



Building Our Second Century of Excellence

Approved by Board of Trustees
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Table of Contents

Strategic and Long-Range Plan

Mission, Core Values, Vision, Strategic Priorities..... 2

Mission Statement..... 3

Manifest Academic Excellence 4

Embody Catholic Identity 5

Integrate Community Life..... 6

Exemplify Stewardship 7



Mission, Core Values, Vision and Strategic Priorities

Mission Carroll College is a Community of Learners,
Inspired by Liberal Arts and Catholic Values and Traditions
Open to a Diversity of People and Thought,
That Prepares Students through Excellent Academic and Co-curricular Programs,
For the dual Goal of Enlightenment and Vocation.

Core Values Learning
Community
Faith-based Values
Service to Others
Commitment to Quality and Excellence

Vision Carroll College will be widely recognized
As a uniquely engaged residential learning community,
Inspired by faith-based values,
That connects learning in and out of the classroom
In order to prepare leaders to serve the global community.

Strategic Priorities Manifest Academic Excellence
Embody Catholic Identity
Integrate Community Life
Exemplify Stewardship



Mission Statement

Carroll College is a Catholic, diocesan, liberal arts college in the ecumenical tradition of the Second Vatican Council.

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.

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.

As a Catholic college, Carroll is obligated to treat judgments concerning ultimate reality and decisions concerning ultimate value at both an academic and 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.

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, pastoral ministry program, 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 minorities, the right to life, to personal and social dignity, and to equality of opportunity in all aspects of human activity.

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.

OFFICIALLY ADOPTED BY THE CARROLL COLLEGE BOARD OF TRUSTEES
MAY 26, 1978



Manifest Academic Excellence

Academic Excellence is manifested in the development and enhancement of academic programs that support a uniquely engaged learning community. High quality academic programs are integral to the dual goal of vocation and enlightenment. A creative and diverse curriculum provides a foundation for the learning experience at Carroll. The academic programs are enhanced by student advising, mentoring, and support services that are comprehensive and collaborative. The recruitment and retention of faculty and staff are supported by appropriate professional development opportunities and healthy work environments.

Goal I: Develop and implement a distinctive Carroll College General Education Program

- Complete draft proposal for General Education
- Gain Curriculum Committee and Faculty Assembly approval
- Develop a General Education Committee to oversee implementation & for regular review of the General Education Program
- Develop and implement new classes as needed
- Develop a process for regular assessment

Goal II: Develop and implement a comprehensive professional development program for faculty

- Establish a Center for Faculty Development
- Initiate endowment to support scholarly activities and endowed chairs
- Evaluate and redesign workload options for greater flexibility
- Develop grant options for curriculum and pedagogical work & scholarly research
- Provide financial support for research and technology in enhancing learning
- Develop a program of regular campus seminars and symposia

Goal III: Enhance the teaching and learning experience by developing a diverse curriculum and appropriate teaching models with the integration of learning technologies

- Develop a strategic plan for teaching & learning
- Develop a plan for Technology that supports teaching & learning across campus
- Develop and initiate a program review process
- Create an undergraduate research symposium
- Explore and develop graduate and certificate programs that build on the strengths of our undergraduate programs
- Increase study abroad and cross-cultural opportunities & options for experiential learning

Goal IV: Establish learning outcomes as a baseline for continued development of assessment efforts

- Led by Director of Assessment, develop a plan for implementation
- Establish ongoing assessment of graduates
- Guided by Director of Institutional Research create data for assessing program effectiveness



Embody Catholic Identity

Carroll College will embody our identity by fostering and celebrating our heritage as a Catholic College in the Liberal Arts tradition. Upon this value-centered foundation, we are concerned with the integration of spirituality into the social and academic life of the Carroll community, nurturing the formation of men and women who are God-centered and aware of their responsibilities to the world.

Goal I: **Affirm our identity as a Catholic and Liberal Arts College**

- Initiate campus discussions on what it means to be Catholic, Diocesan, Liberal Arts
- Host National Speakers and conferences related to our identity

Goal II: **Strengthen our commitment to justice and human dignity**

- Examine and alter where needed college policies/procedures to assure commitment to justice and dignity
- Sponsor national/international speakers on topics related to diversity, Catholic social teaching, and life issues
- Support Community Living efforts related to our identity
- Raise awareness of justice issues in our city/state/nation/world

Goal III: **Significantly enhance opportunities for spiritual formation and development among students, faculty, and staff**

- Enhance liturgical celebrations through music and ministerial training
- Explore additional retreat opportunities for all members of the Carroll community
- Explore possibility of a College chapel that is large enough for the Carroll community

Goal IV: **Broaden and deepen the partnership with the Diocese of Helena, with other Catholic communities, and with other religious traditions in the region**

- Develop methods and opportunities to deepen our connection with the priests and religious of Montana
- Host educational conferences for those involved in ministry
- Extend the Parish Scholarship program to the Great Falls/Billings Diocese; explore opportunities to expand to other dioceses
- Seek opportunities to enhance our ecumenical outreach to those of other faith traditions



Integrate Community Life

Develop and enhance a learning community that creates an opportunity for Carroll to more fully address issues of health and wellness that embrace the intellectual, spiritual, physical, emotional, social and occupational needs of faculty, staff and students. Integrating the living and learning of faculty, staff and students is critical for Carroll to be widely recognized as a uniquely engaged learning community. In order to attract and retain students to live on a residential campus, the quality and diversity of campus activities, events and celebrations hosted by Carroll deserve special attention especially at it relates to the institution's dual goal of vocation and enlightenment within the context of a global world.

Goal I: Support faculty, staff and students in developing partnerships to connect learning in and out of the classroom

- Support a professional development center for faculty, staff and students
- Explore service learning opportunities for each academic major/department
- Explore internship opportunities for each academic major

Goal II: Implement a comprehensive, holistic health and wellness program for faculty, staff and students

- Install cardiovascular equipment in the HPE Center
- Hire a director of wellness
- Fund health and wellness research opportunities
- Expand health awareness programs for faculty, staff and students
- Create opportunities for students to serve as fitness mentors

Goal III: Increase the quality and diversity of campus activities, events and celebrations

- Establish traditions of celebration
- Create a program board separate from the ASCC that involves more students in planning and implementing campus programs.
- Create an outdoor recreation program for members of the Carroll Community
- Increase intramural sports opportunities
- Collaborate with Helena community to sponsor events at Carroll

Goal IV: Enhance the learning opportunities for faculty, staff and students to experience a diverse, global perspective

- Increase opportunities for staff to study abroad with faculty and students
- Increase the number of student service trips
- Expand opportunities for international students and students who study abroad to share their culture with the Carroll community

Goal V: Increase the quantity and quality of campus housing and community living spaces

- Complete the new residence hall
- Develop a housing plan to integrate apartments and townhouses into campus housing
- Renovate St. Charles, Guadalupe and Borromeo residences
- Enhance the gathering spaces and services of the Campus Center, HPE Center and Library



Exemplify Stewardship

Quality academic and community learning programs and services require appropriate financial, human, technical, and physical resources. In order to fully support a quality lifelong learning experience for all members of our community and to appropriately support our programs and community members we will strengthen our resource base in the following ways:

Goal I: Create an environment that supports and sustains members of our learning Community

- Implement compensation, recruitment, and professional development programs that recruit, train, motivate and retain quality faculty, staff, and student employees
- Develop and implement a comprehensive professional development program for staff
- Provide leading edge technology that enhances the learning and daily work processes of the community.
- Provide quality, caring services to all members of our Carroll community
- Streamline, enhance, and improve communication processes
- Clean, maintain, repair, plan, and build our facilities and grounds to be safe, accessible, clean, comfortable, energy efficient, and aesthetically pleasing

Goal II: Provide financial resources that fully support quality learning priorities, programs, and services through enrollment and financial planning

- Develop five-year enrollment and financial plans which support commitments in the strategic plan
- Better integrate the budget process into the strategic planning process, and improve the flow of communication regarding budget issues and planning and include an assessment aspect in budget process for current use of resources
- Designate sufficient reserves in financial plans and annual budgets to cover enrollment anomalies
- Significantly develop auxiliary income sources
- Develop and document streamlined financial policies and reports, and educate the community on their implementation

Goal III: Identify Carroll community needs and attract the necessary financial resources through successful fundraising efforts and maximize investment returns

- Assess existing and future program and departmental resource needs as they support the mission and vision of the college
- Integrate the prioritized results of the assessment into the strategic plan, enrollment and financial plans, and into the resulting capital campaign
- Plan, staff, and implement a successful 100 year comprehensive campaign
- Establish an endowment base equal to at least three times the operating budget