



PHOTO: DAVE M. SHUMWAY, RMC

Rocky Mountain College President Mike Mace personifies the educational magic that has been the hallmark of the College for more than 130 years.



The Rocky Plan
FOUNDATIONS
FOR THE FUTURE



The Rocky Way

Photos by Dave M. Shumway, RMC

When Rocky Mountain College President Mike Mace emerged from a meeting with the College Trustees prior to the 2008 RMC Homecoming weekend, he was invited to join in the annual powderpuff football game, pitting faculty and staff against RMC co-eds. It is only one of many spirit-raising events during the week before homecoming, but it stood out because it was a perfect autumn day. A crowd gathered on the sidelines to enjoy the sun glancing off the fall leaves and illuminating the deep green of the field. The president was invited to join the game and accepted.

“That’s what makes going to college here special,” said Randy Jo Ackerman, a senior who was quarterbacking the co-ed team. “Seeing the college president toss off his suit coat and join in demonstrates how close we all are at Rocky.”

Ms. Ackerman soon saw another difference. The president was not just playing for giggles.

“He went all out. When he was passed the ball, he dove full out to try to catch it. He came up short, but he gave it his best,” she said.

In doing so, he gave a lesson that Ms. Ackerman had been trying to get her teammates to learn.

“For two years, I’ve told them to dive to catch the ball, but it took the college president to show them what I meant,” she said.

When President Mace jumped up from the turf his tie and shirt bore a grass smear. Ms. Ackerman checked to see if he was OK.

“He had the biggest grin. It was great.”

The crowd cheered loud and long. It was not a lesson in catching a football, but in how to play the game.



That cover photograph might have some of you scratching your head, but there's a reason we chose it. Our president, Mike Mace, exemplifies what we mean about RMC

The Rocky Difference

By RMC
Chair-elect
Barb Skelton

being
unique.

Montana
is not
wealthy.
We
have a
history of

resource exploitation and export rather than production. We rank low in per capita income, something offset somewhat by the fact that we are neighborly and take care of one another. We do not have a high standard of living by economic indicators, but we do have it by the measure of the sky, the arithmetic of natural beauty.

And we do well thanks to grit and guts, self reliance and independence.

We're the original straight talkers in a country where the less said the better.

I am basically a ranch woman who 'cleans up well' in the lingo out here. I grew up on a ranch in rolling prairie where old-timers joked they could watch their dog run away for three days. We chopped ice with an ax to get our livestock watered in winter and the same ax chopped the ice-encrusted bales of hay into something edible.

I know a lot about life, but I also know something about education. I know what little I know because I never got enough of it. I worked hard and I made good use of what I learned. I never got a college degree, but I made sure my daughter did. I also made sure it was a degree that mat-



A UNION OF PARTICIPATION AND PURPOSE

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tered, which is how I first came to know Rocky.

I explain this as a prelude to explaining Mike Mace and what he has to do with this college. That photograph with him in the chlorophyll-smearred dress shirt came about when he joined a homecoming week event, the faculty and staff and student football game. He was coming from the just-adjourned board meeting and he was anxious to leave the boardroom for the afternoon outside.

It was a crisp Montana autumn afternoon, the light slanting down to make long shadows on the long green lawn beneath the sparkling colors of fall trees.

“Come play,” several shouted. Others joined the chorus. “Com’on!”

He shed his suitcoat, and, still wearing his tie, dress pants and shoes, entered the game.

“One play,” he said.

He huddled up, got his instructions, and, when the ball was hiked, he jet-tisoned out of the back-field, faked a handoff and headed full bore down-

field. He ran crouched low to the ground. When he sprinted into the open, the ball was launched. It sailed in a perfect spiral toward him, his outstretched arms ready, his fingers grasping.

He didn’t catch the pass. It tickled his fingertips and tumbled to the ground. So did he. He slid across the field, earning a grass stain -- not a touchdown. There was a gasp from the crowd as he hit the turf, hard. Some players ran to see if he was OK. He got up, waved that he was fine, and smiled that wide grin.

“Dang, I almost had it,” he regretted.

It didn’t matter. He gave it his best. It was a lesson to those playing. All applauded and cheered.

We teach leadership here. We teach teamwork.

And we mean it when we teach it.

It’s why when we ask for money, we’re not worried it will be mis-spent or ill used and we confidently can say that to those who give.

We give it our best. We believe in success, but also in teaching leadership so our students will have lives of significance and service.

That’s what that photo is about. Teaching goes from the top down. Our board, our president, his administration, the faculty and students are a union of participation and purpose.

The Rocky Difference
by RMC Chair-elect
Barb Skelton

Teaching goes from
the top down. Our
board, our president,
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the faculty and
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of participation and
purpose.





The Rocky Plan FOUNDATIONS FOR THE FUTURE

Nothing worth doing is completed in our lifetime: therefore, we must be saved by hope. Nothing true or beautiful or good makes complete sense in any immediate context of history; therefore, we must be saved by faith. Nothing we do, however virtuous, can be accomplished alone; therefore, we are saved by love.

Reinhold Neibuhr
The Irony of American History



Rocky's heritage is rich with the solid work ethic of its students, from helping groom the campus grounds (above) or actually constructing buildings (left). Seven of those 1900-era historic sandstone buildings still stand from when students quarried the rock from nearby sandstone cliffs, hauled it to campus and erected the buildings where they would attend class. The core belief in student involvement from then to now continues. It was the students, in 1947, who chose the present name for the College.



FOUNDATIONS FOR THE FUTURE

**What we
must do.
What we
will do.
The Rocky
Plan.
The Rocky
Way.**

**By RMC
President
Michael Mace**

While I have had great experiences in my life, none has been as challenging and rewarding as serving as college president for the past three years. I don't want to sound too dramatic, but it has been a thrill leading an organization that transforms lives. I am the lucky one.

Education is fundamentally a human profession. It is forever troubled by human failings, but is exalted by human accomplishments.

I think there are three main requirements for success:

Attentiveness is one. It is important to attend to what we are doing to avoid error and to prevail against obstacles.

The second, simply, is to do right. Betterment is a perpetual labor, whatever the task. We grapple with systems, resources, people, circumstances, and our own shortcomings, because that is part of life. Part of life, too, is to advance, to progress, to grow, to improve.

The third is creativity, thinking anew. We hear it so often as "thinking outside the box" that it seems trivial. But it's not outside the box, it's inside and outside and around the box. It's tossing the box into air and light. It's using ingenuity, not just superior intelligence, but character. This is what we teach at Rocky Mountain College.

We must recognize failure and not fear that we will fail. But we will learn from it and become more deliberate with our solutions to problems.

My learning curve -- remember, my experience was solely as a board member -- has had to be steep and rapid, but

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Losekamp Hall, right, is named for one of the College's early philanthropists who understood the importance of the quality of education RMC could provide to the West.



we are building lives of success, significance and service for our students and ourselves.

That said, here is where we need to go next.

Our immediate goal is to raise \$20 million, with the ultimate goal of building the endowment to \$116 million. We must accomplish these objectives if we are to sustain our excellent faculty and build enrollment.

The value of RMC's professional programs, built on a liberal studies foundation, will be further articulated and recognized for excellence. Our programs will be recognized regionally and increasingly, nationally, as top choices for students. The specific programs will be education, aviation, equestrian, business, biology and human services.

RMC will take advantage of an obvious distinction between our locale and the locale of other colleges. Our natural geographic location will help our environmental science and geology programs to prosper, but it will also draw students to our humanities program.

Programs will have sufficient resources and outstanding facilities. All buildings will be renovated and none on the cheap.

Renovation, in priority order, is under way or planned for:

- Morledge - Kimball Hall
- Bair Science Center
- Eaton Hall
- Alden Hall
- The parking malls
- Losekamp Hall
- Fortin Education Center, including the pool
- A concert hall for performing arts

We will develop a matrix for reasonable pay and budgets.

We will expand to anticipate needs and grow programs for curricular or community needs.

We will focus on the same goals. We will identify pillars of the institution that serve to focus our administration and board so that they engage our faculty, staff and students in the same mission.

We will improve athletics to be consistently competitive at conference and national levels.

We will create endowed chairs, minimally one per each major department.

We will continue to rely on the generosity and dedication of our alumni and friends to help us grow our annual fund and scholarship endowments.

We will ensure RMC leads the way with technological innovation, especially as it relates to the Web and related technology.

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The RMC faculty represents the highest academic quality while still participating on a personal level with students. The educational magic at RMC begins in the classroom.

We will become highly selective with admission expectations in key programs. Presently, we are accomplishing many of these goals. We will steadfastly stick to the tasks, and continue the work.

We are building a comprehensive college. We will nurture all seasons of scholarship. The new day for us is today. Tomorrow is too late.

My warmest regards,

President Michael R. Mace, Rocky Mountain College

What makes Rocky extraordinary? Access & Success

- Founded only two years after the Battle of the Little Big Horn, **RMC is the oldest established institution of higher learning in Montana.**
 - RMC pre-med students have an impressive **89 percent acceptance rate to medical school.**
 - In its first edition of best colleges, **Forbes Magazine ranked RMC among the top 569** it chose to include in its list.
 - More than **50 percent of RMC students are the first generation** in their family to attend college.
 - Nearly **45 percent of RMC students come from low-income families.**
 - The College Web site -- www.rocky.edu --- has already earned top honors from the National Research Center for College and University Admissions (NRCCUA). An analysis of the admission websites **of more than 3,000 post-secondary institutions rated RMC's site as among the best** by NRCCUA.
 - Our faculty is **a teaching faculty**. Teaching assistants are no substitute for having one of our accomplished faculty members in the classroom. Of our faculty, 86 percent have doctorates or terminal degrees in their field.
 - We have been ranked **top 10 best baccalaureate college in the West** by US News & World Report for 11 consecutive years.
 - A remarkable **99 percent of RMC graduates are employed or in post graduate studies** within three months of graduation.
 - RMC offers extraordinary professional studies in **physican assistant, aviation, and equestrian programs.**
 - The **RMC Flight Team qualified for nationals** after an impressive finish behind Air Force Academy in the regionals, Our **ski team, which was national champion in 2006 and 2007**, and runner up in 2008, is poised for another national trophy challenge.
 - We have a **growing undergraduate research program**, the only offered among eastern Montana colleges, and one which is expanding from chemistry into geology and biology.
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Losekamp's example

Dr. Lawrence Small, a revered educator, a former president of Rocky Mountain College, a founder of the RMC Institute for Peace Studies, and the author of the two-volume history of the College tells the story of when he went to see where a pioneer in education, John Losekamp, had been laid to rest. It took some time to find the location of his grave, partly because he died so long ago, but also because it was unmarked. Dr. Small said he was tremendously moved when he gazed at a patch of bare ground in the cemetery, where he was buried.

Mr. Losekamp never had children of his own, so he made a point of making sure other children got what he would have provided his own: an excellent education.

We cannot measure the ways in which a college education changes the life of a person. It can chart a life's course, navigate a career path, or expand one's passion.

We often take for granted that a college education in this day and age is a given, and yet there are those who beg God daily for the opportunity to go to college.

Losekamp became one of the foremost supporters of the college. He and others like him knew that in becoming part of someone else you lose yourself and that's the very least that happens. Lucky are the ones who gain from this kind-heartedness.

This same generosity by your warm willingness can individually fabricate optimism in our students. A college education gives birth to one's life and you can be a part of it.

In the same spirit of Rocky Mountain College's ardent contributors, we want you to be considered one of our Great Foundational People, coming together for a common cause. We are embarking upon a transformational campaign, one which will enhance the endowment. We are also embarked on making major renovations, overdue improvements and new facilities.

We are excited to share with you a listing of the major capital projects for Rocky Mountain College over the next ten years and how our Foundations for the Future will help in this endeavor. As we progress we think it is important that we share our passion and vision for the future students of Rocky Mountain College, where it's all about the students.



Among the distinguished visitors to RMC during the early era were President Theodore Roosevelt, speaking on campus in 1918, and Pulitzer Prize winning poet, Robert Frost, who came to speak in the 1930s and 1960s. That continues today with nearly every president since John F. Kennedy visiting campus. Writers like Thomas McGuane and Tim Cahill. Artists like Russell Chatham and Kevin Red Star. Newsmakers and news chroniclers like Tom Brokaw, Ted Turner and David Broder.



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The students are at the heart of the academy, and their exuberance, in class and out, exhilarates the rest of the community. Fun-filled events like the RMC Homecoming Derby, right, find everyone in delightful camaraderie.



FOUNDATIONS FOR THE FUTURE



Work progresses rapidly on Morledge-Kimball Hall where the old Kimball Hall is being completely renovated and, thanks to the Morledge Family Foundation, an annex will adjoin it. When done, there will be seven new classrooms and 27 faculty offices.

The Rocky Plan.
The Rocky Way.
The Rocky Priorities.

What we must do.
What we will do.

These three projects, estimated at \$15.4 million total, are Rocky's top priorities. To date \$9,320,000 has been raised.

1. BAIR FAMILY SCIENCE CENTER

Type: Renovation and addition

Projected cost: \$9 million

Funds raised as of July 2008: \$4.5 million

Status: In planning

Projected occupancy date: Fall 2011

Project Description: This project is Rocky's most needed capital improvement project for the next several years. Not only does the science and math division

lack basic lab supplies, the science building facilities are woefully lacking. In 1981, Rocky Mountain College opened the Bair Science Center, a then-modern facility in which seven faculty provided science and mathematics education for a student body of 439 students.

Twenty-six years later the college's undergraduate enrollment has grown to 775 students. There are now eighteen fulltime faculty members who teach in science and math programs and one additional major, Environmental Science.

Rocky's outdated science facilities make it difficult for us



Improvements to Technology Hall have enhanced public participation in exhibits at the Rhytiker-Morrison Gallery as well as improving handicap access to classrooms and offices.

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to compete for students with other colleges and universities in our region. Most of these colleges and universities either are currently renovating or have recently completed renovations of their science facilities. A \$815,000 bequest by the Morledge Family, in addition to approximately \$3.7 million in trust funds available to this project, has allowed Rocky to begin substantial planning for this project. However, \$4.5 million is still needed. Identifying funds for this project is the administration's top fund-raising priority.

2. MORLEDGE-KIMBALL HALL

Type: Renovation and addition

Cost: \$4.7 million

Funds raised as of July 2008: \$4.5 million

Status: Underway

Projected occupancy date: Fall 2009

Project Description: A longtime Rocky Mountain College benefactor made a 2007 bequest for the complete renovation of historic Kimball Hall, a project that will increase Rocky's classroom space by over 30%. Renamed Morledge-Kimball Hall in honor of the donor, this 1913 building was originally used as a women's dormitory. After being abandoned in the early 1980s, the building was used for storage and at one time was considered for demolition. However, thanks to a historic preservation project funded by the Getty Foundation and to the Morledge Family Foundation's \$4.5 million gift, the building is currently being renovated and expanded. When completed, the Morledge - Kimball Hall will provide 27 faculty offices, seven classrooms and conference rooms.

3. TECHNOLOGY HALL AND THE FORTIN EDUCATION CENTER

Type: Capital improvements

Cost: \$675,000

Funds raised as of July 2008: \$675,000

Status: Completed

Projected completion date: Fall 2008

Project Description: In 2007, the Fortin Foundation made a \$600,000 gift to Rocky Mountain College for some much-needed capital improvement projects, including the replacement of Tech Hall's roof, which was in an advanced state of disrepair; replacement of gymnasium bleachers in the Fortin Education Center; and renovations to both buildings to add and improve accessibility for disabled persons.

At this time, we have raised \$9,320,000 million of the total \$15.4 million needed for this first phase facilities construction and improvements.

Our next priorities will be renovating more of our historic buildings on campus, such as Losekamp Conservatory and Eaton Hall, which are nearing the century mark in age and desperately need renovations in order to remain functional.

Thanks to the Getty Foundation grant, we have already laid the groundwork for these projects with preliminary architectural and engineering analyses. In addition, we plan significant renovation and expansion of our athletic facility.

You will find more details of these projects, estimated at \$6 million, as well as our lower priority projects, in the enclosed insert card.

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GIVING BACK & GIVING FORWARD

Rocky Mountain College is blessed by the beneficence of a variety of people from all walks of life and of varied financial means who share one devotion: They believe in giving back to the institutions that helped them in life. Some of those who support RMC are alumni; many are not. They are people who have seen educational magic at RMC. They are often ordinary people who make gifts of extraordinary consequence. They are also giving forward, laying the foundation for the next generation, and investing in the future. This is a small sampling of some of those who help.



The Morledges

Among steadfast friends of the College, no one surpasses the late Dr. Charles C. Morledge, and his wife, Patricia A. Morledge. Dr. Morledge began his formal association with RMC in 1993 as an original member of the National Advisory Council. In 1995 he became a Rocky trustee, serving on both its building and grounds and education committees, until his death in July 2007. Patricia Morledge's involvement with RMC began in 1941, when her father, Cloyd Conner, came to Billings as superintendent of Congregational Churches in Montana, and became an active trustee of Billings Polytechnic Institute. She has been an active member of RMC's National Advisory Council and Board of Trustees. The Morledges have been dedicated advocates for the beautification of the campus and the restoration of the historic buildings. They were the first couple to serve as Honorary Chairs of the annual scholarship benefit, Black Tie Blue Jeans; they received the RMC Lifetime Achievement Award in 2004; and, in 2007, they were awarded the RMC Philanthropist of the Year. The Morledge family is responsible for the current renovation and annexation of Kimball Hall.



Pennepacker

In 2008, the College celebrated the gift of \$1 million from the estate of Dr. J. Scott Pennepacker, which has increased the J. Scott and Rebecca N. Pennepacker Scholarship Endowment to almost \$1.3 million dollars. The endowment generates between \$50,000 and \$60,000 per year in scholarships. Dr. Pennepacker graduated from Billings Polytechnic Institute, the predecessor to RMC, in 1942. Dr. and Mrs. Rebecca Pennepacker, who had no children, were life long friends of the College. She died in 1993; he died in 2007. After serving with the medical corps in World War II, Dr. Pennepacker had a distinguished career as a physician, medical director and teacher. Even though it would be human nature to resent diversion of family wealth to an educational institution rather than to individual members of the family, it is a certainty that the values that guided and pervaded the Pennepacker's philanthropic decisions are commonly held among the extended family.

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The McDonalds

Judith C. and Sam E. McDonald, Jr., are two of Montana's most celebrated people. Best known as

GIVING BACK & GIVING FORWARD

chairman of the board of Wendy's of Montana, Sam E. McDonald, Jr. is the patriarch of a family that has shared its success with exceptional contributions to Billings and Montana. Sam's wife, Judith, who is vice president, worked with Sam to establish the Wendy's Foundation. McDonald was awarded an honorary doctorate of public service degree from Rocky in 2003. In 2006, RMC presented the McDonalds with its Philanthropist of the Year Award at a reception honoring them in Prescott Hall's Great Room. The commons in the student center is named for the McDonald family, and the soccer field for Wendy's of Montana. "You make a living by what you earn," McDonald is fond of saying. "And you make a life by what you give.



RMC President Michael Mace, left, presents Nick Cladis, center, representing the Fortin Family Foundation, with the Philanthropist of the Year award.

Generosity multiplies, which is the wonderful thing about making a gift to something you care about. The Fortin Family Foundation does so, in the spirit of matriarch Mary Alice Fortin, who, for decades was a philanthropist without peer in both her native Montana and her adopted state of Florida. She gave millions of dollars to hospitals, children's organizations and education. Rocky Mountain College was one of her favored beneficiaries and the Fortin Education Center is named for her gift. The Center benefits the entire community. Its swimming pool, exercise and therapy rooms host countless people of all ages. The physician assistant program calls it home. The Fortin auditorium is used for many college and public lectures. The gym is home to RMC Battlin' Bears games and our commencement, but also is used for district and divisional high school basketball games. Recently, the Fortin Family Foundation, represented by Nick

Cladis, of Capstone Wealth Management, donated an additional \$600,000 to replace the old bleachers and make other improvements. The announcement of that gift inspired more than \$10,000 more in gifts, large and small, from 37 friends. It was testimony that giving is not a subtraction, but a multiplication.

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Mick & Kelly
Reynolds

Alumni from every era can help Rocky Mountain College with its campaign to build our endowment, complete construction and renovation, and provide scholarships. Richard Schieffelin helped RMC students by providing scholarships for a number of years. A small memorial park in front of Technology Hall is named for Mr. Schieffelin, who always told the students he helped that they could return the favor by reaching back to help the next generation of students. Mr. Schieffelin felt RMC provided a remarkable education and that those who attended should feel honored with the opportunity they had. “You’re in fat city,” he’d tell the students he helped, using the vernacular of the time. Mick Reynolds, RMC ’94, and

his wife, Kelly (Marrou) Reynolds, RMC’94, recently presented a check, saying they want to begin endowing a scholarship to honor Mr. Schieffelin. They said they would enlist other friends from their days at RMC to join them. They want to name the scholarship the “Fat City Fund.” It is these kinds of efforts that will help RMC attain an endowment level that will have far-reaching good effect on future generations of students.



Murphy

Jesse Murphy graduated summa cum laude from RMC last year, but postponed graduate school at Gonzaga University so he could help the College that means so much to him. Murphy signed on as “fine arts ambassador” with the Admissions Department where he is working diligently to introduce RMC to high school students. The 2008 winner of the President’s Cup, who majored in four subjects, loved the involvement he had with choir, band, theater and community service.

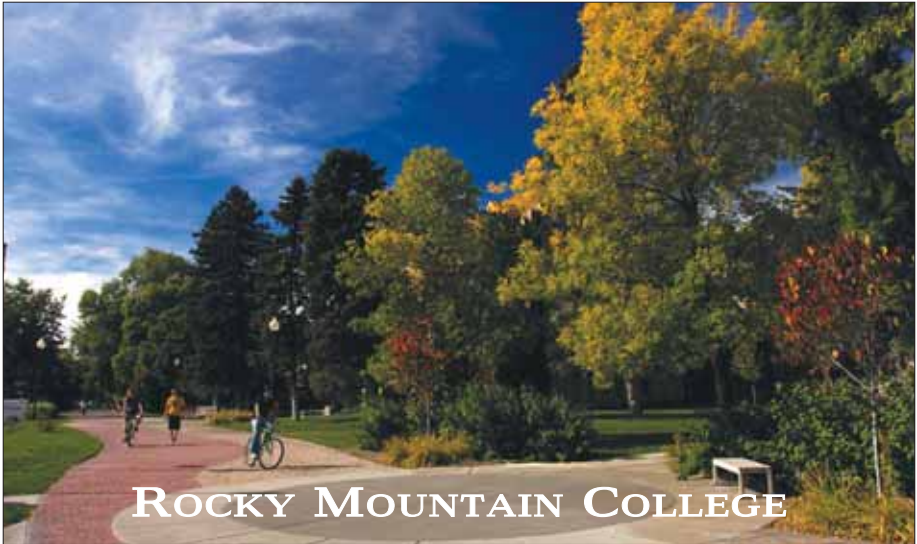
“I want others to experience the great faculty and great experiences I had,” Murphy said. How’s he doing? So far he’s organized an RMC Invitational Honors Choir which will bring 120 high school students to campus for a college-level experience. Once on campus, Murphy is sure some of those students will want to attend RMC. And that’s just for starters.



Mrs. Haverland

When it comes to giving back, no one can top the long-standing donation to the annual fund made by Elizabeth JoAnne Haverland, known to the RMC family as JoAnne, for more than 20 years. During most of that time, JoAnne served as secretary to Vice President and Dean of Students Brad Nason, where generations of students also knew her as a surrogate mom. She especially watched out for international students, once hosting nineteen Japanese students for Thanksgiving. “I mentioned it to two of them, and they brought all their friends,” she laughed.

“The turkey dinner multiplied like the Biblical loaves and fishes and all were fed.” JoAnne loves the College and its students so much she made sure a deduction was taken from her paycheck continuously for the whole time she worked at RMC. She retired last year, but she still donates to RMC. “This was where I was meant to be,” she said. “And I want to help others find out how much you can love this place.”



Mission: Rocky Mountain College educates students in the liberal arts and selected professional fields. The liberal arts underlie our commitment to rational inquiry, creative expression, critical thinking, and the practical application of knowledge. We strive to develop reflective, ethically responsible, and productive citizens. We celebrate and strengthen that which unites all of humanity.

Ranked by both U.S. News & World Report and Forbes Magazine as one of the nation's best colleges, Rocky Mountain College is a private liberal arts college located in Billings, Montana.

A scant two years after the famous Battle of the Little Bighorn, the college was born. Since 1878, RMC was created from the merger of several colleges, including Montana College and Montana Wesleyan, and it found its present home in Billings when the Billings Polytechnic Institution was established in the early 1900s. In 1947, the students were challenged to come up with a new name for the College. They chose Rocky Mountain College.

At RMC, 47 defined majors are available in 22 disciplines. In addition to choosing a major, students may choose to add one of 31 minors to their program of study.

RMC offers professional studies in aviation, equestrian, business and physician assistant studies.

RMC offers three post-graduate programs: A master's degree in physician assistant studies (MPAS), a master's of accountancy, and a master's in educational leadership. The latter two are not offered anywhere else in eastern Montana.

Rocky Mountain College is accredited by the Northwest Commission on Colleges and Universities and by the Office of Public Instruction for the State of Montana, for the preparation of elementary and secondary teachers. The physician assistant program is accredited by the Accreditation Review Commission on Education for the Physician Assistant (ARC-PA).

To learn more about RMC, visit www.rocky.edu. The College also maintains a gallery of campus photos at photos.rocky.edu.

*Rainbow over Rimview
Residence Hall*

Photo: Dave M. Shumway, RMC



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