Dear Carthage Community,

I am pleased to present this summary view of the 2019 Strategic Framework for Carthage College.

This document is meant to provide faculty, staff, and students with an overview of how Carthage will direct energies and resources over the next three years. The full Strategic Framework is available for your review in the Office of the President. That document describes in specific detail how we will realize my vision set out in *Partnerships for a Rising Tide*, and respond to our two essential priorities now: enrollment and budget.

The framework is neither a substitute nor a replacement for Carthage’s previous strategic plan; rather, the framework refines some of the most compelling ideas in that plan, and adds others more relevant now. My intention and expectation are that this Strategic Framework will guide Carthage for the next several years, shaping our budget, facilities, and most significant activities.

*Partnerships for a Rising Tide* establishes three main directions for Carthage: *Educate Expansively. Integrate Regionally. Communicate Boldly*. Each is powerful in its own right, and strategic activities under each one of these three headings will move Carthage well toward the future. The combination of the three, however, is more powerful still, exceeding the sum of the parts.

*Partnerships for a Rising Tide* also sets a fourth, internal direction for Carthage: *Excel Responsively*. Under this heading lies our intention to pursue ever more efficient and effective operations, such as implementing the right SIS-ERP system, and our ambition to realize fundraising at an entirely new level consistent with our peers.

This is a critical time in Carthage’s history, and many initiatives are already underway that support the main goals of this strategic framework. I am grateful for your continued good work on behalf of our students and each other. I look forward to our engagement in the work ahead.

(signature)
STRATEGIC FRAMEWORK

Educate Expansively

We are poised to provide more education to more people through multiple channels, including programs for nontraditional learners such as mid-career professionals. To do so requires developing a cycle of creativity and innovation, rigorous evaluation, and judicious adjustment for programs, both curricular and cocurricular.

1. Retain and educate more students all the way to graduation.

2. Increase the number of students from non-traditional populations (transfer, adult, and graduate).

3. Develop new academic programs with significant net-revenue-generating potential.

4. Develop new athletic programs with significant net-revenue-generating potential.

Integrate Regionally

The time is right to reposition Carthage as a vital partner to industry, not-for-profits, and government in the Chicago-to-Milwaukee corridor, now on the cusp of dramatic economic growth. Carthage’s leadership, increased local connections, and effective communications infrastructure are in place to derive a wide range of benefits.

5. Build a distinctive Aspire Program — fully integrated into the student experience and leveraged as a platform for community engagement.

6. Deepen comprehensive partnerships for shared responsibility within the region.
Communicate Boldly

We have myriad proof points that demonstrate our commitment to our communities, and we will have more. Focused communication around these thematic strengths is critical to differentiate the Carthage experience and give us a major edge in an increasingly competitive market. We should build on our expertise in experiential learning, and especially the launch of The Aspire Program, in all areas of the enterprise, including recruitment, public relations, and our ongoing pursuit of national funding.

7. Go beyond our traditional marketing, advertising, and public relations efforts to reach more of our target audiences where they are.

8. Launch a state-of-the-art website that clearly communicates key messages, and highlights our distinctive Aspire Program.

Excel Responsively

Carthage must respond deliberately and nimbly to those who need education locally, regionally, and beyond. We can develop positive relationships with stakeholders throughout our communities and measurement tools to be able to responsibly report the outcomes. We can introduce recognition programs that reward faculty and staff not only for their individual contributions, but also for how they promote teamwork and contribute to group outcomes.

9. Launch a Comprehensive Campaign in order to fundraise at higher levels for sustainability and for new investments.

10. Employ a sustainable budget model, leading to a balanced budget by 2021, through new revenue generation, strategic capital spending, and responsible choices to address deferred maintenance.