INTRODUCTION

Higher education is and should be a force for good that helps to drive social and economic mobility. However, in recent years there have been concerns raised, some valid, that challenge its purpose and value. The instability, uncertainty, and chaos that has resulted in the industry coupled with a clearer understanding of post-pandemic effects on students, exacerbates the myriad issues that Eureka College must overcome.

Student needs, interests, and readiness for both college and the workplace are notably different than they were in pre-pandemic years, requiring a holistic approach with more robust wraparound support services to aid student success. The long-anticipated and foreseen enrollment cliff is also a formidable reality that compels us to lean into data-driven enrollment and diverse revenue growth strategies. Additionally, proposed legislation at the state and federal levels necessitates increased investment in better and more intentionally created centers of excellence and academic programs that align with living wage career opportunities.

While holding true to our founding Christian Church (Disciples of Christ) principles, mission, and core values, the realities of this moment demand that we embrace a culture of methodical, rapid transformational change, and radically imaginative approaches. This includes re-envisioning the way we operate to bolster our competitive advantages and reimagining the educational experience to strengthen our value proposition. Further, our forward-looking strategy must provide the resources to implement action plans that address employee compensation and needed technology and facilities upgrades that better position us for the future. The sense of urgency cannot be overstated.
To successfully overcome the issues before us and those we anticipate, the College's overarching priorities must clearly focus on institutional sustainability, student success, and complementary partnerships.

Specifically, this plan includes efforts to achieve the following goals:

1. Embrace a transformational culture that prepares the college for innovation and is characterized by a future forward, student-focused approach and business model that prioritizes student needs, student success, and meets market/workforce demand.
2. Adopt and implement a comprehensive, cross-functional technology plan that not only focuses on teaching and learning, but also enables institutional goals and optimization, which materially improves efficiency, sustainability at all levels, and maximizes/increases revenue.
3. Build a model of financial prosperity that identifies viable opportunities for sustained enrollment growth, new revenue streams, and increased philanthropic support.

These three pillars that anchor ***One Eureka: Eureka College's Future Forward Design for Success*** builds on some of the important work from the previous strategic plan, *Bold, New Horizons*, which will continue. This includes reconsidering the traditional, 4-year residential student experience and developing more versatile degree completion and student engagement pathways that are not only scalable but attract and accommodate diverse student populations. We must also continue our heightened focus on student success as well as differentiating and promoting the uniquely Eureka experience. Finally, there will be a continued focus on developing and implementing career readiness opportunities that are embedded in and throughout the EC experience. Equipping students with practical, transferable skills, no matter the degree or interest is increasingly important to college and workplace success.

The culture of **RISE**—resilience, innovation, sustainability, and entrepreneurial engagement—is still a necessity and integral to achieving our goals. This 5-year strategic plan, ***One Eureka: Eureka College's Future Forward Design for Success*** will, in some ways, be radically imaginative for EC, but in others simply reflect a time-sensitive, prudent, and achievable path forward. It provides initiatives that address short-term needs and a longer-term strategic vision and cross-functional initiatives that will reset and strengthen the foundation upon which the institution will remain a viable and relevant force for good in the generations to come.

Dr. Jamel Wright
President

KEY PERFORMANCE INDICATORS

STRONGER FINANCIAL POSITION

- Enrollment growth of 4% year one and 1% compounded growth annually
- Produce 5%-10% over expenses annually (approx. $750K-$1.5M)
- Net unrestricted operating surpluses (by year 2)
- Endowment draw not to exceed 5% annually
- Grow endowment commitments by 20% (end of year 5)
- Increase planned giving expectancies by $3.5M (end of year 5)
- Increase corporate and other sponsorships by $100K annually
- Increase budget relieving grant funds by 1% ($135K) total revenue in year one, compounded annually

IMPROVED STUDENT SUCCESS OUTCOMES

- Retention: at least 2% increase each year
- Persistence: 3% increase each year
- Increase degree completion rates by 3% annually
- Improve placement rates with consideration of living wage careers/positions (First Destination Study survey)

IDENTIFYING AND SUSTAINING ALTERNATIVE REVENUE STREAMS

- Develop a more adaptable business model that supports new revenue streams and better positions the college for strategic partnerships
- Secure at least one strategic partner that results in increased and sustained revenue
- Monetize underutilized assets, particularly physical assets

INCREASED RESOURCES TO SUPPORT INVESTMENT IN SCHOLARSHIPS, SALARIES, TECHNOLOGY, AND FACILITIES

- Implement a compensation plan that includes annual cost of living increases and achievable action steps to ensure market rate salaries
- Invest in technological training and development for students, faculty, and staff
- Develop pricing and aid models that provide greater institutional aid
- Invest in technological advancements that materially improve institutional infrastructure, efficiency, and system integration
- Modernize facilities based on a plan that prioritizes revenue growth

FOUNDED 1855 EUREKA COLLEGE

STRATEGIC PLAN

2025-2030

One Eureka: Eureka College's Future Forward Design for Success

STRATEGIC GOAL 1

Embrace a Transformational Culture

Establish a future forward, student-centered approach and business model that prepares the institution for innovation and prioritizes student needs, student success, and meets ever-evolving market/workforce demand.

As student needs and interests continue to rapidly evolve and become more complex, we must be willing to meet students where they are and understand the need to be bold and nimble in developing distinctive pathways. This requires us to abandon status quo approaches, invest more in wraparound support services and interventions, and to be intentional in identifying programs that align with and more adequately address shifting academic and workforce needs. While distinguishing and strengthening the quality of the in-person student experience at "the hub" on campus, we will establish a broader footprint by expanding our centers of excellence to include satellite/branch locations, niche hybrid and virtual options, as well as other degree completion programs.

INITIATIVES

1.1 Identify and cultivate complementary alliances/strategic partners that facilitate institutional growth by helping us meet market demands, scale programs, and increase our market share resulting in sustained enrollment and revenue increases.

1.2 Develop a center of excellence that includes accelerated degree programs and select, in-demand online, associate, and graduate degree programs to expand our institutional footprint and address regional workforce needs.

1.3 Ensure students acquire transferable skills to be workforce ready and are better equipped to lead and serve in a global society.

1.4 Continue prioritizing improvements in retention and persistence with greater emphasis on creating a more distinctive, holistic student experience and addressing issues around college readiness, belonging, and access/affordability.

STRATEGIC GOAL 2

Adopt a Technology and Optimization Plan

Develop and implement a comprehensive, cross-functional technology implementation plan that focuses on ways to enhance teaching and learning, and an optimization that materially improves data governance, institutional efficiency, sustainability, maximizes/increases revenue, and better positions us to expand our footprint.

The higher education milieu and rapidly changing technological environment demands that we identify technology that enables student success, institutional effectiveness, and growth. In many ways, the college continues to rely on an outdated infrastructure and antiquated workflows that are highly manual, and spreadsheet-based, lacking automation, integration, and functionality. Thus, we must reimagine the way we operate and embrace ways to improve efficiency, effective data governance and business processes, specifically the admissions process from inquiry to enrollment. An emphasis on technological literacy — including a focus on AI — for students and employees is critically important to ensure the campus community understands the best and most appropriate ways to integrate technology across all areas and experiences. Achieving this goal will require significant investment in technology and training.

INITIATIVES

2.1 Increase automation and modernize technology to ensure more seamless, user-friendly, and appropriately integrated systems. and align key institutional decisions and resources to streamline workflows and aid the advancement of institutional initiatives.

2.2 Build institutional strength through effective data governance and data-informed planning.

2.3 Implement cutting-edge enrollment and business practices that increase the recruitment funnel.

2.4 Develop a digital literacy program, including a digital literacy lab, to better equip the campus and broader community with strategies to incorporate technology creatively and effectively across various contexts.

STRATEGIC GOAL 3

Build a Model of Financial Prosperity

Build financial prosperity through sustained enrollment growth, alternative revenue streams, and increased philanthropic support.

Financial prosperity is achievable with sustained increases in enrollment, net tuition revenue, and other viable revenue streams. Positive strides in these areas will support entrepreneurial engagement and priority investments including competitive salaries & benefits, technology, student success, facilities, and other operational needs. Assertive and intentional actions that lead to financial prosperity are the key to institutional sustainability and viability.

INITIATIVES

3.1 Develop a comprehensive strategic enrollment & marketing plan (SEMP) that positions EC for maximum growth by identifying immediate and long-term opportunities to support the hub, and aligns with the goals to expand EC's footprint, leverage technology, and identify partnerships that help scale programs and drive sustained revenue.

3.2 Invest in and utilize campus facilities/space and other underutilized physical assets to increase revenue and better support hub/campus programming.

3.3 Explore ways to further leverage the Reagan legacy through collaborative alliances, development of a global leadership series, and/or other entrepreneurial approaches.

3.4 Develop and implement a plan that engages key constituents to facilitate exponential endowment growth and planned giving expectancies to support priority institutional initiatives.

3.5 Identify efforts to increase grants (especially those that are budget relieving), and sponsorships that fund and support campus priorities, and strengthen the College's financial position.