

Western Illinois University Retention Initiative Plan

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Overview

University Retention Initiative Team

The University Retention Initiative Team, established in Fall 2020, is comprised of faculty and staff from across Western Illinois University. The Team was created to work with the Office of Retention Initiatives toward the following goals:

- Develop and explore university-wide retention initiatives
- Facilitate the generation, collection, and dissemination of best practices and ideas to be shared across the academic colleges and the offices in student support
- Identify objectives for retention
- Develop an action plan to implement initiatives to achieve retention objectives

Representatives were recommended by respective Deans and Vice Presidents to serve on the University Retention Initiative Team.

Charge

In Spring 2021, the University Retention Initiative Team was charged by President Guiyou Huang with the development of a University retention plan. Utilizing institutional research data, best practice review, comparisons to peer institutions, and insight from current students, faculty, staff, non-retained students, and alumni, the University Retention Initiative Team developed a list of barriers to retention and student success. This plan outlines recommended actions Western Illinois University could take to support goals, overcome barriers, and improve student success. This plan is understood to be a direct development of the 2017-2027 Higher Values in Higher Education strategic planning document.

Objectives

After review of available data from Institutional Research, WIU student trends, peer institutions, and insight from the campus community, the University Retention Initiative Team has put forth the following objectives relating to retention and graduation:

- Increase overall fall-to-fall retention rate of first-year students by 1% each year for the next 5 years
- Increase 4-year and 6-year graduation rates by at least 1% each year
- Close gap between general student body and subpopulations compared to national averages, including the following:
 - Black
 - Hispanic
 - Pell-eligible students
 - First-generation

WIU Strategic Plan, 2017-2027

Western Illinois University's strategic plan, Higher Values in Higher Education 2017-2027, affirms WIU's commitment to academic excellence, educational opportunity, personal growth, and social responsibility. The outlined action items of this University Retention Plan directly relate to the goals and actions found in the strategic plan, and seek to implement the strategic plan's commitments to improving total student enrollment, student persistence, and student success.

Reporting and Implementation

The University Retention Initiative Team recognizes the importance of individual and office accountability, responsibility, and "follow-up" as we implement the action items below. As such, the Team requests that each individual, unit, or team identified in this retention plan provide a status update report on a semesterly basis to the Office of Retention Initiatives and the Provost's Office. Regular, timely reporting allows for consistent development and redirection of plans, if needed, as well as stronger connections to curricular and co-curricular student learning assessment. The Office of Retention Initiatives and Provost's Office will assist in follow up and development as needed for action item leaders. We recognize that this is a University-wide effort and, as such, the action items in our plan are far-reaching and involve the entire WIU community.

Equity and Implementation Considerations

The University Retention Initiative Team asks each individual or group responsible for implementing portions of this plan to actively consider populations at higher risk for attrition at Western Illinois University, including Black male students, Pell-eligible students, first-generation college students, disability status, and students requiring remediation or challenged by learning loss and content gaps. Implementation should also consider the experiences of our Quad Cities, transfer, and fully online students.

Plan Format

The Retention Plan is organized according to the following four dimensions: academic experience, affordability, campus experience, sense of belonging and community. For each dimension, goals and barriers have been identified, with action items for achieving goals and overcoming barriers.

Dimension

- *Goal (with associated Barriers)*
 - *Action Item:*
 - *Responsibility:*
 - *Measure(s):*
 - *Connection to WIU Strategic Plan:*

University Retention Initiative Team

First Name	Last Name	
Audrey	Adamson	Quad Cities
Lori	Baker-Sperry	First Year Experience, Provost's Office
Angela	Bonifas	President's Area
Stacy	Dorsett	College of Education and Human Services
Carl	Ervin	Student Services
Michelle	Howe	College of Business and Technology
Tammy	Killian	College of Fine Arts and Communication
Samantha	Klingler	Student Services
Anneliese	Land	College of Fine Arts and Communication
Sarah	Lawson	Provost's Office
Sara	Lytle	College of Business and Technology
Sue	Martinelli-Fernandez	College of Arts & Sciences
Jackie	Miller	Enrollment Management
Mark	Mossman	Provost's Office
Lorette	Oden	Honors College
Jeremy	Robinett	College of Education and Human Services
James	Schmidt	College of Arts and Sciences
Justin	Schuch	Enrollment Management
Amber	Schultz	Enrollment Management

Academic Experience (D1)

- **Goal: Support and improve retention focus at college and departmental levels. (G1)**
 - **Action Item 1:** Develop college-level retention-focused teams to ensure review each semester of initiatives, student needs, and future plans to enhance student retention and success. Annually extract and review list (by college/school) of first-year students who are not retained. Provide analysis of data gained on this population via the Withdrawal form, incorporating details known about students from student data found throughout Student Services, Financial Aid, Institutional Research, and the Connections Mapping program.
 - Responsibility: Justin Schuch, Executive Director of Retention Initiatives; Angela Bonifas, Director, Institutional Research; Mark Mossman, Associate Provost; academic deans
 - Timeline: Each semester; implement Fall 2022
 - Measure: Reported outcomes from annual review meetings
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 4: Increase Retention and Graduation Rates
 - **Action Item 2:** Develop and implement college-level retention plans focused on student needs and short-, mid-, and long-term strategies to improve student retention and success. Implement college-level retention teams comprised of advisors, faculty, and administrative staff who have direct representation on and connection to the University Retention Initiative Team.
 - Responsibility: Academic deans
 - Timeline: Establishment of teams and timeline for development of college-level retention plans, Fall 2021: college-level plans completed by May 2022
 - Measure: Completed plans, tracking of college-level measures
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 4: Increase Retention and Graduation Rates
 - **Action Item 3:** Annually review and identify curriculum/program barriers to degree completion.
 - Responsibility: Academic deans
 - Timeline: Tied to college-level retention plans completed by May 2022
 - Measure: Annual review of departmental retention rates beginning Fall 2022
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action 5: Decrease Time-to-Degree Rates
 - **Action Item 4:** Review and revise policies and procedures impacting student success in order to increase flexibility and, in turn, degree completion.
 - Responsibility: Academic deans; Registrar; Council on Admissions, Graduation, and Academic Standards representative
 - Timeline: Working group established, Fall 2021; policy revisions identified, March 2022
 - Measure: Annual review of departmental retention rates (beginning Fall 2022)
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action 5: Decrease Time-to-Degree Rates
 - **Action Item 5:** Monitor retention and graduation rates of subpopulations for review by University Retention Initiative Team and college-level retention teams, creating actionable responses to barriers impacting student success. Subpopulations may include, but are not limited to, student athletes, first-generation students, honors college participants, international students, and those identified in the data broken down by race, sex, and other demographic factors.

- Responsibility: Angela Bonifas, Director, Institutional Research; Justin Schuch, Executive Director of Retention Initiatives; University Retention Initiative Team
 - Timeline: Develop Fall 2021 with semesterly implementation starting Spring 2022
 - Measure: Documented impacts of actions taken in response to review
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 4: Increase Retention and Graduation Rates
- **Goal: Enhance the academic advising experience relating to access, quality, and type of advising. (G2)**
 - **Action Item 6:** Support work of Advising Review Team created in March 2021 to review advising structures found throughout the University, including a focus on reporting lines, training offerings, position responsibilities, and connection to student retention.
 - Responsibility: Mark Mossman, Associate Provost; major advising working group
 - Timeline: Working group established Spring 2021; ongoing work
 - Measure: Completed review with recommendations on implementation
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 1: Focus on Quality
 - **Action Item 7:** Review options for advising on Quad Cities Campus to ensure student access to meet with an advisor regardless of major.
 - Responsibility: Kristi Mindrup, Assistant Vice President; Quad Cities Advising Staff
 - Timeline: Fall 2021
 - Measure: Identified staffing for Quad Cities student advising; appointment tracking
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 1: Focus on Quality
- **Goal: Improve and cultivate student-faculty interactions and understanding of the needs and experiences of various student populations. (G3)**
 - Theme: Lack of meaningful and positive connection to professors/instructors. (T1)
 - **Action Item 8:** Establish baseline knowledge of growth mindset and student-centered approaches to education and student support through creation of face-to-face and online training modules for faculty and staff. Implement university-wide initiative to educate and train faculty and staff.
 - Responsibility: Mark Mossman, Associate Provost; Justin Schuch, Executive Director of Retention Initiatives, Lori Baker-Sperry, FYE Faculty Associate; Debbie Kepple-Mamros, Director of Assessment, Accreditation, and Strategic Planning; Amy Patrick Mossman, Director of the University Writing Center; working group with deans, Office of Distance Education and Support, and student services representatives
 - Timeline: Annual workshop starting Fall 2023
 - Measure: Continued workshop development and improvement based on assessment of workshop feedback
 - Strategic Plan: Goal 3: Promote Personal Growth, Action Item 1: Promote Health and Wellness of Students, Faculty, and Staff
 - **Action Item 9:** Explore options to enhance university-wide faculty mentorship programs to partner faculty with students. Develop avenues to support faculty dedicating time to the initiative.
 - Responsibility: Russ Morgan, Associate Provost; President, WIU UPI Chapter; working group
 - Timeline: Establish group, Fall 2022; develop plan, Spring 2023; implement Fall 2023
 - Measure: Annual report on program and student learning outcome(s)

- Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 2: Focus on the Individual Learner
- **Action Item 10:** Develop meaningful training and resources to increase faculty and staff awareness of issues relating to military service. Review options for military students who are activated throughout the academic term to navigate successful course completion.
 - Responsibility: Walter McGath, Chair, Military Advisor Committee; Ron Pettigrew, Director of Veterans Resource Center; Military Advisory Committee
 - Timeline: Begin establishing and developing resources and training, Spring 2022; implement, Fall 2022
 - Measure: Finalized resources and training offerings
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 2: Focus on the Individual Learner
- Theme: Differing expectations for the college class experience. (T2)
 - **Action Item 11:** Develop unit in FYE programming focused on course expectations at college level.
 - Responsibility: First Year Experience Coordinators; Mark Mossman, Associate Provost; Lori Baker-Sperry, FYE Faculty Associate; Justin Schuch, Executive Director of Retention Initiatives
 - Timeline: Develop Fall 2022, Implement Spring 2023
 - Measure: Increased training options, established learning outcomes
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 4: Increase Retention and Graduation Rates
- Theme: Campus misperception of mental health issues. (T3)
 - **Action Item 12:** Develop two professional development opportunities for faculty and staff focused on student mental health in collaboration with University Counseling Center. Offer sessions each semester.
 - Responsibility: David Lane, Chair of Psychology; Amy Buwick, Director, University Counseling Center; working group
 - Timeline: Working group established, Fall 2022; implementation, Spring 2023
 - Measure: Increased training options, established learning outcomes
 - Strategic Plan: Goal 3: Promote Personal Growth, Action Item 1: Promote Health and Wellness of Students, Faculty, and Staff
 - **Action Item 13:** Implement and increase university-wide participation in training focused on mental health, crisis management, and best practices in being trauma-informed.
 - Responsibility: Amy Buwick, Director, University Counseling Center; Joseph Roselieb, Executive Director of Risk Management; working group
 - Timeline: Working group developed, Fall 2021; plan finalized Spring 2023; implementation Fall 2023
 - Measure: Increased training options, established learning outcomes
 - Strategic Plan: Goal 3: Promote Personal Growth, Action Item 1: Promote Health and Wellness of Students, Faculty, and Staff
 - **Action Item 14:** Create training plan to educate faculty on student accommodations through disability resources in the Student Development and Success Center.
 - Responsibility: Samantha Klingler, Director of Student Development and Success Center; working group with Department Chairs
 - Timeline: Spring 2022
 - Measure: Increased training options, established learning outcomes
 - Strategic Plan: Goal 3: Promote Personal Growth, Action Item 1: Promote Health and Wellness of Students, Faculty, and Staff
- **Goal: Support successful degree completion and reduce time-to-degree rates. (G4)**

- Theme: Difficulties navigating general education requirements. (T4)
 - **Action Item 15:** Review allocation of resources to better support the delivery of general education courses.
 - Responsibility: Mark Mossman, Associate Provost; Dean Martinelli-Fernandez; Dean Clow; Chair of Council for General Education
 - Timeline: Working group established to develop a plan, Spring 2022; preliminary report, June 2022
 - Measure: Plan implementation
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action 5: Decrease Time-to-degree Rates
 - **Action Item 16:** Develop a working group to explore the implications of a model in which students declare their major after the successful completion of 12 to 24 hours.
 - Responsibility: Mark Mossman, Associate Provost; working group with advising representatives and Registrar's Office
 - Timeline: Working group established, Spring 2021; report by July 2022.
 - Measure: Completed report
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action 5: Decrease Time-to-Degree Rates
 - **Action Item 17:** Review opportunities to allocate resources to develop a comprehensive general education tutoring system in specific curricular areas, like STEM disciplines and writing. Develop a working group to assess current use, offerings, reporting, and structure.
 - Responsibility: Justin Schuch, Executive Director of Retention Initiatives; Amy Patrick Mossman, Director of the University Writing Center; Kishor Kapale, Chair of Physics; Marjorie Allison, Chair of English; Michelle Janisz, Director of Transition and Academic Skills Center
 - Timeline: Fall 2021
 - Measure: Report and measures developed by Fall 2021
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 4: Increase Retention and Graduation Rates
 - **Action Item 18:** Determine high-demand courses that prevent students from advancing toward degree completion and develop a plan to decrease non-success.
 - Responsibility: Mark Mossman, Associate Provost; Russ Morgan, Associate Provost; Dean Martinelli-Fernandez; Amy Patrick Mossman, Director of the University Writing Center; Justin Schuch, Executive Director of Retention Initiatives; Angela Bonifas, Director, Institutional Research; Registrar; Advising representative(s); Academic Chairs
 - Timeline: Each semester starting Fall 2021
 - Measure: Annual report with recommendations completed each fall
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action 5: Decrease Time-to-Degree Rates
 - **Action Item 19:** Create ongoing relationships with high school counselors as a way to streamline the accommodation process and transition of disability resource access from high school to college. Establish meaningful processes for proactive identification of students requiring accommodations.
 - Responsibility: Kristi Mindrup, Assistant Vice President; Samantha Klingler, Director of Student Development and Success Center; Undergraduate Admissions representatives, Academic Advising Representative
 - Timeline: Working group established Fall 2022
 - Measure: Tracking usage of disability resources among first semester students

- Strategic Plan: Goal 3: Support Personal Growth, Action Item 1: Promote Health and Wellness of Students, Faculty, and Staff
- **Action Item 20:** Review staffing for disability resources, including the University's need for a specialist to diagnose learning disabilities.
 - Responsibility: John Smith, Director of Beu Health Center; Samantha Klingler, Director of Student Development and Success Center; Vice President for Student Success
 - Timeline: Fall 2022
 - Measure: Finalized plan for staffing
 - Strategic Plan: Goal 3: Support Personal Growth, Action Item 1: Promote Health and Wellness of Students, Faculty, and Staff
- **Action Item 21:** Develop intentional, specific, and measurable graduation objectives specific to student cohorts (e.g., new transfer, new freshmen, and new graduate) focusing on equity by subpopulations related to but not limited to gender, race/ethnicity, Pell-eligibility, and first-generation status.
 - Responsibility: Angela Bonifas, Director of Institutional Research; Justin Schuch, Executive Director of Retention Initiatives; Mark Mossman, Associate Provost; Sue Martinelli-Fernandez, Dean; working group
 - Timeline: Fall 2022
 - Measure(s): Cohort-specific graduation outcomes
 - Strategic Plan: Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 4: Increase Retention and Graduation Rates
- **Action Item 22:** Implement focus from University Retention Initiative Team on upper-division student success including specific retention initiatives to support sophomores, juniors, and seniors, as well as graduate students.
 - Responsibility: Justin Schuch, Executive Director of Retention Initiatives; Amy Patrick Mossman, Director of the University Writing Center; University Retention Initiative Team
 - Timeline: Implementation Fall 2022
 - Measure: Development of specific action items focused on upper-division students
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 4: Increase Retention and Graduation Rates
- Theme: Non-streamlined time to degree completion. (T5)
 - **Action Item 23:** Review use and functionality of model degree plans. Advertise appropriately to enhance use.
 - Responsibility: Mark Mossman, Associate Provost; Francis Godwyll, Dean; Michelle Yager, Director of First Year Advising; Registrar
 - Timeline: Working group, Fall 2022, recommendations by December 2022
 - Measure: Recommendations for adaptations and use, increased use by students and academic advisors
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action 5: Decrease Time-to-Degree Rates
 - **Action Item 24:** Expand summer course offerings based on student demand and interest to facilitate students' academic progress.
 - Responsibility: Russ Morgan, Associate Provost; Justin Schuch, Executive Director of Retention Initiatives; Registrar; working group
 - Timeline: Establish working group, Fall 2022; recommendations by February 2023.
 - Measure: Additional offerings for summer courses, student registrations
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action 5: Decrease Time-to-Degree Rates

- Timeline: Working group established Spring 2022, avenues for early feedback identified by April 2022, target implementation Fall 2022
 - Measure: Identified measures, increased early warning grade submissions, attendance tracking, and opportunities for early assignments in courses
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 4: Increase Retention and Graduation Rates
- **Goal: Improve and support the online/distance education experience. (D5)**
 - Theme: Inconsistent use/set up of instructional technology (e.g., Western Online) and instructional delivery of online course offerings. (T7)
 - **Action Item 30:** Explore standardizing course setup offerings in Western Online for common student experience in Western Online.
 - Responsibility: Francis Godwyll, Dean; Director, Office of Distance Education and Support; Faculty Senate Representative(s); working group
 - Timeline: Working group established, Spring 2022, recommendations for delivery by October 2022
 - Measure: Completed trainings, offerings, and recommendations for course offerings, student feedback
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 6: Deliver User-centered Information Technology
 - Theme: Ineffective instructor use of technology. (T8)
 - **Action Item 31:** Develop task force to focus on development of resources, support, and training for faculty, student success staff, and information technology staff including the review of avenues to increase number of Instructional Design Specialists, required training, and other ways to increase buy-in and support for effective technology use.
 - Responsibility: Craig Conrad, Dean; Russ Morgan, Associate Provost; Director, University Technology Representative, Office of Distance Education and Support; working group
 - Timeline: Working group established Fall 2022
 - Measure: Completed recommendations, tracking of resource use and training
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 6: Deliver User-Centered Information Technology
 - Theme: Inadequate student access to technology. (T9)
 - **Action Item 32:** Explore and develop external funding to increase connectivity.
 - Responsibility: Rebecca Slater, Executive Director University Technology; Shannon Sutton, Director of Sponsored Projects; Paul Bubb, Executive Director of Development; working group
 - Timeline: Working group established Fall 2023
 - Measure: Identified needs, secured resources, evaluation of student feedback
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 6: Deliver User-Centered Information Technology
 - Theme: Lack of online support resources. (T10)
 - **Action Item 33:** Ensure continued online access to student services / academic support resources post-COVID to ensure access for fully online students and increased access for Quad Cities students.
 - Responsibility: John Biernbaum, Associate Vice President; Justin Schuch, Executive Director of Retention Initiatives; Vice President of Student Success; Kristi Mindrup, Assistant Vice President
 - Timeline: Spring 2022
 - Measure: Identified continued support and involvement opportunities for fully online students

- Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 6: Deliver User-Centered Information Technology
- **Action Item 34:** Develop departmental-level Western Online orientation to ensure all students within departments understand how Western Online is being utilized.
 - Responsibility: Director, Office of Distance Education and Support; academic deans and chairs working group
 - Timeline: Working group established Fall 2021; developed orientation for departments completed by Fall 2022
 - Measure: Completed orientations for departments, tracking effective student use
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 6: Deliver User-Centered Information Technology
- **Goal: Strengthen and establish more hands-on experiences and professional development (e.g., course experiences, internships). (G6)**
 - **Action Item 35:** Create plan for implementing structured career readiness into student experience.
 - Responsibility: Audrey Adamson, Director of Center for Career Preparation and Employer Engagement; working group
 - Timeline: Fall 2021 for implementation in Fall 2022
 - Measure: Student learning outcomes, insights
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 4: Provide Strong Commitments to Research, Scholarly, and Creative Projects
 - **Action Item 36:** Facilitate sophomore year career planning to align with the transition to major-area advisors.
 - Responsibility: Michelle Yager, Director of First Year Advising Center; Audrey Adamson, Director of Center for Career Preparation and Employer Engagement; working group
 - Timeline: Fall 2022; final plan for adoption by December 2022
 - Measure: Implemented plan formally connecting career path with academic advising experiences
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 4: Increase Retention and Graduation Rates
 - **Action Item 37:** Significantly increase number of degree programs with required experiential learning components (internships, micro/project based internships, research, etc.) built into curriculum for some level of credit.
 - Responsibility: Sue Martinelli-Fernandez, Dean; Audrey Adamson, Director of Center for Career Preparation and Employer Engagement; working group
 - Timeline: Establish working group, Fall 2023
 - Measure: Increased number of experiential learning components for students
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 4: Provide Strong Commitments to Research, Scholarly, and Creative Projects
 - **Action Item 38:** Develop organizational/staffing plan that integrates career professionals and academic departments for shared planning, programming, and advising of students. Create an employer engagement plan to increase the number of employers working directly with WIU for internships and new talent.
 - Responsibility: Audrey Adamson, Director of Center for Career Preparation and Employer Engagement; Justin Schuch, Executive Director of Retention Initiatives; academic deans
 - Timeline: Finalized plan by May 2022
 - Measure: Implementation plan and tracking of student placement

- Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 4: Provide Strong Commitments to Research, Scholarly, and Creative Projects
- **Action Item 39:** Increase faculty-mentored undergraduate research, scholarship, and creative activity opportunities. Enhance current offerings and develop new support for undergraduate research throughout each college.
 - Responsibility: Mark Mossman, Associate Provost; Russ Morgan, Associate Provost; deans; working group
 - Timeline: Establish working group, Spring 2023
 - Measure: Increased student involvement, learning outcomes
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 4: Provide Strong Commitments to Research, Scholarly, and Creative Projects

Affordability (D2)

- **Goal: Increase financial support for continuing students after recruitment. (G7)**
 - **Action Item 40:** Review use of one-time awards through recruitment processes. Limit use of recruitment one-time awards to assist student finance planning after first semester/year. Review financial aid opportunities offered at university level for strong academic performance after first semester/year.
 - Responsibility: Bobbi Smith, Director of Financial Aid; Doug Freed, Director of Undergraduate Admissions; Vice President for Enrollment Management; Chief Financial Officer (CFO)
 - Timeline: Fall 2021
 - Measure: Increased number of financial aid opportunities post-first year, retention rate of recipients to non-recipients
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 3: Advance Affordability
 - **Action Item 41:** Review staffing pattern and options in Office of Financial Aid to provide additional opportunities for meaningful support for student financial assistance, counseling, and insight.
 - Responsibility: Bobbi Smith, Director of Financial Aid; Vice President for Enrollment Management
 - Timeline: Fall 2021
 - Measure: Increased number of new/revised student financial aid support services, retention rate of recipients to non-recipients
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 3: Advance Affordability
 - **Action Item 42:** Develop and support retention scholarship to target academically eligible students at risk for attrition. Specifically target students who a) are at risk for being dropped for non-payment prior to the beginning of each semester; b) have completed at least 15 credits in good academic standing; c) are Pell eligible; and d) have unpaid balances that typically total less than \$2,000.
 - Responsibility: Megan Bainter, Director of Scholarship Office; Justin Schuch, Executive Director of Retention Initiatives; Bobbi Smith, Director of Financial Aid
 - Timeline: Fall 2024
 - Measure: Retention rate of recipients to non-recipients
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 3: Advance Affordability
- **Goal: Boost student access to and awareness of scholarship opportunities. (G8)**
 - **Action Item 43:** Develop and implement formal recruitment and awareness campaigns relating to scholarship opportunities.
 - Responsibility: Megan Bainter, Director of Scholarship Office; Nick Katz, Director of Student Engagement; University Relations; Admissions; Financial Aid
 - Timeline: Fall 2021 develop team; Implement Fall 2022
 - Measure: Documented and annually reviewed recruitment plan
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 3: Advance Affordability
- **Goal: Assist student access to student employment positions. (G9)**
 - **Action Item 44:** Require use of Handshake platform for all student employment positions to increase access and transparency and streamline opportunities.
 - Responsibility: Audrey Adamson, Director of Center of Career Preparation and Employer Engagement; Julie Derry, Student Employment Human Resource Officer
 - Timeline: Recruit positions, Fall 2021; develop plan for adoption, Spring 2022, full adoption, Fall 2022.

- Measure: Increased posting via Handshake
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 6: Deliver User-Centered Information Technology
- **Action Item 45:** Develop and implement a formal student employment fair for first-year students occurring early each semester.
 - Responsibility: Audrey Adamson, Director of Center for Career Preparation and Employer Engagement; Julie Derry, Student Employment Human Resource Officer; Michelle Yager, Director of First Year Advising Center
 - Timeline: Fall 2021 to begin in Spring 2022
 - Measure: Participating agencies from both Macomb and QC areas that results in hiring of WIU students (measure is number of students hired)
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 3: Advance Affordability
- **Action Item 46:** Create and enhance opportunities for alumni to employ current students as interns with possible employment upon graduation.
 - Responsibility: Audrey Adamson, Director of Center for Career Preparation and Employer Engagement; Amy Spelman, Director of Alumni Programs; Student Employment Office
 - Timeline: Spring 2024
 - Measure: Surveys, increased number of student internships with alumni
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 2: Focus on Individual Learner
- **Goal: Reduce cost of textbooks and expand access to materials. (G10)**
 - **Action Item 47:** Explore use of electronic resources, open resources, inclusive access options for student books.
 - Responsibility: Mark Mossman, Associate Provost; Rebecca Slater, CIO; working group of department chairs, members of Budget Transparency Committee
 - Timeline: Working group established, Fall 2021; report, May 2022
 - Measure: Completed report, recommendations, increase options offered to students
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 3: Advance Affordability
 - **Action Item 48:** Review options for textbook payment. Explore the ability to charge textbooks to student accounts or develop textbook charge as a part of the student fee structure.
 - Responsibility: Bobbi Smith, Director of Financial Aid; Chrystal Johnson, Bursar; working group including bookstore
 - Timeline: Report on possibilities, January 2022; implementation plan, Fall 2022
 - Measure: Completed plans, options for student payments
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 3: Advance Affordability
 - **Action Item 49:** Create department-specific resource guides related to affordability and textbooks that are available on multiple platforms including, but not limited to, departmental web pages, Western Online, and university apps. Develop avenues to support faculty and staff review to increase knowledge of student expenses.
 - Responsibility: Bobbi Smith, Director of Financial Aid; working group comprised of department chairs and University Technology staff
 - Timeline: Fall 2025
 - Measure: Inclusion of sites in annual reports, tracking of site use
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 3: Advance Affordability

Campus Experience (D3)

- **Goal: Enhance overall campus experience. (G11)**
 - **Action Item 50:** Implement, analyze, and present data gained from the annual 5-week survey completed by first-time, first-years, sophomores, and transfer students and provide strategies for improvement. Complete personalized outreach to students requesting follow up within the survey.
 - Responsibility: Justin Schuch, Executive Director of Retention Initiatives
 - Timeline: Implementation Fall 2021
 - Measure: Completion of survey, tracking outcomes and follow up
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 4: Increase Retention and Graduation Rates
- **Goal: Educate students on administrative processes. (G12)**
 - **Action Item 51:** Develop meaningful proactive approaches to educating students on processes relating to course withdrawal, grade appeals, and billing. Review administrative policies and create easy to access and understand steps/guides from a student perspective.
 - Responsibility: Justin Schuch, Executive Director of Retention Initiatives; Samantha Klingler, Director Student Development and Success Center; Roberta Smith, Director of Financial Aid; University Registrar; Council on Admission, Graduation, and Academic Standards (CAGAS)
 - Timeline: Review and identify approaches in Spring 2022; implementation for Fall 2022
 - Measure: Completion or review of policies and creation of guide
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 4: Increase Retention and Graduation Rates
 - **Action Item 52:** Implement on-going and direct proactive education on code of student conduct policies including student conduct process and academic integrity policy.
 - Responsibility: Jessica Butcher, Interim Director of Student Life; Council on Admission, Graduation, and Academic Standards (CAGAS)
 - Timeline: Spring 2022
 - Measure: Creation of materials, student conduct violation tracking, student feedback
 - Strategic Plan: Goal 3: Support Personal Growth, Action Item 1: Promote Health and Wellness of Students, Faculty, and Staff
- **Goal: Strengthen responsiveness to student needs and promote student-centered service. (G13)**
 - **Action Item 53:** Develop avenues for student engagement and support outside of regular business hours throughout functional areas including student support, billing, financial aid, etc.
 - Responsibility: vice presidents; working group
 - Timeline: Spring 2022, working group establishment, Fall 2022, report on recommended implementation
 - Measure: Hours offered for student support outside of regular business hours, tracking usage
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 2: Focus on the Individual Learner
 - **Action Item 54:** Explore options for baseline student-centered service training for all student employment positions.
 - Responsibility: Julie Derry, Human Resource Officer; Gretchen Sullivan, Assistant Director of Graduate Studies; working group
 - Timeline: Implement Fall 2024
 - Measure: Student satisfaction surveys, use, tracking training

- Strategic Plan: Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 2: Focus on the Individual Learner
 - **Action Item 55:** Develop university-wide student-centered service policy focused on student response and support. Explore avenues for adoption and implementation.
 - Responsibility: Justin Schuch, Executive Director of Retention Initiatives; Vice President for Student Support; Vice President for Administration and Finance; working group
 - Timeline: Spring 2022 development of policy; Fall 2022 explore avenues for adoption
 - Measure: Student satisfaction surveys
 - Strategic Plan: Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 2: Focus on the Individual Learner
- **Goal: Improve communication, education, and access with respect to campus resources. (G14)**
 - Theme: Uneven access to academic support resources. (T11)
 - **Action Item 56:** Implement strategic marketing plan for academic support resources on campus.
 - Responsibility: Justin Schuch, Executive Director of Retention Initiatives; Darcie Shinberger, Executive Director of University Communications
 - Timeline: Launched Spring 2021
 - Measure: Tracking use of academic support resources
 - Strategic Plan: Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 4: Increase Retention and Graduation Rates
 - **Action Item 57:** Continued investment in and development of Leatherneck Care Referral program, including strategic marketing and communication to expand campus knowledge of the program.
 - Responsibility: Samantha Klingler, Director of Student Development and Success Center; Justin Schuch, Executive Director of Retention Initiatives
 - Timeline: Spring 2022
 - Measure: Tracking use of Leatherneck Care Referrals
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 2: Focus on the Individual Learner
 - **Action Item 58:** Explore use of technology to engage student questions including chatbot features and “questions” accounts
 - Responsibility: Rebecca Slater, Executive Director of University Technology
 - Timeline: Tied to Unified implementation
 - Measure: Frequency of usage of chatbot
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 6: Deliver User-Centered Information Technology
 - **Action Item 59:** Review staffing and responsibilities of Student Development and Success Center. Align staffing with services offered to increase student access to disability resources, development, and support programming.
 - Responsibility: Vice President for Student Success; John Smith, Director of Beu Health Center; Samantha Klingler, Director of Student Development and Success
 - Timeline: Fall 2021
 - Measure: Established plan addressing staffing needs
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 2: Focus on the Individual Learner
 - **Action Item 60:** Continued development of and investment in early warning intervention processes and Connections Mapping program.

- Responsibility: Justin Schuch, Executive Director of Retention Initiatives with working group including Academic Advisors
 - Timeline: Spring 2021; ongoing
 - Measure: Early warning intervention meeting numbers, additional mentor reach out, tracking measures for year-to-year comparisons, percentage of faculty reporting early warning grades
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 2: Focus on the Individual Learner
- **Action Item 61:** Review student access to mental and physical health services and resources. Create awareness of resources and cultivate positive perceptions of mental health resource use through semesterly campus campaigns. Expand marketing through strategic health and wellness campaigns.
 - Responsibility: Amy Buwick, Director of University Counseling Center; Darcie Shinberger, Executive Director of University Communications; representative from University Chairs Council
 - Timeline: Review Spring 2022; enhanced marketing, Fall 2022
 - Measure: Student feedback, use of resources
 - Strategic Plan: Goal 3: Support Personal Growth, Action Item 1: Promote Health and Wellness of Students, Faculty, and Staff
- **Action Item 62:** Update and use Engage assistant, or similar app, as a central hub for information.
 - Responsibility: Rebecca Slater, Executive Director of University Technology
 - Timeline: Fall 2021
 - Measure: At least 60% of students using the app by the end of the Fall 2021 semester
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 6: Deliver User-Centered Information Technology
- Theme: Limited staff and faculty awareness of academic support offerings. (T12)
 - **Action Item 63:** Introduce common training to academic and student support departments that is focused on academic support offerings and university resources by creating a website pulling together a listing of resources. Enhance wiu.edu/resources.
 - Responsibility: Justin Schuch, Executive Director of Retention Initiatives; working group
 - Timeline: Implement training for Fall 2022
 - Measure: Number of hits on landing page
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 2: Focus on Individual Learner
 - **Action Item 64:** Require all co-curricular and support offerings (including administrative procedures impacting students) to develop a communication plan.
 - Responsibility: Justin Schuch, Executive Director of Retention Initiatives; Darcie Shinberger, Executive Director of University Communications; working group of leaders of support offerings
 - Timeline: Working group develop model plans, Fall 2022; implement Spring 2023
 - Measure: Completed campaigns, tracking student use
 - Strategic Plan: Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 4: Increase Retention and Graduation Rates
 - **Action Item 65:** Develop meaningful campaigns focusing on resources offered through the Student Development and Success Center targeting students, faculty, and staff.
 - Responsibility: Samantha Klingler, Student Development and Success Center
 - Timeline: Fall 2022

- Measure: Developed campaign(s), tracking student use of resources
 - Strategic Plan: Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 4: Increase Retention and Graduation Rates
- **Goal: Connect academic support offerings for consistency, visibility, and improved access. (G15)**
 - **Action Item 66:** Institute and require digital tracking measures for student use of all academic support services throughout campus and implement common reporting of use of academic support services for assessment use and early intervention programming.
 - Responsibility: Justin Schuch, Executive Director of Retention Initiatives; Michelle Janisz, Director of Transition and Academic Skills Center; Amy Patrick Mossman, Director of the University Writing Center; working group
 - Timeline: Implement reporting, Fall 2022
 - Measure: Increase reporting of use, student follow up through intervention programming
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 6: Deliver User-Centered Information Technology
 - **Action Item 67:** Move all tutors through a common training and reflective experience that emphasizes cultural competence and professionalism.
 - Responsibility: Michelle Janisz, Director of Transition and Academic Skills Center; Amy Patrick Mossman, Director of the University Writing Center; Kishor Kapale, Chair of Physics
 - Timeline: Fall 2023
 - Measure: Completed training, student survey on use, developed learning outcomes for students
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 2: Focus on Individual Learner
 - **Action Item 68:** Conduct meaningful review of Living Learning Community (LLC) options, set-ups, and engagement, including development of a structure to support faculty investment in LLC.
 - Responsibility: Jessica Butcher, Director of Student Life; Mark Mossman, Associate Provost; John Biernbaum, Associate Vice President
 - Timeline: Spring 2022 with final recommendations by April 2022
 - Measure: Additional living learning community offerings, tracking student participation and faculty engagement
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 2: Focus on Individual Learner
- **Goal: Increase family resources. (G16)**
 - Theme: Need for resources and support for students with children. (T13)
 - **Action Item 69:** Develop web presence for centralized resources on campus and in communities focused on students with children/family.
 - Responsibility: Justin Schuch, Executive Director of Retention Initiatives; Stephanie Kinkaid, Director of Equal Opportunity and Access; Samantha Klingler, Director of Student Development and Success; Web Services
 - Timeline: Develop Fall 2023; launch Spring 2024
 - Measure: Completed website, track usage/clicks
 - Strategic Plan: Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 4: Increase Retention and Graduation Rates
 - **Action Item 70:** Develop education for awareness on rights of students with children or expecting children.
 - Responsibility: Stephanie Kinkaid, Director of Equal Opportunity and Access
 - Timeline: Spring 2022
 - Measure: Completed campaign(s)

- Strategic Plan: Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 4: Increase Retention and Graduation Rates
- Theme: Lack of resources for first-generation families. (T14)
 - **Action Item 71:** Re-establish a single point of contact for parents and family of WIU students seeking assistance on behalf of their students. Develop first-generation family-focused resources, including website, guide, and overviews.
 - Responsibility: Justin Schuch, Executive Director of Retention Initiatives; Samantha Klingler, Director of Student Development and Success; working group
 - Timeline: Fall 2021
 - Measure: Website developed, direct outreach to identified students
 - Strategic Plan: Goal 2: Advance Educational Opportunity, Action Item 4: Increase Retention and Graduation Rates

Sense of Belonging and Community (D4)

- **Goal: Identify and improve common spaces for students, including social space, study space, library access. (G17)**
 - **Action Item 72:** Identify commuter space for students residing off campus and market appropriately.
 - Responsibility: Ashley Katz, Director of University Union; working group
 - Timeline: Fall 2021
 - Measure: Marketing materials increase, tracking space use, student feedback
 - Strategic Plan: Goal 3: Support Personal Growth, Action Item 2: Enhance Student and Community Engagement
 - **Action Item 73:** Review space allocated to students on Quad Cities Campus and market appropriately.
 - Responsibility: Kristi Mindrup, Assistant Vice President
 - Timeline: Fall 2022
 - Measure: Marketing materials increase, tracking space use, student feedback
 - Strategic Plan: Goal 3: Support Personal Growth, Action Item 2: Enhance Student and Community Engagement
 - **Action Item 74:** Promote academic space to online students near both campuses.
 - Responsibility: Director of Office of Distance Education and Support; working group
 - Timeline: Implement Fall 2021
 - Measure: Marketing materials, tracking space use, student feedback
 - Strategic Plan: Goal 1: Enrich Academic Excellence, Action Item 2: Focus on Individual Learner
 - **Action Item 75:** Explore and invest in outdoor community space and small group space for both Macomb and Quad Cities Campuses.
 - Responsibility: Troy Rhoads, Executive Director of Facilities Management; working group
 - Timeline: Review options, Fall 2022; needs assessment report completed by March 2023
 - Measure: Completed report, enhancement of space, usage of spaces
 - Strategic Plan: Goal 3: Support Personal Growth, Action Item 2: Enhance Student and Community Engagement
 - **Action Item 76:** Create list of all common spaces on campus open for student use and identify type/function (private, semi-private, meeting, etc.), hours, and resources (computers, outlets, etc.). Develop appropriate marketing resources for students to find and reserve, if needed.
 - Responsibility: Ashley Katz, Director of University Union; Darcie Shinberger, Executive Director of University Communications; Council on Campus Planning and Usage (CCPU); Registrar's Office
 - Timeline: Fall 2021
 - Measure: Marketing materials increase, tracking space use, student feedback
 - Strategic Plan: Goal 3: Support Personal Growth, Action Item 2: Enhance Student and Community Engagement
- **Goal: Create meaningful student engagement and involvement opportunities focused on connection to campus and improving sense of belonging.**
 - **Action Item 77:** Develop team to review programming and event responsibilities found throughout the University. Identify expectations for student engagement via events.

- Responsibility: Justin Schuch, Executive Director of Retention Initiatives; John Biernbaum, Associate Vice President; Vice President Student Success; working group
- Timeline: Establish team, Fall 2021; report and recommendations by January 2022
- Measure: Report outcome with expectations, number of events / involvement opportunities offered to students
- Strategic Plan: Goal 3: Support Personal Growth, Action Item 2: Enhance Student and Community Engagement
- **Action Item 78:** Establish Student Advisory Council for each college with undergraduate and graduate representatives for each program working directly with Dean's office.
 - Responsibility: Academic deans and dean's offices
 - Timeline: Fall 2021
 - Measure: Establishment of councils, council productivity, student insights from council service
 - Strategic Plan: Goal 3: Support Personal Growth, Action Item 2: Enhance Student and Community Engagement
- **Action Item 79:** Develop and implement a co-curricular transcript process to track and recognize student achievement, internships, and other engagement outside of the classroom utilizing functionality of Campus Labs / Purple Post.
 - Responsibility: Nick Katz, Director of Office of Student Engagement; Audrey Adamson, Director of Center for Career Preparation and Employer Engagement
 - Timeline: Implementation Fall 2024
 - Measure: Use of co-curricular transcript information, student involvement percentages
 - Strategic Plan: Goal 3: Support Personal Growth, Action Item 2: Enhance Student and Community Engagement
- **Action Item 80:** Create a consolidated, easy to navigate list of all active organizations (student engagement, departmental, community) that highlights the positive impact of involvement on the student experience and promote across the University.
 - Responsibility: Nick Katz, Director of Office of Student Engagement; working group
 - Timeline: Fall 2021
 - Measure: Completed list, tracking use by students, faculty, and staff
 - Strategic Plan: Goal 3: Support Personal Growth, Action Item 2: Enhance Student and Community Engagement
- **Action Item 81:** Create meaningful strategic plan to increase student engagement and participation in recognized student organizations (RSOs), honors societies, interest/affinity groups, and discipline-related activities across the campus community.
 - Responsibility: Nick Katz, Director of Office of Student Engagement; Rocio Ayard-Ochoa, Director of Multicultural Center; John Biernbaum, Associate Vice President; Justin Schuch, Executive Director of Retention Initiatives; working group
 - Timeline: Group established Fall 2021; final plan Spring 2022
 - Measure: Completed plan with actionable steps
 - Strategic Plan: Goal 3: Support Personal Growth, Action Item 2: Enhance Student and Community Engagement
- **Action Item 82:** Invest in peer mentorship opportunities like Leatherneck Success Leader position working with incoming students in small groups from pre-orientation through entire first-year experience.

- Responsibility: Justin Schuch, Executive Director of Retention Initiatives; Mark Mossman, Associate Provost; Lori Baker-Sperry, FYE Faculty Associate; Michelle Janisz, Director of Transition and Academic Skills Center
 - Timeline: Summer 2021; plan for investment and assessment, Fall 2022
 - Measure: Creation of peer mentor opportunities, tracking feedback and engagement of small groups
 - Strategic Plan: Goal 3: Support Personal Growth, Action Item 2: Enhance Student and Community Engagement
- **Action Item 83:** Create opportunities for online students to connect to each other, university resources, student organizations, etc.
 - Responsibility: Nick Katz, Director of Office of Student Engagement; Director of Office for Distance Education and Support
 - Timeline: Develop opportunities Fall 2021; launch efforts Spring 2022
 - Measure: Online student use of resources and activity in organizations
 - Strategic Plan: Goal 3: Support Personal Growth, Action Item 2: Enhance Student and Community Engagement
- **Action Item 84:** Develop structured plan/approach for meaningful support for leadership group/organizational advisors to encourage faculty and staff to serve as advisors to student organizations.
 - Responsibility: Nick Katz, Director of Office of Student Engagement; John Biernbaum, Associate Vice President; Russ Morgan, Associate Provost
 - Timeline: Recommendations and plan complete by January 2023
 - Measure: Completed plan, increased number of organizational advisors
 - Strategic Plan: Goal 3: Support Personal Growth, Action Item 2: Enhance Student and Community Engagement
- **Goal: Expand offerings related to intrapersonal experiences, including stress management and mental health resources. (G19)**
 - **Action Item 85:** Explore revising required syllabus language with respect to support services and resources to include additional offerings and policies.
 - Responsibility: Mark Mossman, Associate Provost; Justin Schuch, Executive Director of Retention Initiatives; Representatives from Council on Admission, Graduation, and Academic Standards (CAGAS); Representatives from Faculty Senate; working group
 - Timeline: Fall 2022
 - Measure: Completed language and adoption plan
 - Strategic Plan: Goal 3: Support Personal Growth, Action Item 1: Promote Health and Wellness of Students, Faculty, and Staff
 - **Action Item 86:** Review options for mental health resources and access on Quad Cities Campus.
 - Responsibility: Kristi Mindrup, Assistant Vice President; Amy Buwick, Director of University Counseling Center; Vice President for Student Success
 - Timeline: Working group established, Fall 2023; recommendations by January 2024
 - Measure: Completed plan for access, student use
 - Strategic Plan: Goal 3: Support Personal Growth, Action Item 1: Promote Health and Wellness of Students, Faculty, and Staff
- **Goal: Create initiatives and spaces that foster a welcoming and inclusive environment, raise awareness, and address issues of racism and exclusion in the classroom and the community. (G20)**
 - Theme: Students not feeling welcomed (e.g., racism/exclusion) in community and classroom experiences. (T15)

- **Action Item 87:** Develop and deliver training for faculty and staff on issues relating to inclusion and diversity. Explore options to require participation.
 - Responsibility: Amelia Hartnett, Director of Human Resources; Stephanie Kinkaid, Director of Equal Opportunity and Access; Russ Morgan, Associate Provost
 - Timeline: Working group, Fall 2022; recommendations and plan by March 2023
 - Measure: Participation in training and development, learning outcomes
 - Strategic Plan: Goal 4: Promote Social Responsibility, Action Item 1: Provide Safe, Accessible, and Attractive Campus Environments.
 - **Action Item 88:** Develop meaningful education for students on reporting incidents of discrimination.
 - Responsibility: Stephanie Kinkaid, Director of Office of Equal Opportunity and Access
 - Timeline: Develop Fall 2021; implement by Spring 2022
 - Measure: Completed education, student learning outcomes
 - Strategic Plan: Goal 4: Promote Social Responsibility, Action Item 1: Provide Safe, Accessible, and Attractive Campus Environments.
 - **Action Item 89:** Create and implement supplemental orientation and start of year activities for incoming students targeted to specific identities to foster additional awareness and provide access to resource and support.
 - Responsibility: Michelle Janisz, Director of Transition and Academic Skills Center; Rocio Ayard-Ochoa, Director of Multicultural Center; working group
 - Timeline: Develop Fall 2021; implement for Summer 2022
 - Measure: Completed experiences, involvement, and tracking student learning outcomes
 - Strategic Plan: Goal 3: Support Personal Growth, Action Item 2: Enhance Student and Community Engagement
- **Goal: Develop community entertainment options. (G21)**
 - **Action Item 90:** Establish working group of campus and community partners to explore planning and scheduling of events. Team should meet monthly. Attention should be given to development of events that are appealing and welcoming to our student population.
 - Responsibility: Nick Katz, Director of Office of Student Engagement; Tammy Killian, Chair, Theatre and Dance; University Union Board; Park District Representative; Macomb Area Convention and Visitors Bureau; working group
 - Timeline: Implement by March 2022
 - Measure: Increased events in community and increased student attendance at events
 - Strategic Plan: Goal 3: Support Personal Growth, Action Item 2: Enhance Student and Community Engagement