## **Strategic Plan Progress Metrics**

		Strate	gic Pian	ı Progre	ess Metr	ics			
	BSU Strategic Plan-Staten	2007 ICHE Strategic Directions Report Sections and Subsections Referencing Outcomes or Measures Similar to BSU Strategic Plan							
Goal 1:	Learning - Ball State University will prom students seeking a rigorous learning expe	"Imperatives for Change"  "Aspirations"  "Achieving Aspirations"  "Critical Cross-Cutting Values"							
		Primary	Baseline	Tar	_		Actual I		ICHE Report
		Response	2006-07	2007/08	2008/09	2009/10	2010/11	2011/12	
Objective	A. Attract, enroll, retain, and graduate a more selective and diverse student body.  achieve 80 percent of total incoming	EMC	46.8%	53.4%	60.1%	66.7%	73.4%	80 00/s	College Preparation
freshman cor equivale	lass holding academic honors diplomas nt.	EMC	40.8%	50.9%	55.6%	61.1%	62.3%	62.1%	
	achieve 80 percent first-year retention rate.	SA&D	74.7%	<b>75.6%</b> 77.0%	<b>76.7%</b> 78.3%	<b>77.8%</b> 78.4%	<b>78.9%</b> 79.6%	<b>80.0%</b> 79.4%	
65 percent		SA&D	57.8%	<b>58.2%</b> 61.8%	<b>58.7%</b> 60.5%	<b>59.0%</b> 57.3%	<b>59.6%</b> 55.4%	56.6%	Student Success
	participating in the Honors College.	EMC EMC	7.0%	7.6% 308 8.7% 10.1%	8.2% 289 7.6% 11.3%	8.8% 343 8.8% 12.6%	9.4% 313 8.7% 13.8%	10.0% 339 8.9% 15.0%	Student Success
domestic er	archieve 15 percent of total (FR) nrollment from out-of-state, (ALL UG) ent of total enrollment		11.4% 8.9%	12.7% 9.9% 2.9%	13.4% 11.0% 3.4%	10.0% 10.8% 4.0%	12.8% 11.0% 4.5%	13.3% 11.3% 5.0%	
	ational origins. (INT) (NEW INT)		2.4% 3.6%	2.6% 3.9%	2.7% 3.3%	2.8% 4.4%	3.6% 4.8%	3.4% 3.8%	
	from underrepresented pulations. (FR)  (FR)  (ALL UG)		8.6% 8.1%	9.9% 10.8% 9.48% 8.9%	11.2% 10.0% 10.9% 9.4%	12.4% 11.7% 12.2% 10.3%	13.7% 11.9% 13.6% 10.9%	15.0% 13.8% 15.0% 11.9%	

5

6

# GOAL 1:

		Primary	Baseline	Tar	get	Actual Data			ICHE P.
		Response	2006-07	2007/08	2008/09	2009/10	2010/11	2011/12	ICHE Report
7	*By 2012, increase to 15 percent the number of degree	GS	10.6%	11.5%	12.4%	13.2%	14.1%	15.0%	Critical Cross-Cutting Values-
	seeking graduate student applicants from	OID		10.0%	9.8%	12.2%	10.6%	13.0%	Performance Metrics
	underrepresented minority population annually.								
	(percentages include fall, spring, & summer terms).								
8	*By 2012, for all admitted doctoral applicants,	GS	515	518	521	524	527	530	Critical Cross-Cutting Values-
	increase the average verbal GRE scores to 530 (VERB)			499	536	508	512	525	Performance Metrics
	(68th percentile) and increase the average		542	548	553	559	564	570	
	quantitative GRE scores to 570 (40th percentile). (QUANT)			550	579	550	558	565	
9	*Double the number of master's programs that have	GS	22	26	31	35	40	44	Critical Cross-Cutting Values-
	enrolled students with an average undergraduate GPA			33	32	29	35	37	Performance Metrics
	of 3.3 or better.								
	Objective B. Provide each undergraduate								
	with the opportunity to								
	participate in an immersive								
	learning experience.								
10	*Increase by 10 percent per year the number of students	C&D	1,680	1,848	2,033	2,236	2,460	2,706	Student Success and Contributions
	participating in immersive learning experiences.								to Indiana's Economy
				2,613	2,726	2,848	4,052	4,177	
11	*By 2012, all departments will offer immersive	C&D	26	30	34	39	43	47	
	learning experiences for each graduate.			38	35	44	45	37	
	Objective C: Increase the number and quality of			125	160	229	251	254	
	significant in- and out-of-classroom			Projects	Projects	Projects	Projects	Projects	
	learning opportunities such as								
	experiential learning, international								
	learning experiences, and service								
	learning.			1	-		-		
12	*By 2012, each department will provide experiential	C&D	40						Student Success and Contributions
	learning opportunities for all students.			42	44	46	44		to Indiana's Economy
13	*By 2012, 40 percent of the students will participate in	C&D			19	26	33		Student Success and Contributions
	for-credit research, internships, student (%)			12%	25%	37%	25%		to Indiana's Economy
	teaching or related professional (#)			2,005	4,246	6,563	4,548	5,607	
	experiences prior to graduation.								
14	*By 2012, over 1,000 students will participate annually	D&IE	790	832	874	916	958		Student Success and Contributions
	in high-quality professional international experiences.			739	566	646	651	595	to Indiana's Economy
	Objective D: Increase the number of nationally								
	ranked or recognized academic and								
	cocurricular programs.								
15	*By the fall semester 2008, establish student learning	C&D	50%	75%	100%				Student Success
	outcomes and assessment measures for all			51%	83%	94%	100%	100%	
	university programs.								

## GOAL 1:

	GUAL 1:	D	D 1'	<b>T</b>	4		A .4 .1T	N- 4-	
		Primary	Baseline	Tar	2008/09	2000/10	Actual I		ICHE Report
		Response		2007/08		2009/10	2010/11	2011/12	- C CI
1.0	WD 2010 1 25 C 11 1 1 (DANIZED)	COD	17	19	20	22	23		Imperatives for Change-
16	*By 2012, have 25 nationally ranked or (RANKED)	C&D	12	15	13		22		Challenges
	nationally recognized programs. (RECOGNIZED)		5	4	12	15	18	30	
	(TOTAL)		1.7	1.0	2.5	20	40		
1.5	(TOTAL)	MOOD	17	19	25	28	40	54	
17	*By 2012, offer an entrepreneurship minor open	MCOB							Contributions to Indiana's
	to all students.								Economy
	Objective E: Offer market-responsive and								
	nationally ranked or recognized								
	extended education opportunities								
	that are integrated with on-campus								
	offerings.								
18	*By 2012, increase off-campus enrollments	EE&D	2,092 FTE	2,218	2,343	2,469	2,594	2,720	Contributions to Indiana's
	by 30 percent over the 2006-07 base.			2,275 fte	2,853 FTE	3,147 FTE	3,500 fte	3,035FTE	Economy
	Supporting Objectives								
	Objective i. Develop university-wide marketing								
	communication and branding								
	strategies that support the goals and								
	strategies of the plan by raising the								
	visibility and enhancing favorable								
	perceptions of Ball Sate University								
	among key audiences.								
19	*By spring 2008, develop a formal strategic marketing plan	EMC	ad hoc	85.0%		/	_/	/	
	for enrollment.		plans	complete			)	)	
20	*By fall 2007, launch a redesigned Ball State Web site	EMC		1			_/	/	
	that supports Goal 1 objectives and outcomes.						)		
21	*During 2007, develop a formal strategic marketing	EMC	ad hoc			_	_	-	
	plan to support nationally ranked and recognized		plans						
	programs.								
22	*During 2008, collaborate with Advancement to	EMC&A							
	support marketing and communications needs for						/	/	
	capital campaign.				_	-	_		
23	*By 2012, increase significant national media	EMC	2006					/	
	placements to five per year.		TBD	16	35	57	75	141	
24	*By 2012, significantly shift public perceptions of	EMC	Carnegie						
	Ball State's academic quality relative to Indiana		Mkt Res.					Mkt Res*	
	competitors in support of Goal 1 objectives.								

<sup>\*</sup>Research report will be available Fall 2012

#### **GOAL 1:**

		Primary	Baseline	- U				ICHE Report	
		Response	2006-07	2007/08	2008/09	2009/10	2010/11	2011/12	TCHE Report
Objective ii.	Increase financial resources available								
	to support strategic directions.								
*By 2012, increase	e the number of endowed scholarships	A	451	480	511	540	570	600	
to 600.				471	526	543	555	568	
Objective iii.	Maintain best-practice use and								
	innovative use of information								
	technology in support of								
	strategic directions.								
Increase the percer	ntage of faculty reporting usage/	IT&D							
	ing media in their teaching/coursework								
by 10%***								no data	
Daily t	use of collaborative technology in							provided	
	in the classroom				47%	No	67%	51.7%	
Daily t	ise of Blackboard				45%	data**	55%	49.5%	
Use of	video conferencing				21%		*	23.1%	
	RSS feeds				8%		7%	8.8%	
Use of	blogs				17%		17%	18.7%	
Use of	podcasts				13%		12%	14.3%	
Use of	wikis				12%		11%	13.2%	
Ability	to create blogs				28%		*	30.8%	
Ability	to create podcasts				21%		*	23.1%	
Ability	to create wikis				18%		*	19.8%	
*By 2012, all stude	ents will be able to create digital	IT&D	14.0%			No			
resumes/portfolios	of curricular and cocurricular			83.0%	85% (a)	data	100.0%		
experiences.									
*By 2012, increase	e the usage of online (EMAIL)	IT			899.0GB	988.9GB	1078.8GB	1168.7GB	
storage by 30 perce	ent.							/	
					899.0GB	1032.8GB	1122.6GB	1338.3 GB	
	(IWEB)				870.9GB	958.0GB	1045.1GB	1132.2GB	
					870.9GB	1100.0GB	11.41TB	1,045.18 GB	
	(ILOCKER)				3.52TB	3.87TB	4.22TB	4.58TB	
					33TB	7.9TB	7.9TB	4.22 TB	
*By 2012, increase	e by 30 percent, the number of wireless	IT	6,731	7,135	7,539	7,942	8,346	8,750	
devices addressing	the network.								
				10,882	35,958	59,294	51,690	20,789	
					** A curve	v of studen	ts needs to	he adminis	stered to report this

<sup>\*\*\*</sup>Baseline data is 2008/09

<sup>(</sup>a) Colleges range from 71% to 100% with 85% as an average

<sup>(</sup>b) Increased quotas/availability which effects comparisons with previous years

<sup>\*\*</sup> A survey of students needs to be administered to report this information. Two colleges 100%. Overall 28 of 47 (60%) departments 100%.

<sup>\*</sup>No data

(	TOSLZ: I	Scholarship discovery, i		"Imperatives for Change" "Aspirations" "Achieving Aspirations" "Critical Cross-Cutting Values"							
				Primary	Baseline	Tar	0		Actual I	Data	ICHE Report
				Response	2006-07	2007/08	2008/09	2009/10	2010/11	2011/12	Terre Report
(	Objective A	A: Inc	rease the number of quality								
		facı	ulty development opportunities to								
		sup	port high quality scholarship.								
0 *	By 2008, a	all professional	development activities that	P&AR			/				
s	support sch	olarship will b	e analyzed for effectiveness.				\		<b>\</b>	>	
(	Objective 1	B: Exp	oand extramural funding to support								
		sche	olarship.								
1 *	Increase e	xternal funding	g for scholarly work by	D&AR		\$23.8m	\$28.8m	\$34.2m	\$39.6m	\$45m	Contributions to Indiana's
1	150 percent	t.	(Acad/Admin Dept)		\$12.5m	\$16.8	\$24.2m	\$21.3m	\$13.4m	\$13.3m	Economy
			(Service Centers)		\$5.5m	\$3.6m	\$1.9m	\$5.1m	\$3.1m	\$0.8m	
			(Total)		\$18.0m	\$20.4m	\$26.1m	\$26.4m	\$16.5m	\$14.1m	
2 *	Increase n	umber of comp	petitive proposals	D&AR		385	413	440	465	489	
s	submitted t	o funding	(Acad/Admin Dept)		319	369	409	505	336	427	
a	agencies by	40 percent.	(Service Centers)		30	156	174	151	196	78	
			(Total)		349	525	583	656	532	505	
3 *	By 2012, i	increase the me	edian size of grants from	D&AR		\$13,887	\$17,091	\$20,296	\$23,500	\$26,705	
f	unding age	encies by 150	(Acad/Admin-Median)		\$10,682	\$8,500	\$10,000	*\$8,431	\$10,000	\$10,500	
p	percent.		(All-Median)		\$10,764	\$5,000	\$5,200	\$3,890	\$7,400	\$8,750	
			(Acad/Admin-Ave)		\$59,982	\$70,558	\$100,535	\$88,988	\$58,297	\$61,368	
			(All-Ave)		\$80,456	\$52,546	\$65,045	\$62,575	\$45,718	\$61,113	
4 *	By 2010, 1	research center	s and institutes will have at	P							Contribution to Indiana's
10	east 80 per	cent of budgets	s supported by external funds.					44%	**50%	50%	Economy

<sup>\*</sup>This number reflects the funded grants. The median for submissions is \$23,319 which is a 55% increase over 2008/2009.

<sup>\*\*</sup>Nine out of 18 research centers and institutes have achieved 80%.

Goal 2:

			Primary	Baseline	Tar	Target Actual Data			ICHE Report	
			Response	2006-07	2007/08	2008/09	2009/10	2010/11	2011/12	TCHE Report
Objective C.	Increase the numb	er of faculty and								
	students and the b	readth of								
	disciplines engaged	d in scholarship.								
*By 2009, achieve	10 percent growth in	(MASTERS)	GS	2,328	2,406	2,483	2,561			Student Success and Contribution
total graduate stude	ent numbers				2,482	2,727	2,979	3,199	3,736	to Indiana's Economy
over 2006-07 base.		(INTERMEDIATE)		31	32	33	34			·
		,			54	52	52	54	47	
		(DOCTORATE)		271	280	289	298			
		,			300	303	302	368	403	
		(UNCLASSIFIED)		318	329	339	350			
		(======================================			319	329		335	334	
		(TOTAL)		2,948	3,046	3,145		000		
		(101111)		2,> .0	2,010	0,210			/	
					3,155	3,411	3,664	3,956	4,520	
*By 2012, increase	the number of faculty	who	P,D,		275	296	320	345	383	
are submitting one	•	(Faculty)	&AR	255	303	303	340	322	290	
proposals per year l	by 50 percent.	•								
Objective D.	Recognize scholars	ship of discovery,					•			
	integration, applic	ation, and teaching								
	with implementation	on defined at the								
	department level.									
*By 2009, revise pr	omotion and tenure gu	idelines	AP,							
in each academic un	nit to recognize scholar	rship	C&D							
of discovery, integr	ation, application, and	teaching.								
Objective E.	Grow selected grad						•			
	support increased	scholarship.								
*By 2008, target 10	on-campus graduate p	programs for	P&C		35	28	11			Student Success and Contribution
enrollment growth.					targeted	increased	targeted			to Indiana's Economy
*By 2012, establish	two new graduate pro	grams in	P&C		_					Critical Cross-Cutting Values
targeted areas.	5 1	-			1	1	2	3		Performance Metrics
U	the percent of graduate	e assistantships	P&GS	10.5%	12.4%	14.3%	16.2%	18.1%	20.0%	
	al grants or sponsored	-			9.6%	20.6%	21.7%	18.1%	19.7%	
to 20 percent.										

Goal 2:

	Guai 2.			Baseline	Tar	get		Actual I	) Data	ICHE Report
			Primary Response	2006-07	2007/08	2008/09	2009/10	2010/11	2011/12	ICHE Report
	Objective F.	Attract and retain highly productive								
		faculty of national prominence.								
11	*Create a continuous	sly replenishing pool of salary	P&BA							Imperatives for Change-
		ket and other inequities.								"Challenges"
	<b>Supporting Obje</b>		•	•						
	Objective i.	Develop university-wide marketing								
	•	communication and branding								
		strategies that support the goals and								
		strategies of the plan by raising the								
		visibility and enhancing favorable								
		perceptions of Ball State University								
		among key audiences.								
42	*During 2009, devel	op initial strategic communications plan	EMC	ad hoc			_		_	
	for current students,	faculty and staff, addressing Goal 2								
	objectives and outcome			plans						
13		op an updated marketing approach for	-				_	_	_	
		coordinating with other	EMC							
	enrollment objective									
44		h an academic research periodical to	EMC							
		frequency of the university message								
	-	t discover, integration, application								
	and teaching.									
45		h a redesigned Ball State Web	EMC					/	/	
		al 2 objectives and outcomes.								
	Objective ii.	Increase financial resources available								
		to support strategic directions								
46		o 30 the number of endowed	A&C	20		24	26	28	30	
	chairs/professorships				23	25	28	28	28	
	Objective iii.	Maintain best-practice use and								
		innovative use of information								
		technology in support of								
17	*D 2012 :	strategic directions. o 14,000 the number of online journals	IT	10.070	11.010	11 7(2	12,509	12.054	14,000	
17	*By 2012, increase to	o 14,000 the number of online journals	IT	10,272	11,018	11,763	12,509	13,254	14,000	
	ovoilable through the	Library			14,103	16 701	20 656	22 046	37,882	
18	available through the	o 75,000 the number of digital assets	IT	56,000	59,800	16,701 <b>63,600</b>	28,656 <b>67,400</b>	33,046 <b>71,200</b>	75,000	
+0	by 2012, increase to	0 75,000 the number of digital assets	11	30,000	33,800	03,000	07,400	11,200	75,000	
	available to faculty a	nd students			68,723	83,214	93,767	108,246	150,476	
	available to faculty a	nu students.	1	<u> </u>	00,723	03,214	93,707	100,240	130,470	ļ

Goal		0 0	ement - Ball State University will action and multiple that foster collaboration and mu	ients.	"Imperatives for Change" "Aspirations" "Achieving Aspirations" "Critical Cross-Cutting Values"						
				Primary Response		2007/08	get 2008/09	2009/10	Actual I 2010/11	Data 2011/12	ICHE Report
Objec	ctive A	۸.	Foster and support activities of faculty, staff, and students that have the potential to lead to enterprising ventures.	Kesponse	2006-07	2007/08	2008/09	2009/10	2010/11	2011/12	
*By 2	2012, 1	0 comm	ercial ventures will be created	P & AR	2	3	5	7	9	10	Contributions to Indiana's
			ned intellectual property.			3	3	6	6	1	Economy
			mulate growth of emerging media							_	
		sters in									
Objec	ctive F	<b>5.</b>	Offer market-responsive educational, cultural, and economic development programs that meet the needs of external partners.								
*By 2	2008, f	ully esta	blish The Bowen Center for	CS,H		_		_	-	_	Contributions to Indiana's
Public funds.		rs and s	upport with \$1.15 million in external	&A							Economy
	ctive (		Expand the success and reach of Ball State's Building Better Communities initiative, dedicated to expanding economic opportunities and advancing quality of life in communities across Indiana.								
*Grov	w Buil	ding Bet	tter Communities projects and	EE	10		108	119	131	/	Contributions to Indiana's
			cent annually.			98	183	181	472	583	Economy
Objec	ctive I	).	Lead Indiana in authorizing charter schools and be the premier resource supporting the success of all charter schools.								
		uthorize the state	at least 50 charter schools	TC	19	<b>25</b> 35	31 32	38 35	<b>44</b> 39		Student Access and Student Success
*By tl	he beg	inning o	f school year 2012-13 10,000 students Ball State-sponsored charter schools	TC	4,600	5,680 6,396 6,396	6,760 10,078 10,078	<b>7,840</b> 12,074	8,920 13,703 13,703	10,000	Student Access, Student Success & Contributions to Indiana's Economy Economy

#### Goal 3:

		Primary	Baseline	Tar	get		Actual I	<b>Data</b>	ICHE Report
		Response	2006-07	2007/08	2008/09	2009/10	2010/11	2011/12	iche keport
55	*By school year 2012-2013, of the major (B)	SU) TC	43.0%	47.0%	38.0%		34.3%	19.0%	Student Success and Contributions
	charter sponsors in the state of (Indianapo	olis)	42.0%	44.0%	47.0%	AYP*	33.3%	35.0%	to Indiana's Economy
	Indiana, Ball State will have the highest percentage								
	of schools meeting the NCLBA Adequate Yearly Progress.								
	Objective E. Provide working professionals in								
	Indianapolis access to professional								
	development through graduate								
	programs, skill enhancements, and								
	facility access.					T			
56	*By 2009, offer self-supporting Extended Education	EE&C		6	6	5	7		Contribution to Indiana's
	programs from four colleges.			colleges	colleges	colleges	colleges		Economy
57	*By 2008, conduct 10 Building Better Communities	EE	4	7	10				Contribution to Indiana's
	programs annually in Indianapolis.			14	18	16	51	54	Economy
58	*By 2008, establish permanent Center for Media	P							
	Design staff presence in Indianapolis.					**	**	**	
59	*By 2010, the Indianapolis Center will be self-	EE&BA							
	supporting.							****	
60	*By 2009, offer two additional graduate certificates in the	EE&D	1		3				Student Access, Student Success,
	greater Indianapolis area.			2		***	***	***	and Contributions to Indiana's
					7				Economy
	Supporting Objectives								
	Objective i. Develop university-wide marketing								
	communication and branding								
	strategies that support the goals								
	and strategies of the plan by raising								
	the visibility and enhancing favorable	e							
	perceptions of Ball State University								
	among key audiences.					1			
61	*During 2007, collaborate with Building Better Communities	EMC							
	to refine existing strategic marketing plan.	77.10		_					
62	*During spring 2008, formalize efforts to maximize the	EMC						/	
<i>(</i> 2	visibility of key university administrators and faculty.	FMC				_	_		
63	*By fall 2007, launch a redesigned Ball State Web site	EMC							
	that supports Goal 3 objectives and outcomes.  Objective ii. Increase financial resources available								
	1 3								
61	to support strategic directions.	Α.		400 000					
64	*By 2009, raise \$400,000 to support the startup of the	A	0	400,000					
	Indianapolis Center.			438,512	_				

<sup>\*\*</sup> No longer present and not a viable objective.

<sup>\*\*\*</sup> In process of moving all online, 29 available in 2011/12.

<sup>\*</sup> No AYP because of the change to Spring ISTEP testing.

<sup>\*\*\*\*</sup> Was not self-supporting in 2011/12

Goal 3:

			Primary	Baseline	Tar	get	Actual Data		<b>D</b> ata	ICHE Report
			Response	2006-07	2007/08	2008/09	2009/10	2010/11	2011/12	ICHE Keport
	Objective iii.	Maintain best-practice use and								
		innovative use of information								
		technology in support of strategic								
		directions.								
65	*By 2012, 100 perce	ent of the electronic student services	IT	82%	86%	89%	93%	96%	100%	
	will be Web accessi	ble.			85.0%	85.0%	87.0%	88.0%	96.0%	
66	*By fall 2009, comp	lete an inventory study of all student	IT							
	services not yet Wel	enabled.							*	
67	*By fall 2008, have	a review and evaluation of enterprise	IT							
	system alternatives.								*	
68	*By fall 2008, have	a work plan that informs enterprise	IT							
	systems solutions tin	nelines.							*	

<sup>\*</sup>ERP Implementation in progress

Goal 4: Comm	unity - Ball State University will im	prove the	universi	ty comm	unity's q	uality of	life.		"Achieving Aspirations" "Critical Cross-Cutting Values"
·		Primary	Baseline	Tar			Actual I		Data Source and Contact
		Response	2006-07	2007/08	2008/09	2009/10	2010/11	2011/12	Data Source and Contact
Objective A.	Increase student, staff, faculty, and family participation in a coordinated wellness program.								
*By 2012, increase p	participation (FAC/STAFF)	BA, SA,	41,527	44,019	46,510	49,002	51,493	53,985	Contributions to Indiana's
in recreation and we 30 percent over 2006	Illness activities by	&P	471,190	36,324 <b>499,461</b>	27,666 <b>527,733</b>	556,004	60,425 <b>584,276</b>	612,547	Economy
*D 20101-: 7	(O	BA	0	469,265	483,315		658,752	652,178	Contributions to Indiana's
-	O percent faculty and staff	BA	U	<b>17.5%</b> 49.0%	35.0%	<b>52.5%</b> 81.0%	<b>70.0%</b>	79.0%	
participation in the v	construction of recreation	BA		49.0%	57.0%	81.0%	78.0%	79.0%	Economy Contributions to Indiana's
and wellness facility		DA							Economy
*Engage the campus	s community in a comprehensive	President							Contributions to Indiana's
	nversion to a tobacco-free								Economy
Objective B.	Create a service-oriented campus culture in all units.								
*Complete customer end of 2007.	r service guidelines by the	BA&P		<b>\</b>	<b>✓</b>	/	/	/	Student Success
*By 2009, complete units on campus.	customer service training for all	ALL						/	Student Success
Objective C.	Achieve greater success and recognition in extramural athletics and academic competitions.								
*By 2008, win 3 MA various sports.	AC championships per year in	AD	1	1	1	1	2	2	
*By 2008, field at le teams in each colleg	ast two student academic competition e.	C&D	5 colleges	6 colleges	6 (a) colleges	` '		6 colleges	Student Success
*By 2008, establish	an aggressive honors and award for the university and in each	C&D	٠٠٠	19	28			22	Student Success
	, develop a 5-year gender	P		/	_	_	_	/	

<sup>(</sup>a) Seven (7) colleges if include Burris Laboratory School and Indiana Academy

		Primary	Baseline	Tar	_		Actual I	<b>Data</b>	ICHE Report
		Response	2006-07	2007/08	2008/09	2009/10	2010/11	2011/12	TCHE Report
Objective D.	Increase diversity of student, faculty,								
	and staff populations and enhance								
	the climate supporting diversity.								
*By 2012, increas	se the diversity of tenure track faculty to	P,C,D,SA							Critical Cross-Cutting Values
15 percent and of	all other employees to 9.5 percent.	&EMC							
(Affirmative Acti	on data)			13.00%	13.50%	14.00%	14.50%	15.00%	
	Tenure Track		12.44%	12.67%	14.22%	14.33%	14.77%	14.80%	
			76	78	87	89	92	91	
	Contract		7.47%	7.44%	9.17%	9.62%	8.58%	8.26%	
			44	45	56	59	53	49	
				8.50%	8.80%	9.00%	9.30%	9.50%	
	All other employees		8.26%	8.56%	8.81%	8.72%	8.71%	8.45%	
			181	192	198	200	199	192	
	Total		8.88%	9.09%	9.83%	9.87%	9.76%	9.54%	
			301	315	341	348	344	332	
Objective E.	Plan and execute new construction								
	and renovations of campus facilities								
	to best support learning, scholarship,								
	institutional effectiveness, and								
	quality of life.								
	ete renewal of three academic	BA&P							Contributions to Indiana's
buildings.									Economy
	uct two new academic buildings.	BA&P							Contributions to Indiana's Economy
	ete construction of Recreation and	BA							Contributions to Indiana's
Wellness facility.									Economy
	le football Stadium.	BA							Contributions to Indiana's Economy
	ete major renewal of L.A. Pittenger	BA				_	_	/	
Student Center.		SA							
	uct two new residence halls.	BA&SA		1					Contributions to Indiana's Economy
*By 2012, upgrad	le campus infrastructure to support	BA,P							Contribution to Indiana's
the academic and	support functions of the	&IT							Economy
university.									
	ete renewal of Central Utility Plant.	BA							Contributions to Indiana's Economy
	ction on campus will seek USGBC	BA							Contributions to Indiana's
Certification at th	ne rating of LEED_NC Silver								Economy
performance or be	etter.								

<sup>\*</sup>Full time instructional faculty (Tenure Track/Contract)

<sup>\*\*</sup>Full time professional, service, and staff personnel

<sup>\*\*\*</sup>All employees-full and part time

Goal 4:

		Primary	Baseline	Target			Actual I	<b>Data</b>	ICHE Day 4
		Response	2006-07	2007/08	2008/09	2009/10	2010/11	2011/12	ICHE Report
89	*All construction renovations will explore the possibility	BA						-	Contributions to Indiana's
	of USGBC Certification at the rating of LEED_EB								Economy
	Certified performance or better.								
90	*By 2010 complete construction of new residence	BA							Critical
	hall dining services.								Cross-Cutting Values
	Objective F. Increase the vitality of campus social								
	and cultural life.								
91	*By 2012, engage 20 percent more students over 2006-07	SA&P	7,000	7,280	7,560	7,840	8,120	8,400	Student Success
	base in cocurricular and extracurricular experiences.			7,132	7,951	10,145	9,856	9,132	
92	*By 2007, complete a plan for redeveloping	SA&BA							Student Success and Contributions
	Riverside Avenue and strengthening Greek life.								to Indiana's Economy
93	*By 2008, the Ball State Council on the Environment,	COTE,			_		_		Contributions to Indiana's
	through its representative members, will create	D&P		88/99					Economy
	sustainability plans for each unit represented.								
94	*By 2012, double the number of students who	SA &	1,500	1,800	2,100	2,400	2,700	3,000	Student Success
	participate in enhanced living-learning community	AP							
	opportunities that are academically based and			1,581	2,132	3,182	3,509	3,483	
	theme connected.								
95	*By 2012, increase by 20 percent over 2006-07 base	P&SA	66,313	68,970	71,628	74,285	76,943	79,600	Student Success and Critical Cross-
	participation in cultural activities on campus.			76,503	105,116	109,363	171,697	124,771	Cutting Values
	<b>Supporting Objectives</b>								
	Objectives i. Develop university-wide marketing								
	communication and branding								
	strategies that support the goals and								
	strategies of the plan by raising the								
	visibility and enhancing favorable								
	perceptions of Ball State University								
	among key audiences.		7						
96	*During 2009, develop a plan to launch internal	EMC							
	e-communication tools to support Goal 4 objectives.								
97	*By June 2007, launch a redesigned Ball State Web site	EMC		_	_	_	_	_	
	that supports Goal 4 objectives and outcomes.			_					
98	*By 2012, significantly shift the image of campus life	EMC	Carnegie						
	from "average" toward "vibrant" in support of Goal 4		image					image *	
	objectives.		research					research	
	*Research report will be available Fall 2012.								

## Goal 4:

			Primary	Baseline	e Target Actual Data			ICHE Report		
			Response	2006-07	2007/08	2008/09	2009/10	2010/11	2011/12	ICHE Report
	Objective ii.	Increase financial resources								
		available to support strategic								
		directions.								
99	*By 2011, complete a	comprehensive campaign with a	A&C		<b>\$100m</b>	\$133m	<b>\$167m</b>	<b>\$200m</b>		
	goal of in excess of \$2	<b>200</b> million upon approval of the			\$122m	\$174m	\$194m	\$210m		
	National Campaign C	Committee.								
100	*By 2011, increase un	nrestricted private gift support	A&C	0.7m	<b>\$.9m</b>	\$1.1m	\$1.3m	\$1.5m		
	to \$1.5 million annua	ally.			\$1.1m	\$1.2m	\$1.4m	\$1.7m		
101	*By 2011, achieve a 2	25 percent increase in alumni	A&C			17,754	19,377	21,000		
	participation, or 21,00	00 donors.			16,131	16,554	15,062	18,793	16,354	
102	*By 2012, increase er	ndowment by \$100 million in new	A&D		<b>\$20m</b>	<b>\$40m</b>	<b>\$60m</b>	<b>\$80m</b>	\$100m	
	commitments.				\$51.6m	\$55.8m	\$62.2m	\$69m	\$72.4m	
103	*Increase planned gif	t commitments annually in support	A&D		<b>\$10m</b>	\$23m	<b>\$36m</b>	\$50m		
	of campaign and endo	owment building by \$50 million.			\$25m	\$52m	\$59m			
	Objective iii.	Maintain best-practice use and								
		innovative use of information								
		technology in support of strategic								
		directions.								
104		y 20 percent the amount of	IT	5,132	5,337	5,542	5,748	5,953	6,158	
	• 1	nedia content distributed to the		hours	hours	hours	hours	hours	hours	
	community. (Commu	unity is defined as the								
	university and outside	e the university.)			5,447	8,478	8,140	10,739	14,799	

Finished		Missing or Questionable Data	* Work in progress so data currently not available					
On Target		Progress, but needs attention	Very little or no progress, needs immediate attention					
A	=	Advancement	DPI	=	Diversity Policy Institute			
AD	=	Athletic Department	EE	=	Extended Education			
AP	AP = Associate Provost		EMC	=	Enrollment, Marketing, & Communications			
AR	=	Academic Research & Sponsored Programs	GS	=	Graduate School			
BA	=	Business Affairs	IE	=	International Education			
C	=	Colleges	IT	=	Information Technology			
COTE = Co		Council on the Environment	P	=	Provost			
D =		Departments	SA	=	Student Affairs			