

A Strategic Plan for Goshen College, 2021-2027





#### **Our vision:**

Goshen College will cultivate **joy, growth and purpose**, preparing students to thrive in **life, leadership and service**.

Rooted in the way of Jesus, we will seek inclusive community and transformative justice in all that we do.

### **Our mission:**

Goshen College **transforms local and global communities** through courageous, creative and compassionate leaders. Shaped by Anabaptist-Mennonite tradition, we integrate **academic excellence** and **real-world experience** with **active love for God and neighbor.** 



### Greetings,

This strategic plan builds upon our **founding cornerstones of Christian faith** and commitment to "Culture for Service," as well as our recently renewed vision and mission. The aspirations, goals and objectives embodied in this plan set a mission-driven trajectory for Goshen College.

Embracing our role as a liberal arts college with outstanding professional programs, **our students will be the center of our work**, as we provide an inclusive, supportive and seamless educational experience. Recognizing the educational power of real-world experience, **community engagement** will be integral to our academic excellence as we transform communities and respond to urgent social needs. Claiming our Anabaptist-Mennonite heritage and inspired by the life and teachings of Jesus, **joy, growth and purpose** will characterize our learning and service.

Goshen College will be known as a place where all members are truly known, valued and belong. And Goshen College will continue to be a place **where everything connects**.

— President Rebecca Stoltzfus

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# 1

## Integrated academic excellence:

Integrated academic excellence through distinctive programs, local and global community partnerships, and student-centered practices.

- Strengthen our distinctive liberal arts, graduate, and certificate curricula through a comprehensive academic planning process.
- Strengthen Goshen's integration of real world learning and academic excellence for all students via community engaged learning.
- Develop and expand structures to support faculty excellence and professional development.
- Create student-centered partnerships across academics, student life, and business services for equitable success.



## **2** Thriving students:

## Student experiences that enhance involvement, inclusion and belonging for a lifetime.

- Create an inclusive and healthy campus environment for all students.
- Develop a more explicit model for student development, including faith development, and align GC practices and programs to support the model.
- Deepen traditions within the GC community that cultivate connection, pride and celebration, fostering a lifelong connection to the college.
- Strengthen Maple Leaf Athletics through strategic recruitment of studentathletes, excellence in coaching, and support for the personal, academic and athletic success of our student-athletes.



## 3 Mission-driven employees:

Mission-driven, broadly diverse and exceptionally talented employees who contribute to a vibrant educational community.

- Promote a culture of professional excellence for all employees.
- Strategically engage diversity, equity and inclusion for all employees.
- Strategically engage the culture of Anabaptist-Mennonite faith, as expressed at Goshen College.
- Build a culture of employee appreciation and satisfaction.



# 4 Growing student body:

A growing student body in our traditional undergraduate, adult and graduate programs that reflects and serves our primary communities, and strengthens the institution's financial viability.

- Establish new and expand existing populations of students for our traditional undergraduate and adult/graduate programs in a way that increases net revenue.
- Strengthen student diversity in our traditional undergraduate and adult/ graduate programs to better reflect the composition of the geographic and faith-based communities with which we are most closely affiliated.
- Strengthen the enrollment pipeline for our traditional undergraduate and adult/graduate programs through robust and strategic community-oriented programs that also support net revenue growth.



# 5

## Hallmark learning environment:

## A hallmark learning environment that enhances and supports our vision and mission.

- Redesign, renovate and create beautiful and inviting spaces that incorporate universal design concepts to support our mission and communicate our identity, culture and values.
- Strategically plan for, strengthen and invest in technology for institutional operations, academic engagement and inter-organizational collaborations.
- Incorporate environmental sustainability in our philosophies, practices and materials institution-wide.
- Strengthen facilities planning to make the most efficient use of our resources, using the 2021 Campus Master Plan as a guiding document.



574.535.7000 | goshen.edu/president | president@goshen.edu