

Goshen College Vision

Goshen College is recognized as an influential leader in liberal arts education focusing on international, intercultural, interdisciplinary, and integrative teaching and learning that offers every student a life-orienting story embedded in Christ centered core values: global citizenship, compassionate peacemaking, servant leadership and passionate learning.

Goshen College Strategic Plan

Central Priority: Attract and retain students! GC will reach sustained enrollment growth made up of students open to faith and learning from an Anabaptist perspective and reflective of the diversity present in our region, church, and world.

Strategy 1: Use a systematic, data-informed, and effective marketing and recruitment process to achieve annual enrollment goals.

1. Implement an annual marketing/recruitment process which includes the “10 critical elements” (Ruffalo Noel Levitz) required for success.

Strategy 2: Build a results driven highly functioning recruitment and marketing team.

1. Review adequacy of current roles/structures in all EM offices
2. Complete job descriptions and training for all counselors
3. Develop career path for admissions counselors and operations staff

Strategy 3: Prepare and implement comprehensive marketing and recruitment plans, emphasizing intercultural responsiveness.

1. Hire enrollment management expertise to guide preparation and implementation of comprehensive recruitment/marketing plans.
2. Adopt best-practices for marketing/communication, including the use of data to inform management and strategic decisions.
3. Collaborate with Center for Intercultural & International Education (CIIE) on recruitment strategies with identified regional and national partners
4. Develop program-specific messages and enrollment goals — alongside messages of institutional distinctives — to guide efforts of faculty and recruitment
5. Regularly communicate progress in achieving recruitment goals to campus stakeholders (faculty, staff, administration, board)
6. Collaborate with Advancement to extend marketing reach

Strategy 4: Maintain strong retention by understanding the experiences and needs of key subgroups of students and adapting programming to close retention gaps.

1. Utilize Jenzabar Retention Module effectively
2. Administer Student Satisfaction Inventory (SSI) and other surveys capturing student experience data
3. Conduct end of semester enrollment checks
4. Leverage existing data (survey, retention/graduation rates) to understand differential student experiences
5. Facilitate campus conversations and decisions about programmatic changes needed to respond to identified areas of weakness

Strategy 5: Increase student exposure to diverse role models to provide support for faith and identity development, identity exploration, and preparation for the future.

1. Introduce the Cultural Intelligence Framework to faculty and staff through campus workshops
2. Make faculty of color a priority in hiring

Strategy 6: Strengthen the connection between students' academic program and their career preparation.

1. Articulate clear career paths for students in each academic program
2. Utilize Pathways programming for career development
3. Develop the connection between alumni and students

Strategy 7: Grow nontraditional educational programs and expand delivery systems.

1. Align curricular and co-curricular program offerings and content with market demand
2. Market aggressively and fill to capacity our current adult and graduate programs
3. Develop online degree programs
4. Expand adult-focused programs (degree completion; accelerated)
5. Launch community-based language programs: English/Spanish classes
6. Develop partnerships for the creation of the Institute for Intercultural Leadership

– Approved by Goshen College Board, February 2015