

GOUCHER

—college—

Goucher College
President
Towson, Baltimore County
Maryland

THE SEARCH

Goucher College, among the most innovative small liberal arts colleges in the Northeast, seeks a strategic, collaborative, creative, and culturally competent leader to be its next President. This individual will inherit a bold institution emerging from a period of rapid and necessary change, poised to solidify its new foundations, generate new resources, and further evolve and cohere its identity, academic offerings, and institutional culture.

Goucher College has a long and proud history of resiliency and forging into the unknown. Goucher was founded in 1885 as a women's college in the heart of Baltimore, breaking ground as one of exceptionally few institutions south of the Mason-Dixon line offering women the opportunity to pursue a comprehensive and rigorous higher education. In 1986, the College became a well-respected co-educational institution of higher learning. Today, a Goucher education is characterized by a holistic, integrative, interdisciplinary, collaborative learning experience that prepares graduates and globally-minded individuals for a life of inquiry, creativity, analytical thinking, and complex problem-solving with and among people who are different from themselves. As a college, Goucher stands strong in its conviction that the liberal arts are uniquely equipped to prepare young people to respond to and make impact within an increasingly complex world, including as future professionals carving out the yet-unknown career paths of tomorrow.

For this next chapter, the new president will have a tremendous opportunity to capitalize on Goucher's re-commitment to its liberal arts roots, the continued diversification of the student body, increases in student enrollment, development of new curriculum, creation of new buildings and upgraded facilities, and the continuation of an ambitious capital campaign. This leader will work in partnership with the Board of Trustees, the senior leadership team, faculty, staff, students, and alumnae/i to move Goucher College into its next significant and promising institutional phase.

A Presidential Search Committee composed of trustees, faculty, students, staff, and alumnae/i is working with Isaacson, Miller, a national executive search firm, to identify Goucher's next president. Confidential inquiries, nominations, and referrals may be directed to the firm as indicated at the end of this document.

ABOUT GOUCHER COLLEGE

Goucher College is a small, private, residential liberal arts institution in Towson, Maryland, serving 1,425 undergraduate students and 745 graduate students. Located just eight miles north of downtown Baltimore and 50 miles away from Washington, D.C., the campus sits on 287 acres of open and wooded land. In addition to graduating students with bachelor's and master's degrees, Goucher offers professional certificates in several areas, as well as a renowned post-baccalaureate pre-medical program. Today, students choose from 24 majors and 6 interdisciplinary programs, and participate in a robust study abroad program. Some of the most popular majors are in the humanities and social sciences, languages, biological sciences, and performing arts. At Goucher, the student-faculty ratio is 11:1, with an average class size of 17, and students enjoy close relationships and mentorship from their professors. The College competes in 21 varsity intercollegiate sports and is a member of the Landmark Conference. Goucher is accredited by the Middle States Commission on Higher Education. It attracts students both nationally and internationally and the top five represented home states are Maryland, Pennsylvania, New York, New Jersey, and California. Twenty-four percent of the incoming class are first-generation college students.

Goucher is dedicated to providing a transformational educational experience that equips graduates with the abilities to understand complexity, synthesize multiple perspectives, and solve real-world problems in diverse groups. The institution attracts students who are driven by deep curiosity, possess a strong sense of self, and place a high premium on justice. The same can be said of Goucher faculty and staff, who are exceptional scholars and professionals, are the lifeblood of the institution, and play a critical role in student success.

As a private liberal arts college, Goucher 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 also developed one of the original political science internship programs in the country and later expanded internships to all academic areas. Goucher was the first college in the nation to make studying abroad a bachelor's program requirement. In fact, in its 2019 edition, the *Princeton Review* included Goucher as one of the "Best 384 Colleges" and ranked it #2 in "Most Popular Study Abroad Program." Goucher students choose from more than 60 study abroad programs offered across 6 continents and in over 30 countries. The College is also one of forty institutions profiled in Loren Pope's *Colleges That Change Lives* because of its commitment to social change efforts. In 2019, *U.S. News and World Report* ranked Goucher #12 in *Most Innovative Schools* and in 2018, *The Chronicle of Higher Education* recognized the College as a top producer of Fulbright scholars. Goucher has also been recognized for its commitment to sustainability and energy efficiency, and in 2018 it was listed as one of the "Top 50 Green Colleges" by *The Princeton Review*. In 2009, Goucher implemented a plan for all buildings to achieve at least a Silver rating according to the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) green building certification system, and in 2007, the campus was added to the National Register of Historic Places.

History

When Goucher College was chartered in 1885, there were few opportunities for women to pursue and obtain a degree of higher education, especially in the American South. A group of influential Methodists from the Baltimore Conference of the Methodist Episcopal Church, including local minister Dr. John

Franklin Goucher and his wife, Mary Fisher Goucher, came together to establish the Woman's College of Baltimore City ("City" was dropped in 1890). Although under Methodist auspices, the new institution was non-denominational in its admissions and administration. Given their role in the College as principal benefactors, as well as Dr. Goucher's service as its longstanding second president (1890-1908), the College was renamed in their honor in 1910.

The commitment of the founders was twofold: to provide rigorous and high-quality education to women and to root that education in the liberal arts. The mission was carried out with great success, with Goucher students becoming among the most high-achieving college students in the nation, and graduates becoming leaders in fields such as science, law, medicine, and education. The institution has also enjoyed a close relationship with The Johns Hopkins University and other universities nearby. In 1938, as the College celebrated the 50th anniversary of the opening of classes, it began the transition from its city home to build a new campus in Baltimore County, a move that was completed in the early 1950's. The current 287-acre campus provides wooded and green open space for academic, athletic, and leisure activities, while affording students access to metropolitan areas such as Baltimore, Philadelphia, and Washington, DC.

The landscape for women's single-sex education began to shift in the mid-20th century as more women began to pursue bachelor's degrees and the nation's most prestigious institutions finally began to admit women in the late 1960's and 1970's. As a result, recruitment and enrollment for women's colleges such as Goucher became more challenging. Goucher resisted the pressures to become co-educational for many years. However, after years of debate on the matter and careful study of the trends before them, in 1986, the Board of Trustees, with President Rhoda M. Dorsey, voted for Goucher College to become a gender-integrated institution. Today, the student body still skews female, with 70% of undergraduates self-identifying as women, and proudly comprising individuals with gender identities beyond the binary. The College also has welcomed an increasingly international and racially diverse student population.

Today

In this post single-sex education era, Goucher has been on a journey to define what makes Goucher distinctive. One thing is clear: the College continues its legacy of educating individuals with great potential who have not had opportunities to access higher education.

In recent years, significant strides to diversify the student body have been made. The proportion of students of color who enrolled at Goucher in 2013 was 25% and in 2018 it was 42%. More recently, recruiting efforts have focused on further diversifying the Goucher student body in multiple ways, from race and ethnicity, to first-generation status, to socioeconomic background. The 2018-2019 Goucher student body includes individuals from 67 countries and 48 states, and 39.4% of undergraduate students and 17.9% of graduate students identify as students of color.

In 2006, the College expanded its measures of academic achievement and potential in prospective students with the decision to become SAT/ACT optional. In 2016, Goucher innovated and created a student video application option, which provides prospective students another creative means to communicate who they are and make the case for why they would thrive at Goucher. As a result of these efforts, Goucher has become a more diverse community of learners than ever before, which has resulted in new opportunities, but also poses the challenges of supporting students with a greater variety of cognitive styles and needs than at any other time in its history.

As is the case for many liberal arts colleges across the country today, there are a set of financial and structural realities that Goucher must confront. In the broadest sense, higher education is seeing the value proposition of a liberal arts education brought into question. The total number of college-bound students is on the decline, and competition to enroll students is fierce. A complicated convergence of rising operating costs, ambitious enrollment targets, efforts to increase affordability and access, declining net tuition revenue, important infrastructure investments, and an 80% student retention rate has strained Goucher's budget considerably. Goucher finds itself at a crucial juncture with a substantial mountain to scale ahead.

Undaunted, Goucher has already begun the climb. Goucher has a long history of re-invention and re-invigoration—whether navigating a significant campus relocation, responding to the shifting demographics of its student body, or diving into major curricular reshaping.

Current Leadership

Over the past five years, under President José Bowen's leadership, the College has made significant changes and essential investments to ensure its future viability and strength as an institution. Most notably, Goucher has made massive changes to the core curriculum and broader academic programming, intended both to revitalize the foundations of liberal arts learning and reduce major budget deficits through program prioritization. Expansions were also made in the College's once-modest graduate and professional studies programs. Enormous and overdue facility upgrades have been undertaken, including the construction of first year housing and a centralized dining hall. To support these changes, the College launched an ambitious \$100M capital campaign, fittingly named *Undaunted*. Other systems and IT improvements across the campus have been made; the institution has become more data-driven; and Goucher has received more visibility and publicity today than in the recent past. A concerted effort to increase the diversity of the student body has meant a sizeable increase in matriculation across the board, and particularly of the percentage of students from under-represented groups, including students of color, first-generation students, international students, and Pell grant recipients.

Academic Revitalization

What separates Goucher from other liberal arts colleges across the country is its willingness to confront change, be bold, and innovate. In recent years, the College has responded to some of the external threats and financial and enrollment challenges by tackling the hardest and most fundamental piece of work: the modernization of the liberal arts curriculum.

In the fall of 2017, under the leadership of the faculty, the College launched a pioneering new general education curriculum, diverging from the traditional "general education" or "distribution requirement" approach. Coined the "Goucher Commons" curriculum, the new program explores the world of inquiry. In addition to pursuing a major (and a minor if desired), students develop proficiency in three distinct areas: writing, data analytics, and foreign language and culture. The first year experience at Goucher starts before students even set foot on campus with a summer mentoring program; and it continues with the First-Year Seminar, a seven-week course that is skills and knowledge based. First year students have the opportunity to work closely with upper class peer mentors throughout. Students also take a series of courses called "Center Pair Exploration" (CPE) courses, which allow students to analyze complex problems through the lens of more than one discipline. In addition, justice is a distinctive focus

of common inquiry throughout all disciplines at Goucher. Students take part in coursework within the *people* track, focused on race, power and perspective, and the *natural world* track, which addresses environmental sustainability. All students must also participate in a study abroad program in order to expand their understanding of global and local contexts. Goucher remains the only traditional liberal arts school in the nation that requires this international travel component.

This curricular model not only reaffirms the value of an integrative, interdisciplinary approach in higher education, it emphasizes the critical role of project-based learning, collaboration, and real-world problem solving within that approach. It places the concepts of justice, race, power, sustainability, people, and the environment front and center in the curriculum.

In 2017, a second major change to academic life took place. In order to better support the redesign of the curriculum, the College's 23 independent departments were reorganized and consolidated into 12 academic centers which house groups of related fields of study. The purpose behind this structural change, as paired with the new curriculum, is to more intrinsically weave interdisciplinarity into the student experience, regardless of major. Within these centers, students also take courses adjacent to their area of study to provide multiple perspectives and insights into their areas of academic interest. The Center Pair Exploration (CPE) courses referred to above are the most intentional manifestation of this. Examples of Academic Center clusters include the *Center for People, Politics, & Markets* (housing economics, international relations, politics, sociology/anthropology, environmental studies: environment and society track, and legal studies track) and the *Center for Natural Sciences* (biology, biochemistry/molecular biology, chemistry, environmental science, public health, and pre-health).

Today, the centers are: Art and Media; Contemporary and Creative Writing; Dance, Music and Theater; Data, Mathematical, and Computational Science; Education, Business and Professional Studies; Geographies of Justice; Hispanic and Latinx Studies; Humanities; Modern Languages, Literatures, and Cultures; Psychology; People, Politics and Markets; and Natural Sciences.

The third major academic change took place in the spring and summer of 2018 when the College underwent a program prioritization process. Goucher faculty evaluated the degree-track offerings and their respective sustainability. Majors in which few students were enrolled were eliminated or absorbed, including math, physics, music, religion, studio art, theater, Russian studies, and elementary/special education. Courses in these areas are still offered to Goucher students but are no longer standalone majors. Additional majors are in the process of being developed and approved. For example, an Integrative Data Analytics Major and a Creative and Professional Writing Major are currently pending state approval from the Maryland Higher Education Commission (MHEC). In conjunction with the program prioritization process, a Voluntary Separation Incentive Program was developed and 11 faculty members chose to participate, including some from discontinued programs. Transition strategies are in the process of being finalized for faculty impacted by the phased out programs.

Beyond the diverse undergraduate offerings, the College is home to the Welch Center for Graduate and Professional Studies which offers low-residency graduate programs, professional studies, and continuing education opportunities. This is a major asset for Goucher. The Center offers several superlative programs, including the highly competitive and well regarded Post-Baccalaureate Pre-Med Program and Masters programs in education, including the brand new MS in Higher Education Policy, Research, & Administration. The Center also launched 10 new programs in January 2018, most of which are either online-only or low-residency programs, and there are plans to continue to grow Goucher's place in

online education, both as a curricular and revenue strategy. As one example, the Center recently designed a new online Bachelor of Professional Studies degree completion program with concentrations in business management, early childhood education, or health services management for working adult learners who have previously earned an associate's degree. This is slated to launch in the fall of 2019. Additionally, the graduate program is partnering with undergraduate faculty impacted by the recent academic revitalization to integrate and leverage their talents and expertise in this strategic direction.

Goucher also spearheads the Goucher Prison Education Partnership which provides men and women incarcerated in Maryland with the opportunity to pursue a Goucher College degree. As a fully accredited program, it is taught on-site by members of Goucher's faculty as well as those from other institutions. Students enrolled in the program work toward a Bachelor of Arts degree and are held to the rigorous academic standards for which Goucher is known. Upon release, students are able to continue their education on Goucher's main campus. The first such student to do so graduated in 2018 with a major in computer science and a minor in sociology. This program is financially self-sustaining and does not rely on college operating funds.

Campus Facilities and the *Undaunted* Campaign

Goucher's 287-acre campus comprises approximately 1,100,000 square feet of classroom, office, residential, and recreational space. Over the years, the Goucher campus has received many awards, and some of its buildings are listed on the National Register of Historic Places. To better carry out Goucher's mission and serve its community, the College has tackled significant, sorely-needed upgrades to its facilities. A campus that was only hard-wired for internet back in 2014 became fully WiFi accessible in 2015. A number of technology upgrades, including classroom equipment and high-value functional software has been invested in (e.g. the new SLATE admissions software). The greatest undertaking, however, has been several massive capital projects. As part of a larger strategy to help new students acclimate to campus and foster a sense of community among them, the College constructed three new adjacent, centrally-located dormitories in this "First-Year Village," including Pagliaro Selz Hall which opened in the Fall 2016. These buildings are designed to maximize student interaction, with prominent communal areas for students to socialize, study, and cook together. This new construction (which required a complicated and creative relocation of the Froelicher residence halls) has also enabled a number of faculty members to live on campus. The Froelicher residence halls were also renovated to provide a new mechanical room and ADA compliant first floor housing. Nearby is Mary Fisher Hall, a brand new centralized dining space that opened in Fall 2018. The Office of Student Engagement, student government, and the student counseling center are also housed in Mary Fisher. There is more construction to come with plans to break ground on a new science laboratory and interfaith center in fall 2019. The new Evelyn Dyke Schroedl Tennis Center will mark the first step in a comprehensive Athletics Master Plan that will revitalize the College's sports and fitness facilities. In addition to ensuring more housing, learning, and socializing spaces for students, these capital projects were launched to also prevent deferred maintenance of about \$85M from increasing. About \$80M has been invested in construction and updating facilities to date.

In tandem with these construction efforts, the College embarked on *Undaunted*, an ambitious \$100M capital campaign, which moved out of the silent phase in March 2018. The campaign has just reached its half-way point of \$50M, and the aim is for its completion by 2022. As the institution looks ahead, each of the new buildings on campus will offer many naming opportunities.

Co-Curricular Activities and Student Resources

Goucher faculty and staff are committed to meeting the academic, social, and interpersonal needs of their students, and they are insistent about providing the right opportunities and scaffolding for students both inside and outside of the classroom. In recent years, Goucher has invested heavily in co-curricular support programming and extra-curricular program offerings. Today, several departments within the Student Affairs Division serve as a link between the curricular and co-curricular activities on campus, while focusing on the concept of “Learning Everywhere.”

The Center for Race, Equity and Identity

The Center for Race, Equity and Identity (CREI) was created in 2015 to more fully address and meet the interests and needs of Goucher’s diverse student body, faculty, and staff. It has become a significant pillar on campus for support, and it is a source of trust and accountability for the campus community. Today, CREI seeks to foster an environment in which marginalized and oppressed community members feel affirmed and comfortable exploring and expressing their identities. CREI provides advising, mentoring, workshops, community building, and other programs to support students of color, first generation students, socioeconomically disadvantaged students, LGBTQIA students, international students, and students with disabilities. CREI also works closely with student led social justice programs.

The Phoenix Rising Program, coordinated by CREI, hosts new students who identify as first generation and/or low income students in the days preceding New Student Orientation. Now in its third year, there are 50-60 Phoenix Rising students annually. The Maryland Scholars program is also coordinated by CREI, and is designed to make a Goucher Education accessible to first-generation Maryland residents from underserved and underresourced communities.

In the past several years, including in November 2018, hate crimes targeting black and Jewish students shocked the campus. These incidents emphasized again how critical it is for there to be more advanced support, training, and education around issues of diversity, discrimination, and social justice at the College. To ensure that community members affected by bias incidents have access to appropriate resources and a clear reporting process, the College established the Bias Education Response Team in 2015.

The Exploration Hub

“The Hub,” as it is known on campus, is a cluster of three key offices that facilitate experiential learning. The Career Education Office offers substantive career development programming, including internship facilitation; the Office of International Studies facilitates the required study abroad program; and the Office of Community-Based Learning (CBL) facilitates connections between the students, local communities in Baltimore City and Baltimore County, and their overlapping areas of need and academic interest. The Office of CBL is also the home to the Futuro Latino Learning Center, which provides educational opportunities to the Latino community of Baltimore County through the volunteer and paid work of over 30 Goucher students each year; and the Student Leaders for Civic Action program, which provides intensive, thoughtful leadership development for 20 students, who then lead the College’s volunteer programs. All three offices have initiatives that are woven into the required curriculum and “the Hub” recently moved to a consolidated, central location on campus to mirror its increasing centrality to the Goucher student experience.

Academic Support Programming

Academic support and mentoring services are provided to all Goucher students through one-on-one relationships with faculty and staff and through several academic centers. Assistance with general academic skills, including study skills and time management, are provided at the Academic Center for Excellence (ACE), which many students cite as a critical resource for their success. Assistance with specific courses is often provided via student-led supplemental instruction sessions or student-to-student tutoring. A student-staffed Writing Center is also available to assist students with writing assignments, and an even more structured Writing Program helps students who have not yet achieved college-level writing proficiency through traditional coursework. There is also a new Quantitative Reasoning Center which serves students who need assistance with mathematics and data analytics courses, which have now become a more central component of the liberal arts curriculum.

Athletics

The Goucher College Department of Athletics contributes to the overall health and wellness of the student body and is an important part of campus life. The Gophers compete in 21 varsity intercollegiate sports. As members of the NCAA Division III and Landmark Conference, Goucher sponsors men's and women's teams in lacrosse, soccer, basketball, track and field, cross country, swimming, and tennis, as well as women's teams in field hockey and volleyball. Goucher also competes nationally in co-ed equestrian sports through the Intercollegiate Horse Show Association. The campus' outdoor sports facilities include a 107,000 square foot turf stadium, a track, eight tennis courts, and the equestrian center. The Decker Sports and Recreation Center contains two gymnasiums, the Von Borries Aquatic Center, a fully equipped weight room, and a cardio fitness center. The Equestrian Center, a point of particular pride for Goucher because of its nationally ranked equestrian team, lies on the northernmost edge of campus and contains a set of stables and a riding arena. The College maintains an important partnership with the Maryland Horse Breeders Association, whose headquarters are located on campus. Goucher also houses the first Romana's Pilates studio in Maryland. Many of the instructors are alumni; it has developed and maintained a standard of excellence in instruction, studio space, equipment, and academic courses, and today is a unique program and asset for the College. In addition to offering classes to the Goucher community, the general public is welcome to participate and comprises the majority of the private clientele.

Additional Student Resources

Goucher College offers over 60 student-run clubs and provides students with opportunities to make their voices heard and gain experience in media through a bi-weekly student newspaper called *The Quindecim*, a literary arts journal called *Preface*, and Goucher Student Radio. Many students also participate in Goucher Student Government, which holds elections, oversees the activities of clubs, passes resolutions, and votes on matters affecting the general student body. Similar to several other private liberal arts schools in the region, Goucher does not recognize any fraternities or sororities on campus.

Religious life at Goucher includes numerous official faith-based entities including Goucher Christian Fellowship, Goucher Hillel (a top 10 Hillel nationwide), Goucher Chabad, Quaker Meeting for Worship, Goucher Meditation Club, Liberal Christian Perspectives, The Muslim Circle, and the Unitarian

Universalist Group. Goucher strives to be an open and welcoming space. There are plans for the Goldsmith Interfaith Center to break ground later in 2019.

Faculty and Staff

Across the board, Goucher faculty are exceptional scholars and extraordinary teachers and mentors and staff are consummate professionals, critical to campus inter-workings and student success; both are unusually attentive to students and highly attuned to their interests and needs. Interestingly, a striking number of current faculty and staff—125—are also alumnae/i.

At Goucher there are 141 full- and half-time faculty and instructional staff of which 92 are full-time tenured or tenure-track. In addition, the College employs approximately 200 part-time graduate faculty members on an adjunct basis. Among the non-tenure track faculty are full-time faculty members called “Professors of Practice,” who are appointed because of skills and expertise acquired in non-academic as well as academic careers. Of all full-time faculty, 86% have terminal degrees. Many faculty members have degrees from the nation’s top academic institutions and conservatories. Professional development for faculty is offered and facilitated through the Center for the Advancement of Scholarship and Teaching (CAST), which helps faculty improve their pedagogical approaches, scholarship, and creative activity. There is a particular emphasis on supporting faculty in working with students from historically under-represented backgrounds.

The faculty oversees the College’s curriculum, and the Faculty Executive Committee (FEC) is responsible for coordinating the activities of faculty committees and setting the agenda for faculty meetings. The FEC also works with the Goucher Student Government. The faculty chair of the FEC and the faculty member at large are the liaisons between the faculty and the president, senior leadership, and the Board of Trustees.

Goucher is also supported by 320 full- and part-time staff. Members of the staff who are non-unionized are part of the Administrative Employees Association (AEA) which is the governing body that promotes staff expertise, interests, and concerns on campus. The Association is comprised of an Executive Council, which consists of a chair, chair elect, associate chair for exempt staff, and an associate chair for non-exempt staff. Goucher’s service and maintenance employees, who are covered under a collective bargaining agreement that is set to be renewed in Spring 2020, are comprised of another 50 full-time staff members.

Goucher has been recognized by CUPA-HR (College and University Professional Association for Human Resources) as one of eleven higher education institutions that are “getting it right” with respect to the representation and pay of women and minorities in higher education administration and overall cultivating a culture of equity and diversity.

Alumnae & Alumni

Goucher College has a robust and dedicated base of more than 21,000 living undergraduate alumnae/i and 8,700 living graduate school alumnae/i; of whom 360 are legacy alumnae/i. These alumnae/i set the example for the next generation of Goucher students. Each year 18-23% of alumnae/i give back to the College through the annual Greater Goucher Fund. Alumnae/i also volunteer in variety of capacities, including as career mentors for current students and recent graduates. An impressive group of

alumnae/i participate actively in the official association, Alumnae & Alumni of Goucher College (AAGC), which was founded in 1893, incorporated as an independent nonprofit entity in 1920, and then returned to the Goucher College umbrella in 2002. They are self-governed by a board of 19 alumnae/i and enjoy dedicated building space on campus in the Alumnae/i House. Notable graduates include Emily Newell Blair, founder of League of Women Voters; Sarah Tilghman Hughes, first female district judge in Texas and later a federal judge; Eleanor Wilner, poet and MacArthur Fellow; Laura Amy Schlitz, 2008 Newbery Award winner; Monica Pope, award-winning chef, restaurateur, and contestant on Bravo's Top Chef Masters; and Jonah Goldberg, founder/editor-at-large of National Review Online and Pulitzer-nominated columnist. Award-winning journalist and novelist Jesse J. Holland is among Goucher's graduate alumnae/i.

Finances

As of June 30, 2018, Goucher's total operating revenues were approximately \$68M, with approximately 45 percent from tuition and fees, net of student aid; 24 percent from auxiliary enterprises; 17 percent from approved endowment spend; and the remaining 14 percent from contributions, government appropriations, and other sources.

For the period ended June 30, 2018, total operating expenses were approximately \$71M. Salaries, wages, and fringe benefits comprise approximately 57 percent of the operating expenses; depreciation approximately 11 percent; food service expenses approximately 6 percent; utilities and plant expenses approximately 5 percent, and interest expense, student wages, outside services, travel, and other expenses comprise the remaining 21 percent of the expenses. For the fiscal year ended June 30, 2018 the College had an operating deficit of approximately \$3M before other adjustments.

As of June 30, 2018, the institution has \$427M in assets which includes approximately \$219M in investments comprised of fixed income, equity, and alternative investments; approximately \$184M in plant assets, net of depreciation; and approximately \$24M in other assets.

The College also has approximately \$106M of debt at June 30, 2018 and a \$3.5M obligation under an interest rate swap agreement. The debt has been used largely to finance the construction and renovation of some of Goucher's buildings. As of June 30, 2018, Goucher has a debt rating of A- with a stable outlook; endowed net assets were \$215M, of which 79 percent were donor-restricted endowment funds and 21 percent were board-designated funds.

Governance

The Board of Trustees provides strategic direction, philanthropic support, and guidance to the College. The Board meets three times a year and has 37 trustees (the by-laws allow for as many as 50 members), all of whom volunteer their time, energy, and financial resources on behalf of the Institution. Members may serve up to 3 consecutive terms of 4 years each. The Board includes AAGC alumnae/i trustees who serve as liaisons between the Board of Trustees and the AAGC and three recent graduate trustees, who serve one, three-year term. Both the President of the College and the President of the AAGC serve as Trustees ex officio, with voting rights, and the Chair of the Faculty and Faculty Member-At-Large serve as Trustees ex officio, without voting rights. In May 2018, the Board made the president of the AAGC a permanent member of the Executive Committee of the Board and gave within-committee voting privileges to faculty and students who serve on board committees. Others can serve on committees,

usually non-voting ex officio. Currently there are 17 faculty and 10 students that participate at this institutional level.

The standing committees of the Board include the Executive Committee and Audit and Governance. Currently other committees include: Academic Affairs Committee, Campaign Committee, Campus Life Committee, Compensation Committee, Development and Alumnae/i Affairs Committee, Facilities Committee, Finance Committee, Investment Committee, Marketing and Branding Committee, and Trusteeship Committee.

The President is the chief executive of Goucher College and reports to the Board of Trustees. The President is also an ex officio member of the Board and responsible for the supervision, management, and governance of the College. The President's senior leadership includes the Provost (interim), Senior Vice President for Strategic Initiatives, Vice President for Advancement (interim), Vice President and Dean of Students, Associate Vice President for Marketing and Communications, Vice President for Technology and Planning, Vice President for Finance and Administration, General Counsel, and Vice President for Human Resources. The Vice Presidents along with the chair of the faculty and the faculty members-at-large—the Operations Management Group—meet regularly with the President to discuss priorities and emerging issues.

OPPORTUNITIES AND CHALLENGES FOR THE NEXT PRESIDENT

The next president of Goucher College has the tremendous opportunity to capitalize on recent institutional advances and successes, including the re-commitment to the institution's liberal arts roots, the diversification of the student body, increases in student enrollment, the development of the new curriculum, the creation of new buildings and upgraded facilities, and the continuation of the \$100M capital campaign. This leader will work in partnership with the Board of Trustees, the senior leadership team, faculty, staff, students, and alumnae/i to move Goucher College into its next significant and promising institutional phase.

This next chapter will require honing in on Goucher's core values and identity to retain the best of Goucher's past traditions and values with those needed for today to ensure a thriving and sustainable future. By understanding the identity of Goucher and the population of students it serves, the institution can better determine how best to significantly generate and allocate resources. Working with and supporting the faculty, the next president will have the opportunity to facilitate the creative and thoughtful implementation of the academic and program revitalization that is currently underway. The future of Goucher College will be further bolstered by intentional campus-wide culture and relationship building efforts, as well as the promotion of more institutional cohesion across the College that upholds the ideals of "equity, relationships, resilience, and reflection." In particular, the next president will tackle the following:

Continue to Craft, articulate, and promote Goucher's long-term sustaining identity and vision internally and externally

A significant part of Goucher's legacy as an institution has been its ability to evolve and pivot with the times, and, as a result, its perceived identity, brand, and student body have changed over the years. Notwithstanding, some things have truly remained constant over time: Goucher's commitment to the liberal arts, the residential college experience, the empowerment of students, and a transformative

educational curriculum with a student-centered approach. Goucher has a long track record of recruiting students who are not traditionally represented in higher education. More recently, the College's unique commitment to providing an international educational experience has become a part of its identity as well.

A key component of the "magic" of Goucher is its impact on the intellectual and personal growth of the student as a whole person. Goucher creates curious, life-long learners and members of society who skillfully engage across differences. Over the course of their tenure at Goucher, students discover their own capacities and gifts as globally-minded critical thinkers, resilient and creative risk-takers, proactive problem-solvers, and leaders. Goucher students leave college transformed: they have come to believe in themselves in new ways.

The task for the next president is to codify the distinctiveness of Goucher, provide more coherence to the mission, vision, strategy, and community principles of the College, and leverage those strengths to tell the story of the institution both internally and externally. In doing so, this leader will inspire the campus community around a shared vision and promote Goucher to the external world, while also setting the College's long-term sustaining identity and direction.

Continue to implement, build upon, and refine changes to the academic structure and curriculum

In recent years, Goucher faculty has worked exceptionally hard to reconfigure and redesign academic coursework to meet the demands of the new general education curriculum and to reorganize their departments into Centers. The College is now working to fully implement this new curriculum along with the many other pieces—including the four-year developmental approach to learning about issues of race, power, and perspective; staffing the center-pair exploration courses; and implementing reflective tools (i.e., electronic portfolios) that will serve to promote integrative learning across curricular experiences. All of these changes have required consistent and continuous stretching on the part of an indefatigable faculty. In this next era of the College, the new president will work closely with the provost and faculty leadership to more fully enliven this new curriculum and stage of implementation. Moving forward, further changes to the curriculum will be pursued in the mode of evolution, rather than radical new changes. There are significant opportunities for the College to celebrate the faculty and their accomplishments and contributions.

Craft and implement a comprehensive enrollment and retention strategy

Today, Goucher College attracts a student body from diverse backgrounds with deep curiosity and great potential. The past few years, Goucher has intentionally sought to recruit a more diverse student body. The success has been significant, with record numbers of students who are first generation, students of color, and students who come from a wide array of socioeconomic backgrounds. In tandem with this, Goucher has reached three consecutive years of record-breaking enrollment yield. In an effort to hit these enrollment targets and simultaneously increase affordability and access for students, the College has offered higher tuition discount rates (at 68.7%) and the first-to-second-year student retention rate hovers at just over 80%, placing greater pressure on admissions for additional recruitment.

Approximately one-third of the class of 2023 was recruited to the College by athletics department staff as varsity athletes. Consistent with National Division III institutions, Goucher student-athletes earn high

GPA's and retain and graduate at high rates as well. Dance, theatre, and music faculty also engage in talent-based recruitment that contributes to annual enrollment outcomes.

With a higher percentage of high-need students choosing Goucher and seeking more academic and psycho-social supports, the College administration has taken steps to improve the first-year experience, ease adjustment to residential college life, provide more student academic services to support college-level coursework, and offer more counseling and wellness resources. As Goucher looks to the future, more needs to be done to meet the needs of the students.

The next president will conduct a full evaluation of the current recruitment and enrollment strategy as well as the retention challenges. The president will work closely with leadership across the institution to create a comprehensive enrollment plan. The College will endeavor to recruit more academically prepared and intellectually curious students. Goucher is committed to better understanding the needs of the student body once students arrive on campus and will seek to adjust and recalibrate the structural solutions that have been implemented to date. A deeper intertwining of the efforts of enrollment with the efforts for retention will continue to be necessary.

Strengthen the College's financial model to achieve fiscal sustainability

Over the course of its 130-year history, Goucher College has periodically had to face issues of financial sustainability, and each time, the institution has risen to the occasion. Due to the urgent need to improve campus facilities and make significant capital investments—while at the same time battling declining net tuition revenue—the College has experienced budget shortfalls the past few years. The current planned structural deficit for academic year 2018-2019 is intended to hold the College over until the fruits of the *Undaunted* capital campaign can be born in full.

The next President will seek to bolster and diversify revenue sources, ultimately reducing dependence on undergraduate tuition revenue, and aim for 3.5% annual revenue growth through new market-driven graduate and professional online programs, courses for non-traditional students, and other auxiliary income. While there have been strides in annual giving and overall alumnae/i based fundraising, with a 24% increase in total fundraising from FY 17 to FY 18, significant investment in fundraising and advancement efforts will be critical moving forward.

Continue to develop a culture of trust, collaboration and partnership

This next president will join a community of students, faculty, staff, administrators, alumnae/i, parents, and trustees who care deeply about Goucher. As the College moves into its next chapter of less drastic change and more implementation, the campus community is eager to be led by a president with a demonstrated gift for helping diverse communities work together toward a common goal and vision. This next leader will work to nurture and support a strong, cohesive, dynamic campus community; particularly ensuring that the president's leadership team and the board of trustees are well supported, empowered, and engaged. The president will continue to build and establish clear avenues for communication across the institution, and will strive for continued transparency. They will be a visible and active presence on campus, always putting students first and bringing people together to ensure that the whole of the College is greater than the sum of its parts.

QUALIFICATIONS AND EXPERIENCE

The presidential search committee seeks in Goucher's next President a strategic, collaborative, authentic, and tested leader whose character, intellect, and cultural competency are second to none, and who possesses the creativity and deep dedication necessary to guide Goucher through the next stages in its evolution. The committee will consider both traditional candidates from within the academy and non-traditional candidates with extraordinary credentials and broad experience. While no one candidate will embody every quality, the successful candidate will bring many of the following professional and personal qualifications:

- A PhD or terminal degree is strongly preferred.
- A deep professional and personal commitment to the mission and values of Goucher College, and the ability to articulate the unique value proposition of the College itself and, more broadly, that of a private residential liberal arts education in the twenty-first century.
- Knowledge of the U.S. higher education landscape and an understanding of the challenges facing private liberal arts institutions across the country.
- Significant evidence of leadership and management success in higher education or an organization of similar scope, scale, complexity, and responsibility.
- Proven strength in leading a senior team and reporting to a board of trustees, and a record of effectively recruiting and retaining diverse talent at all levels.
- The ability to inspire, implement, and coalesce diverse stakeholders towards a common goal and vision, and the ability to recognize and support the creativity and leadership of others.
- Strong business and financial management skills, and, ideally, experience leading an under-resourced institution and/or an enterprise under financial pressure.
- Passion for and proven ability to raise philanthropic revenue as well as identifying new sources of funding for an institution.
- A principled commitment to social justice and the values of diversity, equity, and inclusion, and a track record of turning those core values into action within a community context.
- A demonstrated understanding of brand management, enrollment management, admissions strategies, and financial aid.
- A track record of building trust through collaboration, communication, and transparency across a diverse community; success leading institutional cultural change and transformation.
- Creativity, endurance, humility, and the confidence to lead; someone who is comfortable with ambiguity, responsive, and equipped to make difficult choices within a financially-constrained environment, and at the same time, is successful at instilling confidence and optimism to a varied constituent base.

TO APPLY

Goucher College has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications should be directed in confidence to the following:

Rebecca Swartz, Partner
Chloe Kanas, Associate
Isaacson, Miller
263 Summer Street, Boston, MA 02210

Electronic submission of materials is encouraged via www.imsearch.com/6916