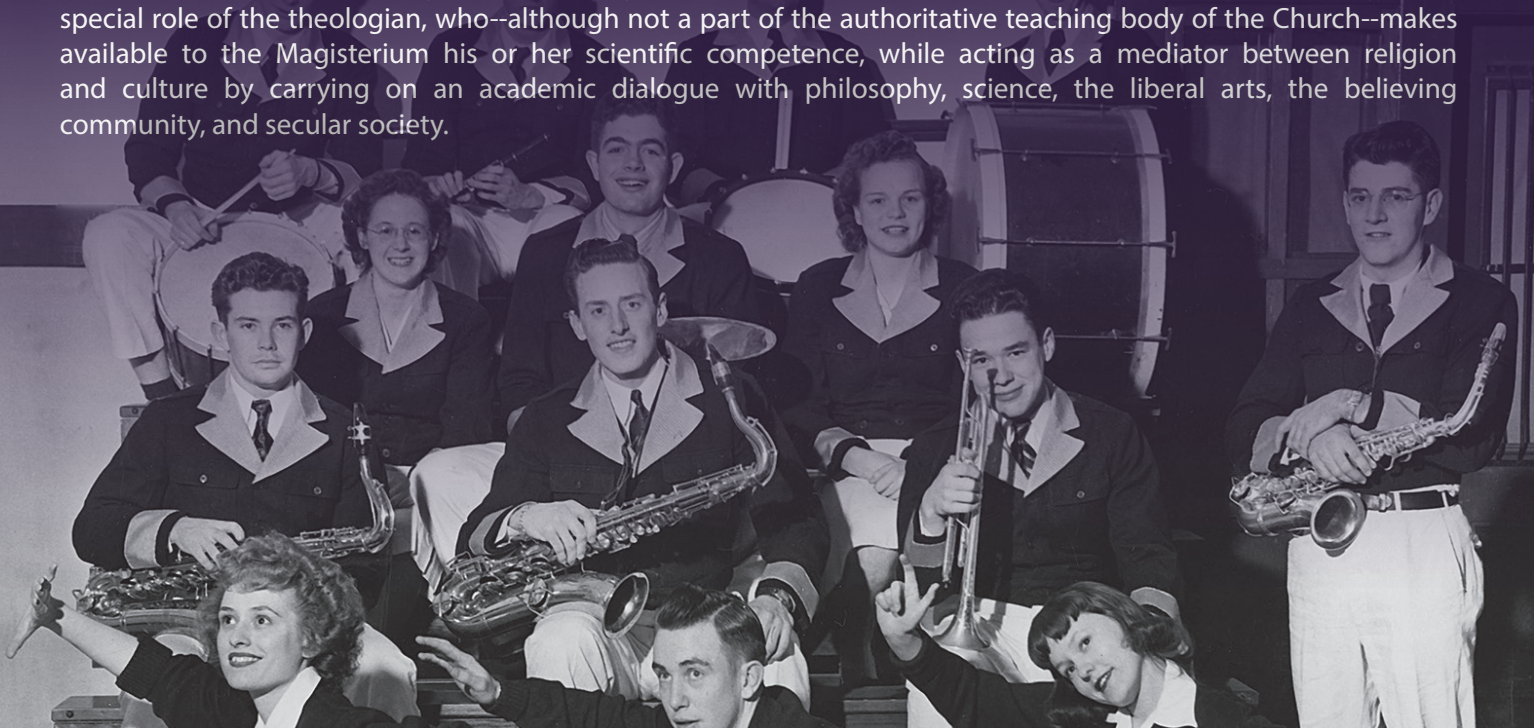
As a liberal arts school, Carroll College acknowledges the practical role of preparing its students for a career, but it also affirms the traditional role of providing for the expansion of the intellectual, imaginative, and social awareness of its students. It is dedicated to providing for its students the means for their full realization of a dual goal of vocation and enlightenment. Thus, while providing substantial professional and pre-professional programs, the College encourages and expects all students to participate in a broad spectrum of academic disciplines.

OFFERING AN INTEGRATIVE AND VALUE-CENTERED EDUCATION ROOTED IN FREEDOM OF INQUIRY

As an academic community, Carroll College affirms its commitment to the principle of freedom of inquiry in the process of investigating, understanding, critically reflecting upon, and finally judging reality and truth in all fields of human knowledge. As value-oriented, Carroll College is committed to and deeply involved in the further dimension of free deliberation and decision-making regarding values and personal commitment. Each student at Carroll, through personal and institutional means, is exposed to value systems with which one can readily identify, including secular values such as the worth of work and the use of the intellect, humanistic values centering on the uniqueness and dignity of the person, and religious and moral values concerned with one's relationship to God, self, and others.

ENGAGING FAITHFULLY THE INTELLECTUAL TRADITION AND THE TEACHINGS OF THE CATHOLIC CHURCH

As a Catholic college, Carroll is obligated to treat judgments concerning ultimate reality and decisions concerning ultimate value at both an academic and a pastoral level. This obligation involves the College's relationship to the Magisterium of the Catholic Church, defined as "the perennial, authentic, and infallible teaching office committed to the Apostles by Christ and now possessed and exercised by their legitimate successors, the college of bishops in union with the pope." Carroll College is committed to present faithfully within its curriculum the magisterial teachings of the Catholic Church. At the same time, it acknowledges the special role of the theologian, who--although not a part of the authoritative teaching body of the Church--makes available to the Magisterium his or her scientific competence, while acting as a mediator between religion and culture by carrying on an academic dialogue with philosophy, science, the liberal arts, the believing community, and secular society.





SERVING ALL WITH HUMILITY, ESPECIALLY OUR NEIGHBORS WHO ARE POOR AND MARGINALIZED

As a college founded by and related to the Diocese of Helena, Carroll has a special obligation to provide for the spiritual needs of the college community. At the same time, the resources of the College's Theology Department, and campus ministry organization are available for the special religious needs of the diocesan community as a whole. Moreover, Carroll College rededicates its spiritual, academic, and social resources to the service of the citizens of Montana, its home, and to the worldwide human family through continuing efforts to guarantee to individuals, to groups, and especially to the marginalized the right to life, to personal and social dignity, and to equality of opportunity in all aspects of human activity.

WELCOMING ALL PERSONS OF GOOD WILL IN A COOPERATIVE JOURNEY TOWARD TRUTH AND VIRTUE

In the ecumenical tradition of the Second Vatican Council, Carroll College is committed to a policy of open participation by members of all religious faiths and all persons of good will in the total academic and spiritual experience of the college community. While standing fast by the teaching of the Catholic Church, and avoiding a false conciliatory approach foreign to the true spirit of ecumenism, Carroll College welcomes in love and respect the full participation of other Christians and non-Christians in an ecumenical dialogue and in a truly humble and charitable joint venture in the common search for the Ultimate Truth and the Ultimate Good which is the final goal of all education.

MISSION-CENTERED VALUES

Carroll College provides a learning and living environment where faith, reason, and free inquiry aid the search for truth in order to cultivate enlightenment, a professional calling, spiritual inquiry, and a commitment to the common good. As such, it affirms the following values derived from its mission.

1. We are on a journey of discovery for the purpose of vocation and enlightenment
2. We cultivate habits of exploring the world more deeply and with ongoing curiosity
3. We explore ethical questions that bring purpose to education
4. We seek truth in all intellectual pursuits without fear or prejudice
5. We affirm that faith and reason are complementary in the search for truth and intrinsic to a Catholic education
6. We are rooted in an ongoing tradition of those who have modeled a culture of critical inquiry and authentic dialogue
7. We journey toward justice with those we serve in compassion and mercy
8. We work together for the greater good of our communities
9. We engage many perspectives, including those outside our own, with empathy and generosity
10. We share a common pilgrimage with members of all religious faiths and all persons of goodwill

VISION AND ASPIRATIONS

Our vision is to embody the words of Pope Francis:

“Good education plants seeds when we are young, and these continue to bear fruit throughout life” (Pope Francis, *Laudato Si'*, 213).

As a Catholic Diocesan College, we aspire to be nationally recognized for our liberal arts education and dedication to preparing students for life! We are an academically rigorous, supportive, and joyful community.

Pope Francis, in his *Laudato Si'* said, “Good education plants seeds when we are young, and these continue to bear fruit throughout life.” Carroll is committed to not only planting seeds but harvesting a garden of future leaders, scientists, poets, writers, doctors, nurses, teachers, engineers, religious leaders, and the new great thinkers of our society.

The College will grow its enrollment by an additional 270 students by the year 2027. This will be done by strengthening the student experience through enrollment in high demand fields, creating new attractive and high-quality academic programs, supporting the Liberal Arts, focusing on continuous quality improvement with respect to retention and completion, leveraging new partnerships with nonprofit, healthcare, industry, and other educational institutions, and diversifying our revenue streams. Carroll College must continue to be trustworthy stewards of blessings and resources as we build a financially sustainable future.

Through the power of the liberal arts, the Catholic Intellectual Tradition, and by offering programs that equip students for life, we will be viewed as the first choice for Montana high school students and will attract a diverse community of students and employees from across the United States who are interested in a challenging and rigorous education, service and social justice, outreach, and leadership training that takes place in the classroom, labs, clinics, forests, rivers, fields, courts, government, our Tribal nations, churches, and abroad.





We will provide opportunities for our students to excel in academics, co-curricular activities, intramurals, and athletics, preparing a “mens sana in corpore sano” (a healthy mind in a healthy body).

We will increase our impact as a nationally-recognized undergraduate liberal arts institution while strategically expanding into graduate and post-baccalaureate educational opportunities with a special focus in healthcare and other high demand fields.

Throughout the history of Carroll College, our successes have been supported by generous partners. We hope to continue that tradition as we design and launch a comprehensive fundraising campaign to aid us in fulfilling the promises in this Strategic Plan. This campaign will support academic growth and excellence, endowed scholarships that enable student success, and funding to strengthen Carroll College’s competitive edge.

We will leverage our role as a Catholic Diocesan college, and, as Pope Saint John Paul II charged us, to remain a “beacon to the Church in the Northwest,” to form our students so they are pillars of our Church and our nation.

Strategic Imperatives

The goals of this plan are organized into high level imperatives, strategic goals, and more specific objectives. Each imperative is rooted in our Diocesan liberal arts model of education for the whole person. These imperatives define those areas which need the most focus to help us fulfill the Carroll College mission in the coming years. Several objectives fit under each imperative; progress towards the objectives will be assessed by the progress of specific actions and key metrics. These goals will be the philanthropic foci of Carroll College as we execute our Strategic Plan.



Imperative 1

Define, Enhance, and Communicate the Carroll Experience

Strategic Goal

Craft and launch a new endeavor that will define what makes Carroll distinct, communicate our brand, provide deliberate programming for every student, and demonstrate the Carroll Experience to the world.

Strategic Objectives

Objective A: Engage Carroll College leadership, faculty, staff, students, and other stakeholders to undergo a process that articulates and defines the distinct Carroll values and experience.

Objective B: Create a vibrant environment that fosters student interactions and relationships. Utilize and improve our physical spaces to make our campus a better place for students to live, learn, recreate, and compete.

Objective C: Leverage the Carroll Experience to increase enrollment, student success, and alumni engagement. Demonstrate the value of a Carroll education, degree, and career.





Imperative 2

Enhance our Academic Profile

Strategic Goal

Grow programs in healthcare and other high demand fields while also innovating in liberal arts programs where the college has particular strength.

Strategic Objectives

Objective A: Create, implement, and utilize an academic planning process that will facilitate new program development (ranging from microcredentials to graduate programs) as well as a defined process to support and encourage academic innovation.

Objective B: Strengthen Carroll's foundational liberal arts education by reimagining or enhancing existing academic programs and investing in our core curriculum to support critical and integrative thinking, ethical reasoning, quantitative and scientific analysis, theological literacy, communication skills, intercultural and global understanding, and experiential learning.

Objective C: Explore and create partnerships with nonprofit, healthcare, industry, and educational organizations which support the growth and expansion of programs and learning opportunities at all levels, with particular focus on healthcare and other high demand fields.

Imperative 3

Expand our Reach

Strategic Goal

Increase access and diversity by removing barriers, creating a culture that allows for all students to flourish, and fulfilling our Mission through intentional outreach and support for social groups that historically have had limited access to education.

Strategic Objectives

Objective A: In collaboration with the work of the Diversity, Equity, and Inclusion Task Force, create structures across campus that attract and support students, faculty, and staff who are underrepresented within our community.

Objective B: Identify equity gaps in historically underserved populations such as low income, first generation, and minority students. Implement strategies to close those equity gaps by alleviating social, financial, physical, emotional, and academic barriers to success.

Objective C: Foster campus and community relationships that connect students, employees, alumni, supporters, and community members. Promote work-based learning and volunteer experiences such as service, internships, and mentorships.





Imperative 4

Embrace our Catholic Values

Strategic Goal

Carry out the Catholic Church's vision for higher education with purpose that fosters transformative encounters and integrates academic experiences with co-curricular opportunities, thus preparing our students to address the spiritual, social, and environmental issues of our time.

Strategic Objectives

Objective A: Establish new initiatives to spiritually support students of all faith backgrounds. Create opportunities, in and outside of the classroom, that build understanding, respect, love, and fellowship across all faith backgrounds.

Objective B: Demonstrate commitment and care for student physical, social, emotional, spiritual, and intellectual wellbeing. Ensure our campus is a safe and secure place for students to learn and dialogue. Prioritize the mental, physical, and spiritual health of our community.

Objective C: Foster better understanding and fulfillment of the Mission of Carroll College by embracing the work of the Mission Integration Committee and fulfilling the Mission through service to the people of Montana and our worldwide human family.

Imperative 5

Support our People

Strategic Goal

Support Carroll's future and impact in the world by leveraging a spirit of stewardship and sustainability. Invest resources in people, planning for innovation, and making connections among alumni, employees, community partners, and students.

Strategic Objectives

Objective A: Develop an environment that allows employees to thrive so that we can better serve our students. Foster a workplace culture that appreciates work, celebrates success, supports professional development, and fellowships as a community.

Objective B: Support a culture of stewardship and innovation by funding projects that enrich the lives of students. Emphasis will be placed on novel, creative, and collaborative solutions and academic programming that develop value-creating opportunities or address known challenges.

Objective C: Prioritize fundraising resources to facilitate sustainable growth and lasting impact through the launch of a comprehensive campaign. This campaign will have a special focus on increasing endowed funding that will offset operational costs.



Accountability and Implementation

Carroll College will measure, track, and report our efforts related to the realization of this plan. These goals and imperatives are paramount to the vitality and success of Carroll College. Therefore, the Board of Trustees will annually review the metrics and initiatives to ensure that the necessary progress is being made. The President and his leadership team will continuously monitor the implementation of the plan. Each area of the College will align planning efforts to drive achievement and completion of the imperatives and objectives. Each Strategic Imperative will be overseen by an implementation team that will be responsible for prioritizing actions and driving results. The annual performance and goal review for staff, faculty, and administration shall include how each employee of the campus is working towards fulfilling the Strategic Plan.

Carroll College will continually evaluate its position as a higher education leader in both the Pacific Northwest and in the Northern Rockies and to ensure a focus on supporting the people who serve the college and our mission. This includes continuously monitoring the progress of this plan, re-assessing goals within the College community and our wider community to ensure Carroll remains a college of distinction and continues as one of the preeminent leaders in higher education in the Western United States.

The successful execution of this plan, and the launch of the Carroll Experience initiative, will have a positive impact on the lives of our students and Carroll community. Students will be retained at a higher rate, be exposed to more meaningful experiences, and ultimately graduate on time. Carroll will experience an enrollment increase of 270 students by Fall 2027 through our commitment to excellence, academic innovation and renewed efforts to a wider reach. Employees will experience support by the college for their efforts in serving our students. Financial sustainability will be achieved through diversifying our revenue streams and enhanced fundraising. Carroll College will gain the philanthropic support needed to execute this plan.







MARY
QUEEN OF
THE CLERGY
+ PRAY +
FOR US

Carroll 
College