

ACHIEVE - Achieve Success for All Learners			
ACHIEVE priorities align and invest in policies, practices, and resources that ensure every learner thrives			
IMPLEMENTATION CHAIRS: Lucy Ade, Bradley Tolppanen, & Danny Gourley Fischer			
1.1 Invest in Academic Excellence & High Impact Practices			
Activity	Goal	Metrics	Lead Unit(s)
1.11.a 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 AY2829 b. Increase total participation in Pine Honor College's SRCA program by 25% from AY 2023/24 to AY2829 c. Increase total student participation in NCUR and regional undergraduate venues by 50 percent from 2022-2028	OISS & Pine Honors College
	Increase total student applications for external scholarship programs	Increase the total student applicants for the following programs from AY 2023/24 to AY2829: 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.	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.	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	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.	Increase student retention and total student participation in these activities	Student Affairs - Housing and Academic Affairs - Student Success
-	Create new active learning spaces (i.e., remodel, technology, and furniture)	Create at least one new active learning space (i.e., remodel, technology, and furniture) per year	Academic Affairs & FDIC
1.23 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
1.24 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
1.3 Support Student Financial & Personal Well-Being			
Activity	Goal	Metrics	Lead Unit(s)
1.31 Expand Financial Support to Students	Initiate a donor campaign focusing on closing the need gap & emergency short term financial assistance program for Pell-eligible students	Increase donor supported scholarship resources and total awards to support the Panther Retention and Panther Scholarship	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	Increase additional opportunities for student mental health awareness and training for EIU employees from AY 2023/24 to AY2028/29.	Student Affairs and Academic Affairs
	Increase student access to mental health and wellness resources.	Increase student participation in HERC programs and "pop ups" that support student mental health and wellness annually between AY 2023/24 and AY 2028/29.	Student Affairs - HERC

ENGAGE - Engage the Community, Region, State & World			
ENGAGE priorities build bridges between stakeholders and expand the everyday world our of students, staff, and community			
IMPLEMENTATION CHAIRS: Jeremy Alexander & Josh Reinhart			
2.1 Cultivate Community Partnerships to support Academic programs			
Activity	Goal	Metrics	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	Create campus-wide marketing plan for Office of Leadership & Engagement Increase student volunteering engagements 3% annually from AY 2023/24 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	Share audit results with Faculty Senate to explore support for TLR programs Provide faculty annually with a list of volunteer opportunities each semester	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	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	Expand participation in the Minority Teacher Education Program and increase total minority students graduating from	Colleges of Education (including the Rural Schools Initiative) and Liberal Arts & Sciences
2.2 Engage the Region & State			
Activity	Goal	Metrics	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.	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 (specifically 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 AY24/25	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	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	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	Increase attendance at ticketed academic & cultural events annually through AY 2028/29 Increase attendance at ticketed intercollegiate athletics events annually through AY 2028/29	Doudna, Tarble, SGA, Intercollegiate Athletics, Leadership & Engagement
2.3 Engage Alumni			
Activity	Goal	Metrics	Lead Unit(s)
2.31 Elevate Alumni Programming & Volunteer Opportunities	Increase Alumni Association membership	Increase membership 25% by AY 2028/29	Alumni Services
	Increase and diversify the number of Alumni on advisory boards and mentoring programs across campus	Increase 25% by AY 2028/29	Alumni Services & Academic Program Advisory Boards
	Increase alumni participation at Alumni Associate events	Increase 25% by AY 2028/29	Alumni Services
2.4 Engage the World			
Activity	Goal	Metrics	Lead Unit(s)
2.41 Expand Faculty-led International Experiences	Increase number of faculty-led international teaching & research experiences abroad	Increase the number of faculty-led study abroad proposals annually	International Education Committee & OISS
2.42 Enhance International Enrollments	Enhance International Enrollments	a. Increase the percentage of undergraduate international students annually compared to 15% of all international students by AY 2023/24 b. Diversify the geography of international students with the goal of having enrolled students from more than 60 countries by AY 2023/24	OISS

CREATE - Create a 21st Century Campus & Culture			
<i>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</i>			
IMPLEMENTATION CHAIRS: Eric Wahls & Michael Gillespie			
3.1 Cultivate a Campus Climate that Prioritizes Belonging & Values Diversity			
Activity	Goal	Metrics	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 & EUnity conferences	Increase participation/attendance in/at DEI related programming annually and 50% between AY 2023/24 and AY 2028/29	SDO & DEI Advisory Group (TBD)
3.12 Institutionalize Climate Survey	Continue benchmarking the campus climate	Deliver the climate survey in Fall 2025 and Fall 2028	SDO & 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	Increase the percentage of diverse employees by employee group compared to AY2019/20	Office of the President, SDO, OCR, & HR
3.2 Invest in Research & Creative Activities			
Activity	Goal	Metrics	Lead Unit(s)
3.21 Advance Internal Research & Creativity Programs	Incentivize faculty & staff to develop new proposals	Develop an internal proposal development incentive framework for investigators no later than Fall 2024	Research and Sponsored Programs
	Cultivate interest in the National Endowment for the Humanities and National Endowment for the Arts to support creative efforts and related scholarship	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	Increase total number of external proposals by 25 percent between AY 2023/24 and AY 2028/29	Deans & Department Chairs/ORSP
3.23 Sustain commitment to Diversifying the Faculty Initiative	Prioritize participation in the DFI Fellowship program	Submit at least one application to the DFI program	Graduate School
3.24 Support Faculty Fellowship Participation	Make efforts to sustain or increase the number of national fellowship applications by faculty	Increase the number of faculty applications to major fellowship application per year (e.g. Fulbright, NEA, Congressional Science, etc.)	Deans & Department Chairs
3.3 Invest in Employee Wellness & Wellbeing			
Activity	Goal	Metrics	Lead Unit(s)
3.3 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 AY2023/24	Human Resources, ITS & FDIC
	Enhance employee fitness & wellness programming	a. Increase employee participation in EIU's Adult fitness program annually b. Increase employee memberships at EIU's SRC	Adult Fitness & Student Affairs - SRC
3.4 Creating a 21st Century Campus Infrastructure			

Activity	Goal	Metrics	Lead Unit(s)
3.41 Update our Campus Master Plan	Update our campus-wide facilities & capital plan by Fall 2024	a. Collaboratively update our plan by Fall 2024 in partnership with a consultant b. Integrate an energy conservation plan into the facilities/capital plan	VPBA, FPM, 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, & all employees	Develop a multi-year campus strategic IT plan no later than June 2024 that includes peer Educause benchmarks	ITS

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			
IMPLEMENTATION CHAIRS: Angela Campbell, Michael Hutchison, & Josh Norman			
4.1 Innovation Driven Budgets & Practices			
Activity	Goal	Metrics	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	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, and Compensation Frameworks to Enhance Competitiveness and Ensure Equity	Review & benchmark, and if appropriate revise & update compensation plans and salary ranges for all non-negotiated and civil service employee categories.	Using national and SUCCS resources, the University will develop a revised compensation plan by December 2024.	Business Affairs, Human Resources, & Institutional Research
	Develop staffing plans using benchmark/peer/environmental/NCES data	Using national peer data, the University will develop a campus staffing plan by December 2024.	VPs & Intercollegiate Athletics
4.2 Diversify Revenue			
Activity	Goal	Metrics	Lead Unit(s)
4.21 Comprehensive Fundraising Campaign	Create a comprehensive campaign plan and launch timeline that aligns with and supports initiatives & 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	Increase total grant proposals and awards annually between AY 2023/24 and AY 2028/29	Research and Sponsored Programs
4.3 Enrollment Management			
Activity	Goal	Metrics	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 5900 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 & OISS
4.32 Strategic Student Success Initiatives	Integrate retention goals into the enrollment management plan & prioritize retention as a core element of enrollment goals to counter admissions "birth dearth"	See enrollment metrics in 4.32 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