

STRATEGIC PRIORITIES & GOALS

EASTERN ILLINOIS UNIVERSITY
DIVISION OF STUDENT AFFAIRS





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.

STUDENT AFFAIRS

EASTERN ILLINOIS

CROSS COUNTRY

Find all the Strategic
Priorities and Goals at
[GO.EIU.EDU/SASTRATEGIC](https://go.eiu.edu/sastrategic)

DIVISION OF STUDENT AFFAIRS MISSION:

The Division of Student Affairs welcomes and celebrates our students' commonalities and differences, focusing on development, active citizenship, experiential learning, engagement, leadership, and preparation for a diverse, global society. Collaborating across campus, we ensure student success and retention and are dedicated to cultivating a sense of community on both our campus and beyond. We are committed to the health and well-being of our students and encourage them to lead balanced lives. We advocate for an inclusive environment where students feel safe and secure.

PRIORITIES



PRIORITY 1: COLLABORATE WITH THE DIVISION OF ACADEMIC AFFAIRS TO SUPPORT STUDENT RECRUITMENT AND RETENTION



PRIORITY 2: INSTITUTIONAL PRIDE, SPIRIT, AND LEADERSHIP



PRIORITY 3: DIVERSITY, EQUITY, INCLUSION, AND BELONGING

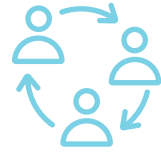


PRIORITY 4: FUNDING AND SPACE



PRIORITY 5: STAFFING (PROFESSIONAL LEVEL, GRADUATE ASSISTANTS, UNDERGRADUATE STUDENT WORKERS)

PRIORITY 1:



COLLABORATE WITH THE DIVISION OF ACADEMIC AFFAIRS TO SUPPORT STUDENT RECRUITMENT AND RETENTION

PRIORITY 1 TEAM:

- **JEREMY ALEXANDER**
Associate Director for Administration & Residence Life, UHDS
- **JESSICA COBERT**
Associate Director, Counseling Clinic, Health & Counseling Services
- **ERIC DAVIDSON**
Executive Director, Health & Counseling Services
- **MARK HUDSON**
Executive Director, University Housing & Dining Services
- **BOBBI KINGERY**
Director, Career Services
- **JOHN MARR**
Employer Relations Specialist/ Career Advisor, Career Services
- **LINDSAY PARTLOW**
Assistant Director for Administration, UHDS
- **JENNY SIPES**
Special Assistant to the Vice President for Student Affairs
- **DIANA TAYLOR**
Graduate Placement Officer, Career Services
- **TANYA WILLARD**
Director, New Student & Family Programs

GOAL 1:

Increase and strengthen partnerships with colleagues in Academic Affairs to promote and support student persistence. (Examples of partnerships: Faculty Fellows Program, Living Learning Community Partners)

STRATEGY:

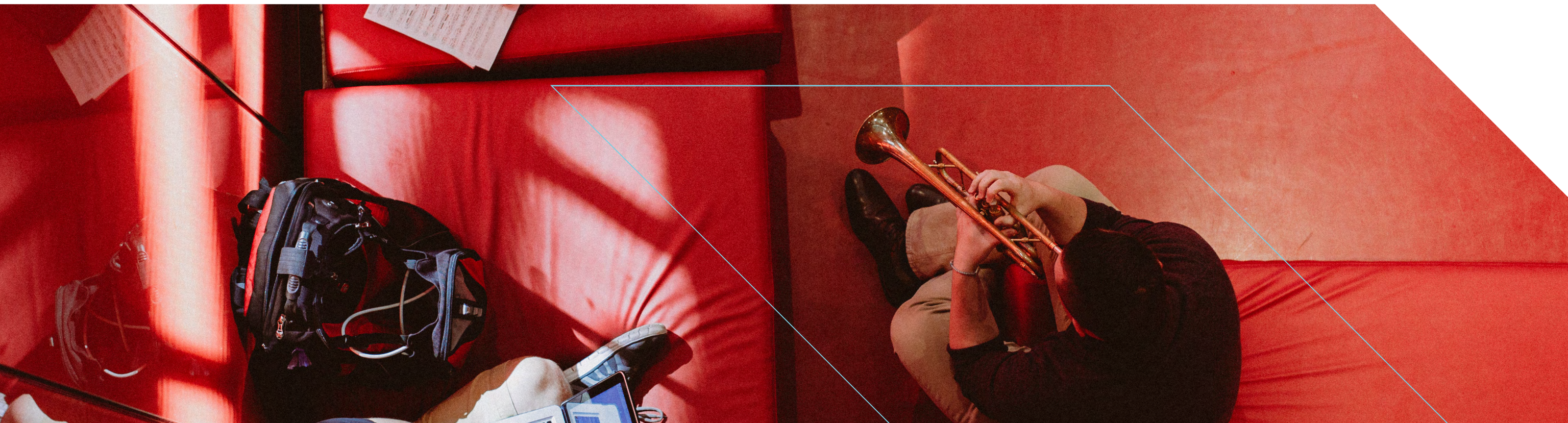
Review documents that explain the current Living Learning Communities (LLCs), what they are, how they operate, and the difference they make in the lives of students. Expand those documents so all stakeholders (students, families, faculty, and staff) better understand the programs. All parties must come to a common understanding of the successful outcomes of LLCs and accept responsibility for their division's participation.

STRATEGY:

Document current recruitment strategies and develop a comprehensive recruitment plan for Faculty Fellows and LLC Partners. This plan should include descriptions of options for faculty participation, the time commitment related to each option, and the benefits of participation. Explore with the Provost the option for faculty to receive service credit for participating in these communities.

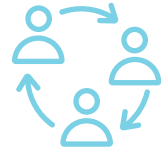
RESOURCES:

- Human resource allocation (i.e., flexibility for staff/faculty time); budget for support materials, programming supplies, apparel to encourage participation, etc.
- Housing and Dining funds a dedicated LLC position - \$50,000.
- Academic Affairs establishes and funds a dedicated LLC position at an appropriate level.
- Establish a fund of \$10,000 per LLC to support the programmatic and educational success of the LLCs. This funding responsibility would be evenly split between Housing and Dining and Academic Affairs.



PRIORITY 1:

CONTINUED



TIME FRAME:

Spring 2023 - Ongoing

LEAD:

Living Learning Coordinator, University Housing and Dining Services (in collaboration with the Faculty Development and Innovation Center until an Academic Affairs LLC Coordinator is named)

MEASUREMENT:

- Increased direct active participation from faculty and the academic community.
- Academic Affairs facilitates shared class participation for members of each LLC.
- Academic Affairs develops a strategy that incentivizes the active, impactful participation of faculty in LLCs.
- Increase student retention and total student participation in residential LLCs by 25% by AY 2028/29 compared to AY 2022-23, factoring in enrollment shifts.

Failure to integrate the academic experience fully will result in rebranding the living environments to “themed floors”.

NOTES:

As this Strategic Plan is developed, we would like to request consideration of strongly encouraging students in the Freshman Connection program and international students to live on campus so we can better support them.

GOAL 2:

Foster productive academic participation in the development and execution of a student (customer) response management system for post-admission use.

STRATEGY:

Utilize the Panther Portal that is currently in production to improve systematic connection and communication throughout the institution, especially pertaining to student concerns and students of concern. Integrate disassociated systems across campus for efficiency.

RESOURCES:

Panther Portal that is currently under development by Enrollment Management; allocation of human resources for the adoption, training, and marketing of the system throughout Student Affairs; financial support for the system.

TIME FRAME:

1-2 years

LEAD:

Associate Director for Administration and Residence Life, University Housing and Dining Services (Jeremy Alexander) in collaboration with Enrollment Management and Information Technology Services

MEASUREMENT:

- Adoption, training, and increased participation from departments using the platform (will be based on rollout).
- Allocation of dollars to the support and upkeep of the Panther Portal (amount unknown until the platform is further developed).
- Increase the engagement of current students in the resources available (PAWS, Housing, Career Services etc.).

GOAL 3:

Partner with Academic Affairs to increase overall campus well-being and mental health, including students and employees. Implement a comprehensive program addressing mental health.

STRATEGY:

Develop a mental health statement for inclusion in academic settings and residential settings.

RESOURCES:

Allocation of GEER Monies and Mental Health Early Action on Campus Funds, human resources, cross-divisional financial support, use of social media

TIME FRAME:

Spring 2023 - Ongoing

LEAD:

Executive Director, Health and Counseling Services (Eric Davidson)

MEASUREMENT:

- Promote Student Well-Being Statement (go.eiu.edu/studentwellbeing) for faculty inclusion to a minimum of 20 new faculty through new faculty orientation
- Promote Student Well-Being Statement through Faculty Development and Innovation Center (FDIC) newsletters and other communications.
- Send e-mail pledge solicitation requesting that faculty add the Student Well-Being Statement to their course syllabi with hopes of a minimum of 20% of faculty responding that they will or have done so.



PRIORITY 1:

CONTINUED



STRATEGY:

Increase training of faculty and staff on mental health concerns (e.g., mental health first aid/question, persuade, and refer training).

RESOURCES:

Allocation of GEER Monies and Mental Health Early Action on Campus Funds, human resources, cross-divisional financial support, use of social media

- Mental Health Promotion Specialist - 10% FTE (195 hours) x \$45,000 FTE = \$4,500
- Mental Health Promotion GA – 10% FTE (93.5 hours) x 20,527.90 (\$1,187.90/mo stipend X 11 months + \$7461 tuition waivers) = \$2,052.79
- Cost to train Housing staff - (\$1500/day for 8 FT staff; \$1100/day for 22 GAs, & \$600/day for 60 SSAs and RAs) plus (90 participant packets x \$20 = 2,250) = \$4,460
- Cost to Train UPD – time and overtime + (15 participants packets x \$20) = \$5,000
- Cost to Train Night Assistants – (7 Night Assistant Supervisors X \$14.00 per hour X 8 = \$784) plus (7 participant packets x \$25 = 175) = \$959
- Training Supplies/Materials – \$500.00
- Snacks/Beverages - \$2000.00
- Operations (Phone, Copying, Office Supplies, etc.) - \$700
- QPR Online Program – \$7,500

TIME FRAME:

Spring 2023 - Ongoing

LEAD:

Executive Director, Health and Counseling Services (Eric Davidson)

MEASUREMENT:

- By the end of the Spring 2023 semester, arrange to have Mental Health First Aid (MHFA) Train the Trainer Training to be held during Summer 2023.
- By the end of the Spring 2023 semester, determine who the 16 individuals, along with 4 alternates, will be who will undergo the MHFA Train the Trainer Training.
- By August 1, 2023, have a minimum of 14 individuals who have completed and passed the MHFA Train the Trainer Training.
- By the conclusion of Fall 2023, train an additional 16 individuals.
- Train 80% of all Resident Assistants in Mental Health First Aid by the conclusion of Fall 2023.
- Train 80% of all Professional In-Hall Residence Life Staff in Mental Health First Aid (CDs, ARDs,) by the conclusion of Fall 2023.
- Train 90% of all Spring 2024 Resident Assistants in Mental Health First Aid (CDs, ARDs,) by the conclusion of February 2024.
- Train 90% of all Spring 2024 Professional In-Hall Residence Life Staff in Mental Health First Aid (CDs, ARDs,) by the conclusion of February 2024.
- Train all University Police Officers, who have completed police academy training, in Mental Health First Aid by the end of Fall 2023.
- Train 100% of night assistant supervisors in Mental Health First Aid prior to the beginning of the Fall 2023 semester.
- Initiate procurement process for Question, Persuade, and Refer Gatekeeper/MHFA On-Line Program by end of Spring 2023.
- Make QPR online program available to general EIU community no later than August 1, 2023.
- Implement promotional campaign to encourage faculty to complete QPR training during Fall 2023
- Have at least 20% of faculty complete QPR training by the end of Fall 2023.
- Have at least 50% of department chairs complete QPR training by the end of Fall 2023.

STRATEGY:

Create a Mental Health and Wellness Committee consisting of employees from both Student Affairs and Academic Affairs to be intentional with mental health pop-up days, develop the annual fall mental health fair with required attendance by students enrolled in University Foundations classes, increase prevention and skill-building workshops, and improve communication among departments.

RESOURCES:

Allocation of human resources, cross-divisional financial support, use of social media

TIME FRAME:

Spring 2023 - Ongoing

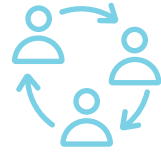
LEAD:

Executive Director, Health and Counseling Services (Eric Davidson)



PRIORITY 1:

CONTINUED



MEASUREMENT:

By May 1, 2023, contact previous members of Spring 2022 Task Force to see if any are interested in participating in campus committee (goal of 30-40% members retained).

- By May 1, 2023, brainstorm and determine other possible members for the committee, goal of 15 members with representation from all 4 divisions.
- Develop steering committee for Fall 2023 University Foundations Mental Health Day to implement planning, with group meeting by May 1, 2023.
- Develop steering committee to plan for Fall 2023 Mental Health Pop-Up Days with group meeting by May 1, 2023.
- Develop web pages/websites.
- Complete and publish meeting minutes on website.

STRATEGY:

Administer a survey of courses/sections addressing ways in which students may improve their mental health.

RESOURCES:

Allocation of GEER Monies and Mental Health Early Action on Campus Funds, human resources, cross-divisional financial support, use of social media

- Mental Health Promotion Specialist - 5% FTE (97.5 hours) x \$45,000 FTE = \$2250
- Mental Health Promotion GA – 5% FTE (46.75 hours) x 20,527.90 (\$1,187.90/mo stipend X 11 months + \$7461 tuition waivers) = \$1,026.40
- Operations (Phone, Copying, Office Supplies, etc.) - \$400
- Assistance from FDIC in Development of Survey, Distribution of Survey
- VPAA Support in Promoting/Encouraging the Survey
- Faculty Support in Data Analysis/Reporting

TIME FRAME:

Spring 2023 - Ongoing

LEAD:

Executive Director, Health and Counseling Services (Eric Davidson)

MEASUREMENT:

- Create survey development committee by April 2023.
- Develop draft of survey by July 1, 2023.
- Distribute survey in September 2023.
- Initial data cleaning and analysis completed by October 15, 2023.
- Initial report and summary available by November 15, 2023.

- Results shared and published no later than the beginning of the Spring 2024 semester.

STRATEGY:

Advance efforts to develop messages and implement strategies to utilize D2L to send and promote mental health and well-being related messaging.

RESOURCES:

Allocation of GEER Monies and Mental Health Early Action on Campus Funds, human resources, cross-divisional financial support, use of social media

- Mental Health Promotion Specialist - 5% FTE (97.5 hours) x \$45,000 FTE = \$2250
- Mental Health Promotion GA – 5% FTE (46.75 hours) x 20,527.90 (\$1,187.90/mo stipend X 11 months + \$7461 tuition waivers) = \$1,026.40
- Operations (Phone, Copying, Office Supplies, etc.) - \$400
- Assistance from VPBA/ITS and VPAA/FDIC in navigating D2L system in determining ways to get messages in the OLM system

TIME FRAME:

Spring 2023 - Ongoing

LEAD:

Executive Director, Health and Counseling Services (Eric Davidson)

MEASUREMENT:

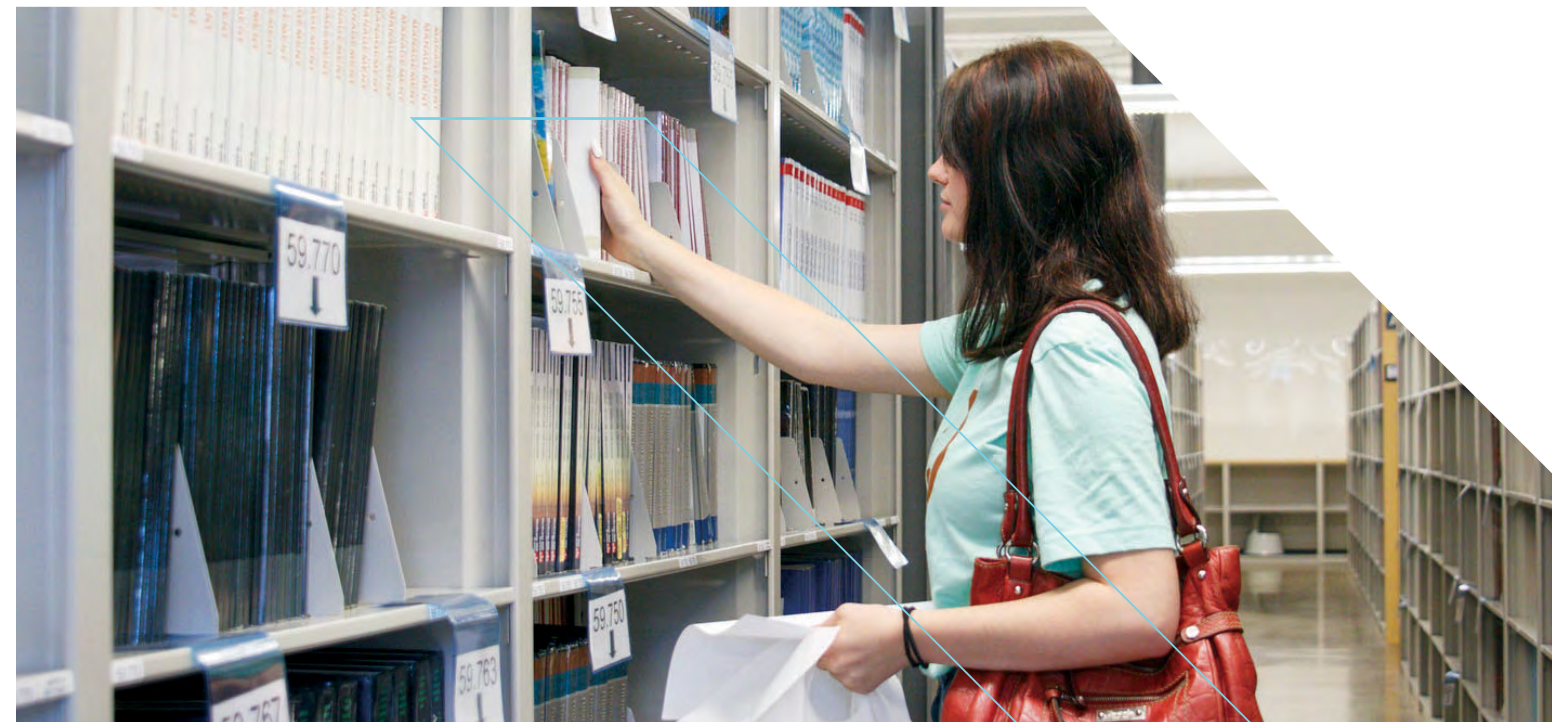
Disseminate first messages to students by mid-term of Fall 2023.

GOAL 4:

Increase student engagement with Handshake, a job search platform for college students.

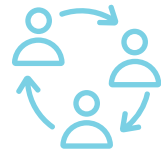
STRATEGY:

Identify partners across campus to encourage students to complete their Handshake profile prior to coming to campus (i.e. New Student and Family Programs, Admissions, etc.).



PRIORITY 1:

CONTINUED



STRATEGY:

Identify and develop faculty partners to incorporate Handshake profile building in course materials.

STRATEGY:

Develop a campus-wide marketing plan to increase awareness of the Handshake platform among the campus community.

RESOURCES:

Budget for marketing materials \$150 from local account; human resources hours for engagement, outreach, etc. Hire 3 Career Peers paid for out of student fee funds. Potential for additional staff availability over the summer.

TIME FRAME:

Spring 2023 – Ongoing

LEAD:

Director, Career Services (Bobbi Kingery) in collaboration with identified departments

MEASUREMENT:

- Career Peers hired by January 30, 2023.
- Increase student Handshake profile completion (profile completed up to 85%) by 20% by end of Spring 2024 semester.
- Identify partners by August 2023.
- Institute campus-wide marketing plan Fall 2023, including print materials and social media.

GOAL 5:

Increase on-campus job postings for part-time student jobs on the Handshake platform, thereby providing a centralized location for new and current students to find employment.

STRATEGY:

Gather administrative support to emphasize a centralized need for student job postings.

STRATEGY:

Develop an outreach plan and administer training options for campus departments to create Handshake Employer files and enter job postings (i.e., D2L program, “Train the Trainer” workshops, etc.).

RESOURCES:

Human resource allocation, budget for support materials (\$50 from local funds)

TIME FRAME:

Spring 2023 – Ongoing

LEAD:

Director, Career Services (Bobbi Kingery) in coordination with Career Services team

MEASUREMENT:

- Develop training programs by August 2023.
- Meet with administrators (Vice Presidents and Deans) by September 2023.

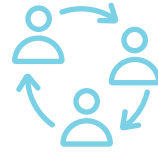
GOAL 6:

Increase employer engagement in Handshake for under-represented majors (defined as students in majors that are less likely to recruit at job fairs or use on-campus interviewing, primarily those within the College of Health and Human Services and the College of Liberal Arts and Sciences).



PRIORITY 1:

CONTINUED



STRATEGY:

Once student profiles are elevated, identify employers and perform outreach activities to encourage engagement within Handshake, thereby providing new opportunities for networking and job placement for EIU students.

RESOURCES:

Human resources allocation, travel budget for employer visits and conference attendance (approximately \$2,000 from grant monies or local funds)

TIME FRAME:

Fall 2024 – Ongoing

LEAD:

Director, Career Services (Bobbi Kingery) in coordination with Employer Relations Specialist (John Marr)

MEASUREMENT:

- Review and determine baseline for reporting by Fall 2024. Engage 15-20 new employers with campus via job postings, participation in campus events, job shadowing, informational interviews, networking etc.

GOAL 7:

Partner with Academic Affairs major departments and Student Success areas to incorporate the National Association of Colleges and Employers' 8 Career Readiness competencies in classroom materials and activities, thereby enhancing student awareness of skills gained in college courses and enabling them to effectively share that information with others (i.e. employers, parents, peers, etc.).

STRATEGY:

Identify and partner with academic departments to pilot Career Readiness activities in their department.

STRATEGY:

If the pilot program is successful, partner with Academic Affairs to garner support for a larger, potentially campus-wide rollout.

RESOURCES:

Human resources allocation of current staff time and additional Counselor for the office (\$50,000); budget for promotional materials, classroom materials, and training (\$200 from local funds or gift account).

TIME FRAME:

Spring 2024 – Ongoing

LEAD:

Director, Career Services (Bobbi Kingery)

MEASUREMENT:

- Identify pilot department (1 or more) and implement Career Readiness language into classrooms and syllabi by Fall 2024 (strive for 20% of departmental faculty participation).
- Collaborate on programming based on Career Readiness with Student Success areas and other programming departments on campus beginning Fall 2024.

GOAL 8:

Increase and enhance internships and related career learning opportunities

STRATEGY:

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

STRATEGY:

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

RESOURCES:

Human resources allocation of current staff time.

TIME FRAME:

Fall 2023 - Ongoing

LEAD:

Director, Career Services (Bobbi Kingery)

MEASUREMENT:

- Establish an EIU Internship Advisor Network by AY2024/25.
- Collect benchmark data during AY2023/24 relative to student participation in events, classroom visits, and one-on-one meetings with Career Services. Increase annual engagements through 2028.



PRIORITY 2:

CONTINUED



INSTITUTIONAL PRIDE, SPIRIT, AND LEADERSHIP

PRIORITY 2 TEAM:

- **MATT BOYER**
Assistant Director, Residential Life & Conference Services, UHDS
- **CECI BRINKER**
Director, Student Life
- **CRYSTAL BROWN**
Associate Director, Leadership & Engagement
- **CHRISTINA COFFEY**
Manager, Textbook Rental Service
- **JAMIE HUCKSTEAD**
Unit Director, Stevenson Tower Dining Center
- **SARAH JACOBS**
Assistant Director, Residential Life, UHDS
- **GEORGE MCCLELLAN**
Complex Director, Lawson and Taylor Hall, UHDS
- **EMMA NOBLE**
Assistant Director of Health Education & Promotion, Health & Counseling Services
- **JODY STONE**
Dean of Students
- **NATHAN WEHR**
Director, Leadership & Engagement

GOAL 1:

Expand opportunities that create campus/community partnerships to enhance community/institutional pride within the Charleston/Mattoon communities. Collaborate with Coles Together to establish a stronger relationship and to promote EIU throughout the county.

STRATEGY:

Provide and promote opportunities that showcase EIU pride within Coles County through university-sponsored service, recognition, promotions, etc.

RESOURCES:

Participation of community/EIU departments, funding (\$5,000 programming budget).

TIME FRAME:

FY23 – Ongoing

LEAD:

Director, Student Life (Ceci Brinker) in coordination with Dean of Students (Jody Stone)

MEASUREMENT:

- Increase of community partnered programs by 10% compared to AY22-23

GOAL 2:

Actively participate in the Coles County MAPPING the Future of Your Community program through the Illinois Institute for Rural Affairs at Western Illinois University.

STRATEGY:

Commit two staff members and two students to attend the five-week series of meetings from March 22, 2023 to April 19, 2023.



PRIORITY 2:

CONTINUED



RESOURCES:

Staff time

LEAD:

Associate Director, Leadership and Engagement (Crystal Brown)

MEASUREMENT:

Participation by members and report to constituent groups.

GOAL 3:

Establish a “centralized” branding, marketing, and media campaign across the Division of Student Affairs that showcases institutional pride among EIU students, faculty, staff.

STRATEGY:

Establish campus partnerships with University Marketing and Communications (MARCOM) and Facilities Planning and Management (FPM) with an emphasis on a consistent institutional branding campaign across campus. Environmental projects – pole banners, yard signs, building signage, and existing signage redesign (e.g., benches painted blue, accent walls painted blue, etc.). Departmental enhancements – Student Affairs departments/offices. Third priority – classroom décor, signage, furnishings, etc.

RESOURCES:

Institutional funding, personnel

FPM labor and material costs (Examples: Grounds, Painters, Paint, Yard Signs, Banners, etc.)

BUDGET:

Will need to do assessment of what a “centralized” branding campaign would cost (bench painting, light pole painting, pole banners and increase rotation of banners, flags across campus, flyers, window clings, pop-up displays, electrical marketing, etc.) Communicate with FPM regarding the incorporation of institutional pride and spirit elements in scheduled renovations.

Potential Budget of \$12,000.00. Breakdown:

- \$5,000 for pop-up banners
- \$2,500 for EIU flags
- \$4,500 for pole banners

TIME FRAME:

FY23 – Ongoing

LEAD: Dean of Students (Jody Stone)

MEASUREMENT:

- Establishment of two new marketing initiatives or projects encompassing the entirety of the Division of Student Affairs.

GOAL 4:

Establish new campus “spirit” initiatives – programs, events, or traditions that increase institutional pride and engagement among EIU alumni, students, employees, Athletics, and departments (e.g., BIG Blue Q!, Food Truck Fridays, Homecoming Blue-B-Que Faculty & Staff Luncheon, Homecoming Block Party, etc.).

STRATEGY:

Establish special/thematic events or programs that promote EIU pride and spirit within the campus community throughout the year. Incentives could include food discount coupons, promotional prizes, and giveaways.

RESOURCES:

Institutional funding -- \$20,000; existing staff with 10% increase; buy-in from current staff; low-cost, participation-based programs.

TIME FRAME:

FY23 – Ongoing

LEAD:

Director, Student Life (Ceci Brinker)

MEASUREMENT:

- Creation of two new “spirit” initiatives.

GOAL 5:

Create the Panther Leadership Academy (PLA), which includes creating an emerging leaders program for admitted incoming students to further develop their leadership skills. The PLA will also enhance the first-year experience for current students. It will include the creation of an all-encompassing student leadership awards programs and a leadership legacy series that will span from a student’s first year through graduation. The PLA will enhance the promotion of EIU leadership opportunities across the institution.



PRIORITY 2:

CONTINUED



STRATEGY:

Implement leadership skills assessments and workshops, as well as Camp Billy (a summer camp for admitted EIU students to focus on leadership skills, student engagement, and how to become a leader on EIU's campus). Provide feedback to students on leadership applications, and create a fall or spring emerging leaders program with relevant curriculum, along with the Leadership Legacy Series.

STRATEGY:

Develop a collaborative plan within all departments of Student Affairs that will establish a first-year experience that focuses on developing a sense of belonging, encouraging social interaction, establishing mentors, and demystifying institutional expectations for first-year students. Intentionally developing programs between Academic Advising, Family/Student Orientation, Welcome Week, Student Life, Freshman Connection, and Residential Life's FYRE Community will be an important area of focus for the EIU First-Year Experience.

STRATEGY:

Recognize and celebrate student leaders who go above and beyond and make a significant contribution to the Division of Student Affairs or campus/community.

STRATEGY:

Research and work with Career Services to see if Handshake can promote and share all leadership, internship, volunteer work, opportunities across campus, thus creating a one-stop shop for employment opportunities, leadership opportunities, internships, and volunteer work.



STRATEGY:

Enhance awareness of the various student groups' leadership opportunities in one centralized location. This would include Student Government Leaders, Welcome Week Leaders, Fraternity & Sorority Life Leaders, Freshman Connection Mentors, the Dining Student Manager Program, etc.

RESOURCES:

Programs from peer institutions, leadership resources, award outlines from other peer institutions, Student Affairs employees who sign up to teach EIU 1111 (University Foundations)

TIME FRAME:

Creation in the Spring of 2023. Launch key programs in Spring 2023, with continuation through Summer 2024.

BUDGET:

Annual budget of \$25,000 from existing Student Activity Fee

LEAD:

Director, Office of Leadership and Engagement (Nathan Wehr) in coordination with the Leadership and Engagement team

MEASUREMENT:

- Creation of the initiative.

GOAL 6:

Create the Panther Engagement Initiative (PEI) that includes focus groups and surveying the EIU student body of leadership programming and engagement activities, exploration of a student engagement platform with utilization by Registered Student Organizations (RSO), work to enhance student retention by student engagement and leadership roles, and an approach to leadership and engagement from a servant leader viewpoint with a holistic approach. The PEI also includes the establishment of a Fraternity/Sorority Life Task Force.

STRATEGY:

Utilize leadership programming and engagement survey questions from peer institutions, work with peer institutions to discover which student engagement platforms work best for registered student organizations, work with key stakeholders across campus to assist with retention of current EIU students, and approach leadership from a servant leader viewpoint and holistic approach.

RESOURCES:

Survey questions from peer institutions to discover what EIU students want in terms of leadership engagement and reviews from peer institutions in terms of engagement platforms. Serve on committees that revolve around retention and recruitment of students. The Interim Dean of Students and Director of Leadership and Engagement will focus on this. Dedicate one new graduate assistant to this priority.

TIME FRAME:

Creation in Spring 2023, with implementation from Spring 2023 to Summer 2024

BUDGET:

Financial commitment for graduate assistant stipend

PRIORITY 2:

CONTINUED



LEAD:

Director, Leadership and Engagement (Nathan Wehr) in coordination with the Leadership and Engagement team

MEASUREMENT:

- Creation of the initiative.

GOAL 7:

Continue work to enhance EIU's Civility Promotion Campaign.

STRATEGY:

Promote civility and respect on campus for all students and employees through posters and flyers within all residential and academic buildings. In addition, develop videos for TikTok and Instagram that will promote civility and respect through social media channels.

STRATEGY:

Work with Academic Affairs to consider classroom civility statements for faculty to consider sharing with their classes or place in their course syllabus.

RESOURCES:

Human resources to develop videos and posters with graphic designers and University Marketing and Communications. Collaborate with faculty to discuss civility statements in classrooms and collaborate, and collaborate with the University Police Department on the civility campaign.

BUDGET:

Video and poster production: \$500

TIME FRAME:

Create in Spring 2023, finalize in Summer 2023, implement for Fall 2023

LEAD:

Dean of Students (Jody Stone) in collaboration with Chief of Police (Marisol Gamboa)

MEASUREMENT:

- Establish one program or campaign per semester related to civility at EIU. As the programs continue, evaluations of the programs can be used to assess effectiveness.

GOAL 8:

Increase financial and in-kind support from donors for the EIU Food Pantry.

STRATEGY:

Establish a sustainable partnership with a local grocery store to enable in-kind support (donations). Updates will be provided to the stakeholders of the selected grocery store each semester to share how their support impacted the food pantry and EIU community.

STRATEGY:

Apply for at least two grants per calendar year to provide financial support for the EIU Food Pantry.

STRATEGY:

Work with University Marketing and Communications to develop a campus-wide marketing plan to increase awareness of the EIU Food Pantry. The purpose of this marketing plan will be two-fold: (1) for students and employees to know the pantry is available to support them when in need and (2) to share usage statistics.

STRATEGY:

Collaborate with the Vice President for University Advancement to create a strategy to increase potential donor opportunities and work towards the creation of an endowment.

RESOURCES:

Time of existing personnel

TIME FRAME:

Summer 2023 – Ongoing

LEAD:

Associate Director, Leadership and Engagement (Crystal Brown) in coordination with the Dean of Students Team

MEASUREMENT:

- Creation of an endowment. Increase in annual support by 10%. Receipt of grant submissions.



PRIORITY 2:

CONTINUED



GOAL 9:

Increase percentage of students participating in civic engagement and volunteerism projects compared to 2022-2023.

STRATEGY:

Work with University Marketing and Communications to develop a campus-wide marketing plan to increase awareness of what programs offered by the Office of Leadership and Engagement and community volunteering resources.

STRATEGY:

Market events and utilize strategies to track attendance.

RESOURCES:

Utilize a campus survey and focus groups (Student Government Association, Fraternity and Sorority Life, etc.) to discover what EIU students want in terms of civic engagement and volunteerism projects and programs. Reviews from peer institutions on what programs are a success that we may be able to duplicate. The Office of Leadership and Engagement Associate Director will focus on this, with the help of the Specialist position.

TIME FRAME:

Fall 2023 – Ongoing

LEAD:

Associate Director, Leadership and Engagement (Crystal Brown) in coordination with the Dean of Students Team

MEASUREMENT:

- Creation of two new civic engagement and volunteerism opportunities. Feedback from survey and focus groups. Increase student volunteering by 3%, year over year. Will utilize strategies to track attendance.

GOAL 10:

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

STRATEGY:

Audit EIU programs for community-based teaching, learning, & research experiences in partnership with the Provost's Office. This audit will take place every 3 years.

STRATEGY:

Attend a Faculty Senate meeting to share the audit results and see how we can support faculty in expanding teaching, learning, and research programs.

STRATEGY:

Provide faculty with a list of volunteer opportunities and create a website link to "Volunteer Now" to share with students.

STRATEGY:

Evaluate audit and meeting results and share with the Office of Inclusion and Academic Engagement and the Vice President for Student Affairs and Provost for future recommendations.

RESOURCES:

Human resources for audit completion.

TIME FRAME:

Audit and meeting time sent out Spring 2023, with evaluations submitted in Summer 2023.

LEAD:

Associate Director, Leadership and Engagement (Crystal Brown) in coordination with the Dean of Students Team

MEASUREMENT:

- Feedback from the Vice President for Student Affairs, Faculty Senate meeting, audit results, Office of Inclusion and Academic Engagement, and Provost.



PRIORITY 3:



DIVERSITY, EQUITY, INCLUSION, AND BELONGING

PRIORITY 3 TEAM:

- **KIRSTEN BAYS**
Director, Student Legal Services
- **PAM COLEMAN**
Administrative Nurse, Health & Counseling Services
- **MICHAEL LUSK**
Lieutenant, University Police Department
- **MONIQUE MAYS**
Student Support Specialist, Student Accountability & Support
- **CATIE WITT-DANNER**
Complex Director, Lincoln, Stevenson, & Powell-Norton Hall & Greek Court, UHDS

GOAL 1:

Create stronger connections between EIU's community and the broader Charleston/Mattoon community regarding diversity, equity, inclusion, and belonging (DEIB) initiatives to bridge the gap between students and community members.

STRATEGY:

Work with the city and school district superintendent to advertise/host events either on or off campus for students, employees, and community members to interact and engage with one another regarding community DEIB initiatives.

STRATEGY:

Open opportunities for community members to participate in DEIB conferences and programs on campus (RISE Conference, Women Up Conference, Diversity Conference, etc.).

RESOURCES:

Potential funding for speakers and educational programming. Also, local speakers who are experts in DEIB initiatives can speak or participate in the DEIB conferences and programs on campus or within the Charleston/Mattoon community.

Potential Financial Resource of \$4,000-\$5,000 for professional speaker if we choose.

TIME FRAME:

Spring 2023 – Ongoing

LEAD:

Dean of Students (Jody Stone) in collaboration with the Vice President for Student Affairs (Anne Flaherty), and Senior Diversity and Inclusion Officer

MEASUREMENT:

- Create one opportunity for Spring 2023, with engagement opportunities each fall/spring semester and one engagement opportunity each summer thereafter.

GOAL 2:

Support the EIU Quality Initiative to diversify staff and faculty by hiring more individuals from different backgrounds, races, ethnicities.

STRATEGY:

Actively recruit and retain diverse candidates. Be intentional regarding locations for job advertisements, including, but not limited to, connecting with a diverse pool of alumni. Offer sign on bonuses, pairing potential new hires with current diverse staff or alumni to explore the community and see themselves as a member of the EIU team. Utilize "opportunity hiring" strategies being implemented by EIU.

STRATEGY:

Mentor current students and help them imagine staying/working for EIU based on their majors and desired career choices ("grow your own"). Educate students about graduate assistantships and benefits of working for the university.

RESOURCES:

Funds to offer sign-on bonuses and host new hires at events and/or meals. Offer Graduate Assistant positions to those wanting to pursue graduate education at EIU. Build connections with the Alumni Office.

TIME FRAME:

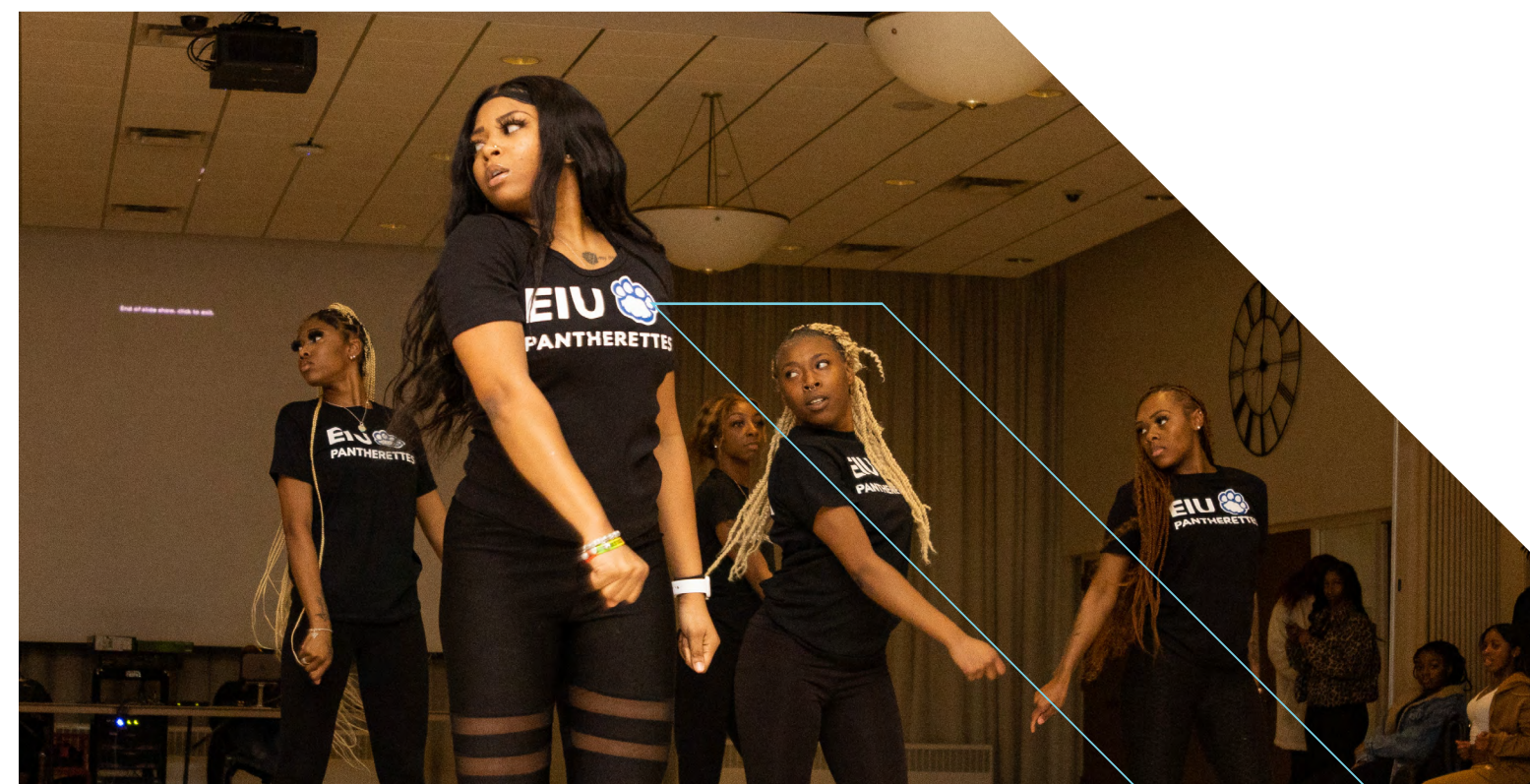
Start immediately.

LEAD:

Vice President for Student Affairs (Anne Flaherty)

MEASUREMENT:

- Increase diverse hires by 25% annually.



PRIORITY 3:

CONTINUED



GOAL 3:

Create a Social Justice Leader of the Year Award for Students

STRATEGY:

Identify students and who lead DEIB initiatives in the university community and in Coles County.

RESOURCES:

Plaque for recipient

TIME FRAME:

Create Fall 2022. Launch Fall 2023.

AWARD DESCRIPTION:

Social Justice Leader of the Year: The Social Justice Leader Award honors a student who has demonstrated an outstanding commitment to social justice in the areas of leadership and community engagement. This award will honor a student who has utilized their assets and passions to serve as a change agent and made a tangible impact on the university and/or community promoting equity, inclusion, and civic responsibility. The student is nominated by their peers, advisor, or faculty with or without the nominee's knowledge.

LEAD:

Director, Leadership and Engagement (Nathan Wehr) in coordination with the Leadership & Engagement team

MEASUREMENT:

- Presented to a student during the Panther Leadership Awards hosted in Spring 2023.

GOAL 4:

Showcase groups/events on campus that focus on DEIB.

STRATEGY:

Highlight DEIB efforts in the In the Know Student Affairs monthly newsletter

STRATEGY:

Develop a method for Recognized Student Organizations (RSOs) to add their events to the University Calendar.

RESOURCES:

Student Affairs monthly newsletter, Scheduling Office

TIME FRAME:

Spring 2023 – Ongoing

LEAD:

Director, Martin Luther King, Jr. University Union (DJ Fox) in coordination with Office Support Specialist, Office of the Vice President for Student Affairs (Anne Lewis)

MEASUREMENT:

- Highlight DEIB efforts in In the Know at least quarterly. Development of a process for RSOs to add events to the University Calendar.

GOAL 5:

Develop opportunities for new students from historically marginalized backgrounds to connect to campus.

STRATEGY:

Establish collaborative efforts between the Office of International Students and Scholars, Office of Inclusion and Academic Engagement, and New Student and Family Programs to enhance transition support for international students, first-generation students, transfer students, and students from other underrepresented backgrounds.

STRATEGY:

Provide a unified, consistent message about EIU, community expectations, and support resources by requiring all new students to complete EIU 1111 (University Foundations). Consider the creation of affinity group-specific sections of EIU 1111.

STRATEGY:

Educate faculty and staff on emerging student demographics by sending out the current year's demographics and resources to assist in advising, program development and delivery, health and wellness, and response to student concerns and crises.

STRATEGY:

Create programming and other support resources focused on helping students transition to their second year and beyond.

RESOURCES:

Staff (to assist with teaching EIU 1111 classes), budget for salary for EIU 1111 faculty, training on resources for these demographics of students.

TIME FRAME:

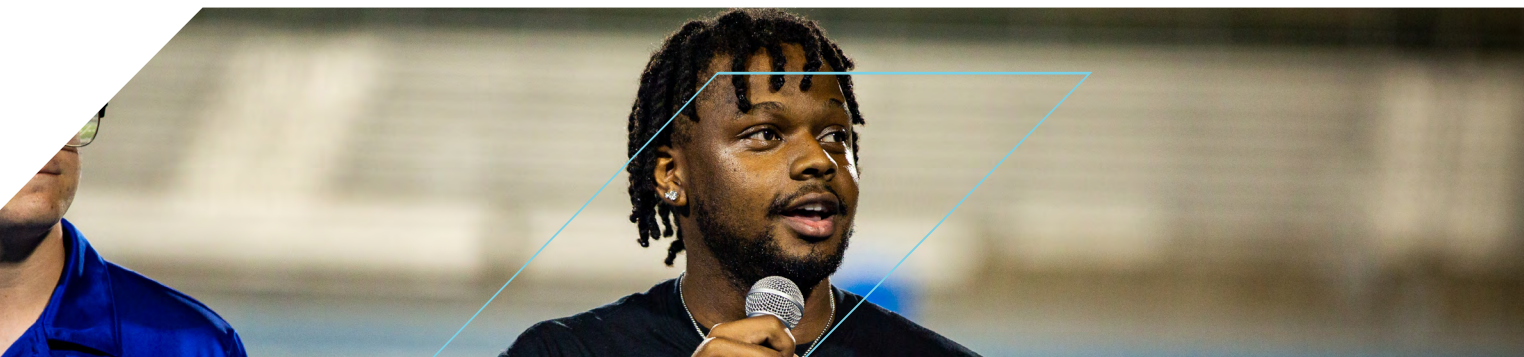
FY23 and beyond.

LEAD:

Director, New Student and Family Programs (Tanya Willard)

MEASUREMENT:

- Create a unified, consistent message about EIU, community expectations for Fall 2023 incoming students



PRIORITY 4:



FUNDING AND SPACE

PRIORITY 4 TEAM:

- **MARK BLUHM**
Associate Director, Business Operations, UHDS
- **CRYSTAL BROWN**
Associate Director, Leadership & Engagement
- **SARAH DAUGHERTY**
Director, Campus Recreation
- **DJ FOX**
Director, Martin Luther King, Jr. University Union
- **MARISOL GAMBOA**
Chief, University Police Department
- **BRIAN GOUGH**
Associate Director, Facilities, UHDS
- **JORDAN HELLMAN**
Sergeant, University Police Department
- **BOB MARTIN**
Retail Manger, Martin Luther King, Jr. University Union Bookstore
- **COLLEEN PETERLICH**
Assistant Director, Martin Luther King, Jr. University Union
- **BRAD SANDEFER**
Complex Director, Andrews and Thomas Hall, UHDS
- **GARY UTEG**
Complex Director, Ford, Weller, & McKinney Hall & University Court, UHDS

GOAL 1:

Enhance residential environments to maximize student recruitment and retention. Develop a University Housing and Dining Facilities Master Plan in conjunction with the University Master Plan.

STRATEGY:

Solicit input (residents, non-residents, staff, facilities) in the development of enhancement plans for residential facilities. Engage an architect to draw up plans, provide cost projections and identify strategies and timelines for project completion. Specific focus will be on residence hall bathrooms and residential dining centers

RESOURCES:

Upgrade of restrooms, elevators, and roofs in South Quad is estimated at \$40 million+. Total of basic residential and dining upgrades estimated at over \$70 million (roof, HVAC, etc.)

TIME FRAME:

Continuous

LEAD:

Associate Director, Facilities, University Housing and Dining Services (Brian Gough) in coordination with Associate Director, Business Operations, University Housing and Dining Services (Mark Bluhm)

MEASUREMENT:

- Completion of initial documentation by May 2023. As projects are completed, they will be replaced by needed upgrades. Currently part of deferred maintenance. Integration of University Housing and Dining Facilities Master Plan into University Master Plan.



PRIORITY 4:

CONTINUED



GOAL 2:

Review and evaluate apartment operations, including pricing, fees, and student needs, as compared to services being offered in the community. Evaluate room and board (rents), as well as ancillary fees charged, in the University apartment operations in response to current market trends in the community.

STRATEGY:

Housing & Dining staff members evaluate the current market conditions, customary fees and rates charged, services offered (or not offered), and demand for similar units, comparing such to current University rates for similar situations and units.

RESOURCES:

Human capital (existing staff), upgraded decks, remodeling of existing units – estimated at \$8.5 million

TIME FRAME:

Spring 2023 – Review current market rates and fees in community, provide recommendations to Housing Director for short-term adjustments. Conduct facility and unit assessment for future planning for use of apartments, 9-21 month time frame for facility and unit assessment.

LEAD:

Associate Director, Business Operations, University Housing and Dining Services (Mark Bluhm), in coordination with Associate Director, Facilities, University Housing and Dining Services (Brian Gough) and Complex Directors, University Housing and Dining Services (Gary Uteg and Brad Sandefer)

MEASUREMENT:

- Documentation of IGP review written proposal provided by April 2023; updated fees and rates presented for approval by BOT April 2023, 2024, and 2025 for graduated increase based on improvements. Facility and unit assessment by FY25.

GOAL 3:

Assess utilization of physical space and evaluate fee structures.

STRATEGY:

Assess space utilization for facilities across campus (Student Recreation Center, Martin Luther King, Jr. University Union, University Housing and Dining Services) and evaluate fee structures for facility rentals relative to peer institutions and other space rental facilities in the Charleston area.

RESOURCES:

Human resources, existing staff

TIME FRAME:

Non-BOT approval, IGP changes effective January 1, 2024

LEAD:

Director, Martin Luther King, Jr. University Union (DJ Fox), in coordination with Director, Campus Recreation (Sarah Daugherty), Associate Director, Facilities, University Housing and Dining Services (Brian Gough), and Retail Manager, Bookstore (Bob Martin)

MEASUREMENT:

- Competitor rates gathered by May 2023. Evaluation of competitor and internal rates by October 2024. IGP reviewed and, if necessary, rewritten for BOT approval Fall 2023. New rates established for implementation January 2024.

GOAL 4:

Create a new position focused on grants.

STRATEGY:

Conduct a review of all current grant processes across the Division of Student Affairs. Use findings to determine if there is justification for a new position centered on generating grants across the division. Concentrate on long-term funding strategies to allow for a dedicated individual to be the lead.

RESOURCES:

New position created (~\$60,000); ~\$50,000 funding for training and development

TIME FRAME:

As soon as possible

This person could also do training and development, including grants for the division. It would be a division-wide position that would coordinate with the Student Affairs Recognition and Professional Development Committee.



PRIORITY 4:

CONTINUED



LEAD:

Student Affairs Assessment Coordinator (Eric Davidson)

MEASUREMENT:

- Establishment of and hiring for a new position. This person should not report directly to one department, but, rather, to the Vice President for Student Affairs or Dean of Students.

GOAL 5

Review current “live-on” residential opportunities/requirements in relation to peer data and student success metrics to determine alternatives and potential impact of increasing live-on opportunities/requirements for students, including international students, freshman/sophomore, and living learning communities.

STRATEGY:

Conduct benchmark information collection from peer Residence Life departments across the state and nationally. Collaborate with Admissions, International Student and Scholars, and the Residence Hall Association for implementation. Focus on the benefits of a live-on requirement for various sectors of students in regards to convenience, student development, networking, and academic enhancement. Engage with Enrollment Management and Admissions staff to achieve buy in for an increased live-on requirement.

RESOURCES:

Human capital, collection of peer data, and fiscal analysis. Limited funds.

TIME FRAME:

January 1, 2024 – March 2024 if implementing Fall 2024.

LEAD:

Associate Director, Business Operations, University Housing and Dining Services (Mark Bluhm) in collaboration with Complex Director, University Housing and Dining Services (Gary Uteg) and University Housing and Dining Services Central Staff

MEASUREMENT:

- Report provided on trends for live-on requirements at benchmark institutions and recommendations for adjustments to internal policies and procedures. Proposals provided for live-on LLCs and affinity groups based on data gathered from peer institutions.



PRIORITY 5:



STAFFING (PROFESSIONAL LEVEL, GRADUATE ASSISTANTS, UNDERGRADUATE STUDENT WORKERS)

PRIORITY 5 TEAM:

- **ANGIE CAMPBELL**
Assistant Director, Student Insurance, Health & Counseling Services
- **CHRIS COFFEY**
Associate Director of Housing & Dining for Panther Dining, UHDS
- **BRITTANY FLOYD**
Assistant Dean of Students and Associate Director of Student Accountability & Support
- **KRISTIN HUPP**
Unit Director, Taylor Hall Dining Center, UHDS
- **KEVIN LINKER**
Assistant Director, Intramural Sports, Campus Recreation
- **CHRIS WOJTYSIAK**
Unit Director, Thomas Hall Dining Center, UHDS

GOAL 1:

Establish an employee onboarding process/program for new Student Affairs professionals that supports a welcoming transition to EIU (e.g., Welcome Swag Bag, EIU discounts, campus tours that highlight spirit traditions across campus, Student Affairs Sidekick Program).

STRATEGY:

Evaluate current orientation activities within each department of the division. Examine if other areas across the institution have orientation programs so we can pool time and resources. Determine what activities may be most helpful to new employees.

RESOURCES:

Institutional resources, VPSA Office, Human Resources, budget for expenses (\$25 per employee), salary for possible creation of a full-time training and development officer for Student Affairs.

TIME FRAME:

FY22 – Ongoing

LEAD:

Special Assistant to the Vice President for Student Affairs (Jenny Sipes)

MEASUREMENT:

- Create the onboarding program, and regularly evaluate it for opportunities for improvement.



PRIORITY 5:

CONTINUED



GOAL 2:

Establish a program to support the well-being (physical, mental, emotional, and work/life) of Student Affairs professionals.

STRATEGY:

Encourage Be Well Illinois programs for all Student Affairs employees 4-6 times per year.

STRATEGY:

Establish a program similar to Lunch & Learn or Healthy Lifestyles to bring new information and programs to Student Affairs employees.

STRATEGY:

Collaborate with the Recognition and Professional Development Committee to create social events for Student Affairs employees.

RESOURCES:

Allocation of existing human resources and \$5,000 programming budget.

TIME FRAME:

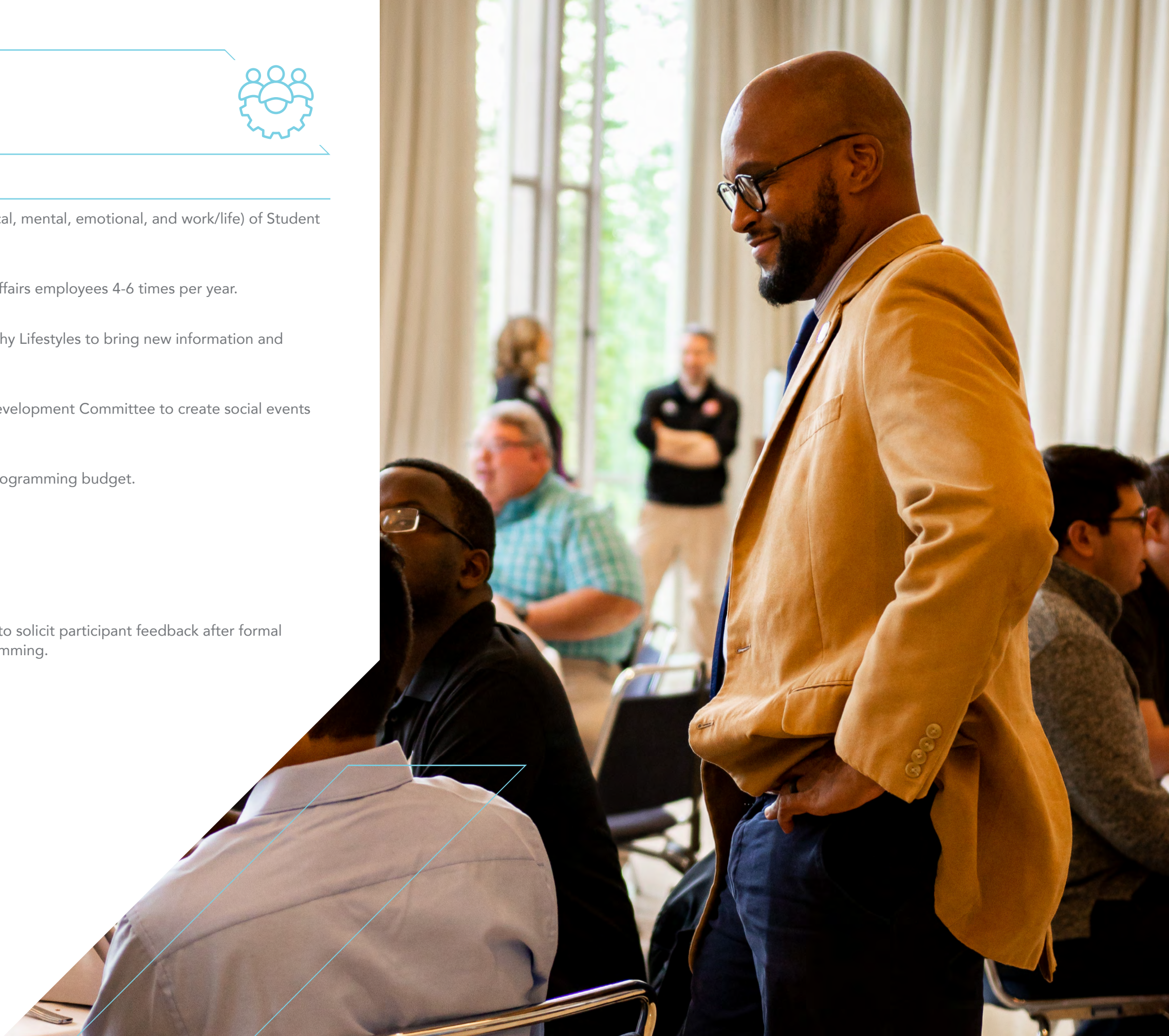
January 2024 – Ongoing

LEAD:

Director, Campus Recreation (Sarah Daugherty)

MEASUREMENT:

- Increased participation year to year. Utilize surveys to solicit participant feedback after formal programs and gather suggestions for future programming.





STRATEGIC PRIORITIES & GOALS

**EASTERN ILLINOIS UNIVERSITY
DIVISION OF STUDENT AFFAIRS**



EASTERN ILLINOIS UNIVERSITY

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