

STRATEGIC PLAN 2021- 2025

CULTIVATING
GLOBAL
CHANGEMAKERS

GOUCHER | college

MISSION

Goucher College provides an innovative liberal arts education that prepares students with a broad, humane perspective for a life of inquiry, creativity, and critical and analytical thinking.

VISION

A top-100 national liberal arts college known for offering a transformational education that delivers graduates who can solve complex problems within a diverse, global community.

COMMUNITY PRINCIPLES

Respect. We treat everyone within our community with respect and learn from our differences. When conflicts arise, we work together to come up with mutually beneficial resolutions. We also commit to respect and protect the environment on our campus and in the world.

Inclusion. We acknowledge and embrace the unique gifts and differences of our community members and seek to include those who may feel excluded.

Communication. We communicate with the intent to listen and learn from others while placing a premium on maintaining a safe space for those involved. We create opportunities for dialogue so that a variety of voices can be heard.

Service and Social Justice. We value active participation in bettering the Goucher community as well as those communities beyond the college where we live, work, and serve. In addition, we seek to understand the issues of privilege and oppression that exist in these communities.

Responsibility. We understand that we are accountable for our own actions, opinions, and beliefs, and for ensuring that our actions are conducive to the safety and well-being of others.

AN ASPIRATIONAL VISION FOR GOUCHER COLLEGE IN 2026



Building upon a long-term commitment to and belief in the value of a transformative liberal arts education, Goucher College is a flourishing institution that provides our students with the knowledge, skills, and perspectives required to thrive in a complex, diverse, and rapidly changing world.

Goucher College has made a sustained commitment to recruiting and retaining a highly qualified and diverse workforce that is representative of its student body; it has invested in its employees by providing them with ongoing professional development and benefits and by implementing several equity adjustments to increase both faculty and staff salaries commensurate with their experience and professional standing. Faculty and staff work collaboratively to continuously improve learning, support services, business operations, and campus life to respond to the needs of students and employees.

Goucher has built upon its long-standing Study Abroad Program to become recognized widely for its integration of global education into every aspect of the life of the institution, with a prominent international student presence on campus, regular visiting international faculty, and a suite of programs that invite our students and alumnae/i to engage in meaningful global experiences.

The college has made a name for itself in cultivating a variety of collaborative and experiential pedagogical methodologies that underpin the Goucher Commons curriculum. The Complex Problem Exploration (CPE) courses present students with an innovative, project-based, interdisciplinary approach to exploring and tackling some of the biggest issues and questions of our time.

Goucher has expanded upon its tradition as a women's college and aspires to provide access to a high-quality education to those communities historically denied that opportunity. This commitment has resulted in a campus culture in which all community members receive the support they need to grow and thrive and in which all who choose to be part of the community feel a sense of safety, belonging, and respect. An increasingly diverse faculty, staff, and student body work to confront the legacies of racism, antisemitism, sexism, and other forms of injustice and to empower our students to succeed and partner with others to make a difference in the world.

All of this contributes to student success, as Goucher has become more attractive to students inspired by its offerings. Enrollment has grown and acceptance has become increasingly competitive without altering Goucher's long-standing commitment to fostering a diverse student body that includes significant percentages of low income and first-generation college students.

The college excels in providing its first-generation students and those with high potential yet lacking the necessary academic preparation with the support services they need to succeed through our innovative LAUNCH program. Students from around the nation and the world see Goucher as a truly diverse and welcoming college where they can gain the education and preparation for career success and mature as individuals and future leaders. Retention and graduation rates have increased dramatically as motivated students find Goucher to be the perfect fit for their aspirations, and students' increased satisfaction with their experience at the college has led to a marked increase in alumnae/i engagement and participation.

Goucher has strengthened its financial footing in response to the changing demographics in America by significantly expanding its graduate programs in three new areas—data analytics, social media studies, and environmental sustainability. These new programs complement Goucher's historic strength at the graduate level in education.

The college has made great strides toward efficiently and elegantly integrating its undergraduate and graduate degree faculty and staff and creating attractive educational pathways for our students to pursue advanced degrees, with innovative 4+1 dual-degree programs available internally as well as through partnerships with top-tier universities.

Our athletics are thriving, as recruitment efforts both domestically and internationally have yielded remarkable student athletes committed to the college's core values and who compete successfully in NCAA Division III conference championships. The campus embraces these athletes as ideal representatives of our community, and attendance and enthusiasm for our teams have reached new levels.

Stewarding its property wisely, Goucher has structured innovative new partnerships that allow the college to benefit from an increase in non-tuition-dependent revenue and access to new campus-based resources and new funding sources that are complementary to Goucher's growing undergraduate, graduate, and continuing education programs.

The college has substantially increased its fundraising efforts, resulting in the completion of the \$100 million **[UNDAUNTED]** capital campaign, the construction of the new Science Research Center, and the establishment of more than 10 new endowed professorships and endowed scholarships during the span of the Strategic Plan. Goucher has also significantly diversified the sources of charitable donations received, with a greater proportion coming from foundations, corporations, governmental agencies, and non-affiliated individual donors inspired by Goucher's mission and its programs.

All of these developments have elevated Goucher College in the national rankings, such as those compiled by *U.S. News & World Report*; more importantly, there is a buzz in higher education that Goucher is the ideal place for high-performing students looking for a welcoming, humane institution that truly values diverse perspectives, collaboration, and the critical inquiry required to prepare students to succeed in both work and life.



EXPLORATION



I. OUR PROGRAMS

Goucher College will strengthen its academic programs, reputation, and visibility through an ongoing focus on student success and a concerted effort to deliver an innovative, interdisciplinary, global education grounded in critical inquiry, the pursuit of excellence, and the care for the mental and physical well-being of every individual, while rooted in the principles of respect, inclusion, communication, responsibility, service, and social justice.



1.

Enhance student success

Over the next five years Goucher College will enhance student success by first and foremost focusing relentlessly on improving the student experience, student retention, and graduation rates and ensuring that all students admitted to the college, irrespective of race, religion, gender, sexual orientation, or financial resources, retain and graduate at the same rate. The college will achieve these goals by implementing five specific strategies:

- a. Invest staff, time, resources, and training to improve first-time, full-time (FTFT) first-year to sophomore retention and four-year and six-year graduation rates
- b. Introduce LAUNCH to better support first-generation and other students facing potential barriers to persisting and graduating
- c. Increase the opportunities for students to engage, develop a sense of belonging, and feel comfortable expressing their views at Goucher
- d. Create Success Teams to provide enhanced and coordinated academic and cocurricular support for each student
- e. Strengthen career development and internship opportunities that leverage our network of Goucher alumnae/i and our location near a diverse, vibrant city

2.

Strengthen our position as a leader in global education

Goucher College will build upon its reputation as a leader in global education by going beyond the current requirement of all undergraduate students to study abroad to incorporate a more comprehensive global perspective into every aspect of the college. We will achieve this by implementing the following four strategies:

- a. Develop and implement a financially sustainable model for study abroad that allows every Goucher undergraduate student to benefit from a global learning experience
- b. Develop curricula, programs, internships, and partnerships so that all students attain a meaningfully global perspective relevant to their chosen course of study and integrated across all four years of their experience at Goucher
- c. Introduce a faculty exchange program that results in the college regularly hosting international visiting scholars and Goucher full-time faculty regularly teaching and conducting research abroad
- d. Leverage our location and our reputation as a leader in global learning to design and execute a revenue positive, alumnae/i educational travel program with a global dimension

3.

Develop innovative, future-oriented educational programs that respond to the needs of today's students

Goucher College will build upon its reputation as an innovative educational institution by introducing new high-growth, future-oriented undergraduate and graduate programs and expanding beyond the traditional two-semester, in-person, campus-based model of instruction to include more convenient scheduling options and learning modalities to meet the needs of today's students. We will achieve this by implementing the following six strategies:

- a. Develop a pedagogical approach that focuses on in-person learning but offers students the convenience and flexibility of online learning where appropriate throughout the year
- b. Implement robust January, June, and July term course schedules to provide students with flexibility for internships and experiential learning experiences, and to accelerate their graduation
- c. Develop distinctive 4+1 and potentially 3+1 dual-degree programs with top-tier institutions
- d. Integrate our undergraduate and graduate division programs and faculty
- e. Identify, develop, and introduce new undergraduate majors in high-growth, future-oriented careers in the life sciences and other emerging disciplines
- f. Develop and implement at least two new graduate programs with high-growth potential equal to, or greater than, our existing graduate program in education, and focused on the needs of the adult learner

4.

Enhance our reputation for delivering outstanding interdisciplinary education and experiential learning

Goucher College will deepen its commitment to providing an innovative, interdisciplinary, and experiential education by refining and enhancing the Goucher Commons curriculum as follows:

- a. Give faculty the resources and training they need to develop world-class Complex Problem Exploration courses as a signature component of the Goucher Commons Curriculum
- b. Identify and develop deep partnerships with a select group of nonprofit organizations, corporations, and governmental agencies that can afford Goucher students transformative experiential learning opportunities
- c. Support academic excellence in our existing majors and minors through appropriate staffing
- d. Strengthen and refine the Goucher Commons curriculum to more fully integrate our institutional commitments to social justice, global education, and high impact practices

5.

Identify an authentic approach to integrating athletics into the college consistent with our mission and values

Goucher College recognizes the historic opportunity to more fully integrate the college's Athletic Program into the fabric of college life by recruiting and retaining remarkable student athletes who are inspired by the core values and defining characteristics of the college.

- a. Integrate Goucher's focus on global education into our Athletics Program in unique and distinctive ways
- b. Provide support in resources and facilities to our current teams in order to compete for conference championships on a regular basis
- c. Leverage intercollegiate athletics to enhance college affinity and spirit



OPPORTUNITY



II. OUR PEOPLE

Goucher College is committed to becoming a diverse, welcoming, and inclusive institution that treats every individual with humanity and respect; invests in initiatives designed to foster a climate of inclusion and confront the legacies of racism, antisemitism, and sexism; is considered an employer of choice by its faculty and staff; and is the first-choice college of the overwhelming majority of students who enroll at Goucher each year.



1.

Commit to becoming an inclusive institution

Goucher College recognizes that we have the opportunity and a responsibility to more fully acknowledge our history but, more importantly, focus on the present and ensure that all students, faculty, and staff feel safe, valued, and welcome at the college. We propose to achieve this in five ways:

- a. Embrace inclusion, social and racial equity, a culture of respect, and accessibility, in who the community includes, how it acts, in what we teach, and in how we prepare our students for life
- b. Leverage Goucher's membership in the Liberal Arts Colleges Racial Equity Leadership Alliance (LACRELA) to develop and implement practices that make the college a model for a racially and ethnically diverse campus
- c. Expand on Goucher's relationship with Hillel International, in cooperation with other partners, to develop and implement regular climate assessments and workshops that make the College a model for welcoming Jewish students from all backgrounds and perspectives
- d. Use Goucher's membership in the NASPA Culture of Respect program to build capacity across the college as we seek to end sexual violence through ongoing, expansive organizational change
- e. Successfully complete the discovery phase of the Hallowed Ground Project to further the college's commitment to study and recognize the role of slavery and racism in the history of the land the college currently occupies

2.

Attract and retain a highly qualified, diverse faculty and staff

Goucher College is committed to recruiting and retaining a highly qualified, diverse workforce that is representative of its student body and is compensated on par with our peer institutions.

- a. Consistently hire and retain qualified, talented employees to fulfill the college's mission
- b. Systematically assess and raise employee salaries to be competitive with relevant markets
- c. Conduct national searches for all full-time faculty vacancies to increase our ability to attract and secure the most highly qualified candidates available
- d. Obtain baseline data and monitor diversity of applicant pools; employ best practices in hiring, retention, and employee satisfaction to achieve an employee population more representative of our student body
- e. Invest in ongoing training to increase the organizational capacity, expertise, and professionalism of Goucher's faculty and staff
- f. Enhance resources to support and recognize faculty and staff scholarship and faculty teaching excellence



STRENGTH

III. OUR RESOURCES

Goucher College and its Board of Trustees are committed to ensuring that the college has adequate financial resources to fulfill its institutional mission by adding undergraduate, graduate, and continuing education offerings in high-demand and emerging fields, growing both domestic and international student enrollment, increasing and diversifying the sources of charitable donations, and better leveraging the significant investment that has already been made in our physical campus to grow auxiliary revenues through innovative new partnerships.



1.

Build a solid financial footing to enable Goucher to achieve its ambitions

Goucher College will reduce the annual draw on the endowment to a sustainable level and decrease its reliance on traditional undergraduate tuition revenue by increasing auxiliary revenue and summer term revenues.

- a. Achieve a balanced budget by year three of the five-year plan
- b. Reduce the annual draw on the endowment to a sustainable level by year five
- c. Increase net tuition revenue by adding January, June, and July terms to the college's academic calendar
- d. Increase room and board revenue by offering housing during summer and winter sessions
- e. Double annual auxiliary revenues by year five by utilizing the campus to host conferences, camps, and other activities year-round

2.

Develop and implement a robust enrollment management plan that substantially grows our applicant pool and increases net tuition revenue

Goucher College will substantially grow its applicant pool, annual incoming classes, and total undergraduate and graduate enrollment by focusing on the following four areas:

- a. Grow undergraduate enrollment by developing and implementing strategies to recruit and retain high performing students in specific market segments and regions
- b. Reinforce our signature focus on global education by recruiting a greater number of international students from a wide variety of countries through strategic partnerships with a limited number of external companies
- c. Increase graduate student enrollment by launching at least two new programs in response to identified market demand
- d. Cultivate high-achieving students from under-represented populations by developing and implementing a dual-enrollment program and intensive summer programs for middle school and high school students

3.

Leverage Goucher's marketing and communications resources to develop a high-value, distinctive, and inspiring brand identity for the college

The college will increase its visibility nationally and locally by more clearly defining its differentiating values and optimizing its digital marketing efforts. The college will grow its reputation abroad by offering distinctive programs in partnership with top-tier universities with greater brand recognition.

- a. Better define Goucher's distinctive value proposition to prospective students
- b. Enhance Goucher's national and international reputation as a leader in global education, social mobility, and innovation

4.

Recognize that in a post-pandemic world, Goucher must make significantly greater investments in technology to remain competitive

Goucher College will make a significant investment in upgrading and securing its technology infrastructure and delivering a best-in-class user experience, thereby enabling the college to respond more efficiently and flexibly to the needs of its students and employees.

- a. Migrate to a single integrated cloud-based, mobile accessible enterprise resource planning (ERP) platform to enable better decision-making and a best-in-class user experience for our students and employees
- b. Identify and implement upgrades to Goucher's existing technology infrastructure to strengthen the college's defenses against cyber attacks

5.

Build a culture of philanthropy that expands and diversifies our constituency and creates a community committed to Goucher for life

The college will successfully conclude the \$100 million [UNDAUNTED] capital campaign with the opening of the new Science Research Center and the establishment of more than 10 new endowed professorships and endowed scholarships. The college will further diversify its sources of philanthropy with a greater proportion of funding coming from foundations, corporations, governmental agencies, and non-affiliated individual donors.

- a. Successfully complete the [UNDAUNTED] capital campaign by fully funding the construction and outfitting of the new Science Research Center
- b. Significantly increase the number of endowed professorships and endowed scholarships across all disciplines
- c. Grow annual fundraising by substantially increasing alumnae/i engagement and participation
- d. Increase annual fundraising by cultivating and securing a larger percentage of philanthropic revenue from non-affiliated donors
- e. Increase annual fundraising by securing a sizable percentage of unearned revenue from government, foundation, and corporate sources

6.

Leverage one of Goucher's most valuable assets, its location, through innovative uses of the campus to generate new revenue and enhance distinctive program growth

Goucher College will form innovative new partnerships that will allow the college to increase auxiliary revenue and access new campus-based resources complementary to the growth of Goucher's undergraduate, graduate, and continuing education programs.

- a. Complete a comprehensive Campus Master Plan tied to the college's capital budget that incorporates sustainability and accessibility and prioritizes all anticipated campus-based construction, renovation, and major deferred maintenance projects from 2022 until 2035
- b. Develop a comprehensive Sustainability Plan for the college that includes establishing short-term benchmarks and long-term targets for energy, water, and waste reduction
- c. Develop a self-financing, revenue positive university-based retirement community (UBRC) with a local partner and external developer
- d. Develop an additional self-financing project that leverages Goucher's real estate assets to grow new revenue and accelerate distinctive program growth