



STRATEGIC PLAN
2007–2012

BALL STATE UNIVERSITY **EDUCATION REDEFINED**



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STRATEGIC PLAN 2007–2012



VISION

Ball State University will be a national model of excellence for challenging, learner-centered academic communities that advance knowledge and improve economic vitality and quality of life.

MISSION

Ball State University is an innovative, supportive academic community that inspires students by:

- Offering action-oriented learning, including immersive out-of-class experiences, research, and study-abroad.
- Providing extraordinary access to and collaboration with professors who create scholarship to advance knowledge, improve teaching, and transform learning.
- Engaging state, national, and international communities to enhance educational, economic, and cultural development.



VALUES AND CULTURE STATEMENTS

As a vital academic institution, we value an open learning community, extending opportunities beyond the confines of walls or roles. We recognize that creating and sustaining a climate for open inquiry, investigation, exchange of ideas, and creative activity requires active support of intellectual freedom for all members of the community. We are dedicated to providing opportunities for interdisciplinary work and for collaboration, looking to teamwork for problem solving in the classroom, within the institution, and with the larger communities to which the university belongs. We promote habits of mind that will enable our graduates to value and appreciate the arts, sciences, and humanities; to remain intellectually curious; and to embrace learning as a way of life.

As a public institution, we participate in the democratic vision of an educated and responsible citizenry. We expect all members of the university community to act with integrity and civility; to acquire, discover, create, and apply knowledge responsibly; and to recognize, respect, and welcome the diverse cultures, heritages, and perspectives within our institution and the larger community. We recognize that we live and work in a global, diverse, and technological society, and we seek to serve, engage with, and learn from members of our community, the state, nation, and world.

As civic and professional leaders, we value civic engagement with the larger communities of which we are a part and are dedicated to preparing civic and professional leaders for the future. We accept our individual and institutional responsibilities to improve the economic vitality and quality of life in the greater society we serve. We seek healthy and productive living, social justice, and environmental sustainability for Indiana, the nation, and the global community.

STRATEGIES

Our goal is to clearly differentiate Ball State University from other four-year universities in Indiana and become recognized as one of the most innovative and attention-worthy undergraduate-focused institutions nationwide by:

- Attracting higher quality students.
- Offering relevant immersive learning experiences to each undergraduate.
- Increasing the number of nationally recognized faculty and nationally ranked or recognized programs.
- Creating a university community (facilities, cocurricular programs, on- and off-campus culture, etc.) that is nationally recognized for its vibrant, supportive atmosphere.
- Embracing and supporting partnerships and collaborations across the institution and with the greater external community to accomplish the mission in an integrated manner.

LEARNING GOAL 1

Ball State University will promote academic excellence among undergraduate and graduate students seeking a rigorous learning experience.

- Objective A.** Attract, enroll, retain, and graduate a more selective and diverse student body.
- By 2012, achieve 80 percent of total incoming freshman class holding academic honors diplomas or equivalent.
 - By 2012, achieve 80 percent first-year retention rate.
 - By 2012, achieve 60 percent six-year graduation rate and 65 percent by 2015.
 - By 2012, achieve 10 percent of freshman enrollment participating in the Honors College.
 - By 2012, achieve 15 percent of total domestic enrollment from out of state and 5 percent of total enrollment from international origins.
 - By 2012, achieve 15 percent of total enrollment from underrepresented minority populations.
 - By 2012, increase to 15 percent the number of degree-seeking graduate student applicants from underrepresented minority populations annually.
 - By 2012, for all admitted doctoral applicants, increase the average verbal GRE scores to 530 (68th percentile) and increase the average quantitative GRE scores to 570 (40th percentile).
 - Double the number of master's programs that have enrolled students with an average undergraduate grade point average of 3.3 or better.



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- Objective B.** Provide each undergraduate with the opportunity to participate in an immersive learning experience.
- Increase by 10 percent per year the number of students participating in immersive learning experiences.
 - By 2012, all departments will offer immersive learning experiences for each graduate.



3

- Objective C.** Increase the number and quality of significant in- and out-of-classroom learning opportunities such as experiential learning, international learning experiences, and service learning.
- By 2012, each department will provide experiential learning opportunities for all students.
 - By 2012, 40 percent of the students will participate in for-credit research, internships, student teaching, or related professional experiences prior to graduation.
 - By 2012, more than 1,000 students will participate annually in high-quality professional international experiences.

- Objective D.** Increase the number of nationally ranked or recognized academic and cocurricular programs.
- By fall semester 2008, establish student learning outcomes and assessment measures for all university programs.
 - By 2012, have 25 nationally ranked or nationally recognized programs.
 - By 2012, offer an entrepreneurship minor open to all students.



4

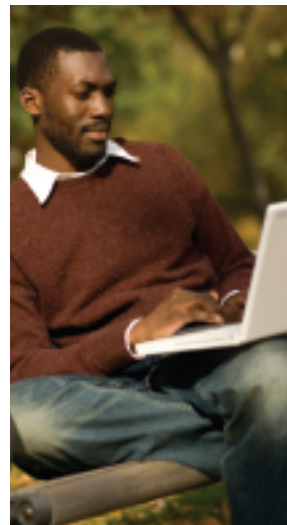
- Objective E.** Offer market-responsive and nationally ranked or recognized extended education opportunities that are integrated with on-campus offerings.
- By 2012, increase off-campus enrollments by 30 percent over the 2006–07 base (see 3.B).

SUPPORTING OBJECTIVES

- Objective i.** Develop university-wide marketing communication and branding strategies that support the goals and strategies of the plan by raising the visibility and enhancing favorable perceptions of Ball State University among key audiences.
- By spring 2008, develop a formal strategic marketing plan for enrollment.
 - By fall 2007, launch a redesigned Ball State Web site that supports Goal 1 objectives and outcomes.
 - During 2007, develop a formal strategic marketing plan to support nationally ranked and recognized programs.
 - During 2008, collaborate with Advancement to support marketing and communications needs for the capital campaign.
 - By 2012, increase significant national media placements to five per year.
 - By 2012, significantly shift public perceptions of Ball State's academic quality relative to Indiana competitors in support of Goal 1 objectives.

- Objective ii.** Increase financial resources available to support strategic directions.
- By 2012, increase the amount of endowed scholarships to 600.

- Objective iii.** Maintain best-practice use and innovative use of information technology in support of strategic directions.
- Increase the percentage of faculty reporting usage/adoption of emerging media in their teaching/course work by 10 percent.
 - By 2012, all students will be able to create digital resumes/portfolios of curricular and cocurricular experiences.
 - By 2012, increase the usage of online storage by 30 percent.
 - By 2012, increase by 30 percent the number of wireless devices addressing the network.



SCHOLARSHIP GOAL 2

Ball State University will support and reward faculty and student scholarship of discovery, integration, application, and teaching.

- Objective A.** Increase the number of quality faculty development opportunities to support high-quality scholarship.
- By 2008, all professional development activities that support scholarship will be analyzed for effectiveness.
- Objective B.** Expand extramural funding to support scholarship.
- Increase external funding for scholarly work by 150 percent.
 - Increase number of competitive proposals submitted to funding agencies by 40 percent.
 - By 2012, increase the median size of grants from funding agencies by 150 percent.
 - By 2010, research centers and institutes will have at least 80 percent of budgets supported by external funds.
- Objective C.** Increase the number of faculty and students and the breadth of disciplines engaged in scholarship.
- By 2009, achieve 10 percent growth in total graduate student numbers over 2006–07 base.
 - By 2012, increase the number of faculty who are submitting one or more external proposals per year by 50 percent.
- Objective D.** Recognize scholarship of discovery, integration, application, and teaching with implementation defined at the department level.
- By 2009, revise promotion and tenure guidelines in each academic unit to recognize scholarship of discovery, integration, application, and teaching.
- Objective E.** Grow selected graduate programs to support increased scholarship.
- By 2008, target 10 on-campus graduate programs for enrollment growth.
 - By 2012, establish two new graduate programs in targeted areas.
 - By 2012, increase the percent of graduate assistantships supported by external grants or sponsored programs to 20 percent.
- Objective F.** Attract and retain highly productive faculty of national prominence.
- Create a continuously replenishing pool of salary funds to address market and other inequities.

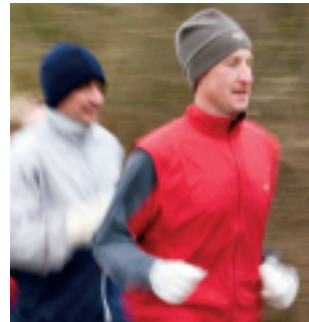


SUPPORTING OBJECTIVES

- Objective i.** Develop university-wide marketing communication and branding strategies that support the goals and strategies of the plan by raising the visibility and enhancing favorable perceptions of Ball State University among key audiences.
- During 2009, develop initial strategic communications plan for current students, faculty, and staff, addressing Goal 2 objectives and outcomes.
 - During 2007, develop an updated marketing approach for Extended Education, coordinating with other enrollment objectives.
 - During 2008, launch an academic research periodical to extend the reach and frequency of the university message of faculty and student discovery, integration, application, and teaching.
 - By fall 2007, launch a redesigned Ball State Web site that supports Goal 2 objectives and outcomes.

- Objective ii.** Increase financial resources available to support strategic directions.
- By 2012, increase to 30 the number of endowed chairs/professorships.

- Objective iii.** Maintain best-practice use and innovative use of information technology in support of strategic directions.
- By 2012, increase to 14,000 the number of online journals available through the library.
 - By 2012, increase to 75,000 the number of digital assets available to faculty and students.



7



ENGAGEMENT GOAL 3

Ball State University will address local, state, national, and international needs through activities that foster collaboration and mutually beneficial relationships with its diverse constituents.

- Objective A.** Foster and support activities of faculty, staff, and students that have the potential to lead to enterprising ventures.
- By 2012, 10 commercial ventures will be created from university-owned intellectual property.
 - Create a plan to stimulate growth of emerging media business clusters in Indiana.

- Objective B.** Offer market-responsive educational, cultural, and economic development programs that meet the needs of external partners.
- By 2012, increase off-campus enrollments by 30 percent over 2006–07 base (See 1.E.).
 - By 2008, fully establish Bowen Center for Public Affairs and support with \$1.15 million in external funds.



8

- Objective C.** Expand the success and reach of Ball State's Building Better Communities (BBC) initiative, dedicated to expanding economic opportunities and advancing quality of life in communities across Indiana.
- Grow Building Better Communities projects and programs by 10 percent annually.



9

- Objective D.** Lead Indiana in authorizing charter schools and be the premier resource supporting the success of all charter schools.
- By 2012, authorize at least 50 charter schools throughout the state.
 - By the beginning of school year 2012–13, 10,000 students will be enrolled in Ball State-sponsored charter schools.
 - By school year 2012–13, of the major charter sponsors in the state of Indiana, Ball State will have the highest percentage of schools meeting the No Child Left Behind Act Adequate Yearly Progress.

- Objective E.** Provide working professionals in Indianapolis access to professional development through graduate programs, skill enhancements, and facility access.
- By 2009, offer self-supporting Extended Education programs from four colleges.
 - By 2008, conduct 10 Building Better Communities programs annually in Indianapolis.
 - By 2008, establish permanent Center for Media Design staff presence in Indianapolis.
 - By 2010, the Indianapolis Center will be self-supporting.
 - By 2009, offer two additional graduate certificates in the greater Indianapolis area.

SUPPORTING OBJECTIVES

- Objective i.** Develop university-wide marketing communication and branding strategies that support the goals and strategies of the plan by raising the visibility and enhancing favorable perceptions of Ball State University among key audiences.
- During 2007, collaborate with Building Better Communities to refine existing strategic marketing plan.
 - During spring 2008, formalize efforts to maximize the visibility of key university administrators and faculty.
 - By fall 2007, launch a redesigned Ball State Web site that supports Goal 3 objectives and outcomes.



- Objective ii.** Increase financial resources available to support strategic directions.
- By 2009, raise \$700,000 to support the startup of the Indianapolis Center.

- Objective iii.** Maintain best-practice use and innovative use of information technology in support of strategic directions.
- By 2012, 100 percent of the electronic student services will be Web accessible.
 - By fall 2009, complete an inventory study of all student services not yet Web enabled.
 - By fall 2008, have a review and evaluation of enterprise system alternatives.
 - By fall 2008, have a work plan that informs enterprise systems solutions timelines.

COMMUNITY GOAL 4

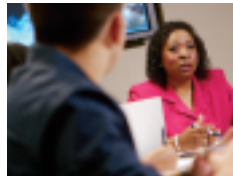
Ball State University will improve the university community's quality of life.

- Objective A.** Increase student, staff, faculty, and family participation in a coordinated wellness program.
- By 2012, increase participation in recreation and wellness activities by 30 percent over 2006–07 base.
 - By 2010, achieve 70 percent faculty and staff participation in the wellness program.
 - By 2010, complete construction of recreation and wellness facility.
 - Engage the campus community in a comprehensive discussion about conversion to a tobacco-free campus.

- Objective B.** Create a service-oriented campus culture in all units.
- Complete customer service guidelines by the end of 2007.
 - By 2009, complete customer service training for all units on campus.

- Objective C.** Achieve greater success and recognition in extramural athletics and academic competitions.
- By 2008, win three MAC championships per year in various sports. (Intercollegiate Athletics)
 - By 2008, field at least two student academic competition teams in each college.
 - By 2008, establish an aggressive honors and award nomination process for the university and in each department and college.
 - By the end of 2007, develop a five-year gender equity plan.

- Objective D.** Increase diversity of student, faculty, and staff populations and enhance the climate supporting diversity.
- By 2012, increase faculty diversity to 15 percent and staff diversity to 9.5 percent.

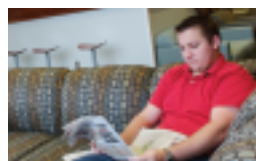


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- Objective E.** Plan and execute new construction and renovations of campus facilities to best support learning, scholarship, institutional effectiveness, and quality of life.
- By 2011, complete renewal of three academic buildings.
 - By 2012, construct two new academic buildings.
 - By 2010, complete construction of recreation and wellness facility.
 - By 2007, upgrade football stadium.
 - By 2009, complete major renewal of L. A. Pittenger Student Center.
 - By 2010, construct two new residence halls.
 - By 2012, upgrade campus infrastructure to support the academic and support functions of the university.
 - By 2012, complete renewal of Central Utility Plant.
 - All new construction on campus will seek USGBC certification at the rating of LEED_NC Silver performance or better.
 - All construction renovations will explore the possibility of USGBC certification at the rating of LEED_EB certified performance or better.
 - By 2010, complete construction of new residence hall dining services.



11



12

Objective F. Increase the vitality of campus social and cultural life.

- By 2012, engage 20 percent more students over 2006–07 base in cocurricular and extracurricular experiences.
- By 2007, complete a plan for redeveloping Riverside Avenue and strengthening Greek life.
- By 2008, the Ball State University Council on the Environment, through its representative members, will create sustainability plans for each unit represented.
- By 2012, double the number of students who participate in enhanced living-learning community opportunities that are academically based and theme connected.
- By 2012, increase by 20 percent over 2006–07 base participation in cultural activities on campus.



13

SUPPORTING OBJECTIVES

Objective i. Develop university-wide marketing communication and branding strategies that support the goals and strategies of the plan by raising the visibility and enhancing favorable perceptions of Ball State University among key audiences.

- During 2009, develop a plan to launch internal e-communication tools to support Goal 4 objectives.
- By fall 2007, launch a redesigned Ball State Web site that supports Goal 4 objectives and outcomes.
- By 2012, significantly shift the image of campus life from “average” toward “vibrant” in support of Goal 4 objectives.

Objective ii. Increase financial resources available to support strategic directions.

- By 2012, complete a comprehensive campaign with a goal of in excess of \$200 million upon approval of the National Campaign Committee.
- By 2012, increase unrestricted private gift support to \$1.5 million annually.
- By 2012, achieve 16 percent alumni annual giving participation.
- By 2012, increase endowment by \$100 million in new commitments.
- Increase planned gift commitments annually in support of campaign and endowment building by \$50 million.

Objective iii. Maintain best-practice use and innovative use of information technology in support of strategic directions.

- By 2012, increase by 20 percent the amount of university-produced media content distributed to the community.

VIBRANT + WELCOMING

BALL STATE'S IMMERSIVE LEARNING EXPERIENCE

The immersive learning experience is the signature element of Ball State's "Education Redefined." Immersive learning is an intense learning and developmental activity that requires a student to progress well beyond merely learning to realize the intention and goal of education. The immersive learning experience is designed to bridge content knowledge, skill of application, societal need, and lifelong learning. The citizen of the 21st century needs qualities and competencies not easily developed in a traditional teacher-centered classroom: the ability to work in multidisciplinary teams; an appreciation for an array of cultures; an understanding of diverse and changing societies. At Ball State, we create an educational experience that engages the whole person and fosters professional competence relevant for a lifetime of careers.

Ball State's immersive learning experiences shift much of the responsibility of learning to the student. Stretching students through creative rather than directed inquiry, these experiences develop the ability to synthesize and problem solve. Students are required to work collaboratively in teams that are both multifunctional and multidisciplinary. Immersive learning experiences require students to manifest their learning in a tangible outcome that lives on and has utility beyond the duration of the experience itself. Through such transformative experiences, students should better understand societal issues in global, local, economic, or environmental contexts.



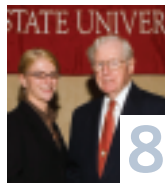
FOLLOW OUR PROGRESS

Check out our progress as we achieve the goals and objectives of our Strategic Plan 2007-2012. Visit www.bsu.edu/strategicplan to read more about these stories and others.



1

A magnet for leaders and high-achievers, Ball State helped summa cum laude graduate Nadia Roumie discover her passion for climate change issues and her desire to make a difference.



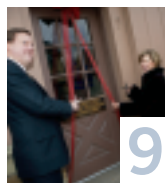
8

The Bowen Center for Public Affairs is focused on increasing public collaboration while improving government performance.



2

Academic all-star Sara Sorrell credits Ball State with giving her the motivation to win the Jack Kent Cooke scholarship, which will provide up to \$300,000 for her medical school training and doctoral degree.



9

Through the Building Better Communities initiative, Ball State works with Indiana towns and cities to develop real solutions for real problems.



3

Ball State is expanding the depth and breadth of immersive learning, making these experiences an intrinsic element of every degree.



10

To support a diverse campus, Ball State is offering academic departments financial incentives to aid in the recruitment, hiring, and retention of underrepresented populations.



4

Ball State's top-ranked entrepreneurship program challenges students through creative problem solving.



11

The new David Letterman Communication and Media Building is a beacon to stellar faculty and students who thrive on the edge of innovation. Alumnus David Letterman attended the dedication on September 7, 2007.



5

New scholarships will allow high-ability students to pursue their dreams.



12

With its open design and upscale features, Park Hall, Ball State's newest residence hall, creates a welcoming home away from home for students.



6

Recognizing the importance of inspiring professors, Ball State has designated funds specifically for the recruitment and retention of quality faculty members.



13

Ball State's living-learning communities ease the transition to college, helping new students feel connected to campus more quickly.



7

Endowed chair Scott Trappe's research on the effects of space flight and aging on muscles is garnering national attention.



B A L L S T A T E
U N I V E R S I T Y

EDUCATION REDEFINED®

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