

as institutional sustainability and viability require expanded entrepreneurial initiatives, such as new program development, grants/contracts, community-based service delivery, and flexible tuition structures that respond to shifting environmental dynamics. Concomitantly, it is incumbent upon presidents and their teams to advance philanthropic priorities that are simultaneously student-focused, flexible, mission-centered, and transformative.

I have been actively engaged in philanthropy and fundraising at ISU, BU, and now EIU. At ISU, I participated in the *March On!* Campaign and worked with the ISU Foundation to expand the role of graduate education, as the college had no formal development role prior to 2008. By fall 2013, my ISU efforts culminated in donor-funded internships and expanded endowed scholarship programs. In partnership with the foundation, I also created an affinity group for CGPS graduates. At Bellarmine, I led or participated in successful collaborative projects ranging from small local foundation awards to major gifts such as a \$105,000 grant from the Henry Luce Foundation and a 2015 \$500,000 gift from the Humana Foundation to support analytics with a challenge component that totaled a combined \$1.5m.

As provost, I have prioritized philanthropy, been the lead or co-lead on major gifts, and strategically invested in related professional development. In concert, these efforts have translated into gifts and micro-campaigns to support a student gallery, as well as an active learning space in physics, a new Center for Student Innovation, and the Business & Technology Dean's strategic initiatives fund. Further, I am especially proud of the 2019 proposal and \$2.6m gift to create a traditional nursing program (B.S.N.) that culminated in the Gail & Richard Lumpkin School of Nursing. I also led a process that yielded a 2021 \$1.5m gift to create a comprehensive scholarship program for pre-nursing and nursing students.

Beyond philanthropy, I have served as Principal Investigator (PI) or Co-PI on grants totaling more than \$3.15 million in direct, home-institution receivables for roughly \$6m in awards. As provost, I have continued to prioritize research competitiveness and growing extramurally funded research, as well as program expenditures. To that end, I am pleased to report that EIU has seen considerable growth over the past several years. Specifically, Academic Affairs and faculty received more than \$5.9m in grants and contracts in 2021-2022 (excluding COVID-related monies). Moreover, FY22's growth was the result of several multi-year initiatives that have culminated in a 40% increase in the average grant amount and a 46% increase in total monies compared to the 4-year average (FY18-FY21). In addition to grants, I have also endeavored to identify new partnerships that have the potential to expand resources and support research, creativity, and community engagement. For example, in 2018-2019, I brought together a team, including Lake Land College, that was awarded more than \$960,000 in appropriated support to create an Illinois Innovation Network hub on campus.

Shared Governance. My experiences as a faculty member and administrator confirm that collaborative decision making, an engaged faculty, transparency, and shared responsibility are central to the success of any academic community and an essential cornerstone of a healthy campus culture. Embracing shared governance is essential for any president and leadership team to be successful. In my current role, I and my office work closely with the Faculty Senate, Committee on University Planning & Budget, and Council on Academic Affairs. Since arriving at EIU, my commitment to collaboration has deepened as the Office of Academic Affairs oversees compliance with the faculty's collective bargaining agreement, and I have had the unique experience of negotiating a 2018 successor agreement, as well as multiple COVID era MOAs. At BU, I worked with the Graduate Education Affairs committee, as well as Biosafety, the Institutional Review Board, Faculty Council, and Undergraduate Education Affairs leadership to redesign, refine, and formalize the curriculum development and approval processes to ensure SACS compliance, facilitate more effective faculty oversight, and track proposals/approvals. At ISU, I was a member of the Faculty Senate, chaired Faculty Economic Benefits, and served as Senate Liaison to Arts & Sciences, as well as many other committees.

Teaching & Scholarship. My personal commitment to teaching and scholarship reflects the importance I place on the student experience and extends from my identity as a faculty member. For that reason, I seek to advance student success initiatives that prioritize engaging curricula, deploy high-impact practices, and invest in professional development. Indeed, quality student experiences mandate that the teacher-scholar model be valued, rewarded, and celebrated insofar as the framework balances the sometimes competing (but inherently complementary)

responsibilities of faculty. To that point, research and creativity enliven the classroom and provide students with learning opportunities that extend beyond the classroom and promote overall student success. As a result, I have consistently prioritized the expansion and deepening of high-impact practices through the creation of the Office of Inclusion & Academic Engagement, invested in new faculty mentoring grants (Impact Grants, 2017-present), encouraged grant programs focused on program innovation (Academic Program Innovation Grants, 2022-present), expanded the scope of the Faculty Development & Innovation Center, launched ISU's Center for Student Research & Creativity, and created BU's first undergraduate research grant program.

Motivation for Applying. Simply put, I believe in EIU—and I am proud to call Charleston home. I know that our faculty and staff positively impact the lives of our students every day. I also embrace the vital role Eastern plays as an essential economic driver and cultural asset for the region and city. And, as a first-generation Pell-eligible college graduate, I am committed to working at a regional comprehensive public university and understand that even amidst many uncertainties (whether it was the COVID era, the pending “birth dearth”, or the rapidly evolving business model of higher education) that the mission must continue and be resourced to ensure that all learners have the opportunity to succeed and access the life changing promise of post-secondary education. For all these reasons—and many more, I would be privileged and honored to continue to learn, live, and lead in a special place where I know I, with the support of EIU's amazing staff and faculty, can make a difference.

In conclusion, I thank you for your time and appreciate the opportunity to be considered for the position. Should you or any members of the search committee have comments or questions, please do not hesitate to contact me. I look forward to future conversations.

Very truly yours,

A handwritten signature in black ink, appearing to read "Jay", written in a cursive style.

Jay D. Gatrell