

Board of Trustees

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To: Dr. David Glassman, President EIU

Fr: Joyce Madigan, EIU Board of Trustee Chair
Dr. Phillip Thompson, EIU Board of Trustee Vice Chair

RE: Fiscal Year 2021 Annual Review

The Eastern Illinois University Board of Trustees met during our June Board retreat to review your performance for the 2021 fiscal year. We appreciated your input regarding performance on 2021 goals and suggested 2022 fiscal year goals. In addition to your input and that of individual trustees, the Board also solicited feedback from a broader group of stakeholders including the 8 members of your President's Council; Staff, Faculty and Student Senate leadership; and the Mayor of Charleston.

Based on this extensive feedback, it is the board's opinion that you have met your contract obligations and exceeded our expectations for the completion of your 2021 fiscal year goals and objectives.

The Board asked us to express their sincere gratitude for your outstanding leadership over the past year.

Many of the comments praised your leadership and your understanding of EIU's strengths and opportunities.

1. COVID-19 Pandemic – You did a fantastic job steering EIU in the right direction during the immense challenges of this past year. Much planning went into the process to provide meaningful opportunities for student success and growth while maintaining the campus safety for students, faculty and staff. You did what was necessary to keep our campus community safe, and continued to fulfil our educational mission at the highest level possible.
2. University Finances – Your leadership and stewardship resulted in EIU ending the year with a positive balance and financial sustainability is improving. Fortunately, the federal and state COVID-related aid has offset much of the extraordinary expenses incurred in responding to the pandemic. We also appreciate your heightened advocacy with the General Assembly towards securing additional funds for deferred maintenance. Bottom line, you have clearly demonstrated each year for the past four years that our expenses could be matched by the level of revenues we generated along with those appropriated by the State.
3. Enrollment – EIU continues to have solid, steady enrollment that is poised for additional growth. Naturally, the pandemic has created some enrollment challenges nationwide. Nevertheless, EIU had the second-largest international population in the university's history and sustained an increase retention in freshman retention for the third year.

4. Title IX Regulations – In Fall 2020, EIU successfully pivoted and rolled out changes to policies and procedures necessitated by changing Title IX regulations.
5. Inclusion and Equity – The pandemic’s heightened impact on student retention and success of low-income, first generation and minority students is troubling. EIU’s specific efforts in directing additional funding and implementing additional supports in technology and resources (such as single-room occupancy and rollout of the Freshman Connection program) certainly contributed to our at-risk student success and engagement.
6. Recruitment – The pandemic made it a tough year for student recruitment. Nevertheless, the recruitment plan was flexible and met evolving needs for high school visits and on-campus recruitment.
7. Grants & University Advancement - EIU increased its grant receipts by \$3.9 million from the prior year along with increasing the number of donors and donor funding. Both accomplishments are tremendous considering the pandemic’s economic impact nationally and locally. Donor funds often go directly to student scholarships and academic programs. We are grateful for the wonderful support of our alumni, friends and advocates.
8. Vitalization Plan – We continue to rely on this plan to guide decisions during the impasse and now through the pandemic. We agree with your assessment that it is time to begin a university wide strategic plan.

The Board approves your Presidential goals for FY2022 with target metrics.

EIU is special because its constituents have a shared love for the institution and its panther members. EIU’s “all in” is demonstrated each day through success in educating future leaders in small classes where students are known by name. You continue to provide transformative leadership at EIU and we look forward to the future – especially a post pandemic future!

cc: EIU Board of Trustees

PRESIDENTIAL GOALS FOR FY22 WITH TARGET METRICS

The following list outlines the major goals and objectives I have set for myself in the upcoming year.

1. Initiate university-wide strategic planning to outline our goals and objectives for the next 5-7 years.
2. Manage the university's finances effectively to maintain a balance between revenues and expenditures.
3. Increase the numbers of freshmen (8%), transfer students (2%) and graduate students (5%) for Fall 2022 over Fall 2021 numbers.
4. Further Enhance the university experience for students of color and promote greater levels of inclusion and equity. Reduce the retention and graduation gaps of low-income and minority students (2%).
5. Fully resource the integrated student recruitment plan and ensure all areas are executed on schedule (marketing, financial aid, communications, counselor activities, etc.).
6. Increase the number of donors (2%) and donor funding (10%) over FY21 levels.
7. Continue to be guided in all my decisions toward enrollment growth and financial sustainability of our university.