BALL STATE UNIVERSITY

Education Redefined Strategic Plan 2012-2017

Performance Indicators – Working Draft

Version 3.5

Notes:

- 1. Unless otherwise noted the baseline year is 2011-2012.
- 2. Student success metric will be determine for cohorts at years 4, 5, and 6. It will show the percentage of cohort in the following categories:
 - Graduated from BSU
 - Still at BSU
 - · Graduating from another institution
 - Still at another institution
 - · Not accounted for
- 3. Transfer student success metric is the same as above except for years 3, 4, and 5.

A	=	Advancement	OID	=	Office of Institutional Diversity
AA	=	Academic Affairs	EE	=	Extended Education
AD	=	Athletic Department	EMC	=	Enrollment, Marketing, &
AP	=	Associate Provost			Communications
BA	=	Business Affairs	GS	=	Graduate School
BBC	=	Building Better Communities	RCIP	=	Rinker Center for International
BSIC	=	Ball State Innovation Corporation			Programs
C	=	Colleges	IT	=	Information Technology
COTE	=	Council on the Environment	P	=	Provost
D	=	Departments	SA	=	Student Affairs
			SPO	=	Sponsored Programs Office
			TC		Teachers College

Goal 1. Provide distinctive, high-quality educational experiences.

Ball State will provide a distinctive educational experience, from undergraduate to graduate, traditional to online, where theory and knowledge are tested through practical application. Immersive learning opportunities bring talented and focused students together with engaged faculty to create unique, high impact learning experiences.

Goal 1, Objective 1: Continue to strengthen the academic profile of the student body.

Performance Indicator		Baseline	Target	Responsibility
 Increase HS GPA of entering 	g freshmen			EMC
2. Achieve 80% Academic Hor	nors			EMC
Diploma				
Increase number of Instruction	onal			EMC
Baccalaureate students by 2	20%			
4. Increase 25 and 50 percenti	le score of			EMC
ACT/SATs of entering stude	nts			
5. 15% of Freshman Class will	be Honors			EMC
College eligible.				
6. Increase numbers of high qu	uality			EMC
transfer students.				
7. Increase the number of mas	ters	37	60	C,GS
programs that have enrolled	students			
with an average GPA of at le	east 3.3.			
8. By xx, increase the number	of endowed			Α
scholarships to xx				
9. Increase the number of athle	etic			AD/A
scholarships.				

Goal 1, Objective 2: Focus clearly on student success.

Performance Indicator	Baseline	Target	Responsibility
10. Improve student success metric:			AA, SA
(See note 1 on front page)			
11. Improve transfer student success			AA, SA
metric:			
(See note 2 on front page)			
12. Achieve and maintain a first year			AA/SA
retention rate of 80%. (probably should			
quantify DQ, financial, personal reasons			
for leaving)			
13. Increase total degrees awarded by x			AA
14. Increase students winning awards,			P/AA
national competition and scholarships			
15. Maintain Academic Performance Rate			AD
(APR) above the National Collegiate			
Athletic Association (NCAA) cut score			
for each sport.			

Goal 1, Objective 3: Be strategic in our graduate and undergraduate offerings.

Performance Indicator	Baseline	Target	Responsibility
16. Create a well-constructed academic			
plan by Summer 2013			Р
17. Review annually program financial			
efficiency and market demand.			AA/GS
(Delaware Study)			
18. Reduce number of low enrolled			AA
programs.			

Goal 1, Objective 4: Foster student-faculty collaboration at the graduate and undergraduate level.

Performance Indicator	Baseline	Target	Responsibility
19. Increase by 30% faculty mentoring	Thesis:		C,GS
theses, dissertations	102/209		
	49%		
	Dissertati	55%	
	on:		
	137/719		
	19%	25%	
20. Increase UG fellowship research opportunities			AA

Goal 1, Objective 5: Use external funding in support of distinctive and innovative educational experiences throughout the university.

Performance Indicator	Baseline	Target	Responsibility
21. Increase amount of			A/AA
external funding for educational			
experiences (sponsored research,			
philanthropy, contracts) for innovative			
education experience.			
22. Increase endowment by xx%/\$			Α
23. Increase new donors by			Α
xx%			

Goal 1, Objective 6: Successfully implement a cohesive, holistic core curriculum at the undergraduate level.

Performance Indicator	Baseline	Target	Responsibility
24. Increase number of offerings and			
capacity at each tier (including online)			AA
to meet demand.			
25. Implement continuous assessment of			AA
core curriculum			

Goal 1, Objective 7: Be a university that attracts a diverse student body, faculty, and staff.

Performance Indicator	Baseline	Target	Responsibility
26. Review and update annually services on campus that welcome a diverse student body			OID
27. Increase number of low-income (Pell Grant) students			EMC
28. Increase McNair Scholars	5	10	OID/GS
 Increase scholarship opportunities for underrepresented minorities 			Α
30. Increase number of international students not on assistantship (G and UG)			RCIP
31. Create unit level diversity plans with faculty or staff recruiting targets			All Units
32.15% of Freshman class will be comprised of underrepresented minorities.			EMC
33.15% or more of freshman class will come from outside Indiana by the end of 2015.			EMC

Goal 1, Objective 8: Place immersive learning at the center of a Ball State education.

Performance Indicator	Baseline	Target	Responsibility
34. Increase scholarly work around			AA
immersive learning			
35. Recognize immersive learning in P&T			AA
and salary documents of the			
department and college levels.			
36. Increase number of faculty members			AA
involved in immersive learning (list by			
college)			
37. Increase number of immersive learning			AA/BBC
projects that support Indiana business			
partners, government partners, and			
community partner.			
38. Increase by xx the number of students			AA
participating in immersive learning (list			
by college)			
39. All undergraduate departments will offer			AA
at least one immersive learning			
opportunity each year.			
40. Increase the number of experiential and			AA/SA
service learning activities			
41. Increase external support of immersive			Α
learning			

Goal 2. Become a recognized leader for educational and disciplinary innovation.

Ball State will become a recognized leader in innovative pedagogy and curricula, successfully synthesizing learning and scholarship. Our leadership will be evidenced through national rankings and recognitions.

Goal 2, Objective 1: Increase the number and range of academic programs and faculty members that are nationally ranked and/or recognized. Place particular emphasis on innovative pedagogy and curricula, synthesizing learning with scholarship, and leveraging built environments, technology, and media.

Performance Indicator	Baseline	Target	Responsibility
42. Increase number of nationally-ranked or			AA
recognized programs			
43. Increase number of faculty and staff			AA
with national recognition (awards,			
leadership positions and editorial board			
memberships)			
44. Increase number of student			AA
presentations at national/regional			
disciplinary conferences			

Goal 2, Objective 2: Improve disciplinary scholarship and gain recognition for scholarship of teaching and learning.

Performance Indicator	Baseline	Target	Responsibility
45. Increase number of publications and			AA
peer-reviewed presentations in SOTL			
46. Increase external funding of SOTL			C, SPO

Goal 2, Objective 3: Adapt policies and procedures to remove impediments to student success.

Performance Indicator	Baseline	Target	Responsibility
47. Create ongoing process for Academic			AA
Policy review to eliminate "red-tape"			
and support student success			
48. Increase integrated use of technology,			IT
e.g. ERP, classroom technology, etc.			
49. Track employment placement of			SA
graduates and achieve 80% placement			
rate by time of graduation. Track			
number of jobs in Indiana.			

Goal 2, Objective 4: Create innovative online and blended programs informed by research and scholarship.

Performance Indicator	Baseline	Target	Responsibility
50. By 2017, increase completely-online			EE
student enrollment in undergraduate			
programs by 30% over 2011-12 base.			
51. Achieve 50% growth in Dual-Credit FTE			EE
52. By 2017, increase completely-online			EE
student enrollment in graduate			
programs by 20% over 2011-12 base.			
53. Increase number of nationally ranked or			EE
recognized online programs			
54. By 2017, introduce two new bachelor's			C/EE
degree programs and four graduate			
degree programs for completely online			
delivery.			
55. By 2017, increase on-campus student	0		C/EE
enrollment in blended courses to 25%.			
56. By 2017, increase utilization of online	10%		EE
courses by on campus students to 50%			

Goal 2, Objective 5: Be recognized for scholarly activity of faculty members; particularly in targeted areas of strength.

Performance Indicator	Baseline	Target	Responsibility
57. Increase external funding for scholarly			SPO
work (list by college and center)			
58. Increase scholarly output of faculty			SPO
members in each college.			
59. Increase the number of refereed or			AA
juried achievements by faculty			
members (manuscripts, performances,			
exhibitions, presentations, books, etc.)			
(List by college)			
60. Increase number of contract and grant	505		C, SPO
proposal submissions (list by college)			
61. Increase number of contract and grant			C, SPO
proposal submissions over \$25,000 by			
25%. (list by college)			
62. Achieve 10 percent growth in total			C,GS
graduate student Enrollment			
On Campus	1713	1800	
Off Campus	2639	2987	
Total	4352	4787	

Goal 3. Invest in an increasingly vibrant and integrated university community.

Students will benefit from a college experience that is a holistic learning opportunity, facilitated by faculty and staff in a high-quality work environment. Professors and students remain at the center of teaching and learning while technology and facilities as well as co-curricular activities (speakers, social and cultural offerings, civic engagement and outreach, fitness activities, and living-learning communities) are integrated into student learning goals.

Goal 3, Objective 1: The Ball State educational and student life experience is distinctive, consistent, and integrated.

Performance Indicator	Baseline	Target	Responsibility
63. Increase participation in			RCIP
study abroad			
64. Establish and enforce rigor standards			AA/RCIP
for study abroad.			
65. Improve NSSE results			AA/SA
in selected areas			
66. Complete renovations			BA
of 3 academic buildings and phase 1 of			
the Museum of Art expansion by 2017.			
67. Increase participation in curricular			SA
programs by 20% by 2017.			
68. Complete Phase I of Greek Village by			BA/SA
2017.			
69. Finish renovating 2 resident halls,			BA, SA
complete construction of one new			
residence hall, start construction of			
additional residence hall by 2017.			
70. Increase wellness programs utilization			BA
by 15%			
71. Increase participation in diversity			AA/SA
programs 20%			
72. Increase participation in cultural			SA/AA
programs 20%			
73. Complete phase 1 and 2 of athletics			A/AD
capital fundraising campaign			
74. Win 3 conference championships each			AD
year (should we include 2 nd place			
finishes as well?)			45
75. Increase athletic revenues generated			AD
(ticket sales, corporate partnerships,			
philanthropy, game guarantees, other).			

Goal 3, Objective 2: An environment where the university and community seamlessly work together to achieve common aspirations and goals.

Performance Indicator	Baseline	Target	Responsibility
76. Meet our in-kind pledge for Muncie			BA
Vision 2016 plan (quantify)			
77. Develop strategically focused plan for			BBC
local community engagement			
78. Track and communicate the financial			BA, SA
and service impact of university			
volunteer programs on the local			
community			
79. Continue eight hours per team of			AD
community service programs with			
student-athletes and coaches on an			
annual basis.			

Goal 3, Objective 3: Continue to position the university as a steward of the environment by building on the university's expertise and success in sustainability.

Performance Indicator	Baseline	Target	Responsibility
80. Increase the number of sustainability			CERES
projects across campus			
81. Offer specific curricula in sustainability			CERES /AA
82. Secure funding to complete geothermal			BA/A
project			
83. Expand research and educational			AA/BA/CERES
opportunities associated with			
sustainability			
84. Expand unit level sustainability plans			CERES
85. Increase the number of on-campus			CERES
performance assessments conducted			
by faculty-student teams on the			
sustainability metrics of buildings, the			
campus landscape and the new			
geothermal system.			
86. Increase faculty and student			CERES
participation in the Indiana Green			
Campus Network.			

Goal 3, Objective 4: A high-quality work-life environment that encourages faculty, staff, and student achievement and positions the university to attract and retain talent on a national scale.

Performance Indicator	Baseline	Target	Responsibility
87. Develop and implement tools (e.g.,			AA/BA
surveys, focus groups, fora, etc.) for			
measuring job satisfaction considering			
elements like workplace environment,			
salary and benefits, communication,			
etc. Where possible implement			
programs to improve job satisfaction in			
quantifiable ways.			
88. Conduct a diversity climate survey,			OID
establish baseline and track			
improvement.			
89. Update smoke-free policy.			SA
90. Increase promotional salary increments			AA, BA
to \$x for associate professor and \$y for			
full professor by 2015.			
91. Target average salary increase by x			AA, BA
percentage points above MAC average			
92. Provide travel money for professional			AA, BA
development and networking.			

Goal 4. Advance Indiana through student engagement and faculty expertise.

Ball State will continue to emphasize learning and scholarship that synthesize disciplinary knowledge with application to today's most complex challenges. Students and faculty will turn knowledge into judgment and judgment into action through projects and programs that benefit business, community, and government partners across the state.

Goal 4, Objective 1: Statewide engagement efforts are cohesive, well-coordinated, and broadly recognized.

Performance Indicator	Baseline	Target	Responsibility
93. Achieve Carnegie category –			BBC
Community Engagement			
94. Increase number of faculty engaged in			BBC
outreach activities			
95. Establish state-wide engagement plan			BBC

Goal 4, Objective 2: Connect academic programs with employers in the state to create more synergy between educational offerings and the needs of a knowledge-based economy.

Performance Indicator	Baseline	Target	Responsibility
96. Every department will have an external			С
advisory council.			
97. Actively engage business leaders to aid			A, AA, BBC,
in curriculum development that meets			SA
critical workforce needs (measure?)			

Goal 4, Objective 3: Leverage university expertise to increase the competitiveness of Indiana's communities and businesses.

Performance Indicator	Baseline	Target	Responsibility
98. Increase the number of companies that			BBC
are actively engaged with the university			
(define?)			
99. Increase the number of communities			BBC
that are actively engaged with the			
university.			

Goal 4, Objective 4: Be a leader in the advancement of education reform in Indiana.

Performance Indicator	Baseline	Target	Responsibility
100. Increase publications and citations of			С
BSU faculty in areas of education			
reform			
101. Increase the number of teachers,			TC
principals, and superintendents			
informing our teacher education			
programs			
102. Improve charter school success (need			TC
metric)			
103. 43% + pass AP exam annually at			TC
Burris			
104. 90% pass ISTEP grades 3-8 at Burris			TC
105. 100% pass IREAD grade 3 at Burris			TC
106. 90% pass ECA HS ALG 1 and ENG			TC
10 at Burris			
107. Every year document best practices			TC
at Burris Laboratory School, Indiana			
Academy, Charter Schools and			
communicate to K-12 public schools.			

Goal 4, Objective 5: Enhance commercialization with new opportunities and strategies.

Performance Indicator	Baseline	Target	Responsibility
108. Increase royalties revenue by 50% by	\$270,		BSIC
2017.	404		
109. Increase the number start-ups and			BSIC
license agreements.			
110. Increase patents, copyrights,			BSIC/AA
disclosures.			

Goal 4, Objective 6: Provide a strategic array of in-person, online, and hybrid educational offerings that meet the increasingly diverse needs of the state of Indiana.

Performance Indicator	Baseline	Target	Responsibility
111. Increase 2+2 agreements with			AA, EE
community colleges with the that last 2			
years online			
112. Refine focus of Indianapolis and			BBC
Fishers centers			