

Presidential Leadership Profile

2025

Carroll
College





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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

HISTORY & CATHOLIC TRADITION

FOUNDED IN 1909 by Bishop John Patrick Carroll as Mount St. Charles College, Carroll College has a rich history rooted in the Catholic intellectual tradition while fostering an ecumenical spirit. Originally an all-male institution, it became coeducational in 1952 and was renamed in honor of its founder in 1932. Carroll is one of nine diocesan colleges in the U.S. and is dedicated to providing a holistic liberal arts education that integrates faith, reason, and service.

Hundreds of Carroll students fill **ALL SAINTS CHAPEL** each Sunday for Mass (as well as throughout the week) to worship Our Lord and be transformed by His Love and Truth.



Bishop Carroll envisioned an institution that would prepare students with the knowledge and virtues to lead in any vocation. This vision continues today as Carroll remains committed to academic excellence and service-oriented values. While proudly connected to the Diocese of Helena, with the Bishop serving as Chancellor, Carroll embraces a diverse community of students, faculty, and staff of various faiths and backgrounds.

Carroll aspires to be a place where students experience intellectual growth, spiritual transformation, and personal development. Guided by its Catholic roots and inclusive mission, the College emphasizes truth, social justice, and the common good, equipping students to engage with the complexities of the modern world and contribute to the transformation of culture and society.



Learn more at carroll.edu/cchistory

***“Knowledge and Virtue
are the armor with which
[this] College shall strive
to equip students”***

—BISHOP JOHN PATRICK CARROLL



OUR MISSION

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.

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

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.



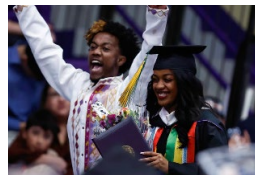
OUR VALUES

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 ACADEMIC EXPERIENCE

FOR LEARNING AND FOR LIFE

AT A GLANCE

12:1 student to faculty ratio

13 average class size

2 post-graduate programs

36 majors
35 minors

87 full-time faculty

87% faculty with terminal degrees in their field

51% 4-Year graduation rate v. 30% Montana college average

82% freshman to sophomore retention rate

97% of freshmen, sophomore, & junior students live in Carroll-owned housing

CARROLL COLLEGE provides an exceptional academic experience through its wide array of liberal arts programs, spanning both traditional disciplines and interdisciplinary studies. The institution's [Core Curriculum](#) guarantees that all graduates are grounded in a comprehensive liberal arts education. While a significant number of Carroll students focus on pre-professional studies in high-demand fields such as health sciences, including nursing, the college embraces the integration of liberal arts and pre-professional education, providing students with a blend of critical thinking abilities and practical skills.

Experiential learning is a hallmark of the Carroll educational experience. Central to this is the [Sed Vitae Experience](#), which ensures every student participates in transformative opportunities such as internships, study abroad, service-learning projects, undergraduate research, or practicums. These experiences, tailored to complement academic goals, enable students to apply classroom knowledge in real-world contexts. The College also provides innovative undergraduate research, service initiatives, and global engagement programs.

CARROLL'S FACULTY are distinguished by their commitment to excellence in teaching, scholarship, and service. They are deeply engaged in fostering a dynamic learning environment that integrates rigorous academics with real-world applications. With a low student-to-faculty ratio and small class sizes, Carroll students benefit from personalized attention and meaningful mentorship, fostering deeper connections and more impactful learning experiences.

Recent faculty accomplishments include securing competitive grants from esteemed organizations such as the M.J. Murdock Charitable Trust, the National Science Foundation, and the National Endowment for the Humanities to support innovative research and enhance student learning opportunities. Additionally, faculty have led initiatives to address community needs, including impactful public health efforts. Carroll's faculty are not only experts in their fields but also dedicated mentors who are passionate about empowering students and making a meaningful impact both on campus and beyond.



Learn more at carroll.edu/academics

GRADUATE & POST-BACCALAUREATE PROGRAMS

Carroll has been steadily adding postgraduate opportunities designed to prepare students for impactful careers in high-demand fields. The [Accelerated Nursing program](#) provides a fast-track pathway for individuals with a prior degree to earn a BSN in just 15 months, equipping graduates to enter the healthcare workforce quickly. The [Master of Social Work program](#) focuses on advanced clinical skills and leadership in social services, preparing students to address complex social challenges. Additionally, Carroll is developing a [Physician Assistant program](#), further expanding its commitment to training skilled professionals in healthcare and community service.

RESEARCH OPPORTUNITIES

Carroll College provides exceptional undergraduate and graduate [research opportunities](#), emphasizing accessibility through strong faculty mentorship and integration with coursework. Each year, students showcase their work at the Student Research Festival, presenting over 100 posters and presentations on diverse topics. This event highlights the depth and breadth of student research and celebrates the collaborative efforts between students and faculty. With professors prioritizing one-on-one guidance and weaving research into the curriculum, Carroll ensures students gain valuable hands-on experience that prepares them for graduate studies, professional careers, and meaningful contributions to their fields.

GLOBAL ENGAGEMENT AND STUDY ABROAD

Carroll College's Global Learning Office offers over 150 exchange programs and a range of [study abroad](#) experiences, including faculty-led travel seminars, making global opportunities accessible to all majors. Recent trips have included Costa Rica, Italy, and Uganda, with 2025 destinations like Morocco, Guatemala, and Zambia, and future plans for Ghana, the Galapagos and Portugal. These programs foster global citizenship, providing transformative experiences that connect students with diverse cultures and communities.

SERVICE LEARNING

Carroll College offers transformative service-learning opportunities that embody its commitment to Catholic Social Teaching, emphasizing human dignity, solidarity, and the common good. Through [Engineers Without Borders](#) (EWB), students address real-world engineering challenges in developing communities worldwide, such as Uganda, Mexico and Guatemala, while Medical Outreach to Mexico provides vital healthcare support to those in need. Campus Ministry's Headlights immersion trips deepen students' understanding of social justice and poverty, and the [Hunthausen Center for Peace and Justice](#) organizes Service Saturdays, fostering a culture of ongoing community engagement.

INTERNSHIPS

Carroll College provides invaluable [internship opportunities](#), with Career Services facilitating over 120 internships for academic credit annually. Located in Montana's state capital, Carroll offers unique access to opportunities with government agencies, nonprofits, businesses, and healthcare providers. These experiences allow students to apply classroom knowledge in real-world settings, gain practical skills, and build professional networks.

PARTNERSHIPS

Carroll College offers unique academic partnerships that expand opportunities for students across disciplines. These include accelerated pathways like the [3+3 Law School programs](#) with the University of Montana and Gonzaga University, and the [3+2 dual-degree Engineering program](#). Math and data science majors benefit from a rare partnership with the prestigious W. M. Keck Observatory, while students seeking a global experience can immerse themselves in Oxford's academic traditions through the exclusive [Oxford Summer Programme](#). These partnerships exemplify Carroll's commitment to providing innovative and prestigious opportunities that prepare students for success.

Distinctions & Rankings

Carroll's reputation for excellence extends beyond rankings, with graduates excelling in fields such as medicine, engineering, business, and education. The College's holistic approach to education fosters critical thinking, ethical reasoning, and a lifelong love of learning.



#1 GRADUATION RATES
Carroll's six-year graduation rate of 66% surpasses all other Montana institutions.

#1 RETENTION RATES
Carroll's 81% retention rate, the highest in Montana, reflects strong student satisfaction and success.

#1 NURSING NCLEX PASS RATE
Carroll's three-year RN licensure first-time pass rate of 98.8% is the highest in Montana.

#1 MEDICAL SCHOOL PLACEMENT
Carroll has sent 161 students to medical school in the past 10 years, with a 30-year average placement rate above 80% (the national average is 41%).

#1 NET IMPORTER OF TALENT
Sixty percent of Carroll students come from out of state, yet 72% work in Montana five years after graduation.

#1 LIFETIME EARNINGS
Carroll graduates boast the highest lifetime earnings in Montana.

#1 BEST VALUE IN THE WEST
Ranking from U.S. News & World Report 2024-2025.

The Students

- » Fifty-six percent of Carroll's approximately 1,078 undergraduates come from states other than Montana.
- » Forty-four percent are from Montana, and 15 students are international, representing 11 countries.
- » The female-male ratio is 58%-42%.
- » The average incoming GPA is 3.6. The student-to-faculty ratio is 12:1.
- » Forty-eight percent of the student body identify themselves as Catholic, and nearly 9 out of 10 religious students identify with some Christian denomination.
- » Twenty-four percent identify themselves as being from other denominations. The remaining 28% chose not to state a religion.



Carroll students consistently commend the dedication, expertise, and accessibility of the college's faculty and staff. Graduates from Carroll pursue advanced degrees at institutions such as Georgetown, Notre Dame, the University of Montana, Montana State, Northwestern, DePaul, William & Mary, Washington, Wisconsin, and Oregon. Carroll's pre-med students achieve an impressive 81% acceptance rate to medical and dental schools, and every chemistry major who applies to graduate school is accepted. The college's data science, computer science, and mathematics teams frequently rank in the top 20% or higher in the international Mathematical/Interdisciplinary Contest in Modeling, competing against renowned schools like MIT, Harvard, and Duke. Additionally, Carroll's Talking Saints forensics team has dominated the Northwest Forensics Conference, winning or sharing the championship for 34 consecutive years.

Student Life and Experience

Student life at Carroll College is active and community-oriented, with 97% of freshmen, sophomore and junior students living on campus in residence halls and apartments (approximately 90% when seniors are included). There are over 30 [student organizations](#) focused on areas such as academics, music, faith, service, health and wellness, athletics, outdoor adventure, and the arts. Each year, students, faculty and staff organize more than 350 events, including concerts, theater performances, lectures, service activities, and free movie nights. Many events are open to the Helena community, fostering a sense of connection between the college and the surrounding area.

Students at Carroll have opportunities to participate in outdoor activities through the [Carroll Adventure and Mountaineering Program](#) (CAMP), as well as service projects and leadership roles on campus. Recreational outings in the Rocky Mountains, sporting events, and volunteer opportunities contribute to a supportive and engaged campus atmosphere. With resources like dedicated advisors, wellness services, and involved faculty, students find a balance of personal growth and academic focus while forming lasting connections within the campus community.

SPIRITUAL FOUNDATION

As a Catholic, diocesan institution, Carroll College is deeply committed to nurturing the spiritual lives of its students. The campus community reflects a welcoming and inclusive ethos, where individuals of all faiths and traditions are respected and valued. Carroll's Catholic identity is woven into its culture, promoting compassion, generosity, and the application of [Catholic Social Teaching](#) in daily life.

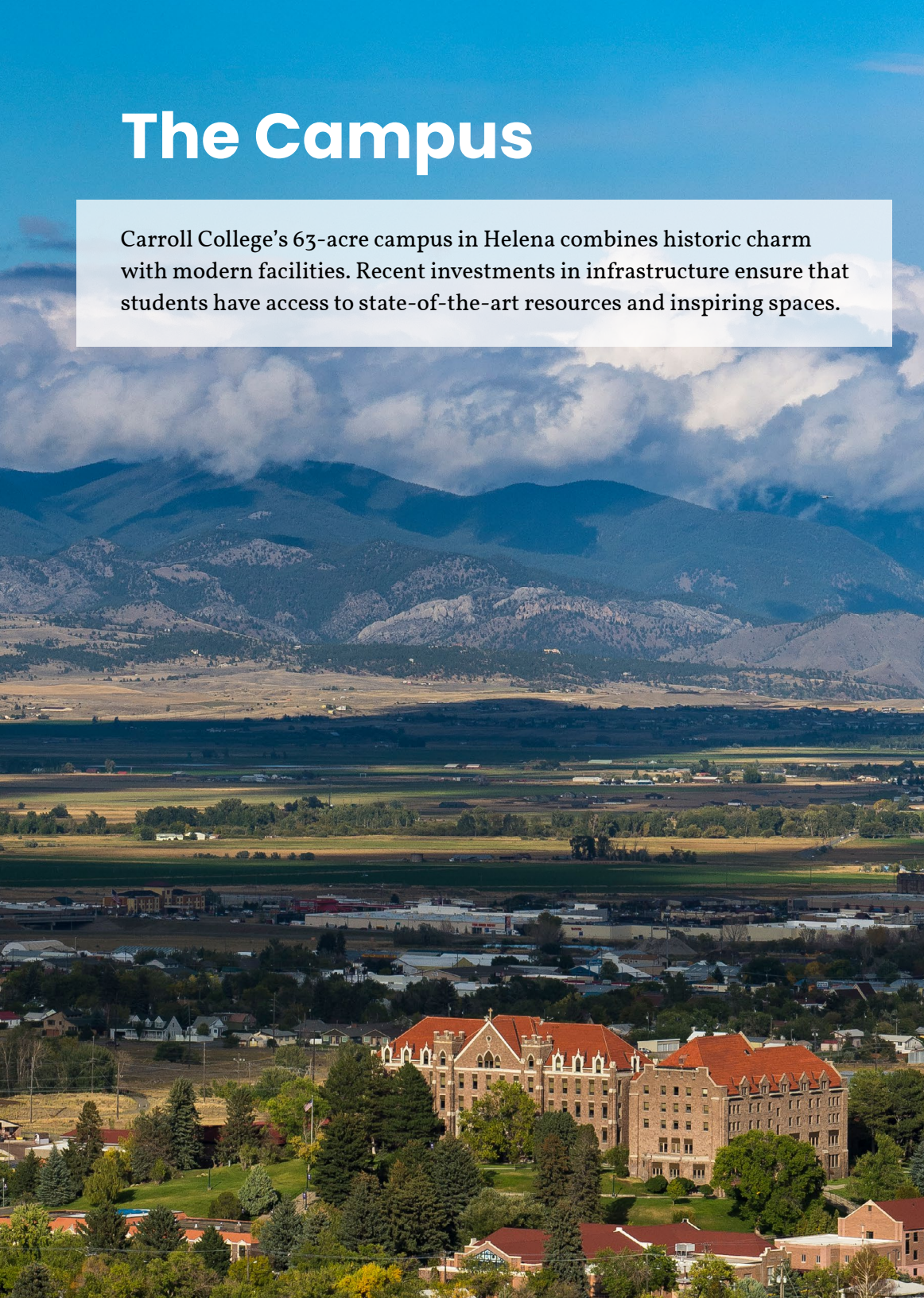
The beautiful All Saints Chapel serves as a central space for liturgical celebrations and spiritual growth, while Carroll's ecumenical tradition encourages dialogue and mutual understanding among diverse faiths.

Carroll's Campus Ministry is a vibrant program sponsoring religious retreats, formation groups, and daily Masses for interested members of the campus community. Sunday night Mass is often attended by more than 300 people of all faiths. Campus Ministry also sponsors Headlights Immersion Trips and serves as the College's connection to the Diocese of Helena and to the Bishop of the Diocese of Helena.



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.

Athletics

Carroll College boasts a rich tradition of athletic excellence, with its Fighting Saints teams competing in the Frontier and Cascade Collegiate Conferences of the NAIA. The College offers [17 varsity sports](#), including football, basketball, volleyball, soccer, softball, golf, cross-country, indoor and outdoor track & field, as well as the recent additions of competitive dance and cheer. In recent years, Carroll has expanded its athletic offerings to include junior varsity (JV) teams for basketball, volleyball, and soccer. The winningest program in the Frontier Conference, Carroll teams have captured 109 conference championships (and counting) as well as six national football titles and nine individual national champions, solidifying their reputation as a powerhouse in small-college athletics.

At the heart of Carroll's athletic success is a dedication to the holistic development of its student-athletes. The College emphasizes balancing academic achievement with athletic performance, ensuring that students graduate prepared for success in their careers and lives. Carroll student-athletes benefit from a dedicated coaching staff, top-tier facilities like Nelson Stadium and the PE Center, and a supportive campus community that rallies behind them at every game.

NAIA INTERCOLLEGIATE

Athletic Programs

MEN'S

Basketball
Cross Country
Football
Golf
Indoor Track & Field
Soccer
Track & Field

WOMEN'S

Basketball
Cross Country
Golf
Indoor Track & Field
Soccer
Softball
Track & Field
Volleyball

CO-ED

Competitive Cheer
Competitive Dance



SAINTS OFF AND ON THE FIELD

Carroll's athletic programs are also deeply connected to the local Helena community. Events like football games at Nelson Stadium draw fans from across the area, creating a spirited atmosphere that unites students, alumni, and residents. Basketball games at Carroll frequently draw larger crowds compared to many other NAIA institutions. Additionally, student-athletes frequently engage in community service, embodying the College's mission of service and leadership.

ACADEMIC ALL-STARS

Carroll College student-athletes are not only leaders on the field but also in the classroom and community. Year after year, Carroll athletes lead the Frontier and Cascade Conference in academic honors, with numerous individuals earning NAIA Scholar-Athlete recognitions and CSC Academic All-American distinctions. The Fighting Saints are also regularly awarded the Frontier Conference's Champions of Character distinction, reflecting their commitment to sportsmanship, integrity, and service. This dual emphasis on academics and character ensures that Carroll student-athletes exemplify the College's mission of developing leaders who contribute meaningfully to their teams, campuses, and communities.

NAIA INAUGURAL SCHOOL OF CHARACTER

This past fall, Carroll was named the inaugural recipient of the NAIA's prestigious [School of Character Award](#), an honor that celebrates the College's deep commitment to developing student-athletes into leaders both on and off the field. As the first and only school in the nation selected for this award in its debut year, the recognition distinguishes Carroll as an exemplary model of the NAIA's core values of integrity, respect, responsibility, sportsmanship, and servant leadership.



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](https://www.helenamt.com)



Governance & Leadership

BOARD OF TRUSTEES

The Board of Trustees consists of 24 members from diverse professional backgrounds, including law, medicine, education, business, and religious leadership. They provide governance and strategic direction through ten standing committees, such as Academic Affairs, Finance, and Enrollment and Marketing, and meet three times annually along with one retreat. While holding fiduciary responsibility and setting the College's goals and policies, the Board delegates day-to-day administration to the President and senior leadership.

FACULTY ASSEMBLY

The Faculty Assembly is the principal body for academic policy-making, responsible for curriculum, research, and faculty status, as well as student life aspects tied to education. Membership includes full-time faculty, select adjunct representatives, and key administrators. Regular meetings each semester and participation in standing committees ensure faculty have a voice in governance, resource allocation, and shaping the College's mission and vision.

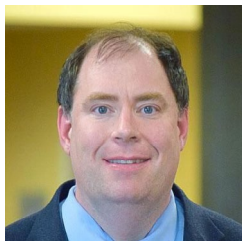
STAFF ADVISORY COMMITTEE

The Staff Advisory Committee fosters communication between staff and administration, promoting unity and cooperation across campus. Recognized alongside the Faculty Assembly and Student Senate, it provides input on institutional policies, presents recommendations, and ensures staff have a voice in the College's shared governance structure.

ASSOCIATED STUDENTS OF CARROLL COLLEGE (ASCC)

ASCC represents the student body, empowering student voices and enhancing campus life. It supports clubs, drafts legislation, participates in committees, and serves as a link between students and administration, ensuring students are actively involved in decisions that shape their experience.

For more information on Carroll's governance and leadership, visit carroll.edu/governance.



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 Board of Trustees, the President oversees all aspects of leading the College, including strategic planning, administration, academics, fundraising, and financial sustainability.

Reporting directly to the President are members of the Executive Leadership Team (“ELT”), as follows:

- » Senior Vice President of Academic Affairs and Dean of the College
- » Vice President of Student Engagement
- » Vice President for Institutional Advancement
- » Vice President for Finance, Administration, and Facilities Management
- » Athletic Director

The ELT meets regularly and is joined monthly by the Dean of the Faculty and the Chair of the Staff Advisory Council.

The President 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, Administration, and Facilities Management
- » Institutional Advancement
- » Marketing & Communications
- » Student Engagement
- » Staff Advisory
- » Athletics



Priorities

The next President will have the opportunity to complete the implementation of [Strategic Plan 2022-2027](#) while looking ahead to Carroll's next chapter. The following pillars guide the plan:

- » Define, enhance, and communicate the Carroll experience;
- » Enhance the academic profile;
- » Expand the College's reach;
- » Embrace its Catholic values; and
- » Support members of the Carroll community.

In addition to the day-to-day responsibilities of managing the College, the President will be expected to focus on the following opportunities:



PROVIDING INSPIRATIONAL VISION

- » Lead a multipronged approach to strengthening the College's long-term financial sustainability;
- » In collaboration with members of the Carroll Leadership Team, complete the objectives outlined in the current strategic plan;
- » Partner with the Board to facilitate the subsequent strategic planning process to ensure the continued success of the College into the future;
- » Inspire and support academic excellence in teaching, research, and learning;
- » Support the enhancement of the holistic student experience inside of the classroom, on their residential campus, and in the broader Helena community;
- » Support the expansion of opportunities for the development of students as life-long learners and leaders; and
- » Serve as a role model for the College's Catholic mission and values for all constituents.

Priorities (cont.)

RAISING VISIBILITY AND RESOURCES

- » Lead ambitious fundraising efforts to support the College's mission and financial strength;
- » Strengthen enrollment, including admissions, retention, and graduation rates;
- » Articulate and promote Carroll's Catholic identity and its distinctive strengths to a wider audience – regionally, nationally, and internationally;
- » Encourage greater alumni participation in areas of their stories, expertise, talent, time, and resources to strengthen the College;
- » Support the athletics program, its role in shaping students' development, and its success in the Frontier Conference, Cascade Collegiate Conference and the National Association of Intercollegiate Athletics; and
- » Strengthen relationships with the local community surrounding campus, the city of Helena and the state of Montana.



ORGANIZATIONAL CAPACITY

- » Recruit, develop, and retain a talented faculty and staff and support a positive working environment;
- » Foster institutional pride and a culture of belonging among all constituents;
- » Connect with campus constituents in an approachable manner;
- » Enhance student engagement by promoting academic and extracurricular achievements and expanding student-centered events and activities; and
- » Build mutually beneficial partners that enhance the College's offerings, academic standards, and reputation.

Qualifications

Carroll College seeks a transformational, strategic, and inspirational leader to engage all members of the community in advancing its central educational mission by building on its many distinctive strengths and supporting its core values.

The President will lead with a deep understanding of the mission of Catholic higher education in accordance with Ex Corde Ecclesiae and Carroll's high academic standards in teaching, scholarship, and student engagement. Accordingly, the President will be a faithful and practicing Catholic who is firmly aligned with the College's values, goals, and aspirations. Candidates should hold the scholarly credentials needed to lead an academic community, ideally including a terminal degree and appreciation of classroom teaching and the tenure process.

Strong candidates are also expected to demonstrate excellence in most of the following areas:

- » Fundraising track record or the personal traits that would suggest high potential in this regard;
- » Ability to develop and lead a team to effectively implement plan(s) and strategic initiatives by setting clear expectations with measurable goals and outcomes;
- » Humble servant-leadership style, including high emotional intelligence and consultative decision-making;
- » Experience managing and operating complex organizations and budgets;
- » Commitment to shared governance, academic inquiry, and balanced discourse;
- » Deep understanding of the higher education landscape;
- » Ability to lead change in an inclusive and collaborative manner;
- » Exceptional interpersonal and communication skills, including public speaking, persuasive writing, building relationships, and active listening; and
- » Alignment with and ability to exemplify Carroll's Catholic values, including high integrity and a strong moral compass.



Contact

Nominations, inquiries, and expressions of interest should be sent to carroll@russellreynolds.com.

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.

