

Goddard College



Together For Goddard: A campaign to re-envision the future of Goddard College

Goddard College offers a transformative, life-changing educational experience.

It provides a unique educational model that allows students to fully design and direct their own curriculum and study plan, offers some of the best fine arts programs and faculty in the country, and operates on the low-residency model that makes this education more accessible and more affordable for students.

Now Goddard is looking to the future, inspired by a vision to be a leader in learner-driven higher education and mission-minded experimentation.

This campaign will allow Goddard to transcend the current challenges facing higher education and realize a future for the College as a thriving and financially durable institution with new and revitalized academic innovations and experiments, collaborative partnerships with like-minded institutions, and a vibrant campus community with new and diverse learning opportunities.

In conjunction with these new initiatives, Goddard will increase its collective work towards building a more diverse, responsive, and equitable culture; and to expand educational access through increased scholarship funding and student aid - values that are essential to Goddard's mission.

This is not a slow and steady process. In order to achieve our vision it requires immediate, sharply focused work. This is an unprecedented fundraising campaign and our success will require a full community effort.

We are seeking partners who share this vision and want to join in creating a better, more hopeful, humane, and inspiring education system.



Our Story

“Goddard gave me the freedom to study everything from Celtic mythology to socialist theory to Jungian analysis. But more importantly, Goddard taught me to think critically across disciplines. Goddard gave me both the skills and the confidence to be a lifelong, independent learner. I would not be the writer, therapist, father, or citizen I am today without my Goddard education.” – Individualized BA Alum

Founded in 1938 on the belief that students’ voice and choice should be at the center of their education, Goddard College was one of the first colleges in the country to allow students to direct and design their own course of study. Our learner-centered model empowers students to create an education experience that is deeply personal, transformative and relevant.

Our students are people of all ages who seek to address change in the world while undertaking their studies. **Goddard has a long tradition of serving post-traditional learners – from single-parent learners, to first-generation college students, to creatives who combine multiple disciplines in their fields.** The College’s acclaimed low-residency model provides the flexibility and cost-effectiveness to best serve these students, making their education relevant and accessible.

Goddard College has been a historic leader of progressive education in the US, pioneering many new models of higher education on the frontlines of academic experimentation and innovation. Goddard was the national pioneer of the first Low-Residency Program in 1963, the Design Build Program in 1969, and the Single Parent Program in 1986. In addition, Goddard offered many experimental academic initiatives and partnerships, such as the Goddard-Cambridge Program for Social Change and the Institute for Social Ecology.

Goddard has a rich legacy of producing some of the finest artists, activists, social entrepreneurs, leaders, educators, and academic minds that have shaped the culture of the 20th and 21st Century, including author and director David Mamet, jazz musician Archie Shepp, former White House correspondent Ellen Ratner, and Olympian and activist Tommie Smith, to name just a few. Our alumni are champions for deep, equitable social and environmental change.



Our Challenge

As a primarily tuition dependent institution without significant cash reserves or an endowment for most of its history, Goddard is vulnerable to enrollment fluctuations. The national trend of declining enrollment for many small colleges, especially in New England, has hit the College very hard.

In October of 2018, the New England Commission of Higher Education (NECHE) placed Goddard College's accreditation on probation for concerns over governance and finance, giving us until April 20, 2020 to showcase our ability to bring the College into financial stability. This probationary status increased the challenge of the College's ability to recruit and retain students and sustain donor commitments.

Since being appointed President in November 2018, Dr. Bernard Bull has implemented a plan to build a solid financial foundation for the College by reducing expenses, increasing cash reserves and growing the endowment. The goal of financial stability is paramount to the College's success and significant gains have been made over the past year to stabilize the institution and position it for growth.

Some of the significant achievements toward financial and institutional stability include:

- **Successfully avoided a projected deficit of \$1.4 million dollars** in fiscal year 2019, through spending restrictions and an unprecedented community fundraising effort.
- **Significantly reduced expenses**, as well as staff and faculty positions, to better align with our smaller enrollment and revenue.
- **A record fundraising year in FY2019**, more than doubling the funds raised in any other year in the past decade, and an outpouring of support from the Goddard community.
- **Our latest financial audit lifted the "going concern"** that had been declared since 2016
- **Launched a board approved 5-year strategic plan** to align spending with revenue, increase oversight, plan upon the most conservative enrollment projections, and build cash reserves equal to 3 - 6 months of the annual budget.

These efforts have made a significant difference and the plan forward is a sustainable one. Currently, the College is operating within a balanced budget and the endowment totals \$1.5 million. However, at this level the endowment cannot significantly support annual operations, and the college is without any cash reserves to protect the College from the risks associated with future enrollment fluctuations and unforeseen expenses. For this reason, we are seeking to secure additional resources from our alumni, partners, and friends of the College.



Our Plan

\$4 Million Raised by June 2020

We have a strong financial plan to address these needs. The primary goal is financial stability that secures a future for our distinctly learner-driven educational community, and Goddard's role as a hub for educational experimentation. **A rapid increase in enrollment is not our target or priority.** Therefore, our present focus is financial stability at our current enrollment of approximately 350 students.

At an enrollment of 350 students, Goddard College can operate on a \$7.4 million dollar budget. That is less than half of what some colleges charge to educate a similar number of students. It is our goal to offer a meaningful, rigorous, and inspiring learning experience at a price that is accessible and affordable for students who are drawn to the Goddard College community and approach to education.

Our best chance to demonstrate financial stability to the accreditors is to build a cash reserve that is equal to 6 months of our operating budget, or \$4 million. It is critical that we raise the majority of this \$4 million goal prior to NECHE's April 20, 2020 visit. The more cash reserves that we build by that time, the better our chances of being financially viable, maintaining accreditation, stabilizing, and saving Goddard College.

Once the necessary 6-months of cash reserves have been built, additional funds will be used to grow the endowment, with a multi-year goal of building an endowment of \$15 million - based upon 2 times the annual budget for a student body of ~350.



Our Future

We continue to be inspired by the compelling purpose and mission of Goddard College in the world, and by the community of students, alumni and friends who are moving us forward.

With a long and inspiring history, and a strategic vision for the future, Goddard is positioned to provide an education that equips students to be imaginative and active agents of change.

We believe that our most significant and high-impact advances in experimental education can and will be in the future, with your help.

Reaching financial stability will enable Goddard College to once again become a visionary and leader for higher education experimentation. Within five years Goddard will be recognizable as a diverse, thriving, and financially durable institution, with a compassionate and equitable culture supporting a wide-range of learner-driven academic programs, partnerships, and experiments that respond to societal needs and enact Goddard's values in the world.

We invite you to participate in the next phase of Goddard College. The funds that we raise from now until April are an expression of our shared belief in the importance of this deeply human and empowering approach to education. We must be bold and act quickly to build a financial foundation that will not only address the present situation, but will provide a place of strength for years to come.





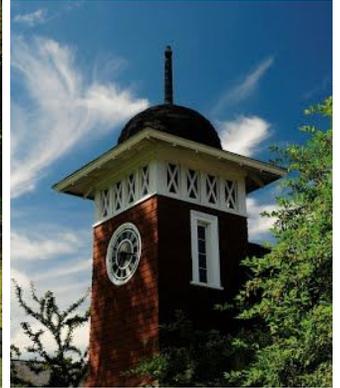
How you can Support

“I give to Goddard because I believe in real diversity in education, not just different brands of the same model. I valued the self-responsibility, support, and vibrant community I found at Goddard. I want others to be able to experience this too.” – MA in Psychology Alum

- Become a Donor
 - Give today at <https://www.goddard.edu/alumni/giving/>
- Share your Goddard Story
 - If you are a student or an alum, please share the impact Goddard had in your life and the impact that you are having in the world with us at news@goddard.edu
- Corporate Sponsorship or Partnership
- Connect Goddard with like-minded organizations and donors
 - Goddard College is looking to partner with Foundations and Donors that share our commitment to education

Giving Levels

Donor Levels	Gift Amount	No. of Gifts	Row Total
VISIONARY	\$1,000,000	1	\$1,000,000
LEADER	\$500,000	2	\$1,000,000
BENEFACTOR	\$250,000	4	\$1,000,000
PATRON	\$100,000	5	\$500,000
SUPPORTER	\$50,000	5	\$250,000
ADVOCATE	\$25,000	7	\$175,000
PARTNER	\$10,000	8	\$80,000
		31	\$4,005,000



Recognition Opportunities

\$1,000,000 - Naming Rights for the Historic Haybarn Theater

\$500,000 - Naming Rights for the Community Center

\$250,000 - Naming Rights for the Music Building

\$250,000 - Naming Rights for the Cottage Building

\$100,000 - Naming Rights for the Garden Maze and Garden Pavilion

\$100,000 - Naming Rights for the Garden House

\$100,000 - Establish a Named Scholarship

\$50,000 - Naming Rights for the Maze Pavilion

\$50,000 - Naming Rights for the Garden Steps and Promenade





Funding Areas

UNRESTRICTED GIFTS TO THE ANNUAL FUND - Giving to Goddard's Annual Fund allows you to give to all of the aspects of providing a transformative learning opportunity for our students. These unrestricted gifts support an entire community working to provide financial aid, faculty, technology and the support students need to succeed. Unrestricted gifts currently make the greatest impact at this time.

VILLAGE OF LEARNING FUND - This fund is dedicated to supporting our creative use of the Goddard College campus in Plainfield, VT. Our vision for the campus to be a vibrant community of rich, engaging, and inspiring learning through events, continuing education, intensive residencies, and collaboration with other organizations that align with the Goddard College mission and values.

FUND FOR EXPERIMENTS AND NEW INITIATIVES - This fund is focused upon supporting Goddard's ongoing commitment to academic innovation and experimentation.

DIVERSITY, EQUITY, AND INCLUSION FUND - This fund supports our collective work toward building a diverse, responsive, and equitable culture; as well as our pursuit of embodying radical hospitality and inclusion.

PARTNERSHIPS FUND - We are convinced that strong organizations partner and collaborate with one another, engaging in mutually beneficial efforts that are difficult or impossible without coming together. While not limited to this, the partnership fund supports our work toward strategic academic partnerships.

SCHOLARSHIPS - This fund helps reduce financial barriers for students who want to attend Goddard College, while also celebrating and supporting an array of students from different backgrounds and with distinct academic interests.

I'm grateful to Goddard College for having opened up not only career opportunities, but my thinking, my perception of life, what was actually possible, despite all the limitations that had been systematically put in place ... that I could do, I could be, who I wanted to be and I could do what I wanted to do if I just had the courage and incentive to do it."

– Archie Shepp (BA '59)