

## Goucher College Divisional Strategy Cascades

Level	Q1. Aspiration: Who do we want to be?	Q2. Where will we play/focus?	Q3. How will we create superior value to succeed?	Q4. What capabilities must be in place?	Q5. What assessment systems are required?
<i>College Level Cascade (for reference)</i>	<i>Be a better place for academically ambitious students to achieve their potential and lead successful and fulfilling lives.</i>	<i>We will focus on understanding and meeting the needs of our students to help them solve complex problems, collaborate with diverse groups, live engaged lives, be resilient to failure, think for themselves, and be agents of change.</i>	<i>We will use the 3Rs to structure and improve all elements of the total student experience.</i>	<i>We need to model the values we seek in our students so that we become a culture that is engaged, transparent, data-informed, innovative, and collaborative with leadership committed to building a community that can adapt to change.</i>	<i>We need data systems and a culture that help us assess and improve student success and levels of engagement among the faculty, staff, and students.</i>
<b>Academic Affairs</b>	Being recognized as a place where the academics is the focus as a direct result of or evidenced by a commitment to excellent teaching, scholarship, service, social justice and mentoring by both faculty and academic staff.	Through close faculty/staff-student relationships we will: use innovative pedagogies to deepen student learning; foster independent creative thinkers through advising and mentoring; promote students' learning through experiential opportunities in local and global communities; ensure student success through high quality services and programs.	We will demonstrate our superior value through our integrative curriculum which emphasizes problem-based learning, societal awareness, and disciplinary knowledge.	We need administrative structures that support a seamless blending of curricular and co-curricular learning.	Systematic and sustainable assessment that includes student learning outcomes assessment, program review, and assessment institutional effectiveness with the goal of continuous improvement.
<b>Advancement</b>	Encourage stakeholders to increase philanthropic support to provide critical resources to the institution	Our focus is to meet our stakeholders "where they are" by utilizing data segmentation.	Utilizing the "Undaunted" Capital Campaign to identify, engage/re-engage stakeholders to establish Goucher College as their philanthropic priority through the following activities: <ul style="list-style-type: none"> <li>• Events of varying size</li> <li>• print and digital communications</li> <li>• volunteer opportunities</li> </ul> impact of philanthropic resources	Organizational resources needed: <ul style="list-style-type: none"> <li>• Technology</li> <li>• Human capital</li> </ul> Cross-divisional collaboration	<ul style="list-style-type: none"> <li>• Campaign Goal: \$100M+</li> <li>• CRM</li> <li>• Participation Rates of stakeholders</li> <li>• Engagement Evaluation tools</li> <li>• Industry standard practices &amp; peer benchmarking</li> </ul>

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<b>Finance and Facilities</b>	<p><b>Finance:</b> To ensure the fiscal and operational integrity of the college, we need to be a premier collector and disseminator of information which enables end users to easily understand and utilize information and finance-related services.</p> <p><b>Facilities:</b> Provide state of the art living and learning facilities creating an environment that supports the teaching and learning process.</p>	<p><b>Finance:</b></p> <ul style="list-style-type: none"> <li>• Timeliness</li> <li>• Understandability</li> <li>• Accuracy</li> <li>• Consistent</li> <li>• Innovation</li> </ul> <p><b>Facilities:</b> Creating spaces that support the whole student experience</p>	<p><b>Finance:</b></p> <ul style="list-style-type: none"> <li>• Relationship building</li> <li>• Accessible policies</li> <li>• Collection and distribution methods</li> </ul> <p><b>Facilities:</b> Ensuring we are/have an integrated process which includes Academics, Finance, Facilities, Access, Affordability, and Accountability</p>	<p><b>Finance:</b></p> <ul style="list-style-type: none"> <li>• Systems to communicate</li> <li>• Integrative systems</li> </ul> <p><b>Facilities:</b> Systems &amp; staffing capable of supporting the environment we are creating</p>	<p><b>Finance:</b> Performance Metrics</p> <p><b>Facilities:</b> Benchmarking master planning space efficiently (schedule, count)</p>
<b>Human Resources</b>	<p>To be a great place to work</p>	<ul style="list-style-type: none"> <li>• Diversity</li> <li>• Excellence</li> <li>• Collaboration</li> <li>• Equity</li> <li>• Wellness</li> </ul>	<ul style="list-style-type: none"> <li>• Intentional professional development</li> <li>• Promote accountability to community principles</li> </ul> <p>Incorporate the areas we will play into all policy reviews, benefit offerings, and compensation structures.</p>	<ul style="list-style-type: none"> <li>• Budget</li> <li>• Supervisors who help employees flourish</li> <li>• Mentoring</li> <li>• Promotion of community engagement</li> <li>• Cross campus support &amp; collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Satisfaction surveys</li> <li>• Conversational reviews</li> <li>• Turnover statistics</li> <li>• Program participation/completion rates</li> </ul>

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<b>Information Technology</b>	Partner with faculty, staff, and outside resources to provide stable and suitable technology solutions to campus, develop shared ownership of systems and processes, and assist campus users in becoming more efficient and more effective in executing strategy and tactics.	We will focus on supporting the priorities of the institution by: <ul style="list-style-type: none"> <li>•Developing, implementing, and maintaining the technology infrastructure of networking, servers, software, systems and services</li> <li>•Creating a mobile campus</li> <li>•Deploying and maintaining computing devices for faculty and staff</li> <li>•Streamlining processes and procedures for receiving and responding to requests for assistance and notification of problems</li> <li>•Providing documentation and training to enable users to be more self-sufficient</li> <li>•Helping people be more aware of security and to be safe online</li> </ul>	We will build relationships with campus users to improve self-sufficiency and provide systems that are reliable and scalable.	We need a planning process with others to create well-developed and realistic priorities and roadmaps that support institutional and departmental goals and reduce the demands for competing resources.	We need a structured and recurring process for: <ul style="list-style-type: none"> <li>•Assessing college academic and administrative systems to determine when it is time to enhance or replace a system</li> <li>•Assessing the cost and resources used to deliver the academic and business functions of the college</li> <li>•Capturing lessons learned in order to improve future decision making and implementation plans</li> </ul>
<b>Office of Communications</b>	<ul style="list-style-type: none"> <li>• Driver of clear consistent messaging and voice for the College</li> <li>• Define and market our brand to internal and external audiences.</li> </ul>	We will focus where students (prospect, current, and alumnae/i) play. Our priorities are admissions, advancement, and retention.	We strategically look at various aspects of the college and highlight how we are distinct and unique to set ourselves apart from the competition. We will utilize current tools (social media, Slate, emails) to create authentic, timely, relationship building communications for multiple segmented audiences.	<ul style="list-style-type: none"> <li>• We need resources for awareness/reputation- building advertising.</li> <li>• We also need the ability to say no when there is an alternate and more effective option to projects that directly don't support the college's priorities.</li> </ul>	We need data to assess the student recruitment and engagement such as enrollment number, ranking, survey results, social media campaign metrics, feedback forms on website, focus groups, and giving amount.

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<b>Strategic Initiatives</b>	Great facilitators of cross functional strategic initiatives that support an inclusive culture of student success, community engagement and adaptive capacity	Focus on the experience of prospective and current students.	By bringing the 3Rs to life through cross functional teams focused on improving the student experience.	The ability to do strategy making as an ongoing and aligned social process that intentionally moves our community toward a shared aspiration. Only by thinking, communicating, deciding, and taking action together, can we realize the college's vision.	Those that enhance the ongoing assessment of effectiveness of our work.
<b>Student Affairs</b>	We will empower all students to take ownership of their college experience, while engaging in meaningful learning inside and outside the classroom.  #learningeverywhere	We will facilitate transformational experiences and reflection for all students at different moments of transition, personal development, and shifting world views.	We will create the structure and guidance that supports student development and provides them with opportunities to integrate and reflect upon their curricular and co-curricular opportunities.	<ul style="list-style-type: none"> <li>• A personal commitment to accountability, equity, cooperation, adaptability, and professional respect that acknowledges our work toward common goals.</li> <li>• The capacity to embrace, understand, and manage change.</li> </ul>	Design and establish integrated assessment systems that evaluate student learning.