

**NEW PROPOSED MISSION STATEMENT:**

*Goshen College transforms local and global communities through courageous, creative and compassionate leaders. Shaped by Anabaptist-Mennonite tradition, we integrate academic excellence and real-world experience with active love for God and neighbor.*

**Five Strategic Directions—Elaborated on the following pages**

1. Become the “Best of Both Worlds,” intentionally blending the breadth and creativity of liberal arts education with certifications, leadership education and internships prominently available and built in to every course of study.
2. Become a more visible leader in health sciences by developing job-market-driven partnerships with local employers, building upon our established excellence in nursing, life sciences, social work and social justice.
3. Become a more visible leader in environmental science and stewardship through more strategic and synergistic programs and promotions.
4. Become a more visible leader in social justice, diversity, equity and inclusion grounded in the humanities and Anabaptist/Mennonite values and practices.
5. Become a more visible leader in Latino-inclusive adult education in the form of badges, certificates and competency-based programs, available in Spanish and English.

**Aligned with our working goals; not to replace them, but to focus growth initiatives:**



**1. Become the “Best of Both Worlds,” intentionally blending the breadth and creativity of liberal arts education with certifications, leadership education and internships prominently available and built in to every course of study.**

WHAT PROBLEM ARE WE TRYING TO SOLVE?

- Clear market position and value proposition: Distinguish ourselves from ICI and MHEA peers.
- Enrollment: Parents and prospective students who doubt value in 4-year liberal arts degree as it is perceived and are anxious about job market.
- Retention: Increase student motivation to persist.
- Mission: leadership, and the integration of academic excellence with real world experience

WHO IS THE TARGET AUDIENCE FOR THIS?

- Prospective students from all markets and their parents.
- All students
- Regional communities in terms of GC public relations and perceived value
- Regional foundations wanting higher ed to be creative and responsive to workforce needs.

CURRENT ASSETS:

- Culture for Service ethos.
- We have many Federal Work Study-eligible students.
- We have strong professional programs already; e.g. education, nursing, business, ASL
- Study-Service Term!
- First-year experience that blends identity and cultural studies with community engagement and career exploration.
- May term allows for immersive experiential learning.
- Internships are already built into every major.
- Student Life has expanded leadership education.
- Career Networks office and full-time centralized staffing
- Merry Lea, Music Center, Umble Center, IT department, Rec-Fit Center, Physical Plant and others already provide meaningful student work and internships.
- Our city and region include many potential non-profit and public partners.
- 20,000 alums who love the college and our students.

POTENTIAL GROWTH INITIATIVES:

- Communicate and market these strengths and our integrated culture of liberal arts and real-world experience, and engage our alumni in the project.
- Develop student jobs on campus to become meaningful mentored leadership and internship opportunities. Strengthen leadership and policies in HR oriented to student workers, their evaluations and their trajectories, including pay scales.
- Make adult ed certifications (initiative 5) available to our degree-seeking students.
- Refresh CORE to incorporate more applied learning and/or a ‘creativity track’ in CORE.
- Incorporate more project-based learning through curricula.
- Be more intentional about professional/career skills gained through SST.
- Further develop leadership training and mentorship in co-curriculars (Student Life, Athletics)

<p>Funding Opportunities:</p>	<p>Student Success Center Improve athletics facilities Strengthen multidisciplinary information sciences</p>	<p>SST Endowment Goshen College Annual Fund</p>
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**2. Become a more visible leader in health sciences by developing job-market-driven partnerships with local employers, building upon our established excellence in nursing, life sciences, social work and social justice.**

WHAT PROBLEM ARE WE TRYING TO SOLVE?

- Enrollment: There is strong demand for education in health sciences and we lack capacity and program diversity to fully engage this demand.
- Mission: Health care is a regional strength with challenging workforce needs.

WHO IS THE TARGET AUDIENCE FOR THIS?

- Prospective undergrad students from all markets and their parents.
- Nurses and social workers looking to advance their careers.
- Regional communities in terms of GC public relations and perceived value.

CURRENT ASSETS:

- Excellent nursing program at bachelors, masters and doctoral levels, with outstanding outcomes, and relatively deep applicant pool at the MSN level.
- Excellent BASW/BSW program, and a proposal for a collaborative MSW already prepared.
- Strong liberal arts (art, music, writing, interpersonal communication) necessary in healing.
- Goshen Health is our neighbor to the west, with successful but modest partnerships.
- Greencroft Retirement Community is our neighbor to our east, with very little partnership.
- Orthopedic specialists in Warsaw and Goshen, with a few internships.
- Rapidly changing community composition with real health needs across the age span.
- Maple City Health Care, Mosaic, and Center for Healing and Hope are local innovators.
- Our RN to BSN program, offered at Elkhart General Hospital and at Glen Oaks Community College allowing us to reach new and diverse students.

POTENTIAL GROWTH INITIATIVES:

- Create a public health program, with BA and MPH degrees
- Offer a Surgical Tech (Assoc) degree in partnership with Ivy Tech.
- Create collaborative MSW program.
- Expand nursing program capacity (including facilities) to enroll more BSN and MSN students
- Create health-relevant certificates in adult ed, e.g.
  - Medical Spanish interpretation
  - Health information systems; Data analytics/security in health systems
  - Surgical specialization for nurses
  - Massage therapy or other complementary healing methods
  - Social Work certifications in Addictions; Gerontology; Child Welfare
- Use our potential growth in these areas to incentivize a financial partnership with Goshen Health and/or other regional health employers
- Consider creating, farther in the future:
  - Medical Tech degree program (AA) with Ivy Tech and Medical Sciences BS.
  - Music therapy and/or art therapy
  - Nutrition/Dietetics
  - Health Finance/Health Management

Funding Opportunities:	State-of-the art facilities for nursing New Public Health Major Goshen College Annual Fund
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### 3. Become a more visible leader in environmental science and sustainability through more strategic and synergistic programs and promotions.

#### WHAT PROBLEM ARE WE TRYING TO SOLVE?

- Enrollment: Our academic programs in these areas are under-enrolled relative to capacity.
- Mission: Climate change and environmental degradation are among the most complex and urgent problems of our times.

#### WHO IS THE TARGET AUDIENCE FOR THIS?

- Prospective undergrad students from Mennonite markets and their parents.
- Prospective undergrad students interested in STEM and their parents.
- Graduates with interest in career progression.
- Regional communities in terms of public relations and perceived value
  - City of Goshen
  - Mennonites other Christians interested in creation care
  - Pre K-12 schools

#### CURRENT ASSETS:

- Merry Lea is an outstanding asset in terms of scope and financial resources (restricted endowment), offering:
  - Pre K-12 outreach
  - Three sustainability majors: food systems, studies, and management.
  - Master's in Environmental Education
  - Sustainable Farm with Community-Supported Agriculture
  - Agro-Ecology Summer Intensive Program (15 credits, residential program)
  - Sustainability Leadership Semester (15 credits, residential program)
  - Internships and faculty-led research on insects, birds, soils, permaculture, nutrient cycling, forest restoration, wetlands
  - Rieth Village, the 1<sup>st</sup> LEED platinum buildings in Indiana
- Strong biology department with expertise in environmental sciences
- Physical Plant department with outstanding leadership and innovations that have reduced our energy consumption during a period of facilities expansion
- Business department faculty interests in sustainability management and carbon onsetting
- Institute for Ecological Regeneration; Center for Sustainable Climate Solutions
- Marine Biology Facility in Layton Key, Florida
- Witmer Woods; Strawberry Field

#### POTENTIAL GROWTH INITIATIVES:

- Align and integrate academic enterprises in Biology, Business at Merry Lea, to create new synergies.
- Create stronger marketing to diverse student audiences (all levels)
- Utilize strawberry field land to increase intensive and sustainable vegetable production to support our food services, and perhaps those of Greencroft and CMC
- Partner with Arizona ranch owned by GC alums to support internships, research and educational programs.
- Substantially improve facilities on Layton Key
- Create certificates in these areas; e.g. Master Gardener, Composting, etc.

**4. Become a more visible leader in social justice, diversity, equity and inclusion grounded in the humanities and Anabaptist/Mennonite values and practices.**

WHAT PROBLEM ARE WE TRYING TO SOLVE?

- Enrollment:
  - Our programs in PJCS, BRP are under-enrolled.
  - Continued expansion of the diversity of our student body, especially toward HSI status
  - Inclusion = retention
- Mission:
  - Social conflicts and injustice are urgent problems;
  - “Shaped by Anabaptist/Mennonite tradition. . . active love for God and neighbor”

WHO IS THE TARGET AUDIENCE FOR THIS?

- Markets that continue to increase our diversity:
  - Latino markets for both traditional and adult students (region, Puerto Rico, Texas)
  - African-American congregations and students
  - Immigrant congregations and students (California, Texas, Puerto Rico)
  - Elkhart County High Schools in addition to Goshen
  - Specific targeted international markets (South Korea, China, India)
- Mennonite congregations and prospective students
- Prospective undergrad students interested in criminal justice—a substantial market.

CURRENT ASSETS:

- Strong humanities, including (but not limited to): Peace Justice and Conflict Studies program and major; Bible, Religion and Philosophy program and major
- Inside Out Prison Program
- We are surrounded by a growing and vibrant Latino community of increasingly diverse origins, and they are eager for voice, opportunities and education.
- Elkhart County is an immigration hot-spot politically, socially and legally.
- Many local social entrepreneurs and potential non-profit and public partners.
- Study-Service Term and international education.
- Institute for the Study of Global Anabaptism; Institute for Ecological Regeneration; Center for Sustainable Climate Solutions
- Multicultural music programs; Music for Social Change
- GC’s history and lived knowledge through CITL and CIIE

POTENTIAL GROWTH INITIATIVES:

- Create a Criminal Justice Major aligned with Goshen’s values.
- Create programs to support diverse faculty/staff recruitment and retention.
- Create or revive CITL programs that supported our Latino students to succeed.
- Achieve Hispanic Serving Institution (HSI) status.
- Pilot a Social justice living learning community
- Increase curricular and co-curricular programming in Immigration Studies and Latino Studies
- Re-imagine and re-brand SST for current markets and programs
- Create certificates in Mediation and/or Conflict Resolution

Funding Opportunities:	SST Endowment Student Success Center Endowed scholarships Goshen College Annual Fund	Humanities Endowment Faculty diversity programs Engage international markets
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**5. Become a more visible leader in Latino-inclusive adult education in the form of badges, certificates and/or competency-based programs, available in Spanish and English.**

WHAT PROBLEM ARE WE TRYING TO SOLVE?

- Enrollment: Latino-inclusive adult education is a potential niche area for adult ed growth.
- Enrollment: More avenues of engagement with Latino families will help us continue to grow Latino undergraduate student enrollment.
- Mission: The South Bend Elkhart Regional Partnership needs targeted approaches to address the educational needs of Latino workers to meet workforce needs and to promote inclusion.

WHO IS THE TARGET AUDIENCE FOR THIS?

- Adults in the region who do not want a 4-year baccalaureate degree but who need further education to meet career goals.
- Spanish-speakers who want the support of bilingual classrooms and instructors, and who value the comradery of in-person (or hybrid) education.
- Regional employers seeking to retain and advance their human resources.
- Regional communities and foundations in terms of public relations and perceived value.

CURRENT ASSETS:

- We are surrounded by a growing and vibrant Latino community of increasingly diverse origins, and they are eager for voice, opportunities and education.
- SBERP is looking to gain resources from foundation (e.g. Lilly Endowment) and to show results.
- Our track record in enrolling Latino adults in innovative pilots, such as English as a New Language classes, Latino Entrepreneurship Initiative, and Certified Production Technician.
- Latino leaders and entrepreneurs on our faculty and staff.
- Ongoing campus transformation toward Latino-inclusive culture and practices.

POTENTIAL GROWTH INITIATIVES:

- English Language Learning programs:
  - Institutionalize current programs (English as a New Language, Latino Entrepreneurship) through regular staffing and financial models.
  - Create an intensive program for TOEFL preparation
  - Create synergies between English as a New Language program and our academic TESOL and teacher certification in ESL.
- Partner with employers to develop courses and stackable certificates that meet adult education needs designed for affordability, job-relevance, and Latino access across the South Bend Elkhart Region.
  - Business planning and entrepreneurship, offered in Spanish
  - Data Analytics/IT, offered in Spanish and English
  - Institutionalize Latino Entrepreneurship Initiative
  - Spanish language proficiency
- Create Goshen College instructional locations in Elkhart, Mishawaka and South Bend

Funding Opportunities:

Strengthen multidisciplinary information sciences  
Goshen College Annual Fund