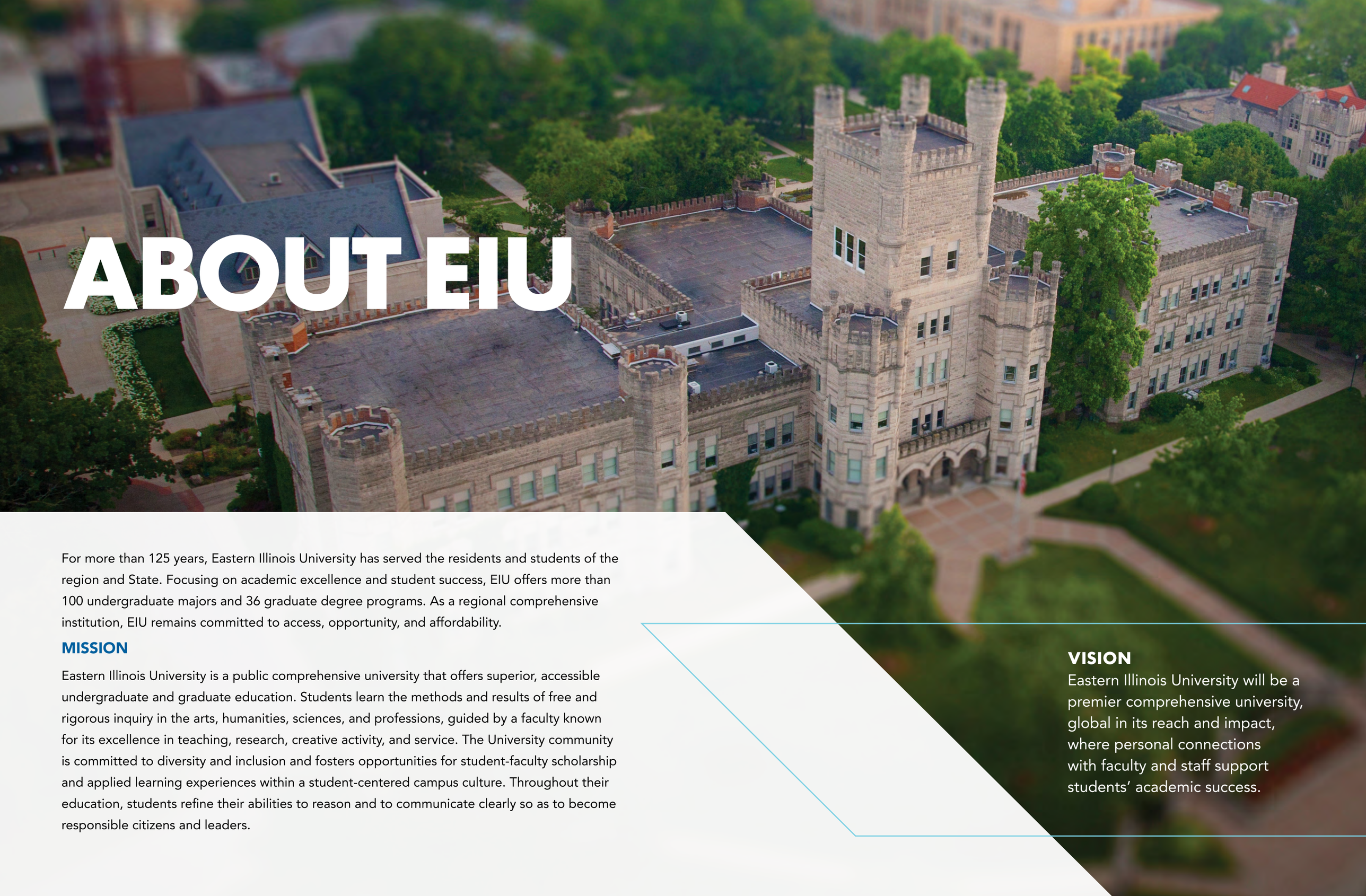
EASTERN ILLINOIS UNIVERSITY

PLAN 2028

EASTERN ILLINOIS UNIVERSITY'S 2023-2028 STRATEGIC PLAN



ABOUT EIU

For more than 125 years, Eastern Illinois University has served the residents and students of the region and State. Focusing on academic excellence and student success, EIU offers more than 100 undergraduate majors and 36 graduate degree programs. As a regional comprehensive institution, EIU remains committed to access, opportunity, and affordability.

MISSION

Eastern Illinois University is a public comprehensive university that offers superior, accessible undergraduate and graduate education. Students learn the methods and results of free and rigorous inquiry in the arts, humanities, sciences, and professions, guided by a faculty known for its excellence in teaching, research, creative activity, and service. The University community is committed to diversity and inclusion and fosters opportunities for student-faculty scholarship and applied learning experiences within a student-centered campus culture. Throughout their education, students refine their abilities to reason and to communicate clearly so as to become responsible citizens and leaders.

VISION

Eastern Illinois University will be a premier comprehensive university, global in its reach and impact, where personal connections with faculty and staff support students' academic success.

EXECUTIVE SUMMARY

Plan 2028 has been strategically developed to adapt to the dynamic landscape of higher education. Its primary objective is to align Eastern Illinois University with its mission by prioritizing resources accordingly. Despite an unforeseen delay caused by the global pandemic, EIU initiated its strategic planning process in March 2022. This comprehensive approach aims to position the university for success and prosperity as it prepares for the Higher Learning Commission's 2024 reaffirmation.

The Strategic Plan dashboard is available and regularly updated at **EIU.EDU/STRATEGICPLAN**

PROCESS

In March 2022, the President tasked the Provost with leading a diverse taskforce, coordinated by three co-leaders, that grew to include 21 members from across the campus community. The taskforce created a timeline and process that engaged internal and external stakeholders, each of whom contributed personal and professional insight into how EIU might define, measure, and support high-impact success initiatives in its classrooms, on its campus, and across the region.

Targeted surveys (one external survey and two internal surveys), group meetings, and four public town halls (two in Fall 2022 and two in Spring 2023) helped to sharpen and prioritize the draft plan's initiatives. Concurrently, the members of the taskforce created sub-groups – designated "Implementation Teams" – to identify themes and responsible units. To increase visibility and enhance transparency, the taskforce created and maintains a website at **eiu.edu/strategicplan**.

THEMES

Plan 2028 is the blueprint that includes 14 strategic initiatives for EIU's continued and future success that coalesce around four themes:

ACHIEVE: ACHIEVE SUCCESS FOR ALL LEARNERS

ENGAGE: ENGAGE THE COMMUNITY, REGION, STATE & WORLD

CREATE: CREATE A 21ST CENTURY CAMPUS & CULTURE

RESOURCE: ENCOURAGE INNOVATION, DIVERSIFY REVENUE & GROW ENROLLMENTS

IMPLEMENTATION

The plan will include annual spring campus updates led by Theme Champions to review performance metrics and assess responsible unit progress toward goals. Regular updates also will be published online at **eiu.edu/strategicplan**. This active, accountable approach is intended to re-energize Eastern's annual commitment to the plan and to exemplify EIU's culture of continuous enhancement through 2028. As needed, Theme Champions (in consultation with University Leadership) will assess strategic priorities and may modify related activities.

EIU'S STRATEGIC PLAN: A FRAMEWORK

IMPLEMENTATION

EIU is driven by its mission and vision, placing deliberate emphasis on fostering student success, bolstering the economy of the State of Illinois, and serving regional, state, and national stakeholders. Plan 2028, aligned with the Illinois Board of Higher Education's strategic plan, "A Thriving Illinois," is an extension and complement to it. The IBHE plan specifically focuses on harnessing the potential of higher education to promote equity, sustainability, and inclusive economic growth.

Plan 2028 at EIU revolves around four interconnected themes: Achieve, Engage, Create, and Resource. This comprehensive approach encompasses 14 strategic initiatives identified by the campus community, supported by 35 target activities that will be evaluated annually using designated performance metrics or key performance indicators. Each theme of Plan 2028 will be overseen by dedicated "Champions" and responsible lead offices or divisions.

To ensure continuous progress, Theme Champions and members of the implementation teams for each theme will convene at least once a year. During these meetings, they will assess overall performance, review and revise goals, and present a summary of the strategic plan's progress in a public town hall. The valuable feedback obtained from these annual updates will provide Plan 2028 with the necessary flexibility to be revised and updated as required to remain effective and relevant.

THE TASKFORCE

LUCY ADE
President, Student Government

JEREMY ALEXANDER
Associate Director, Residence Life

CRYSTAL BROWN
Associate Director, Leadership & Engagement

ANGELA CAMPBELL
Assistant Director, Student Insurance

GREG COOPER
Assistant Professor, Journalism

MOLLY FASNACHT
Assistant Director of Campus Visits, Admissions

DANNY GOURLEY FISCHER
Director of Academic Advising

JAY GATRELL
President, Eastern Illinois University

MICHAEL GILLESPIE
Director, Faculty Development & Innovation Center & Professor, Sociology

DANIELLE GOEHNER
TASKFORCE CO-LEAD
Business Operations Support Specialist

KATHRYN HAVERCROFT
Chairperson & Associate Professor, Special Education

MICHAEL HUTCHINSON
Director of Business Services & Treasurer

CHRISTOPHER MITCHELL
Associate Dean, CLAS & Professor, Theatre

MELINDA MUELLER
Department Chair & Professor, Political Science

NICHOLE MULVEY
Associate Professor, Graduate Coordinator, Communication Disorders & Sciences

MICHAEL MURRAY
Director of Development

JOSHUA NORMAN
Associate Vice-President for Enrollment Management

JOSHUA REINHART
TASKFORCE CO-LEAD
Public Information Coordinator

GRANT STERLING
TASKFORCE CO-LEAD
Professor, Philosophy

BRADLEY TOLPPANEN
Assistant Vice President of Academic Affairs

ERIC WAHLS
Facilities Planning & Management

LINDSAY WILSON
Counselor, Counseling Center

THEME ONE: ACHIEVE

ACHIEVE SUCCESS FOR ALL LEARNERS

ACHIEVE priorities align and invest in policies, practices, and resources that ensure every learner at EIU thrives. The ACHIEVE activities comprise a broad collection of strategic investments and student success supports. For Eastern Illinois University, ACHIEVE focuses on retention, learning outcomes, creating and maintaining active learning environments, adequate financial assistance, degree completion, career preparedness, and student wellness. ACHIEVE priorities leverage EIU's commitment to student success using a holistic array of academic and other organizational supports.

1.1 INVEST IN ACADEMIC EXCELLENCE & HIGH IMPACT PRACTICES

Activity	Goal	Metrics (KPIs)	Lead Unit(s)
1.11 Increase Student Teaching, Learning, and Research Experiences	Increase opportunities for and involvement in high-impact academic experiences	a. Increase the percent of students participating in study abroad by 50% by AY 2028/29 compared to AY 2022/23 b. Increase total participation in Pine Honors College SRCA program by 25% by AY 2028/29 compared to AY 2022/23 c. Increase total student participation in NCUR and regional undergraduate venues by 50% by AY 2028/29 compared to AY 2022/23	Office of International Students & Scholars Pine Honors College
	Increase total student applications for external scholarship programs	a. Increase the total student applicants for the following programs from AY 2023/24 to AY 2028/29: Fulbright, Truman, Udall, Goldwater, Mitchell, Rangel, and other national fellowship program appropriate to student interests	Pine Honors College
1.12 Increase and Enhance Internships and Related Career Learning Opportunities	Establish, implement, and assess an internship advisor network with a goal of all departments with internships participating to share data and best practices	a. Establish an EIU Internship Advisor Network by AY 2024/25	Student Affairs: Career Services
	Assess and increase student participation in events, classroom visits, and one-on-one meetings with Career Services, beginning with baseline data collection	a. Collect benchmark data during AY 2023/24 and increase annual engagements through 2028	Student Affairs: Career Services

1.2 SUPPORT ALL LEARNERS

Activity	Goal	Metrics (KPIs)	Lead Unit(s)
1.21 Expand Affinity-Based Housing Living & Learning Communities, Hubs, & Active Learning	Enhance successful living and learning communities, academic hubs, and active learning	a. Increase student retention and total student participation in these activities by 25% by AY 2028/29 compared to AY 2022/23	Student Affairs: Housing Academic Affairs: Student Success
	Create new active learning spaces (i.e. remodel, technology, and furniture)	a. Create at least one new active learning space (i.e. remodel, technology, and furniture) per year	Academic Affairs FDIC
1.22 Eliminate Structural Outcomes Gaps for All Learners	Increase EIU's position against IBHE benchmarks for graduation and retention for all students	a. Increase the overall 6-year graduation rate for all students and demographic sub-groups with an overall 60% graduation rate for the Fall 2023 cohort and beyond b. Increase first-year fall-to-fall retention annually and obtain a retention rate that exceeds 76% for the Fall 2028 first-time, full-time cohort	CORE Academic Affairs Student Affairs
1.23 Expand Student Services Focused on Academic Success	Increase student engagement with academic support services	a. Increase tutoring and mentoring resources and engagement opportunities for first- and second-year students between 2023 and 2028 b. Reshape NCAA compliance initiatives and student-based mentoring programs between AY 2023/24 and AY 2028/29	Academic Success Center Intercollegiate Athletics Inclusion & Academic Engagement

THEME ONE: ACHIEVE *CONTINUED*

ACHIEVE SUCCESS FOR ALL LEARNERS

1.3 SUPPORT STUDENT FINANCIAL AND PERSONAL WELL BEING			
Activity	**Goal**	**Metrics (KPIs)**	**Lead Unit(s)**
1.31 Expand Financial Support to Students	Initiate a donor campaign focusing on closing the needs gap & supporting emergency short-term financial assistance programs for Pell-eligible students	a. Increase donor-supported scholarship resources and total awards to support the Panther Retention and Panther Scholarship Funds programs by 25% by AY 2028/29 compared to AY 2022/23	University Advancement Financial Aid Enrollment Management
1.32 Assist in Meeting Students' Basic Needs	Support and enhance faculty/staff training around student mental health resources	a. Increase additional opportunities for student mental health awareness and training for EIU employees by AY 2028/29 compared to AY 2022/23	Student Affairs Academic Affairs
	Increase student access to mental health and wellness resources	a. Increase student participation in HERC programs and "pop ups" that support student mental health and wellness annually by AY 2028/29 compared to AY 2022/23	Student Affairs: Health Education Resource Center

CHAMPIONS:

Lucy Ade
Bradley Tolppanen
Danny Gourley Fischer

IMPLEMENTATION TEAM:

Melinda Mueller
Nichole Mulvey

THEME TWO: ENGAGE

ENGAGE THE COMMUNITY, REGION, STATE & WORLD

ENGAGE priorities are intended to build bridges between and amongst its internal and external stakeholders to expand and enhance the everyday worlds of EIU's students, faculty, staff, alumni, and communities at all scales. ENGAGE seeks to build collaborative opportunities for inclusive economic development, regional prosperity, and personal growth. ENGAGE deepens EIU's connection and commitment to the region, State, and world.

2.1 CULTIVATE COMMUNITY PARTNERSHIPS TO SUPPORT ACADEMIC PROGRAMS

Activity	Goal	Metrics (KPIs)	Lead Unit(s)
2.11 Focus on Community-Based Teaching, Learning, Research & Volunteerism	Increase percentage of students participating in Civic Engagement & Volunteerism projects compared to AY 2023/24	a. Create campus-wide marketing plan for Office of Leadership & Engagement b. Increase student volunteering engagements 3% annually from AY 2022/23 to AY 2028/29	Student Affairs: Leadership & Engagement
	Audit all EIU programs for community-based Teaching, Learning, & Research experiences to develop a plan to expand curricular integration across campus	a. Share audit results with Faculty Senate to explore support for TLR programs b. Provide faculty annually with a list of volunteer opportunities	Student Affairs: Leadership & Engagement
2.12 Invest in Community-Facing Academic Programs & Delivery Models	Increase the total number of Academy of Lifelong Learning and School of Extended Learning participants	a. Grow annual student, faculty, and community participation each year from AY2023/24 and AY2028/29	School of Extended Learning
2.13 Continue to Focus on Meeting K-12 Teacher and Teacher/Leader Needs	Increase and diversify the pipeline for K-12 teachers & leaders with EIU graduates by recruiting and graduating more students and students of color	a. Expand participation in the Minority Teacher Education Program and increase total minority students graduating from teacher licensure programs by 30% by AY2028/29 compared to AY 2022/23	College of Education (including the Rural Schools Initiative) College of Liberal Arts & Sciences

2.2 ENGAGE THE REGION & STATE

Activity	Goal	Metrics (KPIs)	Lead Unit(s)
2.21 Work with Community Partners to Benchmark EIU's Contribution to the Community	Initiate an economic impact study of the University	a. Work alongside key University partners to initiate, create, and distribute an EIU economic impact study to inform and enhance community, regional, and State higher education, workforce, and economic initiatives by June 2025	Office of the President
2.22 Create an EIU Volunteerism Program for All Employees to Support Coles County and the Local Region (Moultrie, Douglas, Edgar, Clark, Cumberland, Effingham, Shelby, Jasper, & Crawford Counties)	Increase EIU employee participation and leadership roles on non-profit or volunteer boards across the county and State	a. Create an EIU employee volunteer program by June 2024 b. Survey employees to benchmark leadership and community services by June 2024 c. Benchmark economic impact of EIU volunteer program using the "Independent Sector" hourly rate annually beginning in AY 2024/25	Human Resources Leadership & Engagement
2.23 Create Programs to Meet the Needs of the Region & State	Regularly survey external and internal stakeholders to identify new program needs	a. Provost to request deans and department chairs to explore new programs through collaborative assessments with industry and academic partners and develop a 5-year academic plan by June 2024	Academic Affairs
	Consult with IBHE to determine programmatic connections to the Thriving Illinois Strategic Plan	a. Provost shall engage in at least semesterly dialogue with IBHE representatives to ensure and/or modify EIU's existing and emerging academic programming to best align with and connect to IBHE's A Thriving Illinois Strategic Plan	Academic Affairs
2.24 Increase Opportunities for Stakeholder Engagement Across All Areas of the University	Increase attendance at community-facing events & on-campus activities	a. Increase attendance at ticketed academic & cultural events annually through AY 2028/29 b. Increase attendance at ticketed intercollegiate athletics events annually through AY 2028/29	Doudna Fine Arts Center Tarble Arts Center Student Government Intercollegiate Athletics Leadership & Engagement

THEME TWO: ENGAGE *CONTINUED*

ENGAGE THE COMMUNITY, REGION, STATE & WORLD

2.3 ENGAGE ALUMNI

Activity	Goal	Metrics (KPIs)	Lead Unit(s)
2.31 Elevate Alumni Programming & Volunteer Opportunities	Increase Alumni Association membership	a. Increase membership 25% by AY 2028/29 compared to AY 2022/23	Alumni Services
	Increase and diversify the number of Alumni on advisory boards and mentoring programs across campus	a. Increase 25% by AY 2028/29 compared to AY 2022/23	Alumni Services Academic Program Advisory Boards
	Increase alumni participation at Alumni Association events	a. Increase 25% by AY 2028/29 compared to AY 2022/23	Alumni Services

CHAMPIONS:

Jeremy Alexander
Josh Reinhart

IMPLEMENTATION TEAM:

Crystal Brown
Greg Cooper
Mike Murray

2.4 ENGAGE THE WORLD

Activity	Goal	Metrics (KPIs)	Lead Unit(s)
2.41 Expand Faculty-Led International Experiences	Increase number of faculty-led international teaching & research experiences abroad	a. Increase the number of faculty-led study abroad proposals by 25% by AY 2028/29 compared to AY 2022/23	International Education Committee Office of International Students & Scholars
2.42 Enhance International Enrollments	Enhance & maintain international enrollments	a. Increase the percentage of undergraduate international students to 15% of all international students by AY 2028/29 b. Diversify the geography of international students with the goal of having enrolled students from more than 60 countries by AY 2028/29	Office of International Students & Scholars
2.43 Assess International Student Satisfaction	Assess international student satisfaction	a. Deliver a biennial survey of enrolled international students to understand and improve the international student experience beginning in Spring 2024	Office of International Students & Scholars

THEME THREE: CREATE

CREATE A 21ST CENTURY CAMPUS & CULTURE

CREATE priorities evidence a sustained commitment to all employees and students by cultivating belonging and creating a culture of care for all. CREATE accelerates efforts to innovate, invigorate, and reaffirm EIU's unique institutional identity. Echoing the IBHE's strategic plan, Plan 2028 advances EIU's shared values of diversity, equity, and inclusion for all students, employees, and community members. CREATE activities focus on investing in employee and learner wellness, knowledge creation, creativity, and belonging.

3.1 CULTIVATE A CAMPUS CLIMATE THAT PRIORITIZES BELONGING & VALUES DIVERSITY

Activity	Goal	Metrics (KPIs)	Lead Unit(s)
3.11 Invest in New Office & Programming led by the Senior Diversity Officer	Expand DEI-related programming & training for students and faculty including RISE & EIUnity conferences	a. Increase participation/attendance in/at DEI-related programming annually and 50% by AY 2028/29 compared to AY 2022/23	Senior Diversity Officer DEI Advisory Group (TBD)
3.12 Institutionalize Climate Survey	Continue benchmarking the campus climate	a. Deliver the climate survey in Fall 2025 and Fall 2028	Senior Diversity Officer DEI Advisory Group (TBD)
3.13 Continue Commitment to the Quality Initiative to Diversify Faculty & Staff for Student Success	Increase diversity of employees across all employee groups	a. Increase the percentage of diverse employees by employee group compared to AY2019/20	Office of the President Senior Diversity Officer Office of Civil Rights & Diversity Human Resources

3.2 INVEST IN RESEARCH & CREATIVE ACTIVITY

Activity	Goal	Metrics (KPIs)	Lead Unit(s)
3.21 Advance Internal Research & Creativity Programs	Incentivize faculty & staff to develop new proposals	a. Create an internal proposal development incentive framework for investigators no later than Fall 2024	Research & Sponsored Programs
	Cultivate interest in the National Endowment for the Humanities and National Endowment for the Arts to support creative efforts and related scholarship	a. Submit at least one grant proposal or fellowship each to the National Endowment for the Humanities and National Endowment for the Arts to support creative efforts and related scholarship	Deans Department Chairs
3.22 Enhance Research Competitiveness	Deepen commitment to competitive extramural research & program grants	a. Increase total number of external proposals by 25% by AY 2028/29 compared to AY 2022/23	Deans Department Chairs
3.23 Sustain Commitment to Diversifying the Faculty Initiative	Prioritize participation in the DFI Fellowship program	a. Submit at least one application annually to the DFI Fellowship program	The Graduate School
3.24 Support Faculty Fellowship Participation	Make efforts to sustain or increase the number of national fellowship applications by faculty	a. Increase the number of faculty applications to major fellowship programs per year (e.g. Fulbright, NEA, Congressional Science, etc.)	Deans Department Chairs

CHAMPIONS:

Michael Gillespie
Eric Wahls

IMPLEMENTATION TEAM:

Kelly Miller
Chris Mitchell
Kathryn Havercroft
Lindsay Wilson

THEME THREE: CREATE *CONTINUED*

CREATE A 21ST CENTURY CAMPUS & CULTURE

3.3 INVEST IN EMPLOYEE WELLNESS AND WELLBEING

Activity	Goal	Metrics (KPIs)	Lead Unit(s)
3.31 Invest in Employee Wellness & Wellbeing	Implement new training and workshops with increasing annual participation	a. Increase the total number of campus professional development training events offered by Human Resources, Information Technology Services, and the FDIC annually beginning in AY 2023/24 b. Increase the total number of professional development events & training programs by faculty and staff annually beginning in AY 2023/24 c. Increase faculty FDIC participation 50% by AY 2028/29 compared to AY2022/23	Human Resources ITS Faculty Development & Innovation Center
	Enhance employee fitness & wellness programming	a. Increase employee participation in EIU's Adult fitness program annually and by 25% by AY 2028/29 compared to AY 2022/23 b. Increase employee memberships at EIU's SRC by 25% by AY 2028/29 compared to AY 2022/23	Adult Fitness Student Affairs: Student Recreation Center

3.4 CREATE A 21ST CENTURY CAMPUS INFRASTRUCTURE

Activity	Goal	Metrics (KPIs)	Lead Unit(s)
3.41 Update our Campus Master Plan	Update our campus-wide facilities & capital plan by Spring 2025	a. Collaboratively update our plan by Spring 2025 in partnership with a consultant b. Integrate an energy conservation plan into the facilities/capital plan	Vice President for Business Affairs Facilities Planning & Management Student Affairs: Housing& Dining Athletics Intercollegiate Academic Affairs
3.42 Invest in IT Infrastructure	Create an IT plan that identifies resources necessary to support a sustainable refresh cycle for classrooms, labs and all employees	a. Develop a multi-year campus strategic IT plan no later than June 2024 that includes peer Educause benchmarks	ITS

THEME FOUR: RESOURCE

ENCOURAGE INNOVATION, DIVERSIFY REVENUE, & GROW ENROLLMENTS

RESOURCE priorities focus on overall institutional sustainability, staffing, and enhanced business practices. The theme of RESOURCE will ensure that EIU's budgeting process, operations, and enrollment management efforts focus on sustained financial stability and invests in the strategic priorities of Plan 2028. This priority also ensures compliance with federal and State regulations, as well as financial benchmarks established by Eastern's regional accreditation body, the Higher Learning Commission.

4.1 INNOVATION DRIVEN BUDGETS & PRACTICES

Activity	Goal	Metrics (KPIs)	Lead Unit(s)
4.11 Develop Strategic Budgeting Practices that Focus on Achieving and Sustaining Financial Stability	Develop strategic budgeting practices aligning with the US Department of Education Composite Financial Index	a. Achieve and sustain a US Department of Education Composite Financial Index in (0.0-1.0) or above the zone (1.1-10.0) annually	President President's Council
4.12 Review HR Policies, Staffing & Compensation Frameworks to Enhance Competitiveness and Ensure Equity	Review & benchmark, and if appropriate revise and update compensation plans and salary ranges for all non-negotiated and civil service employee categories	a. Using national and SUCCS resources, develop a revised compensation plan by December 2024	Business Affairs Human Resources Institutional Research
	Develop staffing plans using benchmark/peer/environmental/NCES data	a. Using national peer data, develop a campus staffing plan by December 2024	Vice Presidents Intercollegiate Athletics

CHAMPIONS:

Angela Campbell
Michael Hutchison
Josh Norman

IMPLEMENTATION TEAM:

Molly Fasnacht
Linda Holloway
Kelly Miller

4.2 DIVERSIFY REVENUE

Activity	Goal	Metrics (KPIs)	Lead Unit(s)
4.21 Comprehensive Fundraising Campaign	Create a comprehensive campaign plan and launch timeline that aligns with and supports initiatives and priorities of the strategic plan and institutional mission	a. Complete the comprehensive campaign consultancy process and establish a campaign timeline by June 2024 b. Increase total donors and gifts annually compared to AY 2023/24 c. Increase total major gifts annually compared to AY 2023/24	University Advancement
4.22 Increase Extramural Funding	Increase total grants and contracts	a. Increase total grant proposals and awards annually with the goal of a 25% increase by AY 2028/29 compared to AY 2022/23	Research & Sponsored Programs

4.3 ENROLLMENT MANAGEMENT

Activity	Goal	Metrics (KPIs)	Lead Unit(s)
4.31 Strategic Enrollment Management Plan	Continue to meet annual enrollment goals of the Strategic Enrollment Management plan	a. Enroll at least 10,000 students by Fall 2027 and sustain enrollment b. Enroll at least 2,100 graduate students by Fall 2027 and sustain enrollment c. Enroll at least 5,900 undergraduate students by Fall 2027 and sustain enrollment d. Enroll at least 700 international students by Fall 2027 and sustain enrollment	Enrollment Management Graduate School Office of International Students & Scholars
4.32 Strategic Student Success Initiatives	Integrate retention goals into the Enrollment Management plan and prioritize retention as a core element of enrollment goals to counter admissions "birth dearth"	a. See enrollment metrics in 4.31 and 1.23	Academic Affairs Academic Success Center Enrollment Management
4.33 Strategic Partnerships & Completion Initiatives	Create new partnerships and completion initiatives to advance EIU's strategic enrollment plan	a. Launch at least one corporate partnership per year b. Expand community college partnerships for degree completion including at least 7 new articulation agreements per year	Enrollment Management

APPENDICES

APPENDIX A | EXTERNAL STAKEHOLDER SURVEY, AUGUST 2022

Thank you for choosing to participate in the following short survey. Your feedback will provide Eastern Illinois University with critical data that will help shape its approach to meeting student, community, and industry needs in the future.

*Name: *Entry Field*

*Name of Your Organization: *Entry Field*

Please review EIU's Mission and Vision Statements, and keep them in mind when answering the questions below.

EIU Mission Statement

Eastern Illinois University is a public comprehensive university that offers superior, accessible undergraduate and graduate education. Students learn the methods and results of free and rigorous inquiry in the arts, humanities, sciences, and professions, guided by a faculty known for its excellence in teaching, research, creative activity, and service. The University community is committed to diversity and inclusion and fosters opportunities for student-faculty scholarship and applied learning experiences within a student-centered campus culture. Throughout their education, students refine their abilities to reason and to communicate clearly so as to become responsible citizens and leaders.

EIU Vision Statement

Eastern Illinois University will be a premier comprehensive university, global in its reach and impact, where personal connections with faculty and staff support students' academic success.

Select the most appropriate response to the following statements:

— EIU fulfills its organizational mission.

⑤	④	③	②	①
Strongly Agree	Somewhat Agree	Not Sure	Somewhat Disagree	Strongly Disagree

— Your organization's relationship with EIU is strong.

⑤	④	③	②	①
Strongly Agree	Somewhat Agree	Not Sure	Somewhat Disagree	Strongly Disagree

— EIU demonstrates flexibility in meeting its evolving stakeholders' needs.

⑤	④	③	②	①
Strongly Agree	Somewhat Agree	Not Sure	Somewhat Disagree	Strongly Disagree

— The programs and services EIU offers help your organization to fulfill its mission.

⑤	④	③	②	①
Strongly Agree	Somewhat Agree	Not Sure	Somewhat Disagree	Strongly Disagree

— EIU is an asset to the community.

⑤	④	③	②	①
Strongly Agree	Somewhat Agree	Not Sure	Somewhat Disagree	Strongly Disagree

Please provide your organization's responses to the following questions:

1. What can EIU do as a community partner that will benefit the success of your organization?

   Entry Field

2. What elements of the EIU mission best align with your organization's vision for our shared success in the future?

   Entry Field

3. Are there specific programs or services (academic or otherwise) EIU should consider offering or enhancing based on the evolving workforce/community needs of your organization?

   Entry Field

4. How critical is EIU's impact (economic or otherwise) to your organization currently?

   Entry Field

5. How should EIU best invest in itself to enrich regional growth and economic opportunity in and around Coles County?

   Entry Field

6. Are there innovative or entrepreneurial ways EIU might consider working with your organization to maximize our collaborative impact?

   Entry Field

7. Do you have any other comments, ideas, or concerns you would like to share?

   Entry Field

Thank you very much for your participation in this survey. We look forward to using your feedback to further enhance EIU's ability to meet student, community, and industry needs.

APPENDIX B | INTERNAL STAKEHOLDER SURVEY, OCTOBER 2022

Thank you for choosing to participate in the following short survey. Your feedback will provide Eastern Illinois University with critical data that will help shape its approach to meeting student, community, and industry needs in the future.

* Affiliation with Eastern Illinois University

☐ Student ☐ Faculty ☐ Staff ☐ Administrator

Please review EIU's Mission and Vision Statements, and keep them in mind when answering the questions below.

EIU Mission Statement

Eastern Illinois University is a public comprehensive university that offers superior, accessible undergraduate and graduate education. Students learn the methods and results of free and rigorous inquiry in the arts, humanities, sciences, and professions, guided by a faculty known for its excellence in teaching, research, creative activity, and service. The University community is committed to diversity and inclusion and fosters opportunities for student-faculty scholarship and applied learning experiences within a student-centered campus culture. Throughout their education, students refine their abilities to reason and to communicate clearly so as to become responsible citizens and leaders.

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Select the most appropriate response to the following statements:

— EIU fulfills its organizational mission.

⑤	④	③	②	①
Strongly Agree	Somewhat Agree	Not Sure	Somewhat Disagree	Strongly Disagree

— Your personal relationship with EIU is strong.

⑤	④	③	②	①
Strongly Agree	Somewhat Agree	Not Sure	Somewhat Disagree	Strongly Disagree

— EIU demonstrates flexibility in meeting evolving needs.

⑤	④	③	②	①
Strongly Agree	Somewhat Agree	Not Sure	Somewhat Disagree	Strongly Disagree

— The programs and services EIU offers help EIU to fulfill its mission.

⑤	④	③	②	①
Strongly Agree	Somewhat Agree	Not Sure	Somewhat Disagree	Strongly Disagree

— EIU is an asset to the community.

⑤	④	③	②	①
Strongly Agree	Somewhat Agree	Not Sure	Somewhat Disagree	Strongly Disagree

Please provide your organization's responses to the following questions:

1. What can EIU do to enhance the success of its students?

   Entry Field

2. What can EIU do to enhance the success of its employees?

   Entry Field

3. What elements of the EIU mission best align with your personal vision for our shared success in the future?

   Entry Field

4. Are there specific programs or services (academic or otherwise) EIU should consider offering or enhancing based on what you understand to be evolving workforce/community needs?

   Entry Field

5. How can EIU make more of an impact (economic or otherwise) on the overall growth and success of our community/region?

   Entry Field

6. Are there innovative or entrepreneurial ways EIU might consider working with outside agencies or partners to maximize our collaborative impact?

   Entry Field

7. Do you have any other comments, ideas, or concerns you would like to share?

   Entry Field

Thank you very much for your participation in this survey. We look forward to using your feedback to further enhance EIU's ability to meet student, community, and industry needs.

Provide
Community
Increase
Change
Positive
Connect
Student
Work
Learn
Hire
Impact
Reason
Live
Educate
Graduate
College
Person
Engage
Support
Give
Feel
Fund
Academic
Value
Level
Move
Face
Build
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Fact
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Thank you for choosing to participate in the following short survey. Your continued feedback throughout EIU's Strategic Planning process will provide the University with meaningful data that will help shape its approach to meeting existing and future student, community, and industry needs.

Earlier surveys and town halls led to an assortment of shared themes and initiatives amongst internal and external stakeholders. The Strategic Planning Committee now seeks your additional feedback on those emergent themes and initiatives to further sharpen/adjust EIU's focus in these areas.

Future stages of the strategic planning process will leverage your feedback from this survey to begin identifying quantifiable KPIs (key performance indicators) that will allow us to measure and enhance our performance in these important areas.

Please prioritize the draft initiatives under each theme as you see fit. You may assign the same priority level(s) to more than one initiative. Your revision/language suggestions also are welcome, as are your recommendations for other standalone initiatives under each theme.

*You'll find some initiatives seem to align with more than one theme. This is a natural occurrence at this stage of strategic planning. Ongoing stakeholder feedback may impact the final positioning of some initiatives.

Affiliation with Eastern Illinois University:

☐ Student ☐ Faculty ☐ Staff ☐ Administrator

Please review EIU's Mission and Vision Statements, and keep them in mind when offering your feedback below.

EIU Mission Statement

Eastern Illinois University is a public comprehensive university that offers superior, accessible undergraduate and graduate education. Students learn the methods and results of free and rigorous inquiry in the arts, humanities, sciences, and professions, guided by a faculty known for its excellence in teaching, research, creative activity, and service. The University community is committed to diversity and inclusion and fosters opportunities for student-faculty scholarship and applied learning experiences within a student-centered campus culture. Throughout their education, students refine their abilities to reason and to communicate clearly so as to become responsible citizens and leaders.

EIU Vision Statement

Eastern Illinois University will be a premier comprehensive university, global in its reach and impact, where personal connections with faculty and staff support students' academic success.

THEME 1: ACHIEVE: Achieve Success for All Learners

Please prioritize each initiative under THEME 1:

Invest in best practices & academic excellence for all learners

☐ Highest Priority ☐ High Priority ☐ Moderate Priority ☐ Low Priority ☐ Lowest Priority

Expand hiring and retention of diverse, high-quality faculty, advisors, and staff

☐ Highest Priority ☐ High Priority ☐ Moderate Priority ☐ Low Priority ☐ Lowest Priority

Increase cultural competence & humility for a diversified EIU community

☐ Highest Priority ☐ High Priority ☐ Moderate Priority ☐ Low Priority ☐ Lowest Priority

Expand student financial support and well-being

☐ Highest Priority ☐ High Priority ☐ Moderate Priority ☐ Low Priority ☐ Lowest Priority

Any suggested revisions to the language of THEME 1 initiatives above?

(Optional) Suggest other possible/measurable/timely initiatives for THEME 1:

THEME 2: ENGAGE: Engage the Community, Region, State & World

Please prioritize each initiative under THEME 2:

Cultivate reciprocal benefits through academic and economic partnerships (via proactive response to community academic and workforce needs; enhancing alumni affinity; etc.)

☐ Highest Priority ☐ High Priority ☐ Moderate Priority ☐ Low Priority ☐ Lowest Priority

Enrich the region and state (via service learning opportunities; civic engagement and volunteerism; targeting programs that align with IBHE initiatives; etc.)

☐ Highest Priority ☐ High Priority ☐ Moderate Priority ☐ Low Priority ☐ Lowest Priority

Expand engagement with targeted international audiences to broaden EIU's pool of qualified students

☐ Highest Priority ☐ High Priority ☐ Moderate Priority ☐ Low Priority ☐ Lowest Priority

Any suggested revisions to the language of THEME 2 initiatives above?

(Optional) Suggest other possible/measurable/timely initiatives for THEME 2:

THEME 3: CREATE: Create a 21st-Century Campus and Culture

Please prioritize each initiative under THEME 3:

Cultivate a campus climate that prioritizes belonging & values diversity (via driving unified values; fortifying IT infrastructure; etc.)

☐ Highest Priority ☐ High Priority ☐ Moderate Priority ☐ Low Priority ☐ Lowest Priority

Advance research and creativity activities

☐ Highest Priority ☐ High Priority ☐ Moderate Priority ☐ Low Priority ☐ Lowest Priority

Engage in effective communication and programming that equips campus departments with meaningful resources and promotes campus-wide wellness and morale

☐ Highest Priority ☐ High Priority ☐ Moderate Priority ☐ Low Priority ☐ Lowest Priority

Develop, maintain, and promote a campus master plan for capital and resource prioritization across all units of campus (via expanding/retrofitting active learning spaces, etc.)

☐ Highest Priority ☐ High Priority ☐ Moderate Priority ☐ Low Priority ☐ Lowest Priority

Enhance and build awareness around sustainability efforts to decrease campus energy consumption and overall carbon footprint

☐ Highest Priority ☐ High Priority ☐ Moderate Priority ☐ Low Priority ☐ Lowest Priority

Any suggested revisions to the language of THEME 3 initiatives above?

(Optional) Suggest other possible/measurable/timely initiatives for THEME 3:

THEME 4: RESOURCE: Uphold Financial Stability, Encourage Innovation, Diversify Revenue

Please prioritize each initiative under THEME 4:

Develop strategic budgeting practices that focus on achieving and sustaining financial stability

☐ Highest Priority ☐ High Priority ☐ Moderate Priority ☐ Low Priority ☐ Lowest Priority

Encourage workplace innovation across departments (via peer institutional benchmarking; introducing collaborative technologies; exploring and leveraging institutional synergies; creating compensation and accountability frameworks; etc.)

☐ Highest Priority ☐ High Priority ☐ Moderate Priority ☐ Low Priority ☐ Lowest Priority

Diversify revenue (via competitive research; extramural funding; donor outreach; active management of EIU's strategic enrollment management plan; etc.)

☐ Highest Priority ☐ High Priority ☐ Moderate Priority ☐ Low Priority ☐ Lowest Priority

Any suggested revisions to the language of THEME 4 initiatives above?

(Optional) Suggest other possible/measurable/timely initiatives for THEME 4:

Do you have any other comments, ideas, or concerns you would like to share?

Thank you very much for your participation in this survey. We look forward to using your feedback to further enhance EIU's ability to meet our student, employee, community, and industry needs.

APPENDIX D | TOWN HALL, OCTOBER 2022

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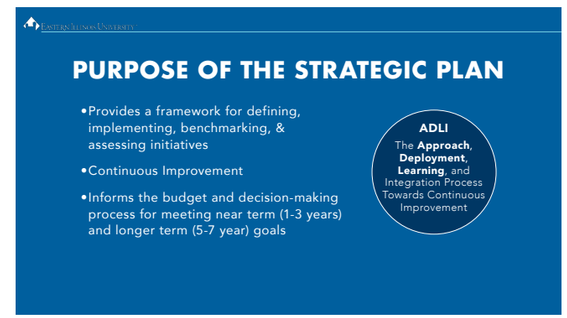

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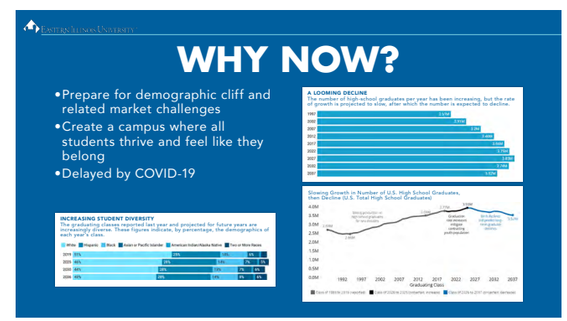

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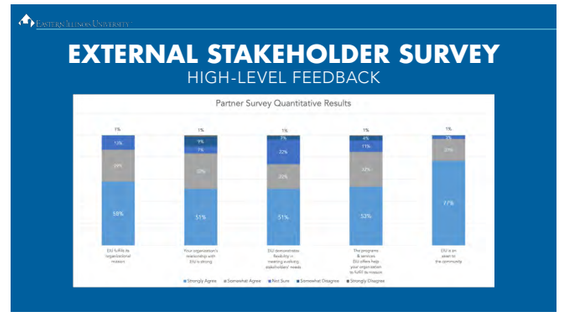

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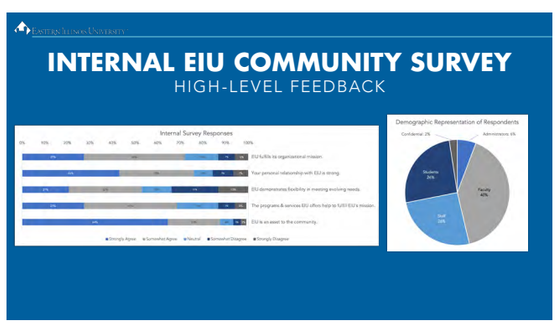

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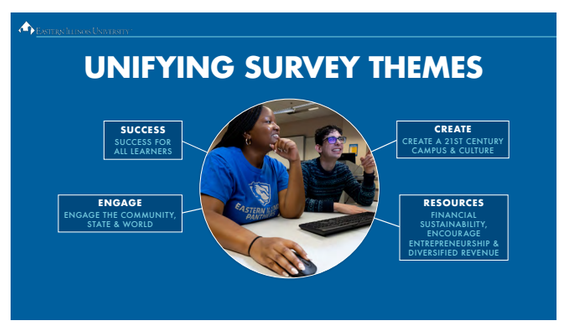

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EASTERN ILLINOIS UNIVERSITY™

STRATEGIC PLAN 2023

ACHIEVE:

ACHIEVE SUCCESS FOR ALL LEARNERS

ACHIEVE PRIORITIES align and invest in policies, practices, and resources (human, structural and financial) that ensure every learner thrives.

- 1.1 Invest in academic excellence and high-impact practices
- 1.2 Support all learners
- 1.3 Support student financial and personal well-being

ENGAGE:

ENGAGE THE COMMUNITY, REGION STATE & WORLD

ENGAGE PRIORITIES build bridges between stakeholders and expand the everyday world of our students, staff, and community.

- 2.1 Cultivate community partnerships to support academic programs
- 2.2 Enrich the region and state
- 2.3 Engage alumni
- 2.4 Engage internationally

CREATE:

CREATE A 21ST CENTURY CAMPUS & CULTURE

CREATE PRIORITIES evidence a sustained commitment to all employees and students by cultivating a culture of belonging, resourcing scholarly activities, and creating a culture of care for all.

- 3.1 Cultivate a campus climate that prioritizes belonging and values diversity
- 3.2 Invest in research and creative activities
- 3.3 Invest in employee wellness and wellbeing
- 3.4 Create a 21st century campus infrastructure

RESOURCE:

ENCOURAGE INNOVATION, DIVERSIFY REVENUE & GROW ENROLLMENTS

RESOURCE PRIORITIES focus on data driven approaches toward overall institutional sustainability (enrollment & finances), staffing, and enhanced business practices.

- 4.1 Innovation driven budgets and practices
- 4.2 Diversify revenue

EIU STRATEGIC PLAN 2023

EIU STRATEGIC PLANNING
TOWN HALLS | MARCH 2023

1

MISSION STATEMENT

Eastern Illinois University is a public comprehensive university that offers superior, accessible undergraduate and graduate education. Students learn the methods and results of free and rigorous inquiry in the arts, humanities, sciences, and professions, guided by a faculty known for its excellence in teaching, research, creative activity, and service. The University community is committed to diversity and inclusion and fosters opportunities for student-faculty scholarship and applied learning experiences within a student-centered campus culture. Throughout their education, students refine their abilities to reason and to communicate clearly so as to become responsible citizens and leaders.

VISION STATEMENT

Eastern Illinois University will be a premier comprehensive university, global in its reach and impact, where personal connections with faculty and staff support students' academic success.

2

ACHIEVE: ACHIEVE SUCCESS FOR ALL LEARNERS

Achieve priorities align and invest in policies, practices & resources that ensure every learner thrives.

1.1 INVEST IN ACADEMIC EXCELLENCE & HIGH IMPACT PRACTICES

1.11 INCREASE STUDENT TEACHING, LEARNING & RESEARCH EXPERIENCES

Increase opportunities for and involvement in high-impact academic experiences

Increase total student applications for external scholarship programs

1.12 INCREASE & ENHANCE INTERNSHIPS & RELATED CAREER LEARNING OPPORTUNITIES

Establish, implement, and assess an internship advisor network with a goal of all departments with internships participating to share data and best practices

Assess and increase student participation in events, classroom visits, and one-on-one meetings with Career Services, beginning with baseline data collection

3

ACHIEVE: ACHIEVE SUCCESS FOR ALL LEARNERS

Achieve priorities align and invest in policies, practices & resources that ensure every learner thrives.

1.2 SUPPORT ALL LEARNERS

1.21 EXPAND AFFINITY-BASED HOUSING LIVING & LEARNING COMMUNITIES, HUBS, & ACTIVE LEARNING

Grow affinity-based living & learning communities

Create new active learning spaces (i.e., remodel, technology, and furniture)

1.22 ELIMINATE STRUCTURAL OUTCOMES GAPS FOR ALL LEARNERS

Increase EIU's position against IBHE benchmarks for graduation and retention for all students

1.23 EXPAND STUDENT SERVICES FOCUSED ON ACADEMIC SUCCESS

Increase student engagement with academic support services

4

ACHIEVE: ACHIEVE SUCCESS FOR ALL LEARNERS

Achieve priorities align and invest in policies, practices & resources that ensure every learner thrives.

1.3 SUPPORT STUDENT FINANCIAL & PERSONAL WELL-BEING

1.31 EXPAND FINANCIAL SUPPORT TO STUDENTS

Initiate a donor campaign focusing on closing the need gap and emergency short term financial assistance program for Pell-eligible students

1.32 ASSIST IN MEETING STUDENTS' BASIC NEEDS

Support and enhance faculty/staff training around student mental health resources

Increase student access to mental health and wellness resources

5

ENGAGE: ENGAGE THE COMMUNITY, REGION STATE & WORLD

Engage priorities build bridges between stakeholders and expand the everyday world our of students, staff & community

2.1 CULTIVATE COMMUNITY PARTNERSHIPS TO SUPPORT ACADEMIC PROGRAMS

2.11 FOCUS ON COMMUNITY-BASED TEACHING, LEARNING, RESEARCH & VOLUNTEERISM

Increase percentage of students participating in civic engagement & volunteerism projects compared to AY 2023/24

Audit all EIU programs for community-based teaching, learning and research experiences to develop a plan to expand curricular integration across campus

2.12 INVEST IN COMMUNITY-FACING ACADEMIC PROGRAMS & DELIVERY MODELS

Increase the total number of Academy of Lifelong Learning and School of Extended Learning participants

2.13 CONTINUE TO FOCUS ON MEETING K-12 TEACHER AND TEACHER/LEADER NEEDS

Increase and diversify the pipeline for K-12 teachers and leaders with EIU graduates by recruiting and graduating more students and students of color

6

ENGAGE: ENGAGE THE COMMUNITY, REGION STATE & WORLD

Engage priorities build bridges between stakeholders and expand the everyday world our of students, staff & community

2.2 ENGAGE THE REGION & STATE

2.21 WORK WITH COMMUNITY PARTNERS TO BENCHMARK EIU'S CONTRIBUTION TO THE COMMUNITY

Initiate an economic impact study of the University.

2.22 CREATE A VOLUNTEERISM PROGRAM FOR ALL EMPLOYEES TO SUPPORT COLES COUNTY & LOCAL REGION

Increase EIU employee participation and leadership roles on non-profit or volunteer boards across the county and state

2.23 CREATE PROGRAMS TO MEET THE NEEDS OF THE REGION & STATE

Regularly survey external and internal stakeholders to identify new program needs

Consult with IBHE to determine programmatic connections to Thriving Illinois Strategic plan

2.24 INCREASE OPPORTUNITIES FOR STAKEHOLDER ENGAGEMENT ACROSS ALL AREAS OF THE UNIVERSITY

Increase attendance at community-facing events & on-campus activities

7

ENGAGE: ENGAGE THE COMMUNITY, REGION STATE & WORLD

Engage priorities build bridges between stakeholders and expand the everyday world our of students, staff & community

2.3 ENGAGE ALUMNI

2.31 ELEVATE ALUMNI PROGRAMMING & VOLUNTEER OPPORTUNITIES

Increase Alumni Association membership

Increase and diversify the number of alumni on advisory boards and mentoring programs across campus

Increase alumni participation at Alumni Association events

8

ENGAGE: ENGAGE THE COMMUNITY, REGION STATE & WORLD

Engage priorities build bridges between stakeholders and expand the everyday world our of students, staff & community

2.4 ENGAGE THE WORLD

2.41 EXPAND FACULTY-LED INTERNATIONAL EXPERIENCES

Increase number of faculty-led international teaching and research experiences abroad

2.42 ENHANCE INTERNATIONAL ENROLLMENTS

Enhance international enrollments

9

CREATE: CREATE A 21ST CENTURY CAMPUS & CULTURE

Achieve priorities evidence a sustained commitment to all employees and students by cultivating a culture of belonging, resourcing scholarly activities, and creating a culture of care for all

3.1 CULTIVATE A CAMPUS CLIMATE THAT PRIORITIZES BELONGING & VALUES DIVERSITY

3.11 INVEST IN NEW OFFICE & PROGRAMMING LED BY THE SENIOR DIVERSITY OFFICER

Expand DEI related programming & training for students and faculty including RISE & EIUnity conferences

3.12 INSTITUTIONALIZE CLIMATE SURVEY

Continue benchmarking the campus climate

3.13 CONTINUE COMMITMENT TO THE QUALITY INITIATIVE TO DIVERSITY FACULTY & STAFF FOR STUDENT SUCCESS

Increase diversity of employees across all employee groups

10

CREATE: CREATE A 21ST CENTURY CAMPUS & CULTURE

Achieve priorities evidence a sustained commitment to all employees and students by cultivating a culture of belonging, resourcing scholarly activities, and creating a culture of care for all

3.2 INVEST IN RESEARCH & CREATIVE ACTIVITIES

3.21 ADVANCE INTERNAL RESEARCH & CREATIVITY PROGRAMS

Incentivize faculty & staff to develop new proposals

Cultivate interest in the National Endowment for the Humanities and National Endowment for the Arts to support creative efforts and related scholarship

3.22 ENHANCE RESEARCH COMPETITIVENESS

Deepen commitment to competitive extramural research and program grants

3.23 SUSTAIN COMMITMENT TO DIVERSIFYING THE FACULTY INITIATIVE

Prioritize participation in the DFI Fellowship program

3.24 SUPPORT FACULTY FELLOWSHIP PARTICIPATION

Make efforts to sustain or increase the number of national fellowship applications by faculty

11

CREATE: CREATE A 21ST CENTURY CAMPUS & CULTURE

Achieve priorities evidence a sustained commitment to all employees and students by cultivating a culture of belonging, resourcing scholarly activities, and creating a culture of care for all

3.2 INVEST IN EMPLOYEE WELLNESS & WELLBEING

3.3 INVEST IN EMPLOYEE WELLNESS & WELLBEING

Implement new training and workshops with increasing annual participation

Launch employee fitness and wellness programming

12

CREATE: CREATE A 21ST CENTURY CAMPUS & CULTURE

Achieve priorities evidence a sustained commitment to all employees and students by cultivating a culture of belonging, resourcing scholarly activities, and creating a culture of care for all

3.1 CREATING A 21ST CENTURY CAMPUS INFRASTRUCTURE

3.41 UPDATE OUR CAMPUS MASTER PLAN

Update our campus-wide facilities and capital plan by Fall 2024

3.42 FOCUS ON ENVIRONMENTAL SUSTAINABILITY

Ensure compliance with state and federal regulations

3.43 INVEST IN IT INFRASTRUCTURE

Create an IT plan that identifies resources necessary to support a sustainable refresh cycle for classrooms, labs and all employees

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RESOURCE: ENCOURAGE INNOVATION, DIVERSIFY REVENUE & GROW ENROLLMENTS

Resource priorities focus on data driven approaches toward overall institutional sustainability (enrollment & finances), staffing, and enhanced business practices.

4.1 INNOVATION DRIVEN BUDGETS & PRACTICES

4.11 DEVELOP STRATEGIC BUDGETING PRACTICES THAT FOCUS ON ACHIEVING & SUSTAINING FINANCIAL STABILITY

Develop strategic budgeting practices aligning with the US Department of Education Composite Financial Index

4.12 REVIEW HR POLICIES, STAFFING, AND COMPENSATION FRAMEWORKS TO ENHANCE COMPETITIVENESS AND ENSURE EQUITY

Review and benchmark, and if appropriate revise and update compensation plans and salary ranges for all non-negotiated and civil service employee categories

Develop staffing plans using benchmark/peer/environmental/NCES data

14

RESOURCE: ENCOURAGE INNOVATION, DIVERSIFY REVENUE & GROW ENROLLMENTS

Resource priorities focus on data driven approaches toward overall institutional sustainability (enrollment & finances), staffing, and enhanced business practices.

4.2 DIVERSIFY REVENUE

4.21 COMPREHENSIVE FUNDRAISING CAMPAIGN

Create a comprehensive campaign plan and launch timeline that aligns with and supports initiatives and priorities of the strategic plan and institutional mission

4.22 INCREASE EXTRAMURAL FUNDING

Increase total grants and contracts

15

RESOURCE: ENCOURAGE INNOVATION, DIVERSIFY REVENUE & GROW ENROLLMENTS

Resource priorities focus on data driven approaches toward overall institutional sustainability (enrollment & finances), staffing, and enhanced business practices.

4.3 ENROLLMENT MANAGEMENT

4.31 STRATEGIC ENROLLMENT MANAGEMENT PLAN

Continue to meet annual enrollment goals of the Strategic Enrollment Management plan

4.32 STRATEGIC STUDENT SUCCESS INITIATIVES

Integrate retention goals into the enrollment management plan and prioritize retention as a core element of enrollment goals to counter admissions "birth dearth"

16

IMPLEMENTATION CHAIRS
ACHIEVE
Lucy Ade
Bradley Tolppanen
Danny Gourley Fischer
ENGAGE
Jeremy Alexander
Josh Reinhart
CREATE
Eric Wahls
Michael Gillespie
RESOURCE
Angela Campbell
Michael Hutchison
Josh Norman

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ANY QUESTIONS?

18

2022

PLAN 2028

EASTERN ILLINOIS UNIVERSITY'S 2023-2028 STRATEGIC PLAN

EASTERN ILLINOIS UNIVERSITY

Eastern Illinois University
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