



LEADERSHIP PROFILE

Chief Financial Officer and Vice President for Finance & Administration

2025



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Additional information about Carroll College can be found at carroll.edu.

A TRADITION

of Excellence and Purpose

FOUNDED IN 1909 BY BISHOP JOHN PATRICK CARROLL — Carroll College is a private, Catholic, liberal arts and pre-professional college located in Helena, Montana. Inspired by its Catholic heritage and guided by the ecumenical principles of the Second Vatican Council, Carroll's mission is to cultivate knowledge, virtue, and leadership through a holistic educational approach that nurtures the mind, body, and spirit.

For over a century, Carroll has been a beacon of academic excellence and character development, combining a rigorous liberal arts foundation with professional preparation to empower students for success in a complex world. Guided by its motto, *Non Scholae, Sed Vitae*—"Not for school, but for life"—Carroll remains steadfast in its commitment to an education that extends well beyond the college experience.

NON SCHOLAE, SED VITAE — NOT FOR SCHOOL, BUT FOR LIFE



***"Carroll College
is meant to be
a beacon to the
Church in the
Northwest."***

—SAINT JOHN PAUL II

OUR MISSION

IN ALIGNMENT WITH ITS MISSION, CARROLL IS
GUIDED BY THE FOLLOWING OBJECTIVES:

CARROLL COLLEGE'S MISSION REFLECTS ITS CATHOLIC FOUNDATION AND DEDICATION TO FOSTERING A HOLISTIC EDUCATIONAL EXPERIENCE. By integrating faith, reason, and free inquiry, the College prepares students to lead lives of purpose, service, and intellectual curiosity, grounded in a commitment to the common good.

Instilling an enduring wonder for knowledge that will prepare students for leadership and their chosen vocations.

Offering an integrative and value-centered education rooted in freedom of inquiry.

Engaging faithfully the intellectual tradition and the teachings of the Catholic Church.

Serving all with humility, especially our neighbors who are poor and marginalized.

Welcoming all persons of good will in a cooperative journey toward truth and virtue.



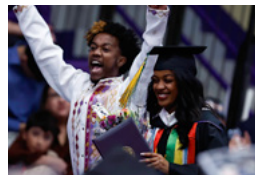
OUR VALUES

FROM THESE MISSION OBJECTIVES, CARROLL AFFIRMS THE FOLLOWING VALUES:

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

Adopted: May 1978; Modified: November 2014

Learn more at carroll.edu/mission



OUR VISION FOR THE FUTURE



2022–2027 STRATEGIC PLAN

This five-year strategic plan reflects a collaborative effort by Carroll’s faculty, staff, students, and Board of Trustees to thoughtfully shape the College’s upcoming priorities, informed by a thorough evaluation of internal strengths, challenges, external opportunities, and pathways for growth.

The plan’s goals are structured into imperatives, strategic goals, and specific objectives, all grounded in Carroll College’s diocesan liberal arts model of education for the whole person. These imperatives identify key focus areas to advance the College’s mission, with objectives tracked through specific actions and metrics. They also guide the College’s philanthropic efforts during the Strategic Plan’s execution.

Learn more at carroll.edu/plan

STRATEGIC IMPERATIVES

IMPERATIVE 1: Define, Enhance, and Communicate the Carroll Experience

GOAL: Develop and showcase Carroll's unique identity to attract and retain students.

OBJECTIVES: Engage stakeholders to articulate Carroll's distinct values, create dynamic spaces for student interaction, and enhance enrollment and alumni engagement.

IMPERATIVE 2: Enhance our Academic Profile

GOAL: Strengthen the liberal arts core while expanding high-demand programs, particularly in healthcare.

OBJECTIVES: Establish processes for academic innovation, reimagine liberal arts education, and build partnerships with industry and nonprofit sectors.

IMPERATIVE 3: Expand Our Reach

GOAL: Increase diversity and accessibility, ensuring all students thrive.

OBJECTIVES: Close equity gaps, support underserved populations, and foster community relationships through mentorship, internships, and service.

IMPERATIVE 4: Embrace Our Catholic Values

GOAL: Integrate Catholic teachings into academic and co-curricular activities while promoting interfaith understanding.

OBJECTIVES: Support spiritual growth, prioritize community well-being, and align actions with Carroll's Catholic mission.

IMPERATIVE 5: Support Our People

GOAL: Invest in Carroll's faculty, staff, and students to foster innovation and sustainability.

OBJECTIVES: Enhance professional development, fund innovative projects, and launch a comprehensive fundraising campaign.

The Campus

Carroll College's 63-acre campus in Helena combines historic charm with modern facilities. Recent investments in infrastructure ensure that students have access to state-of-the-art resources and inspiring spaces.



CORETTE LIBRARY & SIMPERMAN LEARNING COMMONS

The library has recently undergone extensive remodeling to create a modern, collaborative environment for students. The updates include new study spaces, enhanced technology resources, and improved accessibility, fostering a hub for academic engagement and innovation.



VALLEY BANK FIELD AT NELSON STADIUM

The Valley Bank Field at Nelson Stadium has undergone significant upgrades to enhance the experience for athletes, students, and the community including the installation of a state-of-the-art turf field and stadium lighting.



HUNTHAUSEN ACTIVITY CENTER (HAC)

The HAC offers recreational and intramural spaces, a state-of-the-art fitness center, multi-purpose rooms for fitness classes, and climbing facilities, including a 40-foot tower and indoor bouldering wall with routes for all skill levels. It is also home to Carroll's popular outdoors program with its extensive gear room.



ST. THOMAS AQUINAS COMMONS (STAC) DINING FACILITIES

Carroll's recently upgraded dining facilities provide students with a modern and welcoming space to enjoy fresh, diverse meal options. The enhancements include updated seating areas, expanded menu offerings, and significantly extended dining hours.



PERKINS CALL CANINE CENTER

The Center is a dedicated space supporting the College's distinctive Anthrozoology program. This facility provides training areas, kennels, and classrooms where students engage in hands-on learning primarily with dogs, focusing on animal behavior, training, and human-animal interactions.



ALL SAINTS CHAPEL

The Chapel serves as the spiritual heart of the College, providing a serene space for worship, prayer, and personal reflection. The chapel hosts regular Masses and prayer services, fostering a vibrant faith life on campus.



CAMPUS APARTMENTS

The campus apartments offer students an independent living experience with the convenience of being on campus. These apartments feature private bedrooms, shared kitchens, and living spaces, providing a comfortable and community-focused environment.



E. L. WIEGAND NURSING SIMULATION CENTER

The state-of-the-art center provides nursing students with hands-on learning using advanced technology, including high-fidelity manikins and realistic clinical environments, to practice critical skills in a safe setting.

Helena, Montana

Situated at the eastern edge of the Continental Divide, Helena, Montana, is a charming capital city that blends small-town intimacy with world-class opportunities for outdoor recreation, arts, and culture. With a population of nearly 35,000 in the city and an additional 40,000 in the surrounding county, Helena offers an accessible and welcoming environment for Carroll College students and visitors alike. The city boasts one of the largest municipal park systems in the United States, featuring award-winning mountain biking, hiking, and walking trails that wind through its scenic landscapes. Its unique setting in the Rocky Mountains, coupled with proximity to national forests and designated wilderness areas, provides unparalleled access to outdoor activities such as hiking, mountain biking, skiing, climbing, and fly fishing. Just minutes from campus, over 75 miles of trails and nearby landmarks like the Great Divide Ski Area and Missouri River offer year-round adventure, with Yellowstone and Glacier National Parks just a few hours away.

Helena's cultural offerings are equally impressive, showcasing a thriving arts scene that includes the Holter Museum of Art, the internationally renowned Archie Bray Foundation for Ceramic Arts, and numerous local galleries. Students and residents can enjoy performances by the Helena Symphony, Montana Shakespeare Company, and Grandstreet Theatre, or visit the Myrna Loy Center for contemporary arts. Annual events, such as festivals, concerts, symphonies, rodeos, sled dog races, and art shows, add to the city's lively atmosphere and create opportunities for year-round entertainment and engagement.

As Montana's state capital, Helena also offers unique opportunities for internships and employment in government, nonprofits, and local businesses. Carroll College students often take advantage of these resources to gain practical experience, working in the offices of state and national senators, the governor's office, and various state agencies. This proximity to professional opportunities complements the city's natural beauty and cultural richness, making Helena a distinctive location for both education and personal growth.

With its clear, sunny weather, Helena enjoys four distinct seasons, offering a balance of outdoor and cultural activities year-round. Summer highs range from 70° to 90°F, while winter temperatures typically range from 10° to 30°F, with an average of 61 snow-covered days annually.

Learn more at helenamt.com



Opportunities & Challenges

FINANCES & FINANCIAL AID

Carroll College's FY 2024-2025 operating budget is \$35.3 million, with tuition, room, board, and fees comprising 89% of revenue. Undergraduate tuition is set at \$53,030, with an average room and board package of \$11,548. A new 3-year live-on requirement was introduced in Fall 2024. The College provides \$24 million annually in institutional financial aid, with 99% of students receiving aid and an average first-year financial aid package of \$33,337. Federal aid adds approximately \$7.4 million annually.

Compensation accounts for \$22.7 million, or 64%, of the expense budget. As of June 30, 2024, the endowment's market value was \$74.9 million, and property, plant, and equipment totaled \$65.5 million, with debt under \$9.8 million and net assets at \$136 million.

As a tuition-dependent institution, Carroll is focused on enrollment growth, net tuition revenue, fundraising, and alternative revenue sources to achieve a sustainable operating budget. For more details, visit carroll.edu/opportunities#finances.

TUITION DISCOUNT

Like many private institutions, Carroll has increased its tuition discount to attract students. For Fall 2024, the unfunded discount rate was 67.3% for first-year students and 58% overall, with 99% of students receiving financial aid.

Scholarships are offered for academics, athletics, arts, and leadership, alongside initiatives like the Global Student Refugee Initiative and the Pell Promise for Montana students, which ensures eligible Pell recipients from Montana can attend tuition-free. While these efforts improve affordability and access, rising tuition discounts continue to add pressure to the operating budget. For more details, visit carroll.edu/opportunities#tuition.



Opportunities & Challenges (cont.)

ENROLLMENT

Carroll College experienced enrollment declines after historically high numbers during the recession, followed by stable enrollment during the pandemic and a recent 4.5% growth in headcount for Fall 2024. FTE enrollment declined from a 2015 high of 1,427 to 1,194 in 2024 with the majority of students majoring in STEM, health professions, and pre-professional programs.

On a positive note, first-to-second-year retention increased to 82% this fall, and Carroll boasts a six-year graduation rate of 66%, the highest in Montana. The Board of Trustees, with committees focused on marketing, enrollment, and institutional positioning, is developing strategies to expand recruitment, diversify enrollment, and improve retention and graduation rates. For more details, visit carroll.edu/opportunities#enrollment.



FUNDRAISING

Carroll College is setting ambitious fundraising goals to support its mission and secure its future. In response to a nationwide decline in individual donors, Carroll is focusing on relationship-based fundraising and cultivating leadership-level donors through its Leadership and President's Circles, aiming to increase \$1,000+ gifts and lay the groundwork for major contributions of \$25,000 or more.

Recent fundraising efforts have supported projects like the remodeling of the Corette Library and Simperman Learning Commons, the E.L. Wiegand Nursing Simulation Center, and Valley Bank Field at Nelson Stadium, while also funding scholarships and academic initiatives like the Master of Social Work program.

Looking ahead, Carroll is developing a new Physician Assistant (PA) program with a \$7 million fundraising goal for its first phase, and aims to double unrestricted annual giving by 2029. The College's endowment, which has grown 73% since FY2018 to nearly \$75 million, remains a priority for supporting scholarships, faculty, and financial aid. For more details on Carroll's fundraising initiatives, visit carroll.edu/opportunities#fundraising.

The Role

Reporting to the President of Carroll College, the Vice President for Finance is responsible for the leadership and management of the College's administrative and financial operations, and is a member of the Executive Leadership Team (ELT) and the Carroll Leadership Team (CLT). This position serves as the College's Treasurer and Chief Financial Officer.

Departments reporting directly to the VP of Finance:

- » Business Office
- » Information Technology

The VP for Finance collaborates more broadly with the Carroll Leadership Team, which includes members of the ELT plus other senior members of the following divisions:

- » Academic Affairs
- » Finance
- » Facilities Management
- » Human Resources
- » Conferencing
- » Marketing & Communications
- » Student Engagement
- » Staff Advisory
- » Athletics



Committee Membership/Leadership

This individual will work closely with members of the President's Executive Leadership team, directors, and Faculty Department Chair(s) to ensure the effective and equitable application of Carroll College's resources in the advancement of its mission. This individual ensures the Board of Trustees and its Finance Committee have accurate and timely information to ensure effective governance of the institution. This individual plays a critical role in clearly and accurately communicating financial information and resource decisions across a wide range of Carroll's stakeholders.

- » Member of Cabinet/Executive Leadership Team/Carroll Leadership Team
- » Support, lead and serve on the following Board of Trustee Committees:
 - » Audit & Risk Assessment Committee
 - » Buildings & Grounds Committee
 - » Finance Committee
 - » Investment Committee
- » Serve as the Chair of the following College Committees:
 - » Budget Advisory Committee
- » Other Committees:
 - » Technology Committee
 - » Master Planning Committee
 - » Compensation & Benefits Committees
 - » Strategic Planning



Responsibilities

- » Provide vision, leadership and management of the College's financial operations and cash flow, provide and communicate financial information to the President and Board of Trustees, and make actionable recommendations on both strategy and implementation.
- » Develop and implement policies, systems, and procedures over fiscal management and internal controls to ensure the College's assets are safeguarded and risks minimized. Ensure legal, tax, and regulatory compliance regarding all financial transactions.
- » Directs the annual budget development process to include preparation of enrollment and revenue estimates, the development of staffing and compensation plan recommendations, program initiatives and enhancements and strategies of the most effective and efficient allocation and use of all financial resources available to the College.
- » Foster and cultivate associations with bankers, financial advisors, outside auditors, attorneys, and other professional advisors.
- » Oversee the coordination and activities of independent auditors, ensuring financial and regulatory compliance.
- » Oversee the College in enterprise risk management efforts, develop policies, facilitate training sessions to contribute to a safe campus environment.
- » Ensure all funds are properly invested and managed; evaluate investment alternatives and coordinate hiring processes for investment managers.

Qualifications

The next Chief Financial Officer and Vice President for Finance and Administration must have significant leadership experience in the areas of budget and finance, preferably within an institution of higher education. This individual must support Carroll College's mission as a Catholic, diocesan liberal arts institution to educate students who will become concerned, enlightened, and lifelong participants of their communities. Additionally, this individual should demonstrate the following qualities and qualifications:

- » Strong strategic planning skills, an understanding of current and future trends impacting higher education, and the ability to collaborate with other university leaders to align with college's mission, strategies, and resources.
- » A leadership-style that prioritizes listening and engagement, values collegial and collaborative problem solving, builds high-performing teams, empowers others, ensures accountability, and demonstrates empathy, humility, and calm.
- » A record of effective stewardship of an organization's resources, an understanding of various budget models, and the ability to identify a budget model that best supports the advancement of an organization's goals.
- » The ability to identify processes, systems, and structures that support coordination, collaboration, and efficiency across a complex institution.
- » A skilled and proactive communicator with the ability to translate complex financial information across a wide range of constituents, ensuring transparency and understanding across an organization.
- » A passion for serving a diverse population of faculty, staff, and students and a record of promoting a welcoming environment and sense of belonging that enables the success of all.
- » The highest levels of personal and professional integrity including preserving the confidentiality of information exposed in the course of business regarding both internal and external relations.



Contact

Nominations, inquiries, and expressions of interest should be sent to employment@carroll.edu.

The Carroll community is enriched by the opportunities we have to learn from diverse perspectives, experiences, and backgrounds. We are committed to embracing and expanding those opportunities as a core part of the Carroll experience.

That commitment is rooted in our very identity. As a proudly Catholic, diocesan institution of higher education, we are firmly committed to the dignity of every person. And our educational foundation in the liberal arts—where multiple perspectives are key—invites diversity of thought. Finally, diversity in our living and learning community is essential to prepare students to contribute in a multicultural world.

