

GOUCHER

—college—

Goucher College
Provost and Senior Vice President for Academic Affairs
Towson, Baltimore County, Maryland

THE SEARCH

Goucher College, among the most innovative liberal arts colleges in the United States, seeks a collaborative, creative, institutionally-minded academic-builder to become the College's next Provost and Senior Vice President for Academic Affairs (Provost). Guided by the new leadership of President Kent Devereaux, this Provost will join Goucher at a pivotal moment, where the College is well-positioned to build on the noteworthy accomplishments of the last several years.

Situated on a 287-acre campus located eight miles north of downtown Baltimore, Goucher is a residential institution and home to approximately 1,400 undergraduate students and 800 graduate and post-baccalaureate students. The College offers an attractive undergraduate program, along with selective graduate programs and professional certificates that are offered as low residency, hybrid, and fully online programs. Undergraduate students choose from 28 majors, numerous cutting-edge, interdisciplinary programs, and participate in a robust study abroad program. The College attracts students both nationally and internationally and twenty-four percent of the 2019 class are first-generation college students.

Goucher provides a transformational educational experience for its students. It was among the first private liberal arts colleges in the country to introduce medical science classes for women, early admissions, independent study and field work, accelerated college programs, and individualized majors. Goucher was also one of the earliest schools to introduce a Peace Studies major. 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 also the first college in the nation to require all undergraduates pursuing a bachelor's degree to study abroad.

In recent years, Goucher College has undergone significant changes, specifically by consolidating its academic division into 12 academic centers, implementing a program prioritization process, introducing new majors, and pioneering a general education curriculum based upon complex problem exploration (CPE), which not only reaffirms the value of an integrative, interdisciplinary approach in higher education, but emphasizes the critical role of project-based learning, collaboration, and real-world problem solving. These curricular innovations also place the concepts of justice, race, power, sustainability, people, and the environment front and center in the academic curriculum.

As an institution, Goucher attracts students that are driven by a deep curiosity, who possess a strong sense of self, and place a high premium on social justice. The same can be said of Goucher faculty and staff, exceptional scholars, and professionals who play a critical role in student success. In addition to Goucher's commitment to innovation and social justice, the institution has long-standing roots in global

education. Goucher remains the only traditional liberal arts college in the nation that requires an international study abroad experience of all its undergraduate students.

In the next chapter of Goucher College, the Provost will have a tremendous opportunity to impact the long-term success of the institution and to capitalize on the College's renewed commitment to its liberal arts roots, as well as influence the continued diversification of the student body, increase student enrollment, and develop new curricula, new majors, and new organizational structures. This leader will work in partnership with the President, the senior leadership team, faculty, staff, students, alumnae/i, and Goucher's Board of Trustees to move the College into its next significant and promising new phase in the institution's history.

This Provost must excel at institution-building and program implementation, and champion faculty, staff, students, and academic excellence. This leader must be able to articulate the distinct value of a residential liberal arts college education in today's challenging higher education landscape and have a demonstrated commitment to social justice, diversity, equity, and inclusion. The Provost must also be a communicative, collaborative, transparent, results-driven, positive, and effective leader of culture and teams.

A 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 Provost. 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 approximately 1,400 undergraduate students and 800 graduate students. Located eight miles north of downtown Baltimore and 50 miles from Washington, D.C., the campus sits on 287 acres of open and wooded land. In addition to undergraduate and graduate programs, Goucher offers professional certificates in several areas, as well as a renowned post-baccalaureate pre-medical program. Undergraduate students choose from 28 majors, including interdisciplinary majors in Environmental Studies, Peace Studies, and Women, Gender, and Sexuality Studies. In addition, students have access to a diverse array of innovative minors and a robust study abroad program. 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 NCAA Division III intercollegiate sports and is a member of the Landmark Conference. Goucher is accredited by the Middle States Commission on Higher Education. The College attracts students both nationally and internationally with the highest concentration of students coming from Maryland, Pennsylvania, New York, New Jersey, and California.

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Additionally, Goucher was the first college in the nation to require all undergraduate students pursuing a bachelor's degree to study abroad. The 2019 edition of the *Princeton Review* ranked Goucher as the #1 "Best college for study abroad in America." Goucher students choose from over 60 study abroad programs offered across six continents and in over 30 countries. Goucher is also one of forty institutions profiled in Loren Pope's *Colleges That Change Lives* because of its commitment to social justice. In 2019, *U.S. News*

& *World Report* ranked Goucher the 11th “*Most Innovative School*,” and one of the “best liberal arts colleges in the nation,” and in 2018 *The Chronicle of Higher Education* recognized the College as a top producer of Fulbright fellows. Goucher has also been recognized for its commitment to sustainability and energy efficiency, and in 2018 was listed as one of the “Top 50 Green Colleges” by *The Princeton Review*.

History

When Goucher College was chartered in 1885, there were few opportunities for women to pursue a college 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. Although under Methodist auspices, the new institution was non-denominational in its admissions and administration. The College was renamed in 1910 to honor Dr. and Mrs. Goucher, who were principal benefactors, as well as to acknowledge Dr. Goucher's service as its longstanding second President.

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. Over the years, Goucher has had close ties to The Johns Hopkins University. 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 1950s. The current 287-acre campus provides wooded and green open space for academic, athletic, and leisure activities, while affording students access to the metropolitan areas of 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 1960s and 1970s. After careful study of the trends, in 1986 the Board of Trustees 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, along with a significant population of transgender students.

Today

Far from resting on its laurels, Goucher College has in recent years pro-actively responded to the changing student demographics, enrollment challenges, rising education costs, and shifting landscape of higher education by making bold decisions, being innovative, and tackling one of the hardest and most fundamental pieces of work: the modernization of the liberal arts curriculum.

As the Institution has adapted and changed, Goucher's concrete goal is to provide students with an excellent undergraduate education and offer selective graduate opportunities led by a committed faculty. Goucher College has also ensured that the Institution remains rooted in innovation, social justice and global education.

In recent years, the College has made significant strides to diversify its student body. 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 student learners than ever before. The proportion of students of color who enrolled at Goucher in 2013 was 25%, and by 2018 it had risen to 39%.

More recently, recruiting efforts have focused on further diversifying the Goucher student body beyond race and ethnicity, to socioeconomic background, and state or country of origin. In 2018-2019 Goucher students came from 67 countries and 40 states. In Fall 2019, for the second year in a row, Goucher also set a record for the percentage of first-year students who cited the College as their top choice with 96% of the incoming class citing Goucher's study-abroad requirement as "important" or "extremely important" in their decision to attend Goucher.

Undergraduate Education and Academic Revitalization

In the fall of 2017, under the leadership of the faculty, Goucher College launched a 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 set foot on campus with a summer mentoring program, and it continues with the First-Year Seminar, a semester-long course that introduces first year students to the skills they will need for academic success through the intensive study of a subject or thematic area. First year students also have the opportunity to work closely with upper class peer mentors. Students take a series of courses called "Complex Problem Exploration" (CPE) courses, which allow students to analyze complex problems through the lens of multiple disciplines. In addition, justice is a distinctive focus of common inquiry throughout all disciplines at Goucher. Students complete coursework focused on race, power and perspective, which is inextricably linked to key concerns in 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 reaffirms the value of an integrative, interdisciplinary methodology within higher education, and it also 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.

Academic Centers

In 2017, a second major change to academic life took place at Goucher College. In order to better support the redesign of the curriculum, the College consolidated the 23 independent departments into 12 academic centers, which house groups of related fields of study. The purpose behind this structural change, paired with the new curriculum, was to more intrinsically weave interdisciplinarity into the student experience, regardless of major. Within these centers, students take courses adjacent to their area of study to provide multiple perspectives and insights into their areas of academic interest. The CPE courses referred to above are the most intentional manifestation of this. Examples of Academic Centers 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.

Program Prioritization

The third major academic change at Goucher College 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 individual majors. Meanwhile, a total of six new academic majors have been introduced or are in the process of being launched this year. These include: Integrated Data Analytics, Professional & Creative Writing, Engineering Science, Visual & Material Culture, Integrative Arts, and Education Studies, with the latter Goucher's first 4+1 program offering students the option of obtaining their Master of Arts in Teaching plus full certification as well as their BA in five years. These new majors, and new curricula, have all been designed to appeal to today's students and have already proven popular with prospective students.

Welch Center for Graduate and Professional Studies

Beyond the diverse undergraduate offerings at Goucher College, the College is home to the Welch Center for Graduate and Professional Studies, which offers low-residency, hybrid and fully-online graduate programs, professional studies, and continuing education opportunities. This Center is a major asset for Goucher from quality, marketing, and revenue generation perspectives. The Center offers several outstanding programs, including the highly competitive and well-regarded Post-Baccalaureate Pre-Med Program and master's programs in education, and the new MS in Higher Education Policy, Research, & Administration. In 2018, the Center also launched all graduate program in education offerings in a fully-online format to reflect the traditional/hybrid education programs and offer more flexibility to students.

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, and health services management for working adult learners who have previously earned an associates of applied science degree. This program launched in the fall of 2019 in partnership with eleven Maryland community colleges.

Additionally, almost 1,300 students enrolled in on-campus, online, and summer low-residency graduate degree programs or participated in the College Board's three-week APSI/Educator's Institute on the Goucher campus this past summer; and over 100 students graduated with M.A., M.A.T., M.Ed., or M.F.A. degrees since May. Finally, the SAGE Academy for Lifelong Learning program has entered its second year with over 400 participants who have enrolled in their first series of academic and enrichment courses spanning the College's entire curriculum.

Beginning this fall, the Welch Center will provide enhanced student support services including one-on-one advising, a new online writing studio and online writing tutors, and expanded accessibility services available to all students from start to finish. Furthermore, as part of Goucher's forward-looking approach, the College now offers accelerated degree programs whereby students can earn both a Bachelor of Arts degree and a Master of Arts in five years. This includes 4+1 programs for the M.A. in Cultural Sustainability, M.A. in Digital Arts, M.F.A. in Art & Technology, Master of Arts in Teaching, and the Master of Education.

Goucher Prison Education Partnership

The Goucher Prison Education Partnership provides over 130 men and women incarcerated in Maryland the opportunity to pursue a Goucher College liberal arts degree. Classes are taught on-site by Goucher faculty to students enrolled in the program working toward their Bachelor of Arts degree and are held to the same rigorous academic standards for which Goucher is known. Upon release from prison, students are eligible to continue their education on Goucher's main campus and ultimately to earn their BA at Goucher. At present, four students have graduated from the program, majoring in Computer Science and Sociology, with several more on track to graduate in the coming year.

The Exploration Hub

The Exploration Hub, a newly organized cluster of three key campus offices focused on experiential learning, is centrally located on Goucher's campus and provides Goucher students with immersive experiences on and off campus that engage academic and personal interests. The Career Education Office offers 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 and the Students Leaders for Civic Action Program. The Futuro Latino Learning Center provides educational opportunities to the Latino community of Baltimore County through volunteer and paid work of over thirty Goucher students each year. The Student Leaders for Civic Action program provides intensive leadership development opportunities for twenty students who then lead the College's volunteer programs. All three offices have initiatives that are woven into the required Goucher academic curriculum.

Academic Support Programming

Academic support and mentoring at Goucher College is provided to all 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). 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 (QR) Center, which serves students who need assistance with mathematics and data analytics courses.

Diversity, Equity and Inclusion

To more fully address and meet the interests and needs of Goucher's diverse student body, faculty, and staff, the Center for Race, Equity, and Identity (CREI) was created in 2015. Today, it has become a significant pillar on campus for support and resources, and it is a source of trust and accountability for the campus community. The Center seeks to foster an environment in which marginalized and oppressed community members feel affirmed and comfortable exploring and expressing their identities. It also 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.

The Phoenix Rising Program 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. Additionally, the Maryland Scholars program is designed to make a Goucher Education accessible to first-generation Maryland residents from underserved and under-resourced communities.

Athletics

Athletics on campus contributes to the health and wellness of the Goucher student body. With roughly a third of incoming students participating in intercollegiate sports, student athletes play an integral role in the vibrancy of campus life at Goucher. 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. In recent years, the Gophers have won conference championships in field hockey, women's lacrosse, and men's basketball, and student athletes routinely earn prestigious awards for their combined athletic and academic achievements. The campus' outdoor sports facilities include a 107,000 square foot turf stadium, a track, an equestrian center, and the brand new 12-court Evelyn Dyke Schroedl Tennis 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.

Faculty and Staff

Across the board, Goucher College faculty are exceptional scholars, teachers, and mentors, and staff are consummate professionals who are critical to campus inter-workings and student success. Both are unusually attentive to students and highly attuned to their interests and needs; many are also alumnae/i.

At Goucher, there are 141 full and part-time faculty and instructional staff, 92 of which 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 Board of Trustees.

Goucher is also supported by approximately 300 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 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.

Leadership

On July 1, 2019, Kent Devereaux was announced as Goucher College's 12th President. He served for four years as the President of New Hampshire Institute of Art (NHIA), a private, non-profit college of arts and design. During his tenure at NHIA, President Devereaux worked with faculty to revise the curriculum, launch innovative new degree and certificate programs, triple the college's annual fundraising, double the number of applications to the college, expand enrollment across 30 states, and increase the average GPA of the incoming class. Prior to NHIA, President Devereaux served as Professor and Chair of the Music Department at Cornish College of the Arts in Seattle as well as Artistic Director for the College's presenting series, Cornish Presents. Before that, he was Senior Vice President and Dean of Curriculum at Kaplan University, as well as Senior Vice President of Editorial and Product Development at Encyclopedia Britannica, where he was instrumental in transforming the venerable educational publisher from a print to online business in the late 1990s.

Since arriving on campus this summer, President Devereaux has brought a focused vision to Goucher that builds upon the institution's core tenets of academic innovation, social justice, and global education, while advancing strategic student and programmatic growth. Leveraging both existing strengths and creative ideas for the future, President Devereaux is poised to position the College as a central player on the national stage.

Campus Facilities, Finances, and the Undaunted Campaign

Goucher's campus comprises approximately 1,100,000 square feet of classroom, office, residential, and recreational space. In 2018, the College embarked on an ambitious \$100M capital campaign, entitled "Undaunted," and today the campaign has surpassed its half-way point of \$54M to date, which aims for completion by 2023.

In recent years approximately \$80M has been invested in capital projects including the construction of three new adjacent centrally located residence halls called the "First-Year Village." The Froelicher residence halls have also recently been relocated and renovated, and a new centralized dining hall opened

in 2018 in the Mary Fisher Hall. 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 Research Center next, which will triple the usable square footage of the current science research laboratories and classrooms.

In fiscal year 2018, Goucher's total operating revenues were approximately \$68 million and Goucher's \$215 million endowment benefited from strong financial market performance and returned more than eight percent. The endowment supplied \$12 million in support of programs on campus, including student financial aid, and still grew by over \$5 million. Current giving and endowment support from prior gifts compose more than 33 percent of total revenue.

The Provost and Senior Vice President for Academic Affairs

Reporting directly to the President, the Provost is the chief academic officer of Goucher College and is responsible for guiding faculty, staff, and students in Goucher's unique academic mission. More specifically, this Provost will ensure the execution of the educational goals of the institution, and will provide leadership in planning, implementing, and assessing all undergraduate and graduate academic programs, while also overseeing the hiring and evaluation of faculty.

Direct reports to the Provost include the Associate Provost for Faculty Affairs, Associate Provost for Undergraduate Studies, Associate Provost/Executive Director of the Welch Center for Graduate and Professional Studies, Special Assistant for Budget and Operations and Assistant to the Provost, the Registrar, the College Librarian, and the undergraduate Academic Center Directors.

OPPORTUNITIES AND CHALLENGES FOR THE NEXT PROVOST

As Provost of Goucher College, this leader will be instrumental in moving the institution into its next significant and promising organizational phase. This leader will:

Continue to implement, build on, and refine the undergraduate curriculum and academic structure

Goucher is well-positioned to more fully support its new curriculum, interdisciplinary approach, and current stage of implementation having recently transformed its undergraduate academic coursework to meet the demands of the new general education curriculum. Looking ahead, there is an opportunity to deepen the work, build out new programs and majors, grow, and continue to reimagine. In fully realizing this new academic vision, the Provost will serve as champion, partner, and guide to the faculty as they work on implementing these major changes.

This Provost will also ensure that all academic activities fully leverage Goucher's long-standing commitment to innovation, justice, and global education. As the academic program of the College advances, there is also significant opportunity to take better advantage of the geographic location of Goucher College; to seek out more community-based learning opportunities and community partnerships; to reimagine the study abroad component; to incorporate more job preparedness elements into the academic program; and to attract more students from across the country and internationally.

Support and guide a vision for graduate and professional programs

For many years the Welch Center at Goucher has operated with significant autonomy. While enrollment has increased in recent years for these online and low residency graduate programs, and with the development of the new curriculum, there is a major opportunity for the new Provost to work in close partnership with the leadership of the graduate programs to craft a strategic plan that develops and builds out new programs, while also increasing the visibility of existing programs that align with Goucher's strengths and link to the undergraduate curriculum. Opportunities moving forward may include partnering with other educational institutions and/or developing some 4+1 programs and further integrating and engaging the talents of undergraduate faculty into the graduate educational offerings, as well as aiding in the growth of the fully-online program offerings.

Lead with academic excellence and develop and support a robust and diverse faculty body

Looking to the future, Goucher is unequivocally committed to a focus on academic excellence, where teaching remains unparalleled, and students are intellectually challenged in every endeavor. As the academic leader for the College, the Provost will ensure that faculty is supported to be the very best educators, scholars, and researchers they can possibly be. This leader will also work closely with faculty to ensure that they are championed, inspired, motivated, and deeply valued, while also ensuring they are held accountable to meet the academic standards of excellence.

Looking ahead, the College is well-positioned to pursue focused growth in key areas, and with new faculty hiring opportunities over time. While Goucher College has seen a dramatic increase in the racial diversity of its student body, there remains room for growth with respect to the recruitment and retention of faculty of color. This Provost will work to support focused diversity, equity, and inclusion efforts within academic affairs, as well as develop clear institutional metrics to ensure Goucher's commitment to academic excellence and intellectual rigor.

Continue to bolster student retention and success

As chief academic officer, the Provost will serve as a primary champion of student success. This Provost must understand the changing demographics taking place in higher education today and the diversity of the current Goucher College student population and must take a holistic view on how best to comprehensively educate and support Goucher students. This Provost will build bridges between curriculum and faculty and co-curricular supports and programs to enhance student satisfaction, support, retention, and career readiness for Goucher students. Moving forward, it is critical that all elements of the College work in tandem to provide coordinated and highly customized support for each individual student, and that Goucher faculty are actively engaged in the recruitment and retention of students.

Establish a more cohesive and dynamic organizational enterprise

As Goucher has launched many new academic structures, initiatives, and organizational changes in the last few years, the College will significantly benefit from more orchestration and rigor in how the various parts of the institution relate to one another and work together to become an even more cohesive and dynamic academic institution and culture. There are opportunities for the Centers to become more integrated, for faculty to come together more often, for the undergraduate and graduate programs to be more closely connected, for academic affairs and student affairs to work more in tandem, and for faculty, staff, and administration across the institution to work more closely together and foster transparency to

support institutional goals. To support these efforts, new channels of communications and organizational systems and policies are likely to be adapted to facilitate better collaboration, integration, and efficiencies to maximize student experience and outcomes. This Provost must be adept at partnering and collaborating not only within academic affairs but also across the College and must establish productive and new organizational norms and culture.

Steward and grow the division's financial resources

Given Goucher College's aspirations, the high cost of excellence, and its commitment to access, continued growth of resources will be required. This Provost will not only oversee and leverage existing resources in academic affairs but will also work pro-actively and creatively to secure additional resources to ensure that faculty, staff, students, and programs are well supported. Some possible areas to explore for new revenue generation include partnerships with foundations, along with a range of other public, private and non-governmental organizations, including D.C.-based and international partners. In an effort to build these resources, the Provost will not only be an internal leader but also an external leader who will successfully communicate the extraordinary and unique activities taking place at Goucher College.

QUALIFICATIONS AND EXPERIENCE

Goucher College seeks a Provost who is an institution-builder, a strong program implementer, and a creative, strategic, and enterprising academic leader. The Provost must be inspiring and a persuasive champion for faculty, staff, and students; and must be committed to academic excellence, the liberal arts, social justice, and diversity, equity, and inclusion. This next leader will also be exceptionally communicative, collaborative, transparent, and results-driven leader of people, teams, and culture. While an individual candidate may not embody every quality, the successful candidate will bring many of the following professional and personal qualifications:

- A deep understanding of the mission and values of Goucher College, and the ability to articulate the unique value proposition of a private urban residential liberal arts education.
- Evidence of relevant administrative experience, including a demonstrated ability to manage staff and prioritize, motivate, and build strong teams. Ideally this leader has worked across an institution collaborating with key leaders and leading organizational culture change.
- Demonstrated capacity for strategic visioning, innovation, and imaginative problem solving, with seasoned experience with implementation, reorganization, and data analysis.
- Experience tackling budgetary challenges through carefully crafted enrollment strategy; and strong stewardship of fiscal, capital, and human resources.
- Scholarly, research, and teaching experience that commands the respect of the faculty; a demonstrated ability to promote interdisciplinary curricula and research activities; and a deep-seated commitment to building, retaining, and motivating the strongest possible faculty, and providing them with the resources they need to excel.
- A passion for students and a serious commitment to student success; and a broad understanding of student life, and an appreciation for how co-curricular activities enhance academic life.

- 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 an institutional context.
- A proven track record of building relationships and trust through collaboration, communication, and transparency across a diverse community.
- Optimistic, inspirational, approachable, accessible, consistent, empathetic, community-oriented, accountable, and metrics driven with a strong work ethic.

TO APPLY

Goucher College has engaged 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 or David Ferguson, Associate

Isaacson, Miller, 263 Summer Street, Boston, MA 02210

Electronic submission of materials is encouraged via www.imsearch.com/7284

Goucher College is committed to creating a campus environment where everyone is welcome and encourages applications from individuals of diverse and underrepresented communities, as well as applicants with a strong commitment to diversity, equity, and inclusion.