



Goldey-Beacom
COLLEGE

Vision ⚡ 2028

The Strategic Plan for GBC

DECEMBER 5, 2024



Table of Contents

INTRODUCTION	03
HIGHER EDUCATION LANDSCAPE	04
METHODOLOGY	05
STRATEGIC DIRECTION	04
GOALS AND OBJECTIVES	08
CLOSING STATEMENT	11

Introduction

Goldey-Beacom College is at a pivotal moment in its history as we embark on an exciting journey to shape the future of higher education and the College. Our *Vision 2028* Strategic Plan is a forward-thinking blueprint designed to guide the College through the next phase of growth, innovation, and excellence. Rooted in our commitment to providing accessible, high-quality education, this plan reflects our aspirations to empower students, strengthen academic offerings, and transform our campus into a dynamic and sustainable environment.

As a diverse, student-centered institution with a long-standing history of academic excellence, Goldey-Beacom College has positioned itself as a leader in preparing students for success in an ever-evolving global marketplace. Our *Vision 2028* is built upon the foundation of academic rigor, community engagement, and a strong commitment to student success. In alignment with this vision, we seek to foster an inclusive environment that nurtures intellectual growth, professional development, and social responsibility among our students.

Our Strategic Priorities

1. **Financial Sustainability:** Developing a resilient financial model that ensures the long-term health and growth of the College, driven by diversified revenue streams and operational efficiencies.
2. **Enrollment Growth Across Divisions:** Driving targeted enrollment strategies to expand student populations across all academic divisions, ensuring the growth of both undergraduate and graduate programs. This will include strengthening recruitment efforts, enhancing marketing initiatives, and diversifying academic offerings to attract a wider range of students from varied backgrounds and interests.
3. **Academic Excellence and Innovation:** Elevating the quality of our academic programs through innovative curricula, technology integration, and experiential learning opportunities that prepare students for success in the global economy.
4. **Student Success and Engagement:** Fostering an enriching student experience through enhanced support services, leadership development programs, and initiatives that promote lifelong learning and career readiness.

Our Commitment

Through *Vision 2028*, we are committed to providing a transformative educational experience that meets the needs of our diverse student body, while addressing the challenges and opportunities of an evolving higher education landscape. We will continue to work closely with faculty, staff, students, and external stakeholders to ensure that the goals outlined in this plan are realized and that Goldey-Beacom College remains a place where students can thrive, succeed, and make a meaningful impact in the world.

Together, we will build a bright and sustainable future for Goldey-Beacom College, one that reflects our values of integrity, excellence, and community. This is our vision, and we invite you to join us as we embark on this exciting journey toward *Vision 2028*.



Current Higher Education Landscape

Small, private colleges in the United States, particularly in the Northeast region, are navigating a period of unprecedented challenges. Among the most pressing issues are declining enrollment and rising operational expenses, which are straining financial sustainability and institutional viability.

1. **Declining Enrollment:** A nationwide demographic shift, particularly a decrease in the traditional college-aged population, has significantly reduced the applicant pool. Coupled with increased competition from public institutions, online programs, and larger private universities, small private colleges are struggling to attract and retain students.
2. **Rising Operational Expenses:** Operational costs, including faculty salaries, infrastructure maintenance, technology upgrades, and compliance with regulations, are increasing. These expenses are further exacerbated by inflationary pressures and the demand for enhanced student support services.
3. **Changing Student Preferences:** Students and families are prioritizing affordability, return on investment, and flexibility in education. Small colleges often face challenges competing with larger institutions offering lower tuition, extensive financial aid packages, or innovative learning models like fully online programs with shortened length of time to degree completion.
4. **Dependence on Tuition Revenue:** Many small colleges rely heavily on tuition for funding, leaving them vulnerable to enrollment fluctuations. Declining enrollment directly impacts budgets, limiting resources for academic programs, faculty recruitment, and campus improvements.
5. **Shifting Regulatory and Accreditation Demands:** Increased scrutiny from accrediting bodies and changing regulations require additional resources and staffing, further increasing operational costs.
6. **Economic and Workforce Pressures:** Rising skepticism about the value of a college degree, particularly in light of student debt concerns and a growing focus on alternative career pathways, has dampened enrollment at smaller institutions.

These headwinds illustrate the need for small, private colleges to adopt innovative strategies, including diversifying revenue streams, strengthening recruitment and retention efforts, building partnerships, and reimagining their value propositions to remain competitive in the evolving higher education landscape.

By addressing these challenges head-on, *Vision 2028* equips Goldey-Beacom College to not only survive but thrive in the changing landscape of higher education, ensuring its mission endures for generations to come.



Methodology for Vision 2028

Goldey-Beacom College's Strategic Plan, *Vision 2028*, builds on the foundation of our previous five-year plan launched in 2020, reflecting our commitment to continuous improvement and institutional growth. The methodology for *Vision 2028* emphasizes a collaborative, data-driven approach to strategic planning, engaging the entire GBC community to shape our future direction.

The process began with an evaluation of the College's mission, vision, and values to ensure they accurately represented the institution today. Through a series of community-wide events and programs, feedback was collected to assess and refine these guiding principles. Based on the data gathered, the College adopted updated mission, vision, and values statements to steer *Vision 2028*.

In Spring 2024, GBC's Executive Leadership Team (ELT) facilitated strategic planning discussions during a comprehensive Faculty and ELT Retreat. This retreat served as a platform to establish the initial direction for the plan. Over the summer, the ELT conducted five full-day planning retreats, during which the framework for *Vision 2028* was developed, including its five strategic imperatives.

In Fall 2024, the College hosted a Community Day, bringing together faculty, staff, and students to contribute ideas and suggestions aligned with the plan's imperatives. This was followed by a Trustee Strategic Planning Retreat, which provided insights into the Board of Trustees' priorities and informed the planning timeline. Feedback from both events shaped the phase one initiatives of *Vision 2028*, which focus on financial sustainability, enrollment growth across divisions, academic excellence and innovation, and student success and engagement.

Central to *Vision 2028* are Goldey-Beacom College's ambitious enrollment and fundraising goals, which provided a critical framework for developing the plan. With a target to grow enrollment to 3,000 students, strategic imperatives were designed to enhance recruitment, retention, and program diversification across undergraduate, graduate, and professional development offerings.

Simultaneously, the plan integrates strategies to achieve robust fundraising goals that will support financial sustainability, new program development, and infrastructure improvements. These goals have been instrumental in prioritizing initiatives and resource allocation, ensuring *Vision 2028* aligns with the College's long-term vision of institutional growth and success.

The ELT, serving as the steering committee, has been instrumental in translating the strategic framework into actionable goals. Each unit—academic affairs, athletics, information technology, institutional advancement, finance, student affairs, and operations—was tasked with developing unit-specific initiatives and aligning them with the strategic imperatives. This collaborative and iterative process ensures *Vision 2028* reflects the collective aspirations and strengths of Goldey-Beacom College while positioning the institution for a successful and sustainable future.



Strategic Direction

OUR MISSION: *Empowering learners to achieve excellence by linking knowledge to practice.*

OUR VISION: *To offer attainable, inclusive, and career-focused programs responsive to evolving students and work force needs.*

OUR VALUES: *Integrity, Excellence, Social Responsibility, Innovation*

At Goldey-Beacom College, our mission is to empower learners to achieve excellence by linking knowledge to practice. We are committed to fostering a dynamic, diverse, and inclusive learning environment that empowers students to become leaders in their fields. *Vision 2028* serves as a roadmap to enhance and expand upon our mission, guiding us toward a future that reflects our core values of academic excellence, community engagement, and student success.

Vision 2028 is designed to ensure that our mission remains at the heart of everything we do. By focusing on academic excellence, innovative teaching methods, and a commitment to serving diverse student populations, we are working to continually elevate the student experience and deliver on our promise of high-quality, accessible education.



Key components of *Vision 2028* that align with our mission include:

- **Student-Centered Focus:** *Vision 2028* prioritizes the development of programs, services, and initiatives that enhance the academic and personal growth of students. From expanding experiential learning opportunities to increasing support for student success, the plan ensures that students have the tools and resources they need to thrive.
- **Academic Innovation:** The strategic emphasis on academic excellence and innovation ensures that we offer programs that are relevant, rigorous, and aligned with the evolving needs of the workforce. By integrating emerging technologies and new learning models, we will provide students with a world-class education that prepares them for success in the global economy.
- **Inclusive and Diverse Community:** *Vision 2028* seeks to further enhance a supportive and inclusive campus climate where all students, regardless of their background, feel valued and empowered to succeed.



Strategic Direction, Continued



Alignment with Our Vision

Goldey-Beacom College's vision is to be a leader in higher education, known for its commitment to career-focused programs responsive to evolving student and workforce needs. *Vision 2028* aligns with this broader vision by setting a clear direction for institutional growth and positioning us as a college of choice for a diverse range of students, faculty, and partners.

The following aspects of *Vision 2028* contribute to this alignment:

- **Institutional Growth and Innovation:** The focus on expanding enrollment, enhancing academic offerings, and transforming the physical campus ensures that we continue to grow and evolve to meet the needs of our students and the community. By strategically increasing resources and infrastructure, we will provide a learning environment that supports innovation and excellence.
- **Strategic Partnerships:** *Vision 2028* emphasizes the importance of building strong partnerships with alumni, businesses, and other educational institutions to foster collaboration, resource sharing, and workforce development. These partnerships will enhance the College's reputation, broaden students' career opportunities, and strengthen our community impact.
- **Sustainability and Resilience:** A sustainable financial model is central to *Vision 2028*, ensuring that the College remains financially secure and able to adapt to future challenges. By diversifying revenue streams and enhancing operational efficiencies, we will build a resilient institution capable of supporting our long-term goals.

Strategic Goals and Objectives

Imperative 1

Advancing our Mission and Vision within and beyond the College Community

Promote a mission-driven culture that intentionally reflects and supports our vision and values by encouraging behaviors and practices that advance our core purpose, while recognizing contributions that align with strategic goals.

1. Increase the visibility of our mission both internally and externally by leveraging effective communication strategies.
2. Promote a culture of advocacy and collaboration, increasing opportunities for missional influence beyond our campus.

Imperative 2

Ensuring Financial Sustainability

Comprehensive strategy that is inclusive of all aspects of the institution to ensure our continued ability to invest in our community through increased income and philanthropic support of strategic initiatives.

1. Create and launch a formal, funded, comprehensive master improvement plan.
2. Increase participation of college stakeholders in promoting fundraising to support the College's mission.
3. Secure significant financial resources to fund identified initiatives in academics, athletics, and residence life.
4. Scan the higher education market for suitable partners focused on collaboration, scalability, and shared resources.
5. Launch enrollment growth plan across all academic divisions supported by targeted recruitment efforts, program diversification, enhanced student retention strategies and scalable operational practices.

Continued on next page.



Strategic Goals and Objectives, Continued

Imperative 3

Driving Excellence through Innovation

Provide innovative, high quality curricular, co-curricular, and extra-curricular experiences for all students without compromising personalized student support.

1. Enhance the academic culture of Goldey-Beacom College through reimagined approaches to academic excellence, curriculum development, and experiential learning.
2. Develop and implement a comprehensive student engagement strategy that integrates cutting-edge educational and social opportunities while maintaining a strong emphasis on personalized support services and programs.
3. Evaluate and enhance the athletics program to maximize the departments alignment and contribution to the broader goals of the institution.
4. Invest in reimagining and renovating all existing facilities to provide attractive, modern, and inviting student spaces and experiences.
5. Implement state-of-the-art digital learning tools enhancing the educational experience, investing in modernizing campus-wide infrastructure to ensure that students have the necessary tools and resources to thrive in their academic and professional careers.

Imperative 4

Fostering a Thriving College Community

Encourage behaviors and practices that advance our core purpose, recognizing contributions that align with our strategic goals. Provide a platform for learning, support, collaboration, and innovation, fostering a sense of purpose and belonging. Intentionally and systematically create a united, diverse, and equitable community of belonging.

1. Cultivate a thriving College Community by embedding principles of diversity, equity, and inclusion into campus life, ensuring individuals feel valued, supported, and empowered to contribute to and benefit from a vibrant, diverse educational environment.
2. Create intentional programs, opportunities and assessments focused on fostering a sense of purpose and belonging.
3. Develop and implement programs to recognize and reward contributions that align with our strategic goals.
4. Launch communication campaigns that highlight success stories, traditions, and the impact of the College's mission to strengthen school pride and engagement across all stakeholders.

Continued on next page.



Strategic Goals and Objectives, Continued

Imperative 5

Nurturing Employee Growth and Well-being

Prioritize employee growth, development, and well-being through empathy, compassion, and mutual understanding, fostering a culture of servant leadership where we serve alongside one another. Continue to invest in our employees' well-being with a focus on compensation, quality of life, recruitment, and retention.

1. Create and expand professional development programs, including workshops, certifications, and continuous education opportunities.
2. Implement Individual Development Plans for all employees, providing personalized growth plans and regular progress reviews.
3. Offer leadership and customer service training programs to develop future leaders and promote a culture of servant leadership across the organization.
4. Using employee feedback, conduct a comprehensive audit of current processes to streamline workflow and maximize efficiency.
5. Foster a culture that emphasizes the importance of employee well-being, conducting regular assessments to identify growth areas supporting employees to live our mission.





Closing Statement

As we embark upon *Vision 2028*, let us carry forward the energy, innovation, and collaborative spirit that has guided us to this point. Together, we have set an ambitious yet achievable path forward, one rooted in our shared commitment to excellence, opportunity, and the transformative power of education.

Vision 2028 is more than a strategic plan—it is a call to action. It challenges us to think boldly, act decisively, and embrace change as we shape the future of Goldey-Beacom College. This vision represents the collective aspirations of our community: students, faculty, staff, alumni, and partners. It embodies our promise to prepare learners for a dynamic world while remaining steadfast in our values.

Let us move forward with determination, confidence, and purpose. The future is ours to define. Together, we will achieve great things. Thank you for your dedication and unwavering belief in the mission and vision of Goldey-Beacom College.

Here's to 2028—and beyond!

