

PROGRESS WITH PURPOSE

COE COLLEGE
STRATEGIC FRAMEWORK
2025-2028



COE COLLEGE

PURPOSE

At Coe we are committed to delivering upon our promise to provide each student with a singular experience through a dynamic blend of academics, mentoring, community and career integration. This personalized education is transformative, helping students reach dreams they never imagined as possible. Coe is an evolving, student-centered institution dedicated to innovative education while staying true to its core values and mission. In both residential and online environments, the college offers an accessible, career-connected liberal arts education responsive to emerging opportunities. Coe prepares and empowers students to design their futures, launch their careers and lead lives of purpose.

VALUES

These values, carefully synthesized from our mission statement and related guiding principles, serve as both a foundation and a touchstone for the plan. They reflect our commitment to fostering inquiry, excellence, respect, collaboration and innovation, ensuring that our evolving and thriving institution remains true to its core character. The Coe envisioned by this framework is not only one of adaptation and growth but also one that strengthens and reinforces these values in every aspect of our work.

By anchoring our vision in these shared principles, we affirm that the transformative, student-centered education we provide will remain deeply rooted in the traditions and qualities that make Coe exceptional.

WE VALUE:

INQUIRY AND DISCOVERY...by coupling the spirit of curiosity with critical and creative thinking as well as the ability to effectively communicate, we prepare our students not only for successful careers, but also to be innovators and leaders.

EXCELLENCE...by setting high standards and striving for unmatched quality in all our endeavors, we develop leaders on campus and in the world.

RESPECT...by cultivating a desire to understand and appreciate the dignity of each person, we embrace civil discourse and model how to be engaged members of a diverse, global and inclusive community.

COLLABORATION AND IMPACT...by collaboration and leadership, our skills are honed in our Coe environment to serve our greater communities, local and global.

INNOVATION AND ADAPTABILITY...by embracing change and continually seeking new ways to enhance learning, teaching and community impact.



THE VISION OF THIS FRAMEWORK IS FOR COE TO EVOLVE AND THRIVE.

WE WILL EVOLVE BY:

INNOVATING...at a pace that matches the emergence of transformative opportunities.

EMBRACING...continuous learning and growth for our students, our local community and as an institution.

CONNECTING...education with technology and industry insight to deliver programs that are of high need and high interest.

CREATING...enhanced learning environments through personalized, face-to-face engagement and common technology.

WE WILL THRIVE BECAUSE OF:

MEANINGFUL MEASUREMENT...our success will only be measured by the success of our graduates.

DISCIPLINED MANAGEMENT...we will be financially sound, operationally efficient and operate with a growth mindset.

OPEN ARMS...the Coe community will welcome and support every student, faculty and staff member.

DIFFERENT PERSPECTIVES...a foundational education is rich in diverse body and thought.

BY 2028, COE WILL:

Be a comprehensive college attracting total revenue that is the equivalent of 450 new Kohawks per year through residential, transfer, international, online, graduate, credential and pathway students.

Stabilize first to second year retention and six-year graduation rates at 78% and 63%, respectively.

Generate \$6-8 million per year through fundraising, which is an increase from the current five-year average of \$4-6 million per year.

Rely on an endowment draw of no more than 5%.

STRATEGIC FRAMEWORK INITIATIVES

To bring the strategic framework to life, we developed a series of foundational pillars and themes that define the areas of focus critical to Coe's future. Each pillar represents a core priority and theme — **financial sustainability**, **academic experience**, **community engagement and impact**, **positive student experience** and an **improved employee work environment** — that collectively underpin and guide our path forward.



**FINANCIAL
SUSTAINABILITY**



**ACADEMIC
EXPERIENCE**



**COMMUNITY
ENGAGEMENT & IMPACT**



**POSITIVE STUDENT
EXPERIENCE**



**IMPROVED EMPLOYEE
WORK ENVIRONMENT**

These foundational themes ensure that our ensuing initiatives are aligned with Coe's mission and values, reinforcing our commitment to providing a transformative education in an evolving and thriving college. The initiatives that shape this framework follow in this document.

INITIATIVE 1

INCREASE COE'S ENDOWMENT AND TOTAL FUNDRAISING TO ENSURE FUTURE VIBRANCY



- Prioritize student access and success by funding endowed scholarships.
- Fund initiatives that enhance the student experience and career opportunities.
- Support academic and co-curricular innovations.





INITIATIVE 2

IMPROVE THE ACADEMIC EXPERIENCE IN THE CLASSROOM AND THE COMMUNITY



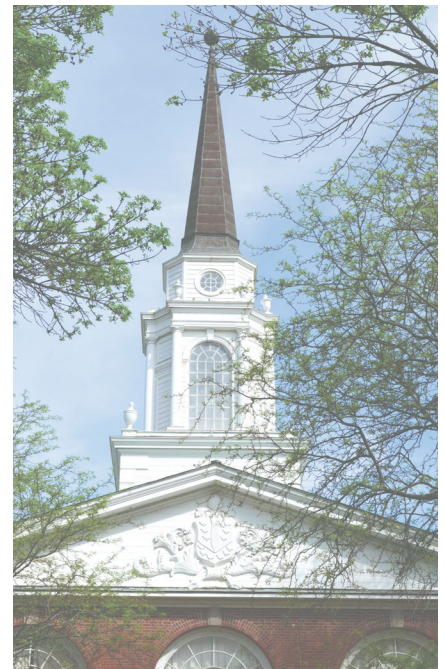
- Become a more comprehensive institution and expand our academic offerings to attract new types of students.
- Establish an academic program that is forward thinking in skills and competencies taught in all classes and programs and centered on inquiry-based design thinking and real-world problem solving.
- Take the classroom into the community to help students discover who they are, what matters to them and how they might contribute to the world.

INITIATIVE 3

ENHANCE THE STUDENT EXPERIENCE AND FOSTER CONNECTIVITY



- Create an environment where students can thrive personally, academically, socially and professionally.
- Allocate resources for a comprehensive enhancement of the student residential experience including the integration of wellness design principles into community spaces.
- Invest in intercollegiate athletics for existing athletic programs and the development of new athletic programs.
- Foster an environment where co-curricular activities empower students to develop leadership skills, social awareness and a commitment to community engagement.



INITIATIVE 4

DEVELOP A CAMPUS CULTURE OF INNOVATION THAT IS SUPPORTED BY AN AGILE INFRASTRUCTURE



- Equip faculty and staff through leveraging data and technology (including AI) to pursue more efficient decision making and implementation of innovative initiatives.
- Create intentional opportunities within the workday for collaboration, experimentation and refinement.
- Create integrated technology and systems across all campus functions including data analytics tools and resources.
- Prioritize information technology and institutional effectiveness operations and staffing to elevate collegewide functionality and performance.





*The most resilient colleges
are those that are willing
to reimagine themselves.*

Coe College President David Hayes '93
June 2025

*To learn more about Coe College and to support the Progress with
Purpose strategic framework, contact the President's Office.*

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COE COLLEGE.

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