The Centennial Commitment
(18 by ’18)

2015 Annual Report of Progress
“A culture of intellectual risk-taking, which at Ball State we associate with entrepreneurial learning, can permeate the institution, inspiring it to engage and achieve at higher degrees of rigor, expectation, outcomes, and performance.”

Members of the Ball State University Community:

I am pleased to share with you the first Annual Report of Progress related to Ball State’s refreshed strategic plan, *The Centennial Commitment (18 by ’18)*.

In this Annual Report, you will find not only the important quantitative measures of success and progress toward meeting the 18 major goals of the strategic plan by our centennial year in 2018, but you will also enjoy the many highlights of activities and programs led by our remarkable faculty, staff, and students who catalyze that progress.

Our first year together at Ball State University has been an exciting and memorable time of reflection, direction, and implementation of a new vision—all intended to continuously elevate Ball State as the “most student-centered and community-engaged of the 21st century public research universities, transforming entrepreneurial learners into impactful leaders—committed to improving the quality of life for all.”

As you enjoy the work of our academic community of scholars and practitioners, please accept my appreciation on their behalf for your continued commitment to and support of excellence at Ball State University.

With best personal regards,

Paul W. Ferguson
President

As chair of the Ball State University Board of Trustees, I am also pleased to extend our greetings through this Annual Report of Progress to the Ball State community.

The Board of Trustees, President Ferguson, the President’s Cabinet, and the university community have worked diligently together this year to embrace a refreshed vision and strategic plan and to fully support its use as a guiding light to Ball State’s bright future.

Sincerely,

Rick Hall
Chair

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Message from the President

Message from the Board of Trustees

Bracken Library
The Centennial Commitment (18 by ’18)
2015 Annual Report of Progress

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Park Residence Hall
II. Community-Engaged
Ball State University will be recognized as:
the three major themes outlined in the vision. By our centennial anniversary,
the University will be recognized as:

A Refreshed Vision
extends 18 major goals for the university to
achieve Ball State’s Vision for the 21st Century.

The Centennial Commitment
The Centennial Commitment (18 by ’18)
II-10. Enhancing Cultural Value and Quality of Life
II-9. Improving Postgraduation Career Preparation
II-8. Providing Contemporary and Best Practices for Online Education
II-7. Providing Innovative and Entrepreneurial Education
II-6. Providing Extraordinary Student Life Experiences
II-5. Promoting Student Success
II-4. Leading Statewide P–12 Education Reform
II-3. Enhancing Postgraduation Career Preparation
II-2. Providing Innovative and Entrepreneurial Education
II-1. Providing Contemporary and Best Practices for Online Education
I-5. Promoting Student Success
I-4. Enhancing Postgraduation Career Preparation
I-3. Building Relationships with All Partners of the Indiana Higher Education System
I-2. Promoting Student Success
I-1. Promoting Student Success

Planning Process
To serve as the “guiding hand” for implementation, optimization, and monitoring of the Ball State University refreshed vision and strategic plan, President Paul W. Ferguson appointed 23 individuals to join him on the Strategic Planning Leadership Team. This team works in conjunction with President Ferguson and the Cabinet to be responsive to the Ball State community and ensures that the vision remains vibrant and our programs and objectives continue to be grounded in service and excellence. The Leadership Team was selected to include thought leaders from all sectors of the Ball State community, and reflects a balance of faculty, staff, students, alumni, administrators, and community members who have demonstrated a deep commitment to Ball State and its future, as well as those who bring a strong sense of servant leadership to their contributions.

Strategic Planning Leadership Team
Paul W. Ferguson—President (Chair)
Julie Harpman—Assistant Vice President for Strategic Communications/Senior Advisor to the President and Chief of Staff (Co-Chair)
Michael Goldsby—Chief Entrepreneurship Officer and Stoops Distinguished Professor of Management and Entrepreneurship (Co-Chair)
Jennifer Blackman—Associate Provost for Entrepreneurial Learning and Associate Professor of Theater
Jennifer Borm—Interim Dean of the Miller College of Business
Will Davis—President of Ball State Innovation Corporation
Cathy Day—Associate Chair of the Department of English and Associate Professor of English
Rahina Engle—Undergraduate Student Member
Julie Hagg—Vice President for Government Relations and Community Engagement
Bernard Hannon—Vice President for Business Affairs and Treasurer
Thomas Bracken—Board of Trustees Secretary
Amy Hardinger—Vice President for Enrollment and Student Life
Robert Morris—Associate Vice President for Research, Dean of the Graduate School, and Professor of Chemistry
Cathy Day—Associate Chair of the Department of English and Associate Professor of English
Eva Zygmunt—Associate Professor of Elementary Education
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The charge of the Strategic Planning Leadership Team has included:

• Review and release the current Strategic Plan 2.0: Advancing Indiana into the more useful and impactful planning goals, The Centennial Commitment
• Manage and oversee, in consultation with the President and Cabinet, funding strategies to implement the proposed strategic plan initiatives
• Manage, with the President and Cabinet, a regular summary of progress toward achieving the summated goals
• Work with Strategic Communications, improve and recommend strategies to publicize success of the strategic plan and integrate such successes with annual state budget, advancement, and university constituent activities
• Plan and organize opportunities for the university community to engage and comment on the strategic plan as a living, impactful document

Since its formation, the Leadership Team has met monthly and has reviewed and promoted several new initiatives that have been implemented to facilitate achievement of the new vision and strategic plan for the university and are further discussed in this Annual Report. The Ball State Centennial Student Fellowships and the Academic Excellence Grants were the first two initiatives to be implemented in support of The Centennial Commitment. The third, which was successfully completed in August 2015, is the reorganization of six divisions within the university. The successful implementation of these initiatives is further discussed in the Annual Report (III-18).
Students are the heart of every university. Ball State is committed to keeping the best interests of its students at the forefront of each decision and initiative while working toward becoming the most student-centered university in the country.

To achieve this goal of becoming the most student-centered university by the centennial anniversary, Ball State will:

I-1. Promote the success of our students by increasing four- and six-year graduation rates.

I-2. Provide extraordinary student life experiences by renovating two residence halls, possibly starting construction of another, offering life-impacting campus programming, and completing phase I (50 percent of sorority housing) of the Greek Village.

I-3. Provide innovative and entrepreneurial education by giving every undergraduate student an entrepreneurial undergraduate learning opportunity.

I-4. Provide contemporary and best practices for online education.

I-5. Enhance postgraduation career preparation for students with the spirit of philanthropy to prepare students for life after Ball State.

General Summary of Progress:
As demonstrated above, 62 percent of student-centered goals are either on target or already achieved. Please see the Appendix for detailed metrics.
I-1. Promoting Student Success

Major Campus Initiatives Supporting Student Success Included:

Division of Academic Affairs

Student Advising and Support
- The Upper Division Advising Center (UDAC) was created to streamline and coordinate advising services and programs.
- Advisors in the Freshman Advising Center managed state-mandated degree maps for over 3,600 fall 2014 majors. Other freshman advising programs included:
  - Early Start summer bridge programs (184 enrolled students);
  - Mandatory Pre-Registration Advising Meetings (2,943 attendees); and
  - The mandatory Partnership for Academic Commitment to Excellence (PACE) program for freshmen on academic probation (534 students).
- The Learning Center served 3,569 students in 30,660 visits. This is a 15.3 percent increase in visits compared to the 2013–14 academic year and the first time since the center opened in 1985 that tutoring sessions topped 30,000.
- Learning Center Supplemental Instruction (SI) reports show the effectiveness of the program by indicating that students obtain one-half to an entire letter grade increase if they utilize the SI review sessions compared to those students who do not participate.

Academic Innovation
- Ball State Innovation Corporation reports that Ball State achieved 100 percent Vizi adoption within Math 125 and built new courses for English 103 and 104, the gateway English requirement courses, as well as new versions for Ivy Tech.

Student Performance on Professional Tests
- Military Science students had 100 percent successful completion of Cadet Leader Course at Fort Knox.
- Teachers College pass rates on state licensure exams were 99.5 percent.
- College of Applied Sciences and Technology students exceeded national averages on seven of 10 external national credentialing exams (Ball State Pass Rate/National Average Pass Rate):
  1. National Apartment Leasing Professional-Residential Property Management Program, 90/86
  2. National Council Licensure Exam (School of Nursing), 93/85
  3. National Strength and Conditioning Association’s Certified Strength and Conditioning Specialist, 100/07
  4. Board of Certification Exam for the Athletic Trainer, 92/84
  5. PRAXIS II Licensure Exams for:
     a. Physical Education Teacher Education, 100 percent
     b. Technology Teacher Education, 100 percent
     c. Family and Consumer Sciences Education, 100 percent

Division of Student Affairs

Over the past year, work in leveraging students’ digital footprint to support retention efforts has received local, regional, and national attention. A New York Times article in December 2014 reported on these efforts. In August 2015, Ball State led a webinar on using analytics for retention sponsored by University Business and Rapid Insight.

ICHE Recognition.
- The Indiana Commission for Higher Education (ICHE) released two reports this year highlighting Ball State’s success. First, a January 2015 report from ICHE showed Ball State is leading the way in terms of 21st Century Scholars enrolled for 30-plus credit hours per year and among the top institutions for successful completion of credit hours. The second report issued in June 2015 cited the significant growth in our four-year graduation rates (32.6 percent in 2009 to 44.7 percent in 2014), an increase of 12 percentage points. This represents the largest gain among all public Indiana institutions.

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Ball State University's total student enrollment increased 2.6 percent for fall 2015, with 21,196 total students as compared to 20,655 in fall 2014. The total number of new students increased by 6.3 percent, graduate enrollment increased by 8.3 percent, and the number of undergraduate transfers increased by 6.6 percent since last year. The total online enrollment increased by 14.9 percent over last year.

Additionally, the freshman class average SAT score (1,638) is up 9 points for this year, compared to 2014, and up 53 points since 2012. High school GPA averages held steady at approximately 3.47. The percentage of entering freshmen graduating from high school with academic honors is up to 74.6 percent compared to 63 percent in 2012. The number of new freshmen at Ball State is down 3.2 percent since 2014.

Exceptional financial aid services were offered to students by the Office of Financial Aid and Scholarships (OFAS):

a. External Outreach Efforts: Staff members visited 11 local high schools in December 2014 and January 2015 for financial aid nights and served as advisors for College Goal Sunday, a statewide initiative in February to assist students completing the FAFSA.

b. Orientation: The OFAS partnered with the Bursar to provide a 35-minute session each day at freshman orientation called "Straight Talk about Money: Handling Your Finances at Ball State." The session received great reviews from parents attending.

c. The OFAS provided one-on-one advising for families at freshman orientation. During the 2015 sessions, an average of 71 families per day were served. Beyond freshman orientation, staff members presented at 29 other transfer, individual college, and/or other orientation sessions.

d. As shown in the charts below, the amount of financial aid awarded to Ball State students rose by more than $17 million since 2010.

e. Consumer Information: The OFAS offered consumer information through partnership with Strategic Communications and the institutional website. The OFAS website saw more than 106,000 unique visits over the past year.

f. Walk-in Hours: While a number of offices offer walk-in advising at certain times of the day or week, the OFAS offers walk-in advising from 8:00 a.m. to 5:00 p.m. every day. The OFAS saw nearly 7,500 walk-ins during the 2014–15 academic year.

g. Inquiry Response Times: The OFAS has a standard of responding to inquiries within 24–48 hours. Most responses are within 24 hours.

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I-2. Providing Extraordinary Student Life Experiences

Major Initiatives Supporting Extraordinary Student Life Experiences Included:

Division of Academic Affairs

College of Communication, Information, and Media
• Ball State Sports Link worked with NCAA.org to produce social media for its website during the Final Four basketball tournament, which was held in Indianapolis in March 2015.

College of Fine Arts
• The School of Music hosted over a dozen internationally recognized faculty and students observed.
• The Ball State Jazz Band performed throughout Central Europe in May 2015.
• The School of Music hosted over a dozen internationally recognized guest artists who worked individually with our students, including world-renowned violinist Hilary Hahn, who gave a violin master class in April and worked with two violin students while School of Music faculty and students observed.
• The Ball State Jazz Band performed throughout Central Europe in May 2015. Performances included venues in Berlin, Germany; Wroclaw, Poland; and Prague, Czech Republic.
• The Los Angeles, New York, and Chicago Showcase programs celebrated their 14th year. These programs continue to allow the Department of Theatre and Dance to recruit and retain students on a national level in the areas of acting and musical theatre.

College of Architecture and Planning
• Providing Extraordinary Student Life Experiences

• Thom Mayne, Morphosis Architects as the Charles M. Sapperfeld Guest Lecturer. Mayne is the Pritzker Prize and American Institute of Architects (AIA) Gold Medal architect and designer. He was appointed to President Obama’s Committee on the Arts and Humanities in 2009 and was honored with the AIA Los Angeles Gold Medal in 2000. With Morphosis, Thom Mayne has been the recipient of 25 Progressive Architecture Awards, over 100 American Institute of Architects Awards, and numerous other design recognitions.

Miller College of Business
• Eighty-five percent of the senior class completed a study-abroad trip.
• Professional placement at graduation was 71 percent for the most recent class.
• In total, students in the Miller Business Honors Program completed 1,200 hours of community service.

College of Architecture and Planning
• The Los Angeles, New York, and Chicago Showcase programs celebrated their 14th year. These programs continue to allow the Department of Theatre and Dance to recruit and retain students on a national level in the areas of acting and musical theatre.

College of Architecture and Planning
• The opportunity to meet and learn from noted professionals including:

  • Catie Newell, Principal—Alibi Studio
  • Andrew Tenbrink, Founder—Atlas Lab
  • Vinayak Bharne, University of Southern California
  • Andrea Hansen, Marie M. Bickham Chair—LSU
  • Skylar Tibbits, MIT Self-Assembly Lab

  • Our recently opened and fully renovated Welcome to Your Hall videos was developed and received 12,933 views prior to the beginning of the school year.

  • Student Affairs received a strategic plan grant in 2014 to increase student engagement in diversity programs.

  • The newly created MOSAIC Peer Advocate Program worked with staff to deliver 32 workshops such as Activism: A Visionary for Change, Cycle of Socialization, Disability Awareness: Common Attitudes and Feelings toward Those with Disabilities, and many more.

  • The Diversity Assessment Committee is studying the impact of diversity programming on students’ development. Data supported the need for continued diversity programming as it positively influenced behavior and attitudes.

  • Student Affairs provided 426 workshops and programs with a total attendance of 34,035 on topics ranging from ethnic diversity, disability, sexual orientation, and gender diversity.

  • Student Affairs received a strategic grant plan in 2014 to increase participation in diversity programs.

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Division of Student Affairs

Student Affairs directly advised 2,523 student programs with total attendance of 210,967 at Student Affairs sponsored events. Examples of programs included the Excellence in Leadership Speaker Series, Late Night, cultural and diversity programs, skill-building workshops, residence life activities, awareness weeks, and major events such as the Dance Marathon and Late Night Carnival.

An important role for Student Affairs is supporting and guiding students through challenging situations as well as addressing barriers that may prevent continued enrollment.

• For the 14 living-learning communities (LLCs) with 2,258 residents participating show LLC residents earn higher grade point averages, earn more credit hours, and are more likely to be retained than their non-LLC counterparts and nonstudents (83 percent compared to 78 percent and 76 percent, respectively).

• Late Night Carnival broke past attendance records hosting 9,048 students.

• Spring 2015 marked the 21st semester that the all-Greek grade point average was higher than the all-campus average. Also, it was a record-breaking year in community service hours and philanthropic dollars raised with 31,815 and $171,123, respectively.

About 62 percent (11,257) of undergraduates participated in at least one of the more than 400 student organizations.

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• Newer residential facilities with attractive amenities have motivated many upperclassmen to continue living on campus. Forty percent of residents are returning upperclassmen.

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Keeping Campus Safe

• The new Lunch with a Cop program is a great example of a changing culture in the University Police Department, and the department received national attention for this initiative. Additionally, officers participated in 101 campus programs attended by 6,600 individuals.

• The university enhanced the Whistleblower Protection Policy by offering the EthicsPoint hotline reporting option for faculty, staff, students, and other campus constituents.

• Since January 2015, three anonymous complaints have been filed, investigated, and closed by the Office of General Counsel.

• An average of 24 educational programs on sexual violence or related topics were offered each month and totaled 24,141 participants. Two signature programs included:
  • Step In. Speak Up. Campaign: This branding label emerged in 2014–15 to tie a number of programs related to our campaign together against sexual violence. Here are a few of the events:
    • A Step In. Speak Up. app was developed.
    • A website and video were produced for the program’s launch.
    • More than 4,000 students signed a pledge on October 25, 2014, to step in and speak up against violence.
    • A student organization grew out of this effort and now organizes educational programs.
  • The Red Zone: The Red Zone is considered to be the first six weeks of the fall semester and marked by especially high incidence of sexual assaults. Several awareness programs were offered during this time, attended by 1,707 students.

• Closely linked to sexual violence prevention efforts are alcohol and drug education programs. There were 209 outreach programs offered and attended by 12,121 students. The following are two highlighted programs:
  • Think About It: An online harm-reduction course focused on alcohol and drug abuse awareness was mandatory for all new students in fall 2014. Just over 87 percent of the 5,019 new students completed the course.
  • Choices Program (NCAI grant): This three-year, $30,000 grant will provide important resources to bring all students together for alcohol and drug education.

Division of Business Affairs

• Presented The Fray as a student-focused concert on September 10, 2014. Total attendance was 2,207 with student attendance at 2,019.

• Facilitated and assisted an instructor in navigating the risk challenges of taking a group of students to Cuba for the first time. Fourteen journalism students and three faculty members spent March 1–8 in Cuba as part of a travel journalism project.

Division of Enrollment Services

• Welcome Center Visits and Programming during 2014–15 Cycle—Number of students served included:
  • Approximately 743 walk-in appointments
  • 5,654 student visits (14,242 total visits)
  • 2,815 academic appointments scheduled
  • Ball State orientation attendance during 2014–15 included 9,745 students and their families.
  • Ball State orientation registration thus far in 2015 includes 3,853 students and their families.

I-3. Providing Innovative and Entrepreneurial Education

Major Initiatives Supporting an Innovative and Entrepreneurial Education Included:
Division of Academic Affairs

Office of Entrepreneurial Learning

Under the direction of newly named Associate Provost for Entrepreneurial Learning Jennifer Blackman, this office has made great progress in working with the faculty to refine the learning experience for Ball State students to become more inclusive and impactful. Consistent with the new vision, Ball State entrepreneurial learning students are empowered to create new value for society by providing tangible outcomes (a project, original research, participation in an issue of creative discourse) to satisfy society’s needs, wants, aspirations, and goals.

Entrepreneurial learners are naturally interdisciplinary and self-assembled students who learn through collaboration. Digitally savvy and connected to the broader world, entrepreneurial learners search for expressive voice to explore new ways to learn, serve, and embrace learning as a continuous, lifelong experience beyond the classroom.

Ball State encourages all faculty members to incorporate first- and second-level entrepreneurial learning activities into their teaching (both University Core Curriculum and major courses). This elevates the position of undergraduate research on campus, allowing it to function in tandem with distinctive immersive learning opportunities and provide support for the highest-impact activities (immersive learning and undergraduate research) through effective student recruiting, project management, marketing, and assessment strategies.
College of Communication, Information, and Media

- There has been a 140 percent increase in CAST undergraduate and graduate student engagement in research with faculty since 2012, and 30 undergraduate students earned national, regional, or state awards and recognitions.

College of Applied Sciences and Technology

- The Department of Journalism partnered with Information Systems and College of Communication, Information, and Media to offer a “media analytics” concentration in the nation that have been successful at replicating design review processes entirely online.

Graduate School

- The Graduate Education Committee (GEC) approved the Master of Arts in Forensic and Forensic Mathematics Teaching, which was developed in response to Ivy Tech’s need for a forensic mathematics teaching credential.
- The GEC also approved the new dual degree policy, which allows students to earn two master’s degrees simultaneously with shared credits, and the fast-track degree program, which allows students to begin taking graduate courses as they complete an undergraduate degree program.

College of Applied Sciences and Technology

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There has been a 140 percent increase in CAST undergraduate and graduate student engagement in research with faculty since 2012, and 30 undergraduate students earned national, regional, or state awards and recognitions.

Division of Information Technology

The Division of Information Technology’s Institute for Digital Intermedia Arts (IDIA) was established through support by the Lilly Endowment and the division. This sustainable center and laboratory provides hands-on experiential opportunities, positioning students in an apprenticeship/internship role in the creation of next-generation teaching, research, and scholarship tools. Externally funded contracts (more than 65 funded projects at approximately $3.5 million) create excellent learning and professional portfolio opportunities for the students engaged in this process, connecting them to the international cadre of clients. To date these have included, among others: the History Channel, Mellon Foundation, Kahn Academy, Vatican, National Science Foundation, National Endowment for the Humanities, Broad Art Museum, and Blackboard Learn.

The Institute for Digital Intermedia Arts continues its research and design of virtual worlds, animation, simulation, and augmented reality applications in several existing and new laboratories: the Human Computer Interface Lab (HCI Lab), creating tools and content for the exploration of next-generation input devices, electronics, and sensors; the Simulation Lab (SimLab), investigating immersive virtual simulation environments; and the Digital Dome Production Lab (DomeLab), developing the expertise to create and arm digital dome makers for distribution to planetariums around the world. An overview of Hybrid Design Technologies (HDT) and IDIA is available at https://vimeo.com/137863095 (password idabsu).

College of Architecture and Planning

- CAP 200 Fundamentals of Design Thinking is the main student credit hour generator serving a total of 80 students per academic year. This is one of the very few distance educations courses in the nation that have been successful at replicating design review processes entirely online.

Teachers College

- The Division of Online and Distance Education offers Blackboard Certification and Online Teaching Certification.
- Online student credit hours have increased from 35 percent in fall 2012 to 59 percent in spring 2015.
- Of the 33 degree programs (not certificates) in Teachers College, 11 can be earned fully online.

Division of Information Technology

- Major Initiatives Supporting Contemporary Best Practices for Online Education Included:

  Division of Academic Affairs

  - The Quality Matters Learner Support program received certification.
  - About 58 percent of on-campus students completed an online class.
  - Twenty-eight courses included custom-built, technology-mediated learning content.

  College of Architecture and Planning

  - Design schools have been shy to embrace online education due to the highly interactive nature of studio pedagogy. Ball State’s College of Architecture and Planning is an exception to that pattern by successfully addressing online teaching opportunities.
  - CAP 200 Fundamentals of Design Thinking is the main student credit hour generator serving a total of 80 students per academic year. This is one of the very few distance educations courses in the nation that have been successful at replicating design review processes entirely online.

  Teachers College

  - The Division of Online and Distance Education offers Blackboard Certification and Online Teaching Certification.
  - Online student credit hours have increased from 35 percent in fall 2012 to 59 percent in spring 2015.
  - Of the 33 degree programs (not certificates) in Teachers College, 11 can be earned fully online.

- The Department of Journalism partnered with Information Systems and Operations Management to offer a ‘media analytics’ concentration in the innovative and needs-based approved business analytics undergraduate major.
- The Interactive Learning Space (ILS) initiative supports entrepreneurial education through exploratory and role-taking behaviors on the part of the instructor.
- Fall 2014 – 22 faculty, 24 classes, 10 departments, four colleges
- Spring 2015 – 26 faculty, 29 classes, 16 departments, four colleges
- The ILS initiative was recognized through a donation from Business Furniture and grant from Stoeckle Education to help create two new Interactive Learning Spaces.

- Spring 2015 – 26 faculty, 29 classes, 10 departments, four colleges
- Fall 2014 – 22 faculty, 24 classes, 16 departments, four colleges
- The ILS initiative was recognized through a donation from Business Furniture and grant from Stoeckle Education to help create two new Interactive Learning Spaces.
## Fall 2014 Online Enrollment

<table>
<thead>
<tr>
<th></th>
<th>Undergraduate</th>
<th>1 Year Change %</th>
<th>5 Year Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduates</td>
<td>2,193</td>
<td>6.5%</td>
<td>33.3%</td>
</tr>
<tr>
<td>Total</td>
<td>8,271</td>
<td>27.5%</td>
<td>88.0%</td>
</tr>
<tr>
<td>Total Credit Hours</td>
<td>41,377</td>
<td>21.5%</td>
<td>14.2%</td>
</tr>
</tbody>
</table>

| FTE       | 3,017         | 19.4%           | 16.5%           |

## Spring 2015 Online Enrollment

<table>
<thead>
<tr>
<th></th>
<th>Undergraduate</th>
<th>1 Year Change %</th>
<th>5 Year Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduates</td>
<td>3,134</td>
<td>17.6%</td>
<td>150.0%</td>
</tr>
<tr>
<td>Total</td>
<td>9,621</td>
<td>13.2%</td>
<td>98.1%</td>
</tr>
<tr>
<td>Total Credit Hours</td>
<td>47,277</td>
<td>6.9%</td>
<td>29.1%</td>
</tr>
</tbody>
</table>

| FTE       | 3,426         | 6.7%            | 30.2%           |

## Summer 2015 Online Enrollment

<table>
<thead>
<tr>
<th></th>
<th>Undergraduate</th>
<th>1 Year Change %</th>
<th>5 Year Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduates</td>
<td>2,779</td>
<td>8.3%</td>
<td>-4.4%</td>
</tr>
<tr>
<td>Total</td>
<td>6,615</td>
<td>4.7%</td>
<td>29.1%</td>
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<tr>
<td>Total Credit Hours</td>
<td>33,904</td>
<td>5.6%</td>
<td>19.8%</td>
</tr>
</tbody>
</table>

| FTE       | 2,499         | 5.9%            | 17.8%           |

## I-5. Enhancing Postgraduation Career Preparation

**Major Initiatives Supporting Postgraduation Career Preparation Included:**

### Division of Academic Affairs

- **College of Communication, Information, and Media**
  - The Department of Journalism initiated and planned a CCIM student “speed networking” event for Homecoming, with alumni from Journalism, Telecommunications, and Communication Studies participating.
  - The success of the Journalism internship program was recognized by the awarding of the 2015 IndianaIntern.net Outstanding Career Development Professional Award to instructor Sheryl Swingley.

- **Miller College of Business**
  - The 20th Annual Sales Career Fair engaged 74 companies in recruiting professional sales students (among others).
  - The logistics and supply chain management major, which requires student internship experience, achieved 100 percent placement at graduation.

- **College of Applied Sciences and Technology**
  - The construction management program sponsors its own employer fair on campus with an increase in company participation each year, and the residential property management program sponsors on-campus interview days for advisory board companies.

- **Teachers College**
  - About 99.5 percent of Teachers College graduates achieve their educator license upon graduation.
  - In their first three years of teaching, 95 percent (first year) to 98 percent (third year) of graduates attain an evaluation of “effective” or “highly effective” on the state-required evaluation system, ranked above other state universities in almost every category and above the state averages of 93 percent to 97 percent, respectively.
  - When students graduate, they are given the Cardinal Commitment, which provides free professional development in any area of deficit.
  - The college offers 28 four-week modules (14 elementary and 14 secondary) to any teacher in the state who wishes to increase their evaluation scores on any of the 14 areas assessed, but Ball State graduates in their first year of teaching can take the modules free of charge.

- **College of Sciences and Humanities**
  - Building on its existing relationship with Eli Lilly, the Department of Biology worked with Lilly to establish a yearlong co-op program exclusively with the department’s bioscience program. Lilly hired two more students for 12-month postings, each earning a base salary of $20,000. They will spend the year working directly with researchers.
  - Lilly was pleased with this pilot program and made offers to four Ball State students for this year.

  - The construction management program sponsors its own employer fair on campus with an increase in company participation each year, and the residential property management program sponsors on-campus interview days for advisory board companies.

### Teachers College

- About 99.5 percent of Teachers College graduates achieve their educator license upon graduation.
  - In their first three years of teaching, 95 percent (first year) to 98 percent (third year) of graduates attain an evaluation of “effective” or “highly effective” on the state-required evaluation system, ranked above other state universities in almost every category and above the state averages of 93 percent to 97 percent, respectively.
  - When students graduate, they are given the Cardinal Commitment, which provides free professional development in any area of deficit.

- The college offers 28 four-week modules (14 elementary and 14 secondary) to any teacher in the state who wishes to increase their evaluation scores on any of the 14 areas assessed, but Ball State graduates in their first year of teaching can take the modules free of charge.
Division of Student Affairs

The Career Center had touch points with 11,223 unique students. Participation in strategic initiatives is outlined in the following chart:

- A $3 million grant from the Lilly Endowment has helped expand current services that are expected to lead to higher employment rates among our graduates. A 2013 survey found that most graduates remain in Indiana and are employed in their field of study.
- The Career Center partnered with the College of Sciences and Humanities and Miller College of Business to create two unique programs launched in 2014–15. A total of 265 students and 10 employers participated in the Miller College of Business Visiting Practitioners Program, and 309 students and four employers participated in the College of Sciences and Humanities Visiting Fellows Program.
- To accommodate the busy schedules of students on campus and online, the Cardinal Career Link offers online access to employment services and career development activities. Approximately 6,500 students access these services each month.
- The Career Center has a long-standing practice of using employer feedback to guide our work with students. From 2012 to 2015, there was a 20 percent increase in employers’ ratings of candidates’ résumés and professional demeanor.

Ball State Alumni Survey Employment Report

The 2012, 2013, and 2014 Ball State Alumni Surveys were electronically sent to all alumni who graduated either one or five years prior to the survey. Over the three years covered in the report, a total of 2,190 one-year alumni and 1,332 five-year alumni responded to the survey. Results demonstrated:

- There was no significant difference between one- and five-year alumni with regard to the length of time it took them to find their first full-time job.
- Five-year alumni respondents were more likely to report that they were very satisfied with their employment (74 percent) than were one-year alumni (63 percent).
- Alumni were significantly more likely to be employed full-time five years after graduation than were alumni who were surveyed one year after graduation.
- After five years, full-time employed respondents were more likely to work at a job that requires a four-year college degree (77 percent) than were one-year graduates (68 percent). The difference was small but statistically significant.
- Five-year alumni respondents reported dramatically higher incomes than did one-year alumni respondents. For example, five-year alumni were nearly twice as likely to report earning over $40,000 in full-time gross income (59 percent) than were one-year graduates (30 percent). This difference is statistically significant and moderate in magnitude.
- Full-time employed respondents were more likely to live in Indiana one year after graduation (69 percent) than five years after graduation (62 percent). See table on the next page.
<table>
<thead>
<tr>
<th>Location</th>
<th>2012 Percent</th>
<th>2012 Number</th>
<th>2013 Percent</th>
<th>2013 Number</th>
<th>2014 Percent</th>
<th>2014 Number</th>
<th>Total Percent</th>
<th>Total Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indiana</td>
<td>60.6%</td>
<td>229</td>
<td>62.3%</td>
<td>253</td>
<td>62.7%</td>
<td>217</td>
<td>61.9%</td>
<td>699</td>
</tr>
<tr>
<td>Elsewhere in Midwest</td>
<td>14.8%</td>
<td>56</td>
<td>16.0%</td>
<td>65</td>
<td>13.0%</td>
<td>45</td>
<td>14.7%</td>
<td>166</td>
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<tr>
<td>Southeast</td>
<td>9.8%</td>
<td>37</td>
<td>7.7%</td>
<td>31</td>
<td>9.2%</td>
<td>32</td>
<td>8.9%</td>
<td>100</td>
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<tr>
<td>Southwest</td>
<td>3.7%</td>
<td>14</td>
<td>2.7%</td>
<td>13</td>
<td>6.4%</td>
<td>22</td>
<td>4.2%</td>
<td>47</td>
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<tr>
<td>Northeast</td>
<td>4.2%</td>
<td>16</td>
<td>9.2%</td>
<td>22</td>
<td>3.6%</td>
<td>9</td>
<td>4.1%</td>
<td>46</td>
</tr>
<tr>
<td>Western U.S., Hawaii, and Alaska</td>
<td>5.6%</td>
<td>21</td>
<td>4.4%</td>
<td>11</td>
<td>4.6%</td>
<td>16</td>
<td>4.9%</td>
<td>53</td>
</tr>
<tr>
<td>Outside the U.S.</td>
<td>1.3%</td>
<td>5</td>
<td>1.5%</td>
<td>6</td>
<td>1.4%</td>
<td>5</td>
<td>1.4%</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td>378</td>
<td>100.0%</td>
<td>405</td>
<td>100.0%</td>
<td>346</td>
<td>100.0%</td>
<td>1,120</td>
</tr>
</tbody>
</table>
II. A Community-Engaged University

The refreshed university vision states that students will be transformed from entrepreneurial learners into impactful leaders—committed to improving the quality of life for all. Muncie, Indiana, is a vibrant community that has embraced Ball State as its center for almost a century now, and the students are encouraged to devote their skills and expertise back into the city that invests in them, which proves to be mutually beneficial.

To achieve this goal of becoming the most community-engaged university by the centennial anniversary, Ball State will:

II-6. Promote and achieve diversity.
II-7. Build relationships with all partners of the Indiana higher education system by working with other stakeholders in the state’s system of higher education to enhance student access and success.
II-8. Enhance cultural value and quality of life by completing the David Owsley Museum of Art expansion and contributing to the improvement of Muncie and Delaware County.
II-9. Establish a strategic statewide impact by developing a statewide community-engagement plan under a new government relations and community engagement vice president and achieving Carnegie Community Engagement Classification.
II-10. Lead statewide P–12 education reform by enhancing the role and impact of Ball State’s Office of Charter Schools.

General Summary of Progress: Approximately 70 percent of the community-engaged goals have been already accomplished or are on target for completion. Please see the Appendix for detailed metrics.
II-6. Promoting Diversity

Major Initiatives Toward Promoting Diversity Included:

Division of Academic Affairs

- The Disability Project was directed by Distinguished Bowen Fellow Gregory Fehribach, Esq., a Ball State alumna and former member of the Board of Trustees. During spring and summer 2015, he administered a Lilly Endowment grant, placing and supervising six Ball State students with disabilities in internships at Eskenazi Hospital in Indianapolis.
- Theinker Center for International Programs had:
  - 2,275 applicants (second highest total in school history)
  - 1,299 students admitted (second highest total in school history)
  - 918 international students enrolled (second highest total in school history)
  - 74 countries represented (second highest total in school history)
- In 2014, Ball State hosted the Sixth Annual Diversity Research Celebration. Forty-one faculty members with over 47 unique academic departments and College of Sciences and Humanities.

Major Initiatives Supporting Relationships with Partners of the Indiana Higher Education System Included:

Division of Student Affairs

- The Multicultural Center, in collaboration with the Office of Institutional Effectiveness, developed and administered a campus survey, which 1,540 students responded to. In March 2015, 123 students provided feedback and recommendations to help the campus be more inclusive for Ball State students with disabilities.
- The Office of Institutional Diversity (OID) implemented the Diversity and Inclusion was appointed to address feedback from both of these opportunities.

Division of Government Relations and Community Engagement

- Area Health Education Center (AHEC): The mission of the Indiana AHEC Network is to improve health by recruiting, educating, and retaining health care professionals in underserved communities. One of the main goals of AHEC is to increase awareness of diverse health care opportunities, particularly primary care. Students who participated in AHEC-supportive activities indicated more awareness and knowledge about health care opportunities. With that knowledge comes awareness about what is needed academically to succeed and be prepared for health profession degree programs. Another significant part of AHEC's mission is to provide community-based student education and clinical training by improving the readiness, willingness, and ability of health professionals trained to serve in primary care, rural, and medically underserved community settings.

II-7. Building Relationships with All Partners of the Indiana Higher Education System

Major Initiatives Supporting Partnerships with the Indiana Higher Education System Included:

Division of Academic Affairs

- Teachers College: The Department of Elementary Education has a “2+2” agreement with the Rinker Center for International Programs. This fully online program provides the final two years of educator preparation for those wishing to pursue careers in early childhood settings (e.g., Head Start).
- College of Fine Arts: Music for All (MFA) Summer Symposium, the nation’s largest summer camp for instrumental music students and teachers, successfully held its fifth summer symposium at Ball State. The School of Music’s recognition as a top destination for music study and performance was key to establishing this partnership with MFA—and all reports from symposia staff and attendees were exceptionally positive regarding their experience on our campus.
- The School of Music in partnership with the Department of Theatre and Dance once again hosted the Prism Project for its seventh year. Thirty-one children with special needs ages 6-14 participated in this immersive learning program. Forty-five Ball State students from more than 15 majors on campus provided one-on-one support for 38 students with special needs and received clinical observation and fieldwork credit. The Ball State students were also involved with the planning and implementation of scenes that were performed at the capstone performance in Pruis Hall for two dates in April with over 800 people in attendance.

Division of Government Relations and Community Engagement

- Community Engagement Centers in the greater Indianapolis area (Downtown Indy and Fishers) are conspicuously located in the state capital and the largest populated county to partner in the continuing growth and development of the region. The mission for the centers is to serve as an entrepreneurial service unit of the university that engages students, alumni, state, and community leaders and organizations in activities to further develop economic growth. The facilities and Ball State personnel have accomplished the following by offering academic courses and programs, conferences and professional meetings, exhibits, and social activities:
  - Prominent job placement of urban design graduates with the City of Indianapolis and Fishers, as well as other areas throughout the state.
  - Graduate degree offering in E&O administration further embeds Ball State in K-12 Indiana school system employment.
  - Increases responsiveness to the public through accessibility to Ball State staff.
  - Demonstrates the university’s commitment to Indianapolis and Fishers, which strengthens relationships, builds networks, and leverages the university’s influence.
  - Serves alumni, donors, and friends through improved accessibility.
- Community Engagement Centers in the greater Indianapolis area include other areas throughout the state.

Division of Student Affairs

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  - Serves alumni, donors, and friends through improved accessibility.
  - Serves as an efficient meeting destination for convening influential Ball State personnel.
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  - Serves alumni, donors, and friends through improved accessibility.
  - Serves as an efficient meeting destination for convening influential Ball State personnel.
II-8. Enhancing Cultural Value and Quality of Life

Major Initiatives Supporting Cultural Value and Quality of Life Included:

Division of Academic Affairs

College of Applied Sciences and Technology
• Numerous programs contribute to the cultural environment and health/wellness of the community through services and events:
  • Adult Physical Fitness Program (School of Kinesiology)
  • Allegro Restaurant (Department of Family and Consumer Sciences)
  • Cancer Survivor Walk (School of Kinesiology)
  • Chase Charlie (School of Kinesiology)
  • Child Study Center (Department of Family and Consumer Sciences)
  • Health screenings (School of Nursing, Department of Family and Consumer Sciences, School of Kinesiology)
  • Clearview 5K Run to benefit Multiple Sclerosis Society (School of Kinesiology)
  • Nutrition assessments (Department of Family and Consumer Sciences)
  • Pediatric gait screenings (School of Kinesiology)

College of Architecture and Planning
• This year, four Community Build/Plant/Make Days for Head Start’s
  College of Architecture and Planning
• Pediatric gait screenings (School of Kinesiology)

College of Arts and Media
• Numerous programs contribute to the cultural environment and health/wellness of the community through services and events:
  • The Department of Theatre and Dance staged several tremendous
    Productions during the 2014–15 academic year. These included
    Next to Normal, The Crucible, A Raisin in the Sun, Oklahoma,
    Equus.
  • The Women’s and Gender Studies Program sponsored Women’s Week
    with a “soft opening” of the Nature Playscape, and there was a ribbon-cutting
    ceremony with Mayor Dennis Tyler. There was a “soft opening” of the Nature Playscape, and there was a ribbon-cutting ceremony with Mayor Dennis Tyler. The final CBD was
    surrounding Melody Meadows and Crazy Climbers. The final CBD was
    volunteers planted the butterfly garden and tree trail, and in the third,
    parents participated in a number of craft/making activities designed
    to further develop the Nature Playscape site. In the second CBD,
    participants planted the butterfly garden and tree trail, and in the third,
    the community and Ball State students worked on the plantings
    surrounding Melody Meadows and Crazy Climbers. The final CBD was
    a “soft opening” of the Nature Playscape, and there was a ribbon-cutting
ceremony with Mayor Dennis Tyler.

College of Communication, Information, and Media
• Biennial Faculty Exhibition
• Biennial Faculty Exhibition
• First Thursdays arts walk events in Muncie
• Saturday Children’s Art Classes, including a final community
  exhibition (160–200 attendees)
• Annual Juried Student Show
• On campus, the School of Music provided over 300 musical events
  to over 29,000 patrons during the year, including the production of numerous faculty/guest artist series recitals.
• The School of Art provided:
  • Senior Student Art Exhibitions, including a final community
    and family exhibition (160–200 attendees)
  • First Thursdays arts walk events in Muncie
  • A Raisin in the Sun, Oklahoma, Equus.
  • The Women’s and Gender Studies Program sponsored Women’s Week
    with ticket revenues benefiting A Better Way.
  • Hosted four new planetarium labs: “Exploring Light” (grades K–4);
    “Phases of the Moon” (grade 6–adult); “Seasonal Changes” (grade 6–adult); and “Into to Spectroscopy” (grade 6–adult).
  • A Raisin in the Sun, Oklahoma, Equus.
  • The new Charles W. Brown Planetarium:
    • Hosted 17,084 guests for 253 events.
    • Created its first full-length, full-dome program, “Sanur and Beyond.” The project took 150 hours to complete.
    • Hosted four new planetarium labs: “Exploring Light” (grades K–4); “Phases of the Moon” (grade 6–adult); “Seasonal Changes” (grade 6–adult); and “Into to Spectroscopy” (grade 6–adult).
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  • A Raisin in the Sun, Oklahoma, Equus.

College of Education
• The Department of Philosophy and Religious Studies, in conjunction with the Muncie Public Library, presented a free lecture and discussion series to the Muncie/Delaware County community titled, “Big Questions, Big Ideas.” All sessions in the series were held at the Kennedy Library. Seven faculty members from Philosophy and Religion yielded an “Artful Life,” and from History participated.

College of Science and Technology
• The Department of Philosophy and Religious Studies, in conjunction with the Muncie Public Library, presented a free lecture and discussion series to the Muncie/Delaware County community titled, “Big Questions, Big Ideas.” All sessions in the series were held at the Kennedy Library. Seven faculty members from Philosophy and Religion yielded an “Artful Life,” and from History participated.

• The new Charles W. Brown Planetarium:
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  • A Raisin in the Sun, Oklahoma, Equus.

College of Sciences and Humanities
• The Department of Philosophy and Religious Studies, in conjunction with the Muncie Public Library, presented a free lecture and discussion series to the Muncie/Delaware County community titled, “Big Questions, Big Ideas.” All sessions in the series were held at the Kennedy Library. Seven faculty members from Philosophy and Religion yielded an “Artful Life,” and from History participated.
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  • A Raisin in the Sun, Oklahoma, Equus.

Charles W. Brown Planetarium
Division of Government Relations and Community Engagement

• Ball State fulfilled its $250,000 contribution to Muncie-Delaware County’s five-year economic plan.
• Four years ago, the university committed $250,000 of in-kind services to support goals of Vision 2016, a five-year economic development plan developed by the Muncie-Delaware County Economic Development Alliance. The plan’s goals included expansion and retention of existing businesses, new business attraction, improved image of Muncie-Delaware County, workforce education, community planning and preparation, and promoting early childhood education.
• Building Better Neighborhoods initiative: A total of 102 Ball State students were involved in immersive learning projects in academic year 2014–15 that directly benefited neighborhoods in Muncie, impacting more than 4,800 local residents.

Building Better Neighborhoods

<table>
<thead>
<tr>
<th>Project, Student, and People Served</th>
<th>1 student</th>
<th>1 student</th>
<th>1 student</th>
<th>2 students</th>
<th>1 student</th>
<th>1 student</th>
<th>1 student</th>
<th>1 student</th>
<th>1 student</th>
</tr>
</thead>
</table>

- Wally/Gautier Neighborhood Action Plan
- Industry Neighborhood Action Plan
- Volunteer Neighborhood Action Plan
- Kettles/Periodical Box Neighborhood Service
- The City Paddocks and the Neighborhood Energy Plan
- Quakertown Village Neighborhood Plan
- South Central Neighborhoods Service
- White Sulphur Country Neighborhoods
- Scholar-Within the Center of Community Life (SWaCCL)

Ball State’s E.B. and Bertha C. Ball Center has been a Muncie landmark since it was built in 1907 by Mr. and Mrs. E.B. Ball. In 1975, the Ball Brothers Foundation gave the property to the Ball State University Foundation for use by Ball State as a continuing education facility. The center serves as a symbol of the university’s commitment to public service and community outreach by offering personal enrichment courses in the areas of arts and culture, history, languages, and literature. The center’s mission is to provide stimulating intellectual opportunities for all persons from the university or East Central Indiana communities.

- The Indiana Communities Institute: Ball State is taking the lead in the Indiana Communities Institute (ICI), a new statewide economic development effort that will focus on priority of place—improving the quality of life in communities in order to attract and retain talented workers sought by today’s businesses. ICI brings together many of Ball State’s top research and outreach agencies to assist Indiana communities as they strive to improve life experiences for residents, businesses, and visitors, and focus on three main areas:
  - Research: Create knowledge that addresses material changes in the factors influencing communities’ economic performance and how they impact the state’s economic prospects and determine that knowledge to public policy-makers, thought-leaders, and influencers.
  - Policy: Influence community economic development policies at state, regional, and local levels, emphasizing human capital development, retention and attraction, and the role of placemaking in pursuit of higher levels of economic performance.
  - Practice: Engage with economic development stakeholders at community, regional, state, and national levels to aid in formulating strategic and executing tactical approaches to improve economic prospects, based on sound policy development and research findings.

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Division of Government Relations and Community Engagement

Ball State earned the Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching in 2015. The classification, created in 2006, recognizes colleges and universities that demonstrate an institution-wide commitment to public service, civic involvement, and community partnerships.

The designation caps a more than two-year self-study that included extensive data collection and analysis as well as in-depth interviews. The final application referenced the outreach efforts of more than 200 individuals, departments, and centers at the university.

The process was a valuable chance to weigh Ball State’s efforts against national standards, bringing a new level of legitimacy and visibility to the community engagement accomplishments of Ball State faculty and students.

II-9. Establishing a Strategic Statewide Impact

Major Initiatives Supporting a Statewide Impact Included:

Division of Academic Affairs

Honors College
• Professor of History Ron Morris supervised an immersive learning project on the Indiana state forests. Two Honors College students, Mitchell Knigga and Heidi Noneman, did preliminary and directive research on the 14 state forests; additional honors students registered for an honors colloquium (HONR 390) and assumed responsibility for at least one of these forests, on which they did additional research and visited the site.

College of Communication, Information, and Media
• Information and communication sciences students were involved in the Rural Broadband Working Group, which was created by the Lieutenant Governor. Every county in the state of Indiana was impacted this year with two legislative bills becoming law based on research put forward to the Rural Broadband Working Group.

College of Fine Arts
• The David Owsley Museum of Art saw an increase of 10 percent annually in the number of communities engaged with the university and increased counties engaged to 70.
• In 2015, groups visited the museum from 20 P–12 schools in 10 Indiana counties (Delaware, Jay, Grant, Madison, Huntington, Randolph, Blackford, Wayne, Henry, and Cass) and 15 school districts.
• The overall number of Indiana P–12 school students who visited the museum in 2015 was 1,634.

College of Sciences and Humanities
• The Ona Bowen Center for Public Affairs continues to have a major statewide impact.
• Partnering with WISH-TV in Indianapolis for the third year, the Bowen Center coordinated and disseminated the WISH-TV–Ball State Hoosier Survey, an annual survey of Hoosier attitudes on pressing political and social concerns. Survey results were previewed during weeklong coverage aired on WISH-TV in October on its 5:30, 6:00, and 11:00 p.m. newscasts. Complete survey results were also delivered to each member of the Indiana General Assembly and statewide elected officials in December.
• Partnering with Indiana Humanities, the Bowen Center convenes Community Conversations around the state, designed to bring together interested citizens and local public officials to confront what they believe are the most pressing issues in their communities. During 2014–15, Community Conversations were conducted in the following counties: Johnson (May 2015), Knox (March 2015), Madison, and Noble.
• The Certified Public Manager Program offers training to public employees in recognized management theories and best practices. The program, one of 40 nationally and the only one of its kind in Indiana, is fully accredited by the National Certified Management Consortium.
• Eight students from a variety of majors participated in a semester-long immersive learning project creating Crossroads Connect, a mobile web-based Indiana history textbook for fourth-grade students.

Division of Government Relations and Community Engagement

Ball State earned the Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching in 2015. The classification, created in 2006, recognizes colleges and universities that demonstrate an institution-wide commitment to public service, civic involvement, and community partnerships.

Intercollegiate Athletics

Ball State student-athletes improved the lives of others by volunteering throughout Muncie and Delaware County.
• During the 2014–15 academic year, student-athletes, coaches, and staff performed more than 4,000 hours of community service through reading programs, food drives, and events for nonprofit agencies.
• The Cardinals help clean the local White River, organized donations at Second Harvest Food Bank, were involved in raising $502,000 for the Ball State Dance Marathon, partnered with children at the Boys and Girls Club, and much more.
II-10. Leading Statewide P–12 Education Reform

Major Initiatives Supporting Statewide P–12 Reform Included:

**Division of Academic Affairs**

**Teachers College**
- Notable external grants funded during fiscal year 2014–15:
  - Muncie P3 Program—Pat Clark (Elementary Education), Indiana Department of Education/Ball Brothers Foundation/United Way of Delaware County/Discovery Group: $493,467.
  - How Beginning Elementary Teachers’ Social Networks Affect Ambitious Math Instruction in the Current Evaluation Climate—Serena Salloum (Educational Leadership), National Science Foundation: $67,934.
  - Professional Development for Career and Technical Teachers with Workplace Specialist I Certification—Edward Lazaros (Technology), Indiana Department of Education: $74,999.

**College of Sciences and Humanities**
- Ball State Associate Professor of Biology Tom McConnell is working with the Indianapolis Zoo and its orangutan exhibit to help Hoosier biology teachers integrate the exhibit into their classes to achieve state standards. McConnell and zoo personnel have created a weeklong summer teacher academy to instruct middle and high school teachers in the use of inquiry and observationally based learning techniques to understand biological concepts more deeply.
- Ball State has fulfilled its commitment one year early—primarily through substantial involvement of faculty, staff, and students—in the MyMuncie image campaign (MyMuncie.org) and Muncie BY5 (muncieby5.org), the community’s early childhood development initiative. The goal of the MyMuncie image campaign is to instill community pride and encourage local engagement by recognizing local “unsung volunteers” who support Muncie’s more than 1,000 nonprofit organizations. Muncie BY5 is working to create a unified early childhood system and mobilize the community to ensure that all children in Delaware County will be ready to be successful in kindergarten by the year 2020.
III. A Model 21st Century Public Research University

An education from Ball State is among the highest quality and most well-rounded available due to impactful opportunities for academic expansion and enhanced research profile. Ball State is recognized for being in the top 250 of our country’s national universities, according to the most recent rankings by U.S. News & World Report. This ranking represents approximately the top 5 percent of all universities in the nation.

To achieve the goal of becoming a model 21st century public research university by the centennial anniversary, Ball State will:

III-11. Enhance philanthropy to Ball State.

III-12. Enhance state and national recognition by increasing the profile of Ball State’s faculty and signature academic programs.

III-13. Enhance the role and impact of graduate education, increasing graduate student full-time equivalent enrollment.

III-14. Enhance the research profile by increasing external funding for scholarly work, refereed/juried achievements by faculty, total royalty revenue, start-up companies, and the annual number of intellectual property disclosures.

III-15. Enhance recognition as a national model for sustainability by completing the geothermal project and other activities.

III-16. Provide a high quality work-life environment by implementing new programs and policies.

III-17. Implement impactful academic, research, and outreach programs by opening the new College of Health coupled to construction of a new Health Professions Building (Phase I) and development of new high-impact degrees.


General Summary of Progress: Representing the most challenging of the major themes for The Centennial Commitment, approximately 50 percent of the goals are either complete or on track for completion. Please see the Appendix for detailed metrics.
III-11. Enhancing Philanthropy to Ball State

Major Initiatives Supporting Philanthropy Included:

Ball State University Foundation

The Ball State University Foundation seeks to provide gifts from thousands of alumni and friends to support the university’s mission, students, faculty, and programs. The foundation has become a vital financial partner for the university, providing more than $357 million in support for programs and buildings, which have added academic, cultural, entertainment, and economic value to the university and community. Future gifts such as bequests, life insurance policies, property, and M&I income plans have grown to more than $396 million.

In 2015, the foundation received an investment return of 3.4 percent, which is significantly above the 70/30 benchmark return of -1.74 percent. In 2015, the foundation received an investment return of 3.4 percent, which is significantly above the 70/30 benchmark return of -1.74 percent.

**Total Support Provided to Ball State**
- Total donor gifts surpassed $432 million since our start in 1951
- Planned gifts climbed to more than $357 million in support for programs and buildings, which have added academic, cultural, entertainment, and economic value to the university and community. Future gifts such as bequests, life insurance policies, property, and M&I income plans have grown to more than $396 million.
- Contributions from alumni and friends totaled $230 million
- Assets grew to more than $96 million, which is significantly above the 70/30 benchmark return of -1.74 percent.

**Assets and Contributions Fiscal Year 2015**
- Total assets exceeded $12.5 million
- Total contributions exceeded $96 million
- Since our start in 1951, total donor gifts surpassed $357 million
- Planned gifts climbed to more than $357 million

**Portfolio Investment Return through June 2015**
- The average five-year annual return is 10.8 percent, and the average 20-year return is 7.9 percent.

**Major Initiatives and Alumni Affairs**
- Cardinal Campaign: Developing Champions Campaign
- The campaign surpassed its goal before December 31, 2014, and now has raised more than $20.9 million for intercollegiate athletics at Ball State. This includes recent commitments of more than $300,000. About 1,200 alumni, friends, and former student-athletes contributed to the campaign. Donations included 100 percent of Alumni Council, Board of Trustees, and President’s Council members and nearly all of the Alumni Council Foundation board members. In addition, the Alumni Council established a $300,000 match, which produced $1.9 million in alumni gifts.
- Emens Auditorium Initiative
- More than $1.5 million has been raised for the Emens Auditorium Initiative. Recently the Board of Trustees approved and enhanced the scope of the project up to $5 million to include expansion of the lobby and providing space for more first-floor restrooms.
- Annual Giving
- By February 2015, the number of online donors and dollars to the university had already surpassed the same number from all of 2014.
- The amount given by alumni, friends, and donors has increased in the past year, and gift sizes have increased by 2 percent.
- The Cardinal Campions have raised more than $600,000 and spoken with more than 5,000 alumni and friends.

**2015 Admitted Student and Alumni Receptions**

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Attendance</th>
<th>Alumni Speaker(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 10</td>
<td>Chicago</td>
<td>217</td>
<td>Mike Smith, ’79</td>
</tr>
<tr>
<td>March 11</td>
<td>South Bend</td>
<td>127</td>
<td>Hollis Hughes, ’65</td>
</tr>
<tr>
<td>March 24</td>
<td>Cincinnati</td>
<td>115</td>
<td>Brian Scalf, ’94</td>
</tr>
<tr>
<td>April 7</td>
<td>Indianapolis</td>
<td>168</td>
<td>MBA ’72, Donor</td>
</tr>
<tr>
<td>April 15</td>
<td>Fort Wayne</td>
<td>168</td>
<td>MBA ’95, Donor</td>
</tr>
<tr>
<td>April 21</td>
<td>Indianapolis</td>
<td>96</td>
<td>Young Alumni Council Member</td>
</tr>
</tbody>
</table>

**Division of Student Affairs**
- Ball State University Dance Marathon raised $602,000 this year to support Riley Hospital for Children. Nearly 2,000 students participated in this annual event that has raised $1.2 million since 2003. This year, Riley Hospital dedicated a room in honor of BSUDM.
- Online Giving Site
- A new online giving site was unveiled in November 2014, which included a redesigned Ball State Foundation giving page and a public radio and television giving site. The release of the new site provided a refreshed look and smarter gift transaction process.
- Council for Alumni and Student Engagement
- The Council for Alumni and Student Engagement (CASE) held its first meeting after the selection of 33 students who now hold the responsibility for educating current Ball State students about the importance and impact that philanthropic giving and alumni engagement has on the future of Ball State. The Student Alumni Relations Team (SART) and the Student Foundation were unified in order to form one council, the group is overseen by the Offices of Alumni Programs and Annual Giving. Among the tasks of CASE is planning and execution of the university’s annual Thank a Donor Day. This organization is intended to further advance the culture of philanthropy within the student body.
- Alumni Council giving increased from $75,000 in 2012 to $104,000 in 2013 and finally to $359,000 in 2014.
- Alumni Programs/Office of Admissions receptions increased from $50,000 in 2013 to $104,000 in 2014.

**Ball State University Foundation**

- Fiscal Year: 2015
- Total assets exceeded $12.5 million
- Total contributions exceeded $96 million
- Since our start in 1951, total donor gifts surpassed $357 million
- Planned gifts climbed to more than $357 million
Major Initiatives Supporting State and National Recognition Included:

Division of Academic Affairs

- The Center for International Development has received national and international attention from such publications as Networker, Higher Education, Inside Higher Education, International Educator, IIE Press, and the Chronicle of Higher Education, with international attention from such publications as Asia-Pacific Education Networker.

- The Miller College of Business and its accounting program have been separately accredited since 1990.
- The School of Art and the relevant programs in the Department of Family and Consumer Sciences (apparel and design and interior design) until the 2022–23 school year.
- The National Panhellenic Conference (NPC) recognized Ball State’s Panhellenic Council as one of the top 33 in the country with a 2013 Award of Achievement.
- Wes Gehring’s book Dark Comedies: A Legacy Etched in Glass: The Ball Brothers in Muncie was named one of the Best Film Books of 2014 by the Huffington Post.
- Thomas Weidner (School of Kinesiology) was inducted into the Class of 2015 National Hall of Fame during the National Athletic Trainers’ Association Clinical Symposium in St. Louis, June 2015.
- Matthew Judge also was certified as a World Academy of Sport Trainer for the International Paralympic Committee. He is one of only two WAS Trainers’ Association Clinical Symposium in St. Louis, June 2015.
- Linda Sherfick was selected the best director in the region for her scene work presented at the festival.

Ball State University Rankings

- Top 100 (No. 97) Public Universities
- Ranked in the top 25 for graduate programs in business, education, and nursing in U.S. “Best Online Programs” by U.S. News & World Report
- Graduating senior programs—eighth
- MBA—11th
- Graduating senior programs—24th
- Bachelor’s programs—34th
- Ranked in “Best Online Programs for Veterans” by U.S. News & World Report at No. 7 in graduate education, No. 14 in MBA, No. 22 in graduate nursing, and No. 29 in bachelors’ programs.
- Named one of the best universities in the Midwest by The Princeton Review for 11 years.
- Classified by the Carnegie Foundation for the Advancement of Teaching as a research university, high research activity (R1: very high research activity), placing us in the company of Boston College, Clemson University, and College of William and Mary, among others.
- Recognized by the University Professional & Continuing Education Association (UPCEA) in 2014, with our Division of Online and Distance Education as a co-recipient of the UPCEA Strategy Innovation in Online Education Award.
- Named a Military Friendly School for seven years by G.I. Jobs.
- The National Panhellenic Conference (NPC) ranked Ball State’s Panhelathletic Council as one of the top 33 in the country with a 2015 Award of Achievement.

Miller College of Business

- The H.H. Gregg Center for Professional Selling received two national rankings: “Top Universities for Professional Sales Education” by the Sales Education Foundation and “Top 5 Retailer Sales Programs” by DePaul University.

College of Communication, Information, and Media

- Ball State students and faculty won eight regional Emmy Awards in 2014.
- The Ball State Debate Team won the Team Sweepstakes at the National Educational Debate Association’s (NEDA) National Tournament.
- In 2014, the student-run newspaper, The Ball State Daily News, won its 11th Carl Peters Crown Award for general excellence, the highest recognition from the Columbia Scholastic Press Association.
- The master’s degree in public relations is the only graduate program in the nation to receive Certification in Education for Public Relations (CEPR) by the Public Relations Society of America (PRSA).
- A Legacyargo in Glass: The Ball Brothers in Muncie, a documentary under the direction of Chris Hlok (Telecommunications), won a Platinum Aurora Award for Best Documentary/Historical Events.
- Ball State University won 18 awards from the IN Association of School Broadcasters in 2014.
- The College of Communication, Information, and Media’s annual individual events team finished sixth at the National Forensic Association National Tournament (out of 79 schools).
- The team had three national champions. The team also came in first at the Indiana State Tournament (nine individual state titles), and 21st place (out of 90 schools) at the American Forensics Association National Tournament.

- Ball Bearing won 18 awards from the Indiana Collegiate Press Association.
- The Daily News won 32 Gold Circle awards from the Columbia Scholastic Press Association in 2014.
- Wes Gehring’s book Chaplin’s War Trilogy: An Evolving Lens in Three Dark Chapters was named one of the Best Film Books of 2014 by The Huffington Post.

College of Applied Sciences and Technology

- The School of Nursing was designated as a National League for Nursing Center of Excellence.
- Thomas Wexler (School of Kinesiology) was inducted into the Class of 2015 National Hall of Fame during the National Athletic Trainers’ Association Clinical Symposium in St. Louis, June 2015.
- Lawrence Judge (School of Kinesiology) was honored as one of its Research Fellows selected by the Research Council for SHAPE America—Society of Health and Physical Educators. SHAPE America Research Fellow status is reserved for members who have made significant contributions to research, creative, or scholarly activity. Judge also was certified as a World Academy of Sport Trainer for the International Paralympic Committee. He is one of only two WAS Fellows in the world.

College of Fine Arts

- Animation Career Review ranked Ball State 16th in its Top 25 Animation and Game Design Schools in the Midwest.
- For the 11th consecutive year, students in the Department of Theatre and Dance received national recognition at the Kennedy Center American College Theatre Festival (KCACTF). Senior directing major Linda Sheftick was selected the best director in the region for her scene work presented at the festival.
III-12. Enhancing State and National Recognition

Megan Bradford and Haley Carroll received Cultural Vistas Fellowships. Zoey Spengler received a Fulbright English Teaching Assistantship. With a U.S. Student Fulbright Grant, Natalie Abell will enter the M.Sc. program in marine science, policy, and law at the University of Southampton (U.K.) this fall. There she will study science-based policy aimed at protecting and managing marine environments. She plans to pursue sustainable architectural design aimed at reducing the impacts of climate change upon built structures.

Ronald Morris (History) received the Indiana Historical Society’s 2014 Dorothy Riker Hoosier Historian Award. The Dorothy Riker Hoosier Historian Award is given to a historian who has made distinguished contributions to the field of historical scholarship and/or the affairs and activities of the IHS.

Planetizen’s 2014 College of Architecture and Planning Guide to Graduate Urban Planning Programs has consistently ranked the landscape architecture program in the top 15 in the country. In 2014, the undergraduate program was ranked No. 8 and the graduate program, No. 14.

Ellie Fawcett was selected to participate in the 2015 U.K. Fulbright Summer Institute at the University of Exeter in southwest England. There she will study science-based policy aimed at protecting and managing marine environments. She plans to pursue sustainable architectural design aimed at reducing the impacts of climate change upon built structures.

Division of Strategic Communications

Ball State’s Division of Strategic Communications increased in digital storytelling for fiscal year 2014–15. This has involved producing more stories that are in line with brand messaging and sharing the stories on the Ball State website and corresponding social media. The division has seen early success with its increased effort as the News Center drew more visitors than the previous year.

Top Stories

The 10 most-read news stories, measured by page views, for fiscal year 2014–15 were:

1. "10 most-read stories 2014–15"

By far, the biggest spike in web traffic was May 2, 2015, when Ball State hosted prominent business executive and alumnus John Schnatter as the keynote speaker for Spring Commencement. Another significant spike happened on February 5, 2015, when Ball State’s Division of Strategic Communications live streamed President Ferguson’s First State of the University address.

Web Traffic Overview

The News Center contains the landing page and two sections, plus several links to external pages and RSS feeds used for organizing content on the landing page.

Articles

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Dean’s and Graduate Lists

Communications Center (external)

Videos (external)

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Muncie produces the largest share of traffic, accounting for 23.7 percent of all users in 2014–15. The top metro areas outside Indiana, in descending order, are: Chicago; New York; Philadelphia; Washington D.C.; Columbus, Ohio; Houston; Denver; San Francisco–Oakland–San Jose; Boston–Manchester, N.H.; and Cleveland–Akron (Canton), Ohio.

Age groups* evened out in 2014–15. The largest group was 18–24 at 23 percent. The smallest group was 65+ at 10.4 percent after virtually no share the previous year.

Mobile Users

As the blue bar indicates, mobile use grew the most quickly, relative to its size—21.1 percent to 29.3 in one year. Meanwhile, desktop traffic’s share—70.7 percent in 2014–15—was reduced from 78.9 percent the year before.

Demonstrated trends for sharing the Ball State message by Strategic Communications reaches out to new audiences and serves greater business goals were:

1. People are interested in major events and announcements, but they want practical information just as much.
2. Strategic Communications’ increased efforts in the News Center are building momentum, with day-to-day traffic gradually increasing.
3. As readers become more mobile, they become less engaged.
4. Google and Facebook are used more to consume news than before.
5. A growing audience has diversified, with ages and geography balancing.

*Google Analytics does not track anyone younger than 18.

Intercollegiate Athletics

During the 2014–15 academic year, several “firsts” were accomplished, highlighted by the softball team’s victory in the NCAA Regionals and the inaugural Chirpie Awards Show co-sponsored by Sports Link:

- Softball won the MAC Championship and won its first ever NCAA tournament game.
- Women’s basketball won the MAC West Division Championship and played in the Women’s National Invitational Tournament.
- Women’s tennis won a school record 17 games in the spring.
- Johnny Watts won the MAC Men’s Golf Championships and competed at the NCAA Regionals.
- Jahwan Edwards became Ball State’s all-time leader in rushing yards and touchdowns.
- Sue Selfers was the MAC Freshman of the Year in men’s basketball.
- Scott Sauer was the MAC Special Teams Player of the Year in football.
- McCormick Clouser was selected as the Earl Yestingsmeier Sportsman of the Year in men’s golf.
- Ray Leonard was presented the Jack Vodicka Spirituality Award for men’s tennis.
- 12 student-athletes made First Team All-Conference.
- 16 of 19 athletic teams had a GPA over 3.0.
- Student-athletes held a cumulative 3.329 GPA after the spring 2015 term.
- Ball State Athletics had 16 MAC distinguished scholar-athletes.
- One-hundred-five student-athletes made Academic All-Conference.
- Swimming and diving teams earned College Swimming Coaches Association of America (CSCAA) spring team Scholar All-America awards.
- All 19 teams had multiyear academic progress rate (APR) scores of 954 or higher. Six teams had a score above 990, with women’s golf leading with a perfect score of 1,000.

III-13. Enhancing the Role and Impact of Graduate Education

Major Initiatives Supporting Graduate Education Included:

Division of Academic Affairs

- Provided 148 assistantships, and nine out of 10 respondents who had assistantships rated their experience as excellent or good.
- Produced and distributed a Graduate Director’s field guide to help departments effectively manage their graduate programs.

Sursa Performance Hall
III-14. Enhancing the Research Profile

Major Initiatives Supporting the Research Profile Included:

Division of Academic Affairs

Graduate School/Sponsored Projects Administration

• The Sponsored Projects Administration (SPA) supported over 300 faculty, staff, and students in the submission of 440 external grants, 180 of which exceeded a $25,000 request. External funding awards during fiscal year 2014-15 totaled $11,106,138. Of that amount, $533,553 was specifically in support of the scholarship of teaching and learning.

• The current active, in-progress research portfolio of externally funded sponsored projects at Ball State University contains over 400 awards, 200 individual project director and principal investigators, and over $488.5 million in total external funding.

Notable external grants funded during 2014-2015 included:

• West Nile Virus Surveillance Program, Randy Rensperger (Biology), Indiana State Department of Health: $36,490.

• Cooperative Unmanned Aerial Vehicle Enabled Scalable Mobility Prototype Video Surveillance, Shawn Wu (Computer Science), National Science Foundation: $257,826.

• A Dictionary of Misantla Totonac, Frank Trechsel and Carolyn Mackey (English), National Science Foundation/National Endowment for the Humanities: $10,000.

Preparation of Concepts of Natural Organic Matter (NOAM) for Taxonomic Research, Michal Pendas (Environmental Science), Environmental Protection Agency: $222,594.

• The Center for International Development has generated more than $1.9 million in external funding in just three years.

• The Security and Software Engineering Research Center received Phase II funding as an Industry/University Cooperative Research Center from the National Science Foundation. This is a five-year grant that ensures that Ball State will house the headquarters of a National Science Foundation national research center until the year 2020.

• The Center for International Development has generated more than $15 million in external funding in just three years.

• The College of Applied Sciences and Technology has received funding of approximately $3.4 million from the National Institutes of Health, Department of Defense, NASA, and the Department of State during the last five years.

• The sponsored projects office generated over $150 million in external funding during the last fiscal year.

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• The College of Applied Sciences and Technology has received funding of approximately $3.4 million from the National Institutes of Health, Department of Defense, NASA, and the Department of State during the last five years.

• Genetic Requirements for Protein Degradation at the Eukaryotic Translocation, VJ Rubenstein (Biology), National Institutes of Health: $310,688.

• Nesson (Economics), Robert Wood Johnson Foundation: $116,965.

• Mackay (English), National Science Foundation: $237,826.

• A Dictionary of Misantla Totonac, Frank Trechsel and Carolyn Mackey (English), National Science Foundation/National Endowment for the Humanities: $10,000.

• Environmental Protection Agency: $222,594.

• Toxical Research

• Studies), U.S. Department of State: $15,000

• International Exchange of Scholars: $145,000.

• PAYLP and IYLEP Visiting Student Program

• El Salvador: $22,376.

• Endowment for the Humanities: $100,800.

• Ethiopian University Linkage Program

• International Development, U.S. Department of State: $329,351.

• Fulbright Junior Faculty Development Programs for Iraq and Lebanon


• Fulbright Junior Faculty Development Programs for Iraq and Lebanon


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• Fulbright Junior Faculty Development Programs for Iraq and Lebanon


• Fulbright Junior Faculty Development Programs for Iraq and Lebanon


• Fulbright Junior Faculty Development Programs for Iraq and Lebanon


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• Fulbright Junior Faculty Development Programs for Iraq and Lebanon

III-15. Enhancing Recognition as a National Model for Sustainability

Major Initiatives Supporting Sustainability Included:
Office of the President
Ball State President Paul W. Ferguson joined a national gathering in Decatur, Georgia, in October 2015 to seek recommitment to the principles of sustainability and climate leadership by the nearly 600 university signatories of the American Colleges and Universities Presidents’ Climate Commitment (ACUPCC) across the nation in a new Climate Leadership Network. Second Nature, a leading national advocacy organization for sustainability, sponsored the press conference that Ferguson, who is vice chair of ACUPCC, attended. In this new initiative, institutional members will be asked to fully consider the strategic impacts of sustainability and to work practically and efficiently to continue the education of our next generation in the value-added impact of sustainability, to reduce the carbon footprint on their campuses through cost-effective planning and energy-saving programs, and to promote innovation and resilience in resolving potential issues related to climate change.

Ball State has emerged as a national leader in campus sustainability that first began in the mid-1980s with a focus on becoming a “green” campus, formation of the interdisciplinary Council on the Environment in 2001, maturing as a partner in the Association for the Advancement of Sustainability in Higher Education (AASHE) in 2005, becoming one of the original signatories of the Presidents’ Climate Commitment in 2006, integration of sustainability principles in the university strategic plans since 2007, development of the Ball State University Climate Action Plan in 2010, and from 2009–2015, design and implementation of the novel geothermal project. In 2010, Ball State received Second Nature’s prestigious Climate Leadership Award. Based upon its distinguished and impactful history of cost-effective sustainability, Ball State is poised to provide unique leadership through its record of transcending campus silos and exemplifying a unified approach from its Divisions of Academic Affairs, Student Affairs, Business Affairs, and advancement and community engagement as well as the Ball State University Foundation (especially in the successful example of its recent divestment policy).

The sustainability community will look to Ball State as a leader in moving beyond simply advocating the cause to a real-world, balanced approach to cost-effective solutions that results in true savings to students and enhances the quality and operation of the campus and community.

Division of Academic Affairs
• Center for Energy Research/Education/Service continued work on degrees in sustainability, continued with development of the next phase of the STARS report, continued promotion of the Indiana Green Campus Network, and continued with next phase explorations of Climate Action Plan implementation, including the use of the Green Revolving Investment Tracking System.

Division of Business Affairs
Geothermal Project
True to a tradition of entrepreneurship and innovation, Ball State continues to be revolutionary and responsible. Ball State is creating the nation’s largest ground-source, closed-loop district geothermal energy system, benefiting both the economy and the environment. Water heated or cooled by the earth began flowing through a new geothermal district heating and cooling system in spring 2012. The geothermal project allowed Ball State to decommission four aging coal-fired boilers, thereby cutting the campus carbon footprint nearly in half. The university stopped burning coal in March 2014. When complete, the system will heat and cool 47 buildings and create an estimated $2 million in annual operating savings. Biology Field Research
The building is also the latest to make use of another sustainability initiative championed by Ball State: the Lotus Pro green cleaning system, used to clean surfaces in all nine university residence hall complexes. A toxin-free alternative to chemicals, it infuses water with ozone, harmless to humans but deadly to germs, mold, and other contaminants, and leaves behind only oxygen and water.

Division of Student Affairs

• The $3.7 million renovation of Botsford/Swinford was designed with a LEED Silver certification in mind, offering amenities such as revolving doors, water bottle refilling stations, natural lighting, and geothermal heating and cooling.

• Ball State stopped burning coal in March 2014 and no longer spends $4,000,999 a year away does not allow a final tally of the benefits at this time. However, overall energy use has dropped nearly 30 percent, or approximately $1,200,000, over approximately $3,200,999 for the purchase of coal and disposal of ash.

• The Indiana Department of Environmental Management boiler system to be fully operational. The system is expected to be complete and fully operating by early 2017.

• Ball State, as a result of eliminating the use of coal, has reduced other contaminants, and leaves behind only oxygen and water.

• The Indiana Department of Environmental Management boiler operating fees have dropped by nearly 88 percent, or approximately $92,000.

• New Faculty Academy: Our new tenure track faculty members meet weekly for the fall semester under the guidance of senior faculty members. The academy will provide a more in-depth orientation to Ball State University. Ball State is one of only two universities in the nation to fully operate by early 2017.

• Professor Janet Fick introduced the students in a Leadership in Energy and Environmental Design (LEED) lab immersion course she taught spring semester. The students are the first group at Ball State to work under a U.S. Green Building Council three-year in-depth recertification of one or more of the LEED buildings on campus. Jim Jonas from the Department of Technology and Kevin Kenyon from Facilities Planning and Management advised the group.

• Professor Amoree Rees advised the students who worked on the university’s Global Reporting Initiative report for 2014. This is the fifth Global Reporting Initiative report that has been completed for the university. The report makes use of two universities in the nation to publish a GRI report. A copy of the 2014 report can be found at http://gri-bsu.academic/centersandinstitutes/cen/sustainability/gri/.

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III-17. Implementing Impactful Academic, Research, and Outreach Programs

Major Initiatives Supporting Implementing Impactful Academic, Research, and Outreach Programs Included:

Division of Academic Affairs

College of Fine Arts
- The School of Music created three new jazz concentrations to be offered at the undergraduate level. Eight new certificates and six new master’s programs were developed.

College of Health
- New undergraduate programs:
  - Major Initiatives Supporting Implementing Impactful Academic, Research, and Outreach Programs
- New graduate programs:
  - Master of Arts in Psychology
  - Master of Science in Public Health
  - Certificate in Health Information Management
  - Certificate in Sports Administration
  - Certificate in Health Education

New Undergraduate Programs

- Major Initiatives Supporting Implementing Impactful Academic, Research, and Outreach Programs
- New graduate programs:
  - Master of Arts in Psychology
  - Master of Science in Public Health
  - Certificate in Health Information Management
  - Certificate in Sports Administration
  - Certificate in Health Education

New Graduate Programs

- Major Initiatives Supporting Implementing Impactful Academic, Research, and Outreach Programs
- New undergraduate programs:
  - Major Initiatives Supporting Implementing Impactful Academic, Research, and Outreach Programs
- New graduate programs:
  - Master of Arts in Psychology
  - Master of Science in Public Health
  - Certificate in Health Information Management
  - Certificate in Sports Administration
  - Certificate in Health Education

III-18. Implementing Best Practices in University Management

Under the leadership of President Ferguson, Ball State University implemented a reorganization of several major departments in order to promote achievement of the goals of The Centennial Commitment. This opportunity has allowed for a refocused task, talent analysis of every position within each organization, development of new or consolidated positions. Evidence from this process is a clear commitment to engaged management, budget discipline, and strategic planning aligned with university directions. The benefit to Ball State’s progress in the key performance areas of external fund and friend raising, research and scholarly productivity, leadership and community engagement, messaging to all constituencies, risk management, and student success will be demonstrable in the years ahead.

Office of General Counsel

The new, consolidated structure of the Office of General Counsel will serve to provide more effective and efficient legal services for Ball State University, and it is expected that we will have an expanded scope of internal services and better explored recommendations regarding academic units, programs, and clinical entities that fit the mission and vision of the future college, and made recommendations regarding potential new academic programs. This task force has also made recommendations regarding organizational structure for the future college. And most recently, the task force engaged in preliminary discussions regarding the promotion and tenure policies and expectations across the programs recommended for the future college. The recommendations were forwarded to the Board of Trustees for review and adoption.

Division of Government Relations and Community Engagement

Through the integration of the Office of Government Relations and the Building Better Communities program, this new division now consists of 28 people reporting to Julie Halbig with the new title of Vice President for Government Relations and Community Engagement. Creating a new structure and a clearer mandate for the University’s outreach efforts, this division now includes the Office of Government Relations, Indiana Communities Institute, the Office of Community Engagement (Building Better Communities), the E. R. and Berna C. Ball Center for Civic Activism, the area Health Education Center, and the Office of Regional Outreach focusing on community and economic development in East Central Indiana. This new, integrated unit will be able to more effectively ensure the impacts of Ball State as Indiana’s “Entrepreneurial University.”

Division of Enrollment Services and Division of Strategic Communications

Over the past nine months, the former Division of Enrollment, Marketing, and Communications has been extensively involved in a division reorganization and implementation based on contemporary best practices in enrollment services, strategic communications, and higher education management. With a focus on transparency, accountability, collaboration, and servant leadership, the entire division participated in a self-assessment, review of task: talent analysis of all 114 division employees, and review of current and innovative approaches to student recruitment and retention, brand managing, marketing and communications, and business operations. This review resulted in the proposal to divide the large, disconnected division into two more aligned, but separately focused operations: (1) the Division of Enrollment Services centered on recruitment, financial aid, and scholarships, and Registrar services, and (2) the Division of Strategic Communications covering University Branding, Marketing, and Communications, and has been extensively involved in a division reorganization and implementation based on contemporary best practices in enrollment services, strategic communications, and higher education management. With a focus on transparency, accountability, collaboration, and servant leadership, the entire division participated in a self-assessment, review of task: talent analysis of all 114 division employees, and review of current and innovative approaches to student recruitment and retention, brand managing, marketing and communications, and business operations. This review resulted in the proposal to divide the large, disconnected division into two more aligned, but separately focused operations: (1) the Division of Enrollment Services centered on recruitment, financial aid, and scholarships, and Registrar services, and (2) the Division of Strategic Communications covering University Branding, Marketing, and Communications, and has been extensively involved in a division reorganization and implementation based on contemporary best practices in enrollment services, strategic communications, and higher education management. With a focus on transparency, accountability, collaboration, and servant leadership, the entire division participated in a self-assessment, review of task: talent analysis of all 114 division employees, and review of current and innovative approaches to student recruitment and retention, brand managing, marketing and communications, and business operations. This review resulted in the proposal to divide the large, disconnected division into two more aligned, but separately focused operations: (1) the Division of Enrollment Services centered on recruitment, financial aid, and scholarships, and Registrar services, and (2) the Division of Strategic Communications covering University Branding, Marketing, and Communications.
Office of the President

The new Office of Internal Audit and Advisory Services was inaugurated and moved from the Division of Business Affairs to the Office of the President with a direct report to the Internal Auditor to the President and to the Chair of the Board of Trustees Audit and Compliance Committee. This change was consistent with improvements to the role of the Internal Auditor and audit staff with a renewed commitment by the university to enhanced audit surveillance and compliance.

Division of Academic Affairs

The Office of Institutional Effectiveness (OIE) is developing a new set of college-level fact books to aid planning and decision making as well as working with the Divisions of Enrollment Services and Information Technology to produce college and department-level enrollment dashboards. OIE also collects information about faculty teaching productivity and expense and benchmarks the results at a national disciplinary level through participation in the National Study of Institutional Costs and Productivity (the Delaware Study).

The merger of the former Sponsored Programs and Contracts and Grants Office into Sponsored Projects Administration has created a more cohesive centralized unit to support faculty, staff, and students in their external funding pursuits. Changes underway in SPA, based in part on a campus-wide survey (the Delaware Study).

Office of General Counsel

- During the 2014–15 academic year, the Office of General Counsel (University Compliance) provided direct administrative supervision for 352 searches for faculty and professional personnel positions.
- The university reported no major NCAA rule violations.
- Processed 203 public record requests compared to 180 in 2013–14.
Academic Excellence Grants

On August 31, 2015, President Paul W. Ferguson announced the awarding of 16 Academic Excellence Grants representing approximately $42 million in funding from several academic-oriented private funds in the Ball State University Foundation for new initiatives in The Centennial Commitment (pg. 28).

This competitive internal Academic Excellence Grants (AEG) Program provides one-time funding over three years to support and encourage departments and units to define and achieve their academic, research, and service goals while contributing to Ball State’s overall aspiration to be a model of the most student-centered and community-engaged of the 21st century public research universities.

The Strategic Planning Leadership Team and I were very pleased with the number and quality of the campus response to the call for AEG proposals, President Ferguson commented. “Although the challenge of selecting only 16 of 76 excellent proposals was difficult, I am very happy with the first round of funded proposals that represent the breadth of the campus and offer innovative and entrepreneurial models or practices for improved and cost-effective delivery of academic programs, faculty, staff, and student services or university administrative processes.

Organized by major focus, the AEG recipients are:

Student-Centered Proposals

- Center for Student Directed Change, Susan Spahig (Information Technology Services). $147,237
- Professional Advising Center, Robert Kram, et al. (College of Fine Arts). $295,938
- Social Science Advising Center, Melinda Minnema, et al., Sociology (College of Sciences and Humanities). $299,133
- Initiative for Disability Employment, Larry Matrey (Disability Services/Student Affairs). $297,678

Community-Engaged Proposals

- A Student-Run Healthcare Clinic: A Novel Model for Entrepreneurial and Immersive Learning at Ball State, and/or (7) establishes new and sustainable business models or practices for improved and cost-effective delivery of academic programs, faculty, staff, and student services or university administrative processes.

Proposals selected for funding exhibit one or more of the following qualities: (1) provides increased opportunities and strategies for productive scholarship by faculty and graduate students to enhance graduate education, creative activity, research, and extramural funding to enhance the stature of the department, college, and university; (2) defines new avenues for entrepreneurial and innovative learning at Ball State; (3) improves or designs new academic-oriented programs that model or support academic strengths; (4) enhances service agendas or expands community engagement with key community stakeholders to improve quality of life and primacy of place; (5) improves student recruitment, extension, and graduation; (6) creates new co-curricular programs that enhance the student experience at Ball State, and/or (7) establishes new and sustainable business models or practices for improved and cost-effective delivery of academic programs, faculty, staff, and student services or university administrative processes.

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Division of Business Affairs

General Fund

In fiscal year 2015, Ball State University closed the books in the black with a surplus of $6.1 million in the general fund. The budgeted $345 million was 98 percent of the actual $352 million in revenues, a $7 million increase over the previous year. Actual spending was less than revenues, with expenditures by $8.0 million. In addition, the State of Indiana, which had previously withheld a reversion of 2 percent in state appropriations to the university, returned that money, totaling approximately $2.5 million. Because the university began the fiscal year with a beginning balance of $2.8 million in the general fund, the net result was a positive balance of $6.1 million at fiscal year-end. The chart below demonstrates that Ball State has appropriately managed its financial resources to align for future years, including fiscal year 2015, despite the university suffering substantial disruptions in state revenues during the Great Recession from late 2007 to mid-2009.
The current financial ratio for the university, which is calculated by dividing current assets by current liabilities, increased slightly from 4.08 in 2014 to 4.11 in 2015. This ratio measures the university’s ability to meet short-term obligations with short-term assets. One of the most basic determinants of clear financial health is the availability of expendable net position to cover debt should it become necessary to settle those debt obligations.

The viability ratio measures the university’s ability to fund those long-term obligations. At June 30, 2015, the university’s viability ratio was 1.36. A ratio above 1 indicates that the university is able to respond to adverse conditions as well as attract capital from external resources and fund new objectives.

These two financial ratios confirm that the university is in a very strong financial position as it enters fiscal year 2016.

Unrestricted net assets of the university, primarily operating cash and reserve funds set aside for strategic purposes, increased by $1.8 million in fiscal year 2015, discounting the state pension liability. This net increase in assets allowed the university to bolster some self-insurance reserves and set aside additional funds for future capital improvements. These unrestricted net assets allow the university both a substantial financial cushion for short-term losses in revenue and a solid basis for strategic investments in university priorities.

Biennial Budget Snapshot 2015–17
- 3 percent increase in appropriations (funding)
- Line item funding for “The Entrepreneurial University”
- New $1 million funding for entrepreneurship partnerships with Launch Fishers and the Lieutenant Governor’s Office
- $62.5 million for new Health Professions Building (No. 1 priority)
- 1.65 percent increase in undergraduate tuition

Facilities Improvements and Construction:
Fiscal year 2015 was a busy construction year at Ball State. The university completed, was approved to begin, or had under construction $203.8 million in construction projects. These projects include:

- New Health Professions Building—$62.5 million (approved)
- Geothermal construction—$24.7 million (in progress)
- Botford/Steinfeld Residence Hall renovation—$40.1 million (completed)
- Schmidt/Wilson Residence Hall renovation—$55.7 million (in progress)
- Renovation of the Applied Technology Building—$12.9 million (in progress)
- As part of the Cardinal Commitment: Developing Champions campaign:
  - Ron and Joan Venderly Football Center—$3.7 million (in process)
  - Improvements to the First Merchants Ballpark Complex—$5 million (in process)
  - Worthen Arena new floor—$6 million (completed)
  - Scheumann Stadium turf and stadium improvements—$0.7 million (completed)
  - Briner Sports Complex improvements—$0.3 million (completed)

III-18. Implementing Best Practices in University Management

Student Center Tally Food Court
## 1.2. Promoting Student Success

### I-2. Continued

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<td>Increase participation in diversity programs by 20 percent by 2017.</td>
<td>Increase participation in cultural programs by 20 percent by 2017.</td>
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### I-3. Providing Innovative and Entrepreneurial Education

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<td>226,375</td>
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<td>Actual</td>
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<td>221,606</td>
<td>226,375</td>
<td>235,035</td>
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<td>Increase participation by 15 percent the number of employers recruiting on campus.</td>
<td>Increase, by 30 percent annually, the number of service learning participants by 2017.</td>
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### I-4. Providing Contemporary and Best Practices for Online Education

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<td>235,035</td>
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<td>Increase employee average participation in HDT/IDIA contracts annually.</td>
<td>Complete Phase 1 (50 percent of sorority housing) of Greek Village by 2017.</td>
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### I-5. Enhancing Postgraduation Career Preparation

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Target</td>
<td>351</td>
<td>332</td>
<td>327</td>
<td>327</td>
<td>351</td>
</tr>
<tr>
<td>Actual</td>
<td>351</td>
<td>332</td>
<td>327</td>
<td>327</td>
<td>351</td>
</tr>
<tr>
<td>Increase by 15 percent the number of employees engaged in on-campus recruiting activities.</td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
</tr>
</tbody>
</table>

## IV. Appendix: Metrics

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the six-year graduation rate to 65 percent.</td>
<td>Increase participation in diversity programs by 20 percent by 2017.</td>
<td>Increase the number of service learning participants by 15 percent.</td>
<td>Complete Phase 1 (50 percent of sorority housing) of Greek Village by 2017.</td>
<td>Increase by 15 percent the number of employees engaged in on-campus recruiting activities.</td>
</tr>
<tr>
<td>Increase by 40 percent the number of on-campus student-employer match opportunities.</td>
<td>Increase by 15 percent the number of employers recruiting on campus.</td>
<td>Increase by 30 percent annually, the number of service learning participants by 2017.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
II-6. Promoting Diversity

- Increase the number of international students by 1,000.
  - **Target**: 873
  - **Actual Data**: 1,085

- Increase the number of at-risk students by 15 percent.
  - **Target**: 5,617
  - **Actual Data**: 5,017

- Increase the number of McNair Scholars to 10.
  - **Target**: 6
  - **Actual Data**: 8

- Increase by 10 percent annually the number of companies that are impacted by the university.
  - **Total Target**: 43
  - **Actual Data**: 61

- Increase by 10 percent annually the number of communities engaged with the university and increase to 70 the number of counties engaged.
  - **Communities**: 56
  - **Counties**: 54
  - **Actual Data**: 62

II-7. Building Relationships with All Partners of the Indiana Higher Education System

- Increase percentage of entering transfer students with grade point averages (GPAs) of 3.0 or better.
  - **Target**: 47.5%
  - **Actual Data**: 48.7%

- Increase the number of entering fall transfers by 50 percent.
  - **Target**: 753
  - **Actual Data**: 747

- Complete the David Owsley Museum of Art expansion by 2013.
  - **Target**: Complete
  - **Actual Data**: Complete

II-8. Enhancing Cultural Value and Quality of Life

- Contribute $250,000 to the Muncie Vision 2016 plan by December 31, 2016.
  - **Target**: $250,000
  - **Actual Data**: $159,962

- Track and communicate annually the financial and service impact of student volunteer programs in Muncie and Delaware County.
  - **Students**: 11,348
  - **Aggregate**: 355

II-9. Establishing a Strategic Statewide Impact

- By 2015, achieve Carnegie Community Engagement Classification.
  - **Target**: Complete
  - **Actual Data**: Complete

- By 2013, establish statewide engagement plan.
  - **Target**: Complete
  - **Actual Data**: Complete

- Increase by 10 percent annually the number of companies that are impacted by the university.
  - **Total Target**: 43
  - **Actual Data**: 78

- Increase by 10 percent annually the number of communities engaged with the university and increase to 70 the number of counties engaged.
  - **Communities**: 56
  - **Counties**: 54
  - **Actual Data**: 62
### II-10. Leading Statewide P–12 Education Reform

<table>
<thead>
<tr>
<th>How?</th>
<th>Improve charter school success as measured by ISTEP.</th>
<th>Target</th>
<th>Actual Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012–13</td>
<td>59%</td>
<td>54.9%</td>
<td></td>
</tr>
<tr>
<td>2013–14</td>
<td>65%</td>
<td>56.3%</td>
<td></td>
</tr>
<tr>
<td>2014–15</td>
<td>72%</td>
<td>60.6%</td>
<td></td>
</tr>
<tr>
<td>2015–16</td>
<td>78%</td>
<td>59.7%</td>
<td></td>
</tr>
<tr>
<td>2016–17</td>
<td>85%</td>
<td>59.7%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How?</th>
<th>Improve charter school success as measured by NWEA.</th>
</tr>
</thead>
<tbody>
<tr>
<td>3rd Grade Reading Target</td>
<td>191.8 193.6 197.3 199.2</td>
</tr>
<tr>
<td>Actual Data</td>
<td>195.8 196.9 199.7</td>
</tr>
<tr>
<td>6th Grade Reading Target</td>
<td>213.1 213.9 214.8 215.6</td>
</tr>
<tr>
<td>Actual Data</td>
<td>212.3 213.1 214.1</td>
</tr>
<tr>
<td>11th Grade Reading Target</td>
<td>223.5 223.6 223.7</td>
</tr>
<tr>
<td>Actual Data</td>
<td>224.4 221.2 225.2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How?</th>
<th>Improve charter school success as measured by IREAD.</th>
<th>Target</th>
<th>Actual Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012–13</td>
<td>76.7%</td>
<td>75.2%</td>
<td></td>
</tr>
<tr>
<td>2013–14</td>
<td>80.1%</td>
<td>78.4%</td>
<td></td>
</tr>
<tr>
<td>2014–15</td>
<td>83.5%</td>
<td>76.7%</td>
<td></td>
</tr>
<tr>
<td>2015–16</td>
<td>86.9%</td>
<td>85.1%</td>
<td></td>
</tr>
<tr>
<td>2016–17</td>
<td>90%</td>
<td>89.1%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How?</th>
<th>Improve charter school success as measured by graduation rate.</th>
<th>Target</th>
<th>Actual Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012–13</td>
<td>73.4%</td>
<td>67.4%</td>
<td></td>
</tr>
<tr>
<td>2013–14</td>
<td>77.6%</td>
<td>57.8%</td>
<td></td>
</tr>
<tr>
<td>2014–15</td>
<td>81.7%</td>
<td>58.6%</td>
<td></td>
</tr>
<tr>
<td>2015–16</td>
<td>85.9%</td>
<td>80.3%</td>
<td></td>
</tr>
<tr>
<td>2016–17</td>
<td>90%</td>
<td>85.1%</td>
<td></td>
</tr>
</tbody>
</table>

How? Every year, document best practices at Burris Laboratory, Indiana Academy, charter schools, and Partnership Network Schools, and communicate results to K–12 public schools; maintain and improve top rankings of Burris and the Indiana Academy; and work with current and former K–12 educators to strengthen their abilities in STEM and prepare students for STEM degrees and careers.

<table>
<thead>
<tr>
<th>How?</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>II-G1.</strong> Complete</td>
<td></td>
</tr>
</tbody>
</table>

Ball State University will be recognized as Community-Engaged by... May Commencement
### III-11. Enhancing Philanthropy to Ball State

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>How?</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td>$52 M</td>
<td>Increase by 25 percent the number of alumni and friends who make planned gifts.</td>
</tr>
</tbody>
</table>

### III-12. Enhancing State and National Recognition

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>How?</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td>75</td>
<td>Increase by five percent the number of faculty and professional personnel with national recognition awards, leadership positions, and enhanced board memberships.</td>
</tr>
</tbody>
</table>

### III-13. Enhancing the Role and Impact of Graduate Education

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>How?</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td>2,093</td>
<td>Increase graduate enrollment to 10 percent.</td>
</tr>
</tbody>
</table>

### III-14. Enhancing the Research Profile

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>How?</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td>$1.1 M</td>
<td>Increase by 10 percent the number of refereed or juried achievements by faculty members.</td>
</tr>
</tbody>
</table>

### III-15. Enhancing Recognition as a National Model for Sustainability

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>How?</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td>30</td>
<td>Increase by 20 percent the number of student presentations.</td>
</tr>
</tbody>
</table>

### III-16. Providing a High-Quality Work-Life Environment

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>How?</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td>75</td>
<td>Develop and implement a plan to train ERP end users with initial training for all and retraining for those to be completed by 2013.</td>
</tr>
</tbody>
</table>
### III-17. Implementing Impactful Academic, Research, and Outreach Programs

#### How?
Increase science, technology, engineering, and math (STEM) and other high-impact degree offerings.

#### Target
n/a

#### Annual Data
<table>
<thead>
<tr>
<th>Year</th>
<th>Actual Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012–13</td>
<td>34</td>
</tr>
<tr>
<td>2013–14</td>
<td>34</td>
</tr>
<tr>
<td>2014–15</td>
<td>3</td>
</tr>
<tr>
<td>2015–16</td>
<td></td>
</tr>
<tr>
<td>2016–17</td>
<td></td>
</tr>
</tbody>
</table>

#### How?
Complete renovations of two academic buildings and begin renovation of another academic building by 2017.

#### Target
On Track

#### Annual Data
<table>
<thead>
<tr>
<th>Year</th>
<th>Actual Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012–13</td>
<td>On Track</td>
</tr>
<tr>
<td>2013–14</td>
<td></td>
</tr>
<tr>
<td>2014–15</td>
<td></td>
</tr>
<tr>
<td>2015–16</td>
<td></td>
</tr>
<tr>
<td>2016–17</td>
<td></td>
</tr>
</tbody>
</table>

#### How?
Increase the total number of bachelor’s and master’s students who graduate with a high-impact degree as defined by the Indiana Commission for Higher Education by 30 percent by July 31, 2017.

#### Target
520

#### Annual Data
<table>
<thead>
<tr>
<th>Year</th>
<th>Actual Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012–13</td>
<td>529</td>
</tr>
<tr>
<td>2013–14</td>
<td>574</td>
</tr>
<tr>
<td>2014–15</td>
<td>595</td>
</tr>
<tr>
<td>2015–16</td>
<td></td>
</tr>
<tr>
<td>2016–17</td>
<td></td>
</tr>
</tbody>
</table>

### III-18. Implementing Best Practices in University Management

#### How?
Increase athletic revenue generated at an average of 4 percent per year over five years. These revenues include Cardinal Varsity Club, licensing fees, ticket sales, corporate partnerships, philanthropy, and others.

#### Target
$2.34 M

#### Annual Data
<table>
<thead>
<tr>
<th>Year</th>
<th>Actual Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012–13</td>
<td>$3.3 M</td>
</tr>
<tr>
<td>2013–14</td>
<td>$3.45 M</td>
</tr>
<tr>
<td>2014–15</td>
<td>$3.94 M</td>
</tr>
<tr>
<td>2015–16</td>
<td></td>
</tr>
<tr>
<td>2016–17</td>
<td></td>
</tr>
</tbody>
</table>

#### How?
Maintain or improve our self-defined efficiency metrics based on our relative positions compared to Indiana and national averages in the critical budget areas of health care costs, energy usage, and administrative staffing.

#### Target
n/a

#### Annual Data
<table>
<thead>
<tr>
<th>Year</th>
<th>Actual Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012–13</td>
<td>20.83%</td>
</tr>
<tr>
<td>2013–14</td>
<td>22.32%</td>
</tr>
<tr>
<td>2014–15</td>
<td>17.09%</td>
</tr>
<tr>
<td>2015–16</td>
<td></td>
</tr>
<tr>
<td>2016–17</td>
<td></td>
</tr>
</tbody>
</table>

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**Ball State Vision**

“Ball State aspires to be the model of the most student-centered and community-engaged of the 21st century public research universities, transforming entrepreneurial learners into impactful leaders—committed to improving the quality of life for all.”