



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**.

Our Five Aspirations | 2021-2027



Our planning began in 2019 and was completed in 2021, as we persevered through an historic pandemic and enthusiastically pursued our mission. As a companion to this strategic plan, we have created a new campus master plan that will guide the development of our facilities over the next decade and beyond.

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 student-athletes, 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.





Our Priority Objectives for 2021-22

"Culture for Service" for:

Our Students

- Expand academic support services
- Strengthen orientation programs
- Campus master plan next steps: health sciences facility, marine biology station, Westlawn
- Align all misconduct systems
- Increase student participation in wellness, DEI and faith formation programs

Our Employees

- Assess employee satisfaction and salary structures
- Provide diversity, equity and inclusion (DEI) training for faculty, and develop departmental assessments
- Strengthen IT function and governance based on recent audits

Our Community, Local and Global

- Continue brand roll out: strengthen curb appeal, entrances, tell GC stories on interior parts of campus, mascot
- Give students meaningful immersive educational experiences: Study-Service Term revisions, internships, more community engagement courses
- Increase enrollment in adult & graduate programs, including developing new Master of Social Work program