

GOUCHER

—college—

President

Leadership Profile

WITT / KIEFFER
Leaders Connecting Leaders

Prepared by

Lucy A. Leske

Robin G. Mamlet

Jean A. Dowdall, Ph.D.

This leadership profile is intended to provide information about Goucher College and the position of president. It is designed to assist qualified individuals in assessing their interest in this position.

The Opportunity

Mission

Goucher College is dedicated to a liberal arts education that prepares students within a broad, humane perspective for a life of inquiry, creativity, and critical and analytical thinking.



Goucher College seeks a new president with the leadership experience and ability, characteristics, and credentials to inspire and guide the next era of success for one of the nation's most distinguished liberal arts colleges. The new president will be expected to engage the campus in identifying the priorities and securing the necessary resources to define a path to success in a challenging external environment.

Goucher College's [presidential search website](#) for additional information about the search and the college.

Interested candidates should visit

Goucher College: An Overview

Among the nation's top liberal arts colleges throughout its history and one of 40 [Colleges That Change Lives](#), Goucher College offers a rich and rewarding educational experience to its students. Goucher's history of innovation and commitment to social justice, civic engagement, diversity, and global understanding create a broad platform for a distinctive liberal arts education.

Since its founding in 1885, Goucher has built a strong, varied, and innovative tradition of a liberal arts and sciences education. Originally named the Woman's College of Baltimore, Goucher was founded by the Rev. John Franklin Goucher, after whom the college was renamed in 1910. Established in midtown Baltimore, Goucher relocated its campus in 1954 to Towson, MD, just eight miles north of the heart of the city. The college has been coeducational since 1986. In 2006, Goucher became the first college in the nation to require all undergraduates to study abroad at least once before graduation. The college also was among the first in the country to introduce independent study, field work, medical science classes for women, early admissions, accelerated college programs, and individualized majors. Taking advantage of its proximity to the nation's capital, Goucher developed one of the first political science internship programs in the country and later expanded internships to all academic areas. The college was granted a charter by the national honor society of Phi Beta Kappa in 1904 as the Beta of Maryland Chapter.

Today, Goucher is a college of about 1,500 undergraduate and 770 graduate students from across the United States and around the world. Renowned for the high quality of its academic programs, the college offers 37 undergraduate majors, minors, and interdisciplinary areas of study, and allows students to design their own majors. In addition to its most popular majors in psychology, communications, business management, English, art, and biology, Goucher is noted for distinctive programs in dance, the sciences, and creative writing as well as peace studies and environmental studies. Since 1990, the college has added several new graduate programs and now offers master's degrees in education, teaching, historic preservation, arts administration, cultural sustainability, digital arts, and creative nonfiction, plus one of the nation's leading post-baccalaureate premedical programs.



In addition to the requirement for a study abroad experience, Goucher's liberal education curriculum includes other requirements that reflect the core values underpinning a liberal arts education—values Goucher deeply honors. These include proficiency in English composition and in a foreign language, and solid foundations in history, abstract reasoning, scientific discovery and experimentation, problem-solving, social structures, and environmental sustainability: <http://www.goucher.edu/academics/liberal-education-curriculum>

Goucher's beautiful, park-like 287-acre campus is home to impressive facilities. Students have access to an array of research equipment and laboratories; superb performance and studio art spaces including the Meyerhoff Arts Center and the 1,000-seat Kraushaar Auditorium; and the Hughes Field Politics Center which houses the Goucher Poll. The Athenaeum, completed in Fall 2009, is a 103,000-square-foot, LEED Gold Certified building open 24 hours a day and featuring a new library, home of an extensive Jane Austen collection; a spacious open forum for performances, public discussions, and other events; classrooms; a café; an art gallery; a radio station; a center for community service and multicultural affairs programming; spaces for exercise, conversation, and quiet reflection; and state-of-the-art technology throughout. Just re-opened in fall 2013, Goucher's former Julia Rogers Library has been renovated to LEED Silver standards into a state-of-the-art academic center. The 62,000-square-foot facility now features classrooms and teaching labs; research labs for math, physics, and psychology; conference and

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seminar rooms; the graduate program center; academic support services; and more than 70 new faculty offices.

Wellness, physical fitness, and mental health have been an integral part of Goucher from the very beginning. Committed to educating the body as well as the mind, Goucher was a pioneer in, among other things, the field of physical education and made it a part of the college curriculum from its founding. A member of NCAA Division III, Goucher's Gophers compete in the nine-member Landmark Conference in basketball, volleyball, tennis, soccer, track and field, cross-country, swimming, field hockey, and lacrosse. The college also offers a co-ed varsity equestrian team that competes in the Intercollegiate Horse Show Association (IHSA), and a variety of club and intramural sports. In recent years, Goucher's Gophers have won conference championships in men's lacrosse. The riding team has finished as high as fifth at the IHSA national championship, and student-athletes routinely earn prestigious awards for their combined athletic and academic achievements. Facilities unique to Goucher are riding stables and 25 horses located on the campus, a lighted turf field, and over five miles of cross country trails through the dense woods that form the perimeter of the campus.



Goucher students go on to careers and lives of distinction in a [range of fields](#). Within one year of graduation, 92 percent of the Class of 2012¹ had entered the job market or were pursuing graduate or professional education.

Goucher's approximately 20,000 alumnae/i—comprising all graduates as well as former students who have completed at least two semesters of study—are served within the college's administration by the vice president for development and alumnae/i affairs and represented institutionally as the Alumnae & Alumni of Goucher College ("AAGC"). A highly visible and valued constituency, alumnae/i are engaged through a quarterly magazine, a dedicated Web presence, an annual alumnae/i weekend, and are active in support of Goucher and its students.

The college is overseen by a Board of Trustees. It comprises 46 members serving three-year terms and led by a chair, vice chair, treasurer, and secretary. In addition to the activities of its Executive Committee, board business is conducted and reported through the following ten committees: Academic Affairs, Audit and Governance, Budget, Campus Life, Compensation Review, Development and Alumnae/i Affairs, Endowment, Facilities, Trusteeship, and Crossroads Task Force, the newest committee. Crossroads is made up of faculty, staff, and trustee representatives charged with investigating Goucher's options for the future. Board members are eminent and respected leaders in spheres of finance, law, engineering, education, real estate, public administration, and other fields. Approximately three-quarters of trustees are distinguished alumnae/i of the college, and nearly half reside within a 50-mile radius of the college. Others come to board meetings from as far away as Tokyo.

¹ Data available for 85 percent of the class.

Goucher College is accredited by the Middle States Commission on Higher Education. The Elementary Education Program, Special Education Program, and the Secondary Education Program have been approved by the Maryland State Department of Education. The Department of Chemistry is on the approved list of the American Chemical Society.



The Role of the President

The president of Goucher College reports to the [Board of Trustees](#) and is responsible for ensuring the college fulfills its mission, honors its commitment to academic excellence and student success, and maintains fiscal stability and integrity.

The president is responsible for the implementation of the college's strategic plan and is expected to serve as the public persona of the college, both internally and externally, fulfilling roles of fund raiser, strategist, motivator, and consensus builder.

The president manages and directs these efforts through the support of a senior staff composed of the provost and chief academic officer; the executive vice president and general counsel; the vice president and dean of students; and vice presidents for communications, development and alumnae/i affairs, enrollment management, finance, human resources, and technology and planning. For more detail, see the college's organizational chart at Appendix I.



In addition, a College Council reports to and serves as an advisory body to the president. It is made up of the president's senior staff, the associate dean of graduate and professional studies, two faculty members, two students, and two administrative staff members. The group meets approximately every two weeks during the fall and spring semesters.

The president is a visible member of the Maryland Independent College and University Association (MICUA) as well as the Annapolis Group.

Financials

Goucher's endowment is approximately \$205 million.

The operating budget of the college in 2013-14 is \$61 million.

Institutional financial aid in 2013-14 is \$24.7 million.

For more information on the college's finances, please see the most recent [audited financial statements and associated documents](#).

Opportunities and Expectations for Leadership

Capitalize on Goucher's History and Strengths to Define its Future

The college has benefited enormously from the successful, stable, and visionary leadership of its current president, Sanford J. Ungar; a loyal and distinguished alumnae/i base; a beautiful campus located in an interesting and dynamic community; an outstanding faculty; a talented staff dedicated to student success; vital sports and arts programs; and a commitment to values and principles that bind the community together.

Despite its historic strength and tremendous forward momentum over the past decade, Goucher – like many small, private liberal arts colleges – faces a number of challenges in today's dynamic environment that are prompting conversations about its values and principles. Competition for students, resources, and visibility requires the college to define what a Goucher liberal arts education will look like in the 21st century and how the college can support this model with its current and potential resources. The president will provide leadership and focus in this essential task—not only for Goucher's sake, but for liberal arts education writ large.

Evaluate and Implement Results of Strategic Planning

One of the college's greatest strengths is its history of broad-based planning leading to bold steps. Building on its 2011 strategic plan, [Transcending Boundaries and Transforming Lives](#), as well as the college's 2009 Middle States Self Study, the Crossroads Task Force is identifying short- and long-term priorities for the community to consider. The new president will join work underway by the [Crossroads Task Force](#), a mixed constituency group charged to propose options that address challenges facing higher education and Goucher College in particular. The new president will be expected to take up the charge, evaluate the possibilities while considering current strategic priorities, establish an efficient decision-making process, identify or secure the resources necessary to implement the plans, and mobilize the community to carry them out. [A summary of the college's strategic priorities is available online here.](#)



Develop and implement a plan for financial sustainability

Goucher operates with a balanced budget and benefits from a diversified portfolio of resources, including its stunning campus, accessible location, and supportive alumnae/i. Like many colleges of its type, Goucher has had to adjust its budget to accommodate inconsistent enrollment and rising financial aid costs. The college continues to attract academically gifted

students but at an increasingly higher cost while staff and faculty do more with less. The college has increased its efforts to develop sustainable and predictable enrollment strategies. Goucher's \$205 million endowment, investment performance, and debt ratios compare favorably with its peers, but its net revenue needs to diversify and grow if the college is to maintain its current budget.

Goucher's resources and revenue have not increased at the same rate as the cost of funding private, residential, liberal education. The college's mission, programs and student-faculty ratio are inherently expensive. Goucher needs a president with the analytical skills, strategic ability, and creative perspective to lead the institution to a new, sustainable model for financial success—one that will enable the college to maintain its commitment to excellence in liberal arts education in the new 21st-century reality.

Leverage relationships to build resources and recognition

Colleges like Goucher must be nimble, creative, and savvy entrepreneurial enterprises to compete successfully for resources, enrollment, and attention in an instantaneous and media-saturated world. Effective relationships with alumnae/i, donors, trustees, and community partners are essential, as is a robust, resourced marketing and branding effort. Building on the success of the college's most recent comprehensive campaign—which closed in 2012 with more than \$118 million raised—the president is expected to lead efforts not only to launch a vigorous new campaign effort but also to examine and strengthen the college's connections to alumnae/i, the larger Baltimore community, and potential partners who could provide new collaborations and sources of revenue.

Build a culture of trust, collaboration, and action

Goucher's next president will join a community of faculty, students, staff, alumnae/i, and volunteers who care deeply about the college and are invested in its success. They believe that honest communication of the issues facing the college, clear presentation of data, collaborative processes for developing ideas and solutions, and effective delegation of responsibility and authority will enable the institution to thrive and establish an effective paradigm for contemporary liberal arts education. Goucher College believes it will succeed with a president who can build trust and engage the community as partners in its future.



Professional Qualifications and Personal Qualities

The ideal candidate will demonstrate the following preferred characteristics:

- A commitment to the values and principles of Goucher College and of liberal arts education
- Personal and professional integrity
- Significant evidence of leadership success in comparable settings, coupled with well-developed administrative skills including proven strength in leading a senior team
- Success developing and implementing a vision and strategic plan
- Proven ability or high potential to raise philanthropic revenue, as well as to identify new sources of potential revenue
- Capacity to recognize and support creativity and leadership in others
- The ability to build trust through communication, transparency, and collaboration with a diverse community
- A principled and deep commitment to the values of diversity and inclusion, and ability to make manifest that commitment in thought, word, and deed
- Knowledge of the global landscape of contemporary higher education and evidence of success in developing effective methodology and solutions for tackling the issues
- Seasoned and well-developed executive intelligence
- Intellectual curiosity and an inherent interest in humanity
- The enthusiasm and energy to engage others in leading the enterprise
- An earned doctorate and demonstrated success as a teacher and scholar; relevant outstanding success in other fields will be considered

Procedure for Candidacy

Nominations and expressions of interest are welcome and should be sent electronically to GoucherPresident@wittkiewfer.com. Credential review will begin on December 1, 2013.

The following Witt/Kieffer consultants are supporting Goucher College with this search and may be reached by calling 630-575-6122:

Lucy Apthorp Leske, Managing Partner, Witt/Kieffer Higher Education Practice
Robin G. Mamlet, Deputy Managing Partner
Jean A. Dowdall, Ph.D., Partner

Material that must be mailed may be sent to:
Lucy Leske/Robin Mamlet - Goucher College President
c/o Witt/Kieffer
2015 Spring Road, Suite 510
Oak Brook, IL 60523

For more information, visit Goucher's web site at www.goucher.edu.
Goucher College is an Equal Opportunity Employer.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Goucher College documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

Goucher College at a Glance

Academic program

162.67 FTE faculty
90% of full-time faculty hold the most advanced degree in their field; there are no teaching assistants.
Goucher offers 33 majors and individualized, interdisciplinary concentrations of study.
[Baltimore Collegetown Network](#) allows for cross-course registration.
Internship and service-learning programs augment the curriculum.
Degrees offered: B.A., M.A., M.Ed., M.F.A.
Goucher also offers dual B.A./B.S. degrees in engineering with Johns Hopkins and Columbia.
Goucher students are required to study abroad. The college offers more than 60 programs, ranging from three-week full-immersion opportunities to semester or yearlong experiences overseas.

Students

1,449 undergraduate students; 662 graduate students
9:1 student-to-faculty ratio
Average class size: 16; 77% of classes have 19 or fewer students.
Students are from 45 states and 27 countries.
Middle 50% verbal SAT scores: 510-660
Middle 50% math SAT scores: 500-620
Average GPA: 3.2
26% are students of color.
49% of students are from the top fifth of their high school class.
Average ACT Composite: 25

Campus highlights

The Campus Agricultural Co-op is dedicated to sustainable agriculture on campus. Members grow food hydroponically and in the garden and sell it to Goucher's food management company, to be served in the dining halls.

Opened in 2013, the Academic Center at Julia Rogers features classrooms and teaching labs, including research facilities for physics, math, computer science, and psychology; 10 conference and seminar rooms; and more than 70 new faculty offices.

Opened in 2009, the Athenaeum includes a high-tech library; a public forum; classrooms; a café; an art gallery; a radio station—and many other spaces. It houses a center for community based learning and is the site of a vibrant speaker program. It is an intellectual, cultural, and social crossroads of the campus.

Campus life

84% of students live on campus.
Residence options include singles, doubles, multiples, and theme housing.
NCAA Division III, Landmark Athletic Conference
60+ active clubs and organizations

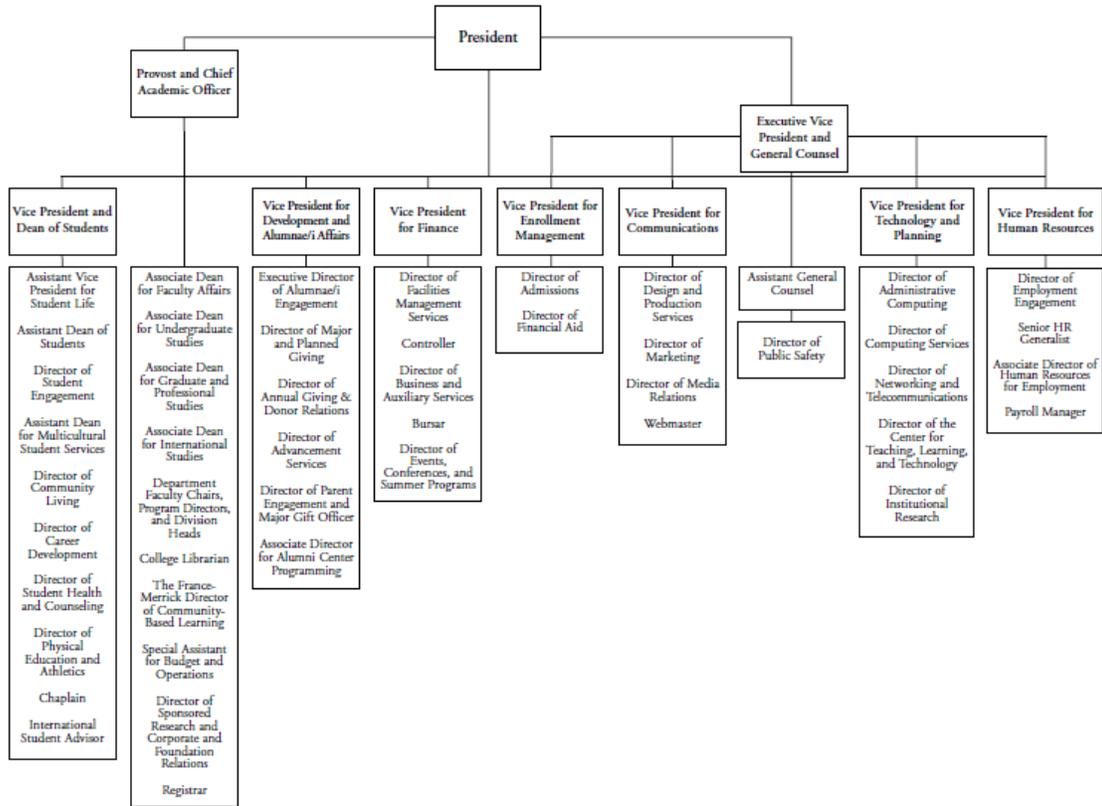
Tuition & fees

Comprehensive Fee: \$52,450
84% of students receive financial assistance
Average award: \$29,272
Renewable merit scholarships range from \$10,000 to \$20,000;
100% of admitted students are considered for merit scholarships
Freshman-to-sophomore persistence: 85.6%
Six-year graduation rate: 66%
Figures represent most recent reported data.

APPENDIX I Organizational Chart

GOUCHER COLLEGE

ORGANIZATIONAL CHART 2013-2014



Office of the President - October 2013

WITT / KIEFFER

Leaders Connecting Leaders

Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life. The firm's values are infused with a passion for excellence, personalized service and integrity.