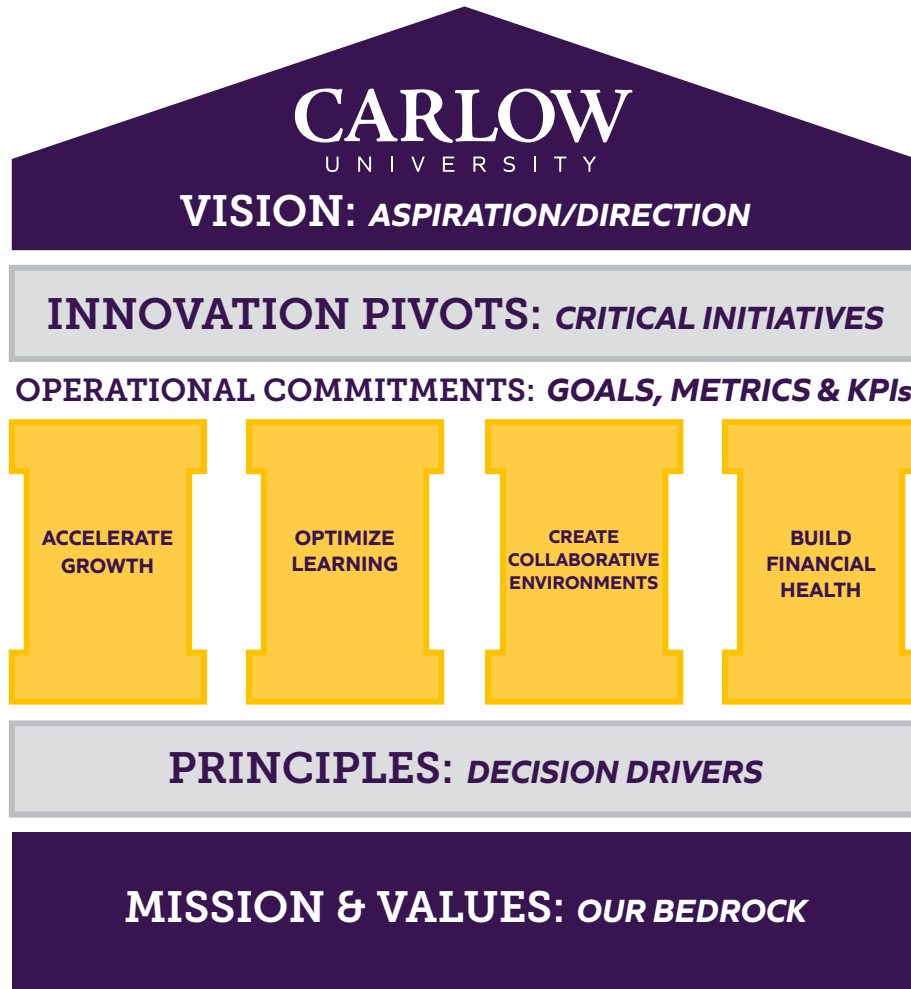


THE CARLOW COMMITMENT

STRATEGIC VISION 2019-2025

Unleash imagination: to transform lives, in pursuit of a just and merciful world.

— STRATEGIC ARCHITECTURE —



STRATEGIC PRINCIPLES



MISSION:

Carlow University, rooted in its Catholic identity and embodying the heritage and values of the Sisters of Mercy, offers transformational educational opportunities for a diverse community of learners and empowers them to excel in their chosen work as compassionate, responsible leaders in the creation of a just and merciful world.

VALUES:

Mercy, Hospitality, Discovery, Sacredness of Creation, Service

INNOVATION PIVOTS— INITIATIVES

Designed to accelerate change

ACADEMIC PROGRAMMING INITIATIVES

+ Academic Differentiation:

Redesigning programs to infuse liberal arts into innovative delivery models.

+ Graduate Health Sciences New Programs: *Leveraging current strength to meet future society demands.*

+ Scale Online Programming: *Exploring methods and partnerships to rapidly expand online audience.*

+ Center for 21st Century Innovation and Workforce Development: *Expanding apprenticeship, certificate, credential, and trainings to meet 21st century workforce needs.*

ENABLING INITIATIVES

+ P3 Initiative: *Building spaces and partnerships to enable academic and financial goals.*

+ Technology Infrastructure: *Ensuring the IT capability required to support innovation (2025 and beyond).*

+ Strategic Marketing: *Investing to attract the 2025 (and beyond) student.*

+ Antiracism: *Leveraging our vision and active efforts to be an anti-racist institution, fostering inclusion excellence, and academic differentiation.*

STRATEGIC PLAN INNOVATION RENEWAL OPERATIONAL COMMITMENTS

ACCELERATE GROWTH

Carlow University will build a reputation for innovation and student success.

OPTIMIZE LEARNING

Carlow University will foster transformational learning opportunities for all students.

BUILD FINANCIAL HEALTH

Carlow University will increase financial resources to invest in the people, programs, and technologies and places that support our vision and strategic priorities.

CREATE COLLABORATIVE ENVIRONMENTS

Carlow University will develop a collaborative environment and supportive infrastructure designed to facilitate working and learning that reflects our Mercy values and encourages courageous exchange.

OPERATIONAL METRIC CATEGORIES

Brand Recognition

Student Experience

Build Resources

Carlow (employee)
Experience

Student Life
Cycle Metrics

Academic Excellence

Allocate Resources

Infrastructure &
Technology Capability

ACCOUNTABILITY

Owner: Vice President for Enrollment Management
Board Committee: Financial Oversight and Academic Affairs Committee

Owner: Provost
Board Committee: Academic and Student Affairs Committee

Owner: Chief Financial Officer
Board Committee: Financial Oversight Committee and Development and Alumni Engagement Committee

Owner: Assistant Vice President, HR, Diversity & Inclusion
Board Committee: Enterprise Risk Management and Audit Committee and Facilities and Technology Committee

1001619KC Updated 10/7/2019