

An aerial photograph of the Goucher College campus, featuring various academic buildings, a large parking lot, a winding road, and a fountain in the foreground. The entire image is overlaid with a semi-transparent green filter.

GOUCHER FORWARD

GOUCHER COLLEGE

STRATEGIC PLAN 2021-2026

GOUCHER | college



FROM CULTIVATING GLOBAL CHANGEMAKERS TO GOUCHER FORWARD

We are approaching Goucher's 140th year and the final two years of our five-year strategic plan with an enhanced focus and a new name: **Goucher Forward**. Having completed more than 20 initiatives in our original 2021-26 strategic plan, "Cultivating Global Changemakers," we are now focusing our efforts even more on innovating and strengthening three essential aspects of the college: **enrollment**, **student success**, and **financial sustainability**.

As we work to ensure Goucher College inspires global changemakers through our focus on academic excellence, global educational experience, and forging new partnerships with world-class higher education institutions and global businesses, we position Goucher to deliver its transformative liberal arts education not only to today's students but also for generations to come.

OUR SUCCESSES

When we first introduced our “Cultivating Global Changemakers” strategic plan in 2021, we organized the plan around three pillars: **our programs**, **our people**, and **our resources**. Our tireless efforts on initiatives that support these pillars have resulted in a marked difference for our students—we have created success teams, enhanced our global learning opportunities, introduced new graduate programs and undergraduate majors, and hired highly qualified faculty.

SEE WHAT WE HAVE ACHIEVED.

1.

We developed an innovative, team-based student advising approach: Success Teams. We hired and trained student success advisors, faculty members, library personnel, and study abroad advisors to support students from matriculation through graduation.

2.

We created a financially sustainable model for study abroad. This model allows every Goucher undergraduate student—regardless of financial need—to benefit from a global learning experience. Semester-long study abroad has grown by 127%, and six new Intensive Courses Abroad (ICAs) have been developed.

3.

We expanded programs to support all students in STEM disciplines. These programs provide more access to global perspectives. We have ensured that syllabi across disciplines are in alignment with enhancing global perspectives and have created faculty workshops to integrate global perspectives into our curricular design.

4.

We implemented policies and practices that meet students’ needs for in-person, residential learning but also allow for greater flexibility. We built out online courses and instructor certification and established best practices, hired an instructional designer to oversee online course design and instructor certification, and certified 10 new faculty courses.

5.

We provided students with multiple perspectives and insights into their areas of academic interest. We integrated our undergraduate and graduate program faculty, procedures, and policies under five new academic divisions, which house related fields of study: Writing, Arts, and Media; Humanities and Interdisciplinary Studies; Natural, Computer, and Data Sciences; Social Sciences; and Education.

6.

We introduced new undergraduate majors in high-growth, future-oriented careers. We identified and developed new majors in the life sciences and other emerging disciplines, such as digital arts, public health, and neuroscience.

7.

We launched new graduate programs focused on the needs of the adult learner. We developed three new high-growth potential graduate programs—digital communications, environmental sustainability and management, and applied policy analysis.

8.

We fostered deeper partnerships with community-based experiential learning partners. We added two new signature service sites, for a total of five active community-based learning partners, and student participation grew by 160% from 2022 to 2023.

9.

We enhanced our academic excellence with a focus on our faculty. We achieved an 11:1 student-faculty ratio, at least 85% of the full-time faculty are tenure-track, and 98% of those faculty have terminal degrees.

10.

We fully leveraged our Liberal Arts Colleges Racial Equity Leadership Alliance (LACRELA) membership. We conducted student, faculty, and staff campus climate surveys and had broad faculty and staff participation in the racial equity training programs offered through LACRELA.

11.

We ensured that the college remain a welcoming place for Jewish students. We conducted climate assessments and offered focused training and workshops for both faculty and staff through the Hillel Campus Climate Initiative (CCI).

12.

We implemented a “culture of respect” action plan for the Goucher College Title IX Office. We maximized Goucher’s membership in the NASPA: Culture of Respect program to identify and implement specific steps designed to reduce the incidence of sexual violence on our campus, as well as place a greater focus on prevention, healthy relationships, and pleasure-focused programming.

13.

We hired new faculty to support continued academic expansion. We successfully completed 11 national searches to fill full-time faculty vacancies.

14.

We improved recognition of faculty and staff scholarship and faculty teaching excellence. We highlighted faculty achievements and awards at our alumnae/i weekend, on faculty development days, in publicized free lectures, in website features, and at special book release and book signing celebrations.

15.

We introduced three new academic terms. Goucher now offers three “J-terms” on the college’s academic calendar, in January, June, and July, with both online and in-person course offerings to better serve our students’ needs.

16.

We now offer a three-year accelerated bachelor of arts degree. For students majoring in business management, economics, psychology, computer science, and data science, Goucher now offers an accelerated pathway that culminates in a full 120-credit bachelor of arts degree one year sooner than traditional programs.

17.

We added housing and meal options for students. Goucher now offers a variety of new summer housing options and meal plan options in addition to our standard 10-month housing contract and meal plan offerings.

18.

We increased the number of endowed professorships and endowed scholarships across all disciplines. We established new endowed professorships in Mandarin Chinese, biochemistry, and data science, as well as new scholarships for students studying in a variety of fields.

19.

We developed a comprehensive Campus Master Plan. We partnered with Sasaki, a leading design and planning firm, to develop a long-term, strategic campus master plan that places sustainability and accessibility at the center and prioritizes all anticipated campus-based construction and renovation projects from 2022 through 2035, the 150th anniversary of the college.

20.

We forged a new partnership with Edenwald Senior Living to develop the first university retirement community in Maryland. The plan includes leasing three acres of the college’s 287-acre campus to Edenwald, so they can construct three new residential towers containing 127 new apartments, and an innovative arrangement that will allow residents to audit classes, attend performances, borrow from the library, and travel internationally with undergraduate Goucher students on special co-generational Intensive Courses Abroad (ICA).

GOUCHER FORWARD

The Goucher Forward plan for academic years 2024-25 and 2025-26 builds upon the successes we have already achieved while placing a greater emphasis on strengthening three essential aspects of the college: **enrollment, student success, and financial sustainability**. Primary among these is continuing to grow Goucher's undergraduate and graduate enrollment and retention by further increasing the number of international and transfer students on Goucher's campus, which has already grown from 3% of our incoming class to 11% in the past three years.

Additionally, Goucher will be leveraging all its assets—whether that be its financial resources, 287-acre campus, highly desirable location, or domain expertise—to form additional partnerships and launch innovative initiatives that can further ensure the college's financial sustainability for decades to come.



ENROLLMENT

1.

Develop a high-value, distinctive, and inspiring brand identity for the college

- Better define Goucher's distinctive value proposition and branding to increase the yield of prospective students
- Enhance Goucher's national and international reputation as a leader in global education, social mobility, and innovation by improving the college's standing in several strategically important national rankings

2.

Increase domestic first-time, full-time undergraduate enrollment

- Grow undergraduate enrollment by developing and implementing strategies to recruit and retain high-affinity, right-fit students
- Increase prospective undergraduate student campus visits through targeted outreach, personalized experiences, and strategic incentives to enhance recruitment and drive higher enrollment

3.

Increase transfer student enrollment

- Increase the number of transfer students from Maryland community colleges via a vertical transfer strategy

4.

Increase international student enrollment

- Increase the number of United World College students
- Successfully launch an international 2+2 transfer program yielding 50 or more students annually

5.

Increase graduate student enrollment

- Increase graduate student enrollment by more effectively partnering with local school districts, corporations, and other organizations to drive growth



STUDENT SUCCESS

1.

Become an inclusive institution

- Increase the opportunities for students to engage, develop a sense of belonging, and feel comfortable expressing their views at Goucher
- 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.

Increase retention and graduation rates

- Improve four-year and six-year graduation rates
- Expand LAUNCH to support all incoming first-generation students

3.

Create distinctive programs that set Goucher apart

- Implement robust January, June, and July term course schedules with online-only offerings in January and a mix of online and in-person options during the summer J-terms
- Give faculty the resources and training they need to develop world-class Complex Problem Exploration (CPE) courses as a signature component of the Goucher Commons Curriculum

- Strengthen career development and internship opportunities by forging deep partnerships with several major corporations in key growth fields

4.

Recruit, retain, and invest in high-quality faculty and staff to drive student success

- Invest in ongoing training to increase the organizational capacity, expertise, and professionalism of Goucher's faculty and staff
- Employ best practices in hiring, retention, and employee satisfaction to achieve an employee population more representative of our student body

5.

Integrate athletics into the fabric of Goucher's culture

- Establish a culture of collaboration among Athletics, Enrollment Management, Facilities Management, and Advancement in order to build a best-in-class athletics program
- Continue to enhance the athletic facilities to better support our current student athletes in consistently competing for conference championships



FINANCIAL SUSTAINABILITY

1.

Develop new sources of auxiliary revenue

- Leverage our reputation as a leader in global learning to design and launch a revenue-positive, multigenerational educational travel program for Edenwald URC members and Goucher alums
- Significantly increase annual auxiliary revenues by utilizing the campus to host conferences, camps, and other activities year-round

2.

Reduce the college's annual operating expenses

- Review the college's opportunities to leverage our endowment to reduce annual debt service
- Upgrade the college's energy infrastructure and lower annual energy consumption through implementation of an energy performance contract
- Lower the college's annual operating expenses through consortium purchasing of insurance, of health benefits, and in other areas where economies of scale can be leveraged

3.

Reduce operational and reputational risks to the college through investments in technology

- Migrate the existing student information system (SIS) to a single integrated cloud-based, mobile accessible

platform to enable better decision-making and a best-in-class user experience for our students and employees

- Reduce the risks posed by potential cyber attacks and single points of failure by moving to an outsourced managed services model for information technology

4.

Successfully complete the [UNDAUNTED] capital campaign

- Successfully complete the [UNDAUNTED] capital campaign by securing the funding commitments necessary to start construction of The Lewent Science Center
- Increase annual fundraising by continuing to secure an ever-larger percentage of unearned revenue from government, foundation, and corporate sources

5.

Leverage Goucher's campus to generate new revenue and enhance distinctive program growth

- Negotiate a ground lease development that leverages Goucher's real estate assets to grow new revenue and accelerate distinctive program growth
- Incorporate the Peabody Prep program into the college's campus



