**THE CARLOW COMMITMENT**
**STRATEGIC VISION 2019-2025**

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

---

**VISION:**
**ASPIRATION/DIRECTION**

**INNOVATION PIVOTS:**
**CRITICAL INITIATIVES**

**OPERATIONAL COMMITMENTS:**
**GOALS, METRICS & KPIs**

**PRINCIPLES:**
**DECISION DRIVERS**

**MISSION & VALUES:**
**OUR BEDROCK**

---

**STRATEGIC PRINCIPLES**

Invest where we believe we can be a recognized leader in 3-5 years.

Seek strategic partnerships to improve our ability to grow quickly, nimbly, and with high quality.

Focus our delivery on the needs of the 2025 student.

Leverage unique heritage and tradition to differentiate:
- Catholic Mercy Heritage
- Career Focused Liberal Arts

**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
### STRATEGIC PLAN INNOVATION RENEWAL

#### OPERATIONAL COMMITMENTS

<table>
<thead>
<tr>
<th>ACCELERATE GROWTH</th>
<th>OPTIMIZE LEARNING</th>
<th>BUILD FINANCIAL HEALTH</th>
<th>CREATE COLLABORATIVE ENVIRONMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Carlow University</strong> will build a reputation for innovation and student success.</td>
<td><strong>Carlow University</strong> will foster transformational learning opportunities for all students.</td>
<td><strong>Carlow University</strong> will increase financial resources to invest in the people, programs, and technologies and places that support our vision and strategic priorities.</td>
<td><strong>Carlow University</strong> will develop a collaborative environment and supportive infrastructure designed to facilitate working and learning that reflects our Mercy values and encourages courageous exchange.</td>
</tr>
</tbody>
</table>

### OPERATIONAL METRIC CATEGORIES

- Brand Recognition
- Student Experience
- Build Resources
- Carlow (employee) Experience
- Academic Excellence
- Allocate Resources
- Infrastructure & Technology Capability
- Student Life Cycle Metrics
- Student Experience
- 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

### 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.