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## The Vision for Goddard: Today and Beyond

1 message

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Office of the President <presidents.office@goddard.edu>

Fri, Jan 19, 2024 at 3:00 PM

Dear Goddard Community Members:

As many of you are well aware, Goddard has long been a dynamic and responsive learning community. In recent semesters, we have observed a continual enrollment decline, particularly with students not choosing to attend residencies in person. This has created challenges in terms of supporting both in-person and remote students equitably. It also limits our opportunities to reach a growing number of students at a distance and those who might not have the financial or personal ability to attend an in-person residency. At the same time, inflation and increased maintenance costs continue to make it progressively more difficult to maintain a fully operational campus for the fewer and fewer students choosing the in-person residency option.

The administration recognizes that the residency is part of the fabric of the Goddard College experience, therefore we are committed to working with the faculty and staff to envision a new experience for students. It is important to continue to be good stewards of the resources at hand to ensure the College community can gather in future residencies. We are working closely with faculty to re-envision the residency experience emphasizing and preserving Goddard's pedagogy and values. This could include in-person residencies at other sites, shorter combined residencies elsewhere, and/or new virtual experiences.

After careful analysis of Goddard's current model and enrollment numbers, the Executive Committee of the Board of Trustees has accepted the administration's recommendation that no later than April 1, 2024, the College focus for the coming two semesters, F24 and S25, on exclusively supporting students virtually. While this will be a significant change, it will allow the College to:

- Focus on improving the virtual modality (chosen by ~2/3rds of our students)
- Optimize academic services and systems (to be more equitable for students)
- Reduce the high costs of maintaining an active campus infrastructure
- Explore asynchronous virtual as well as certificate offerings
- Explore new opportunities and partnerships with other schools and organizations

We have already begun discussing with faculty how this might impact future residencies and how we might evolve Goddard's unique individualized pedagogical approach. We are also continuing to explore some exciting partnership opportunities, which might also provide options for hosting Goddard residencies elsewhere.

Faculty and administration continue to explore a series of possibilities, including potential in-person, non-required gatherings during the upcoming year, as well as fully reopening the campus in F25. We will also be working closely with the staff union to explore a reorganization towards a work-from-home model to minimize campus operations.

This shift will also allow Goddard to better address some of the budgetary implications of low enrollment and focus on maintaining the College's long-term sustainability. This will include:

- Exploring temporary staffing reorganization
- Temporarily suspending on-campus operations and moving to a fully work-from-home staffing model
- Working closely with staff and faculty unions to address concerns and facilitate a collaborative approach to operational changes

We understand that these changes may raise concerns and questions, and we regret that this shift will eliminate some current on-campus positions; however, we expect that other employment opportunities will eventually arise as a result of this transition. Consistent with Goddard's history of experimentation and adaptation, Goddard must continue to evolve in

response to student needs and interests. We're anticipating these changes will broaden Goddard's reach and allow a greater number of students access to Goddard's unique offerings.

Your understanding and support during these changing times are greatly appreciated. We are committed to the values and mission of Goddard College and believe that these adaptations will help Goddard remain sustainable for a long time to come.

Best Regards,

Dan Hocoy, President  
Noah Coburn, Provost  
Pam Notemyer Rogers, Director of Admissions  
Doug Kennedy, CFO  
Adrienne Felton, Director of Human Resources  
Kim Abbott, Controller  
Brie Pendleton, Director of Marketing  
Lisa Larivee, Executive Assistant to the President

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