

## **Criterion One—Mission**

The institution's mission is clear and articulated publicly; it guides the institution's operations.

### **Core Component 1.D.**

**The institution's mission demonstrates commitment to the public good.**

Ball State University's mission, vision, and values consistently address a commitment to the public good. In *Strategic Plan 2001–2006*, these statements emphasized application of the discovery of knowledge and integration of learning experiences through civic and professional leadership demonstrating the university's social responsibility. In *Education Redefined: Strategic Plan 2007–2012*, the mission recognized Ball State's responsibility to improve economic vitality and quality of life while engaging and learning with members of state, national, and international communities. The new 2012–2017 mission includes an even stronger emphasis on the public good. Ball State seeks to be recognized for "fresh and pragmatic thinking that will address problems facing communities, businesses, and governments in Indiana and beyond" who look to the university for guidance.

#### **Subcomponent 1.D.1.**

**Actions and decisions reflect an understanding that in its educational role the institution serves the public, not solely the institution, and thus entails a public obligation.**

In the transition from the 2001–2006 mission to the 2007–2012 mission, Ball State substantially increased the emphasis on a commitment to the public good. The 2007–2012 values and cultures statements clearly said: "As civic and professional leaders, we value civic engagement with the larger communities of which we are a part and are dedicated to preparing civic and professional leaders for the future. We accept our individual and institutional responsibilities to improve the economic vitality and quality of life in the greater society we serve. We seek healthy and productive living, social justice, and environmental sustainability for Indiana, the nation, and the global community." The university's strategy for accomplishing this mission included "supporting partnerships and collaborations across the institution and with the greater external community to accomplish the mission in an integrated manner."

The decisions that went into developing the 2007–2012 and 2012–2017 strategic plans demonstrate the university understands its educational role serves the public and not solely the institution. Ball State has implemented numerous programs, demonstrating through its actions and decisions a clear understanding of a commitment to the public good. The university has enhanced its efforts toward outreach in multiple areas, including an emphasis on immersive learning, which by definition involves a community partner who will benefit from the student team's work. In addition, the Building Better Communities initiative consolidates many of Ball State's outreach efforts, and support for public programming is demonstrated through resources such as the public television and radio stations on campus and expanded academic programs in off-campus locations such as Ball State's Indianapolis Center and Fishers Center.

## **Immersive Learning**

Ball State's strategic planning process in 2007 included the decision to define immersive learning as a major initiative and differentiator for the university. This is reflected in the mission and values statements indicating Ball State is "dedicated to providing opportunities for interdisciplinary work and for collaboration, looking to teamwork for problem solving in the classroom, within the institution, and with the larger communities to which the university belongs." Immersive learning projects suggested by faculty members can be supported by grants from the Office of the Provost. In immersive learning, students work in interdisciplinary teams with a community partner and a faculty mentor to develop a tangible product that benefits the partner. Final products range from business plans, documentaries, and programs to websites and emerging media content. As a result of these real-world projects, students develop important critical-thinking skills, problem-solving experience, and knowledge and become more confident self-starters. Two examples of immersive learning experiences that demonstrate commitment to the public good are described below:

- **Schools within the Context of Community**—This program is an immersive 18-credit semester emphasizing that knowledge about the communities in which children are growing and learning is a critical component to effective teaching. As part of the semester, Ball State students complete a practicum at a high-need elementary school. After school, the local community center is their classroom, where they develop relationships with children, families, community members, and community mentors. This program allows students to experience children's lives both in and outside formal schooling and to examine the challenges and strengths inherent in the community. Teaching students earn credit for core courses in the elementary education curriculum, and the course content is integrated seamlessly within their students' lives at school and in their community.
- **Vernacular Memorials: Commemoration in Delaware County**—This immersive project allowed students to investigate specific manifestations of "vernacular memorials"—and more importantly, the people and events behind these memorials—throughout Delaware County. Vernacular memorials include roadside crosses, car decals, quilts, tattoos, and other individual efforts to commemorate losses and joys in the public sphere. The students created a public exhibition and a catalog for their community partners, the Muncie Public Library and the Delaware County Historical Society.

Information and links about these and other specific immersive learning projects—including Project 18, designed to educate Indiana children and families about childhood obesity, and the Kurt Vonnegut Memorial Library Interpretation and Technology Enhancement project—are available for review.

## **Building Better Communities**

Ball State's Building Better Communities (BBC) initiative is historically rooted in the College of Architecture and Planning's Community-Based Projects Program in the 1960s and later the Center for Economic and Community Development and the Center for Organizational Resources in the 1980s and 1990s. BBC was launched as a university-wide initiative with state funding from the 2003–2005 biennium budget under the leadership of the newly appointed associate vice president of economic development and community engagement. Ball State President Jo Ann Gora presented the BBC initiative to constituents throughout Indiana in 2006, and it was incorporated into Goal 3 of the university's 2007–

## **BALL STATE UNIVERSITY Self-Study Report for Continuing Accreditation 2013 DRAFT**

*Prepared for the Higher Learning Commission of the North Central Association of Colleges and Schools*

---

2012 strategic plan. In 2008, the BBC initiative brought three key teams under its umbrella: the Center for Organizational Resources (COR), the Center for Economic and Community Development (CECD), and Business Fellows (now BBC Fellows), an immersive learning program established with a grant from Lilly Endowment Inc. The outreach programs offered by the E.B. and Bertha C. Ball Center also became part of BBC in 2010.

Building Better Communities connects businesses, organizations, and communities across Indiana with the university's expertise and resources, providing real-world solutions to real-world problems. Through customized efforts, the initiative's work results in stronger businesses, improved communities, and more efficient state and local agencies. The BBC office now serves as a single coordinated gateway for communicating about and providing outreach services to external audiences. "Building Better Communities reflects a vision well beyond a simple expansion of already-existing outreach services: it embodies instead a major strategic alignment of Ball State's education distinction—immersive learning—with its recognized leadership among peer organizations in active community engagement."

Community partners are invited to become involved in the immersive BBC Fellows program. "We invite you to collaborate with a Ball State faculty mentor and student team to develop solutions to meet the needs of your organization. Benefits include: new ideas and perspectives applied to your organization's distinct challenges or problems; an energetic team of Ball State students from diverse majors selected specifically to meet your needs; expertise and knowledge that comes from a faculty-led team; advantages of a consulting team approach without a long-term investment; and relationships with Ball State students for future internship and full-time job openings."

**Continued Growth**—BBC reports from the 2008–09 fiscal year through the 2011–12 fiscal year show continued growth in project numbers, student participants, and external funding generated. The number of completed projects increased from 183 in 2008–09 to 619 in 2011–12, impacting 64 and 55 Indiana counties, respectively. Student participation increased from 544 in 82 projects in 2008–09 to 5,083 in 282 projects in 2011–12, and external funding generated increased by approximately \$2.72 million. Since 2007, BBC projects have been completed in 91 of Indiana's 92 counties.

**Activities and Projects**—Building Better Communities activities fall into several categories:

- **outreach partnerships**, which provide faculty expertise to help businesses reach and assess goals
- **BBC Fellows**, an immersive learning program in which students develop solutions to real-world problems for businesses and communities (funded in part by Lilly Endowment Inc.)
- **applied research**, in which participants conduct detailed research and analysis customized to the achievement of goals by the client
- **training and education**, including courses for the Indiana community on topics such as economic development, emerging media, and organizational service
- **strategic planning**, which provides clients with suggestions and strategies to meet the missions of their organizations

## **BALL STATE UNIVERSITY Self-Study Report for Continuing Accreditation 2013 DRAFT**

*Prepared for the Higher Learning Commission of the North Central Association of Colleges and Schools*

---

Examples of BBC projects completed in 2011 include:

- education and training classes on retention through customer service at Henry County Hospital (100 participants)
- Magna cum Murder Crime Writing Festival (116 participants, two students involved)
- immersive and experiential learning projects between Ball State's Department of Marketing and Management and school districts in Delaware and Madison counties to develop a marketing strategy and communication plans for the Camp Adventure Environmental Learning Center (nine students involved)
- a project between Ball State's Office of Charter Schools and Department of Architecture with five Indiana charter schools to develop an interactive website and a guidebook on planning and designing charter school facilities (10 students involved)
- a consulting project between faculty in Ball State's Department of Anthropology and the Fort Recovery Historic Society and State Museum in the Mercer, Ohio, area to develop plans for Fort Recovery preservation funded by the American Battlefield Protection Program (25 students involved)

A complete list of 2010–11 BBC projects is available for review.

### **WIPB Public Television**

Ball State's public television station, WIPB-TV, was founded in 1971 and is housed in the E.F. Ball Communication Building on campus. WIPB develops programming for local, regional, and national presentation. Recent community outreach programming has included:

- ***Facing the Mortgage Crisis***, aired on February 25 and April 1, 2010. This two-part live call-in program featured a panel of guest experts discussing what viewers can do to save their homes. Both parts featured panelists who addressed questions by viewers on the topic of foreclosure.
- ***Surviving Unemployment: Solution Oriented Approach***, aired in 2009. WIPB's in-depth look at the economy offered information on resources available in the community, news on the economy in Indiana and across the nation, and special local programming. This program provided help with finding a job and coping with losing one.
- ***The National Parks: America's Best Idea***, premiered September 27, 2009. WIPB partnered with Ball State's Department of Natural Resources and Environmental Management to visit the Indiana Dunes National Lakeshore and State Park with children from the Boys and Girls Club of Muncie.

More information on these projects is available for review.

### **College of Architecture and Planning**

Outreach centers housed in Ball State's College of Architecture and Planning (CAP) serve multiple purposes for students and the public. First, they give students a series of viable learning experiences in urban planning and design, citizen participation methods, and neighborhood revitalization. Students need a realistic and pragmatic understanding of these activities, and that can be gained through their participation in a community-based, problem-focused, hands-on format. Second, these programs

## **BALL STATE UNIVERSITY Self-Study Report for Continuing Accreditation 2013 DRAFT**

*Prepared for the Higher Learning Commission of the North Central Association of Colleges and Schools*

---

provide public education in environmental planning and design to both the public and private sectors. Third, they provide service in the form of technical assistance in urban planning and design matters to both the public and private sectors and promote applied research activities that focus on Indiana urban contexts, from inner-city neighborhoods to small rural towns.

**CAP Indianapolis Center**—CAP:IC is a major part of the College of Architecture and Planning. Its mission is “to provide community outreach and service activities to neighborhoods and other organizations while offering students invaluable immersive learning experiences.” CAP established the center in the mid-2000s to expand the college’s reach of service in the state of Indiana. Neighborhoods, organizations, and communities can request CAP:IC assistance, which is then designed to meet the needs, resources, and project end products required. Common ways CAP:IC helps communities include:

- participation on boards, design juries, and task forces
- academic design studios and classes undertaking community design or planning issues as class projects
- community design *charrettes* that quickly analyze a design issue and develop a series of alternative visions
- community education, visioning exercises, workshops, and training
- research activities, including demographic and best-practice research
- field work, including building condition and land use inventories
- grant-supported research and studies
- support for community initiatives

CAP:IC’s noteworthy projects include facilitating the Indianapolis Regional Center Plan 2020, which included public assistance and interaction, conducting urban design and youth workshops, managing committee membership for the program and communication, and graphic design of logos as well as merchandise and publication development. The Speedway Speedzone workshop engaged the community of Speedway in planning to redevelop the village by supporting the heritage associated with the Indianapolis Motor Speedway but developing mixed-use facilities that could be used for both the racing events and daily by residents. The Historic Meridian Park Neighborhood Workshop paired Ball State with residents to plan for the future preservation of the neighborhood in celebration of its 100th anniversary. A summary of the design plans and *charrettes* for this project are available for review. More details and links for these three projects are also available for review.

### **Subcomponent 1.D.2.**

**The institution’s educational responsibilities take primacy over other purposes, such as generating financial returns for investors, contributing to a related or parent organization, or supporting external interests.**

Ball State’s 2007–2012 mission statement clearly emphasizes “offering action-oriented learning, including immersive out-of-class experiences, research, and study abroad” as our primary educational responsibilities, but it also includes engagement with state, national, and international communities as long as the goal is to enhance educational, economic, and cultural development.

Our continuing focus on education, including educational outreach in support of external interests, is

## **BALL STATE UNIVERSITY Self-Study Report for Continuing Accreditation 2013 DRAFT**

*Prepared for the Higher Learning Commission of the North Central Association of Colleges and Schools*

---

reflected in the vision statement from *Strategic Plan 2012–2017*: “We seek to become recognized for providing bright and curious students a holistic learning experience that occurs both in and out of the classroom; for being relentlessly focused on learning outcomes; for embracing and solving today’s greatest educational challenges; and for bringing fresh and pragmatic thinking to the problems facing communities, businesses, and governments in Indiana and beyond.”

Members of the Ball State community have interacted with the city of Muncie and the larger communities of Indiana, the nation, and the world in a variety of ways. All of these can and should benefit an external interest to improve economic vitality and quality of life in these communities, as this is part of the university’s mission of outreach and commitment to the public good. However, Ball State’s primary interest in these interactions involves enhancing education, scholarship, and community life for our students, faculty, and staff. Examples of such external engagement follow.

### **CAP Indianapolis Center**

Through Ball State’s College of Architecture and Planning Indianapolis Center (CAP:IC), the city of Indianapolis gains valuable ideas and funding possibilities to improve the community’s economic stability, but the main reason for the university’s involvement is the student experience. CAP: IC draws from the rich interdisciplinary nature of the college’s programs in architecture, landscape architecture, urban planning, historic preservation, and urban design. Combining this richness with the urban context offered by Indianapolis, the center affords the college a unique opportunity to help shape not only future professionals but also the future of Indiana’s capital and largest city.

Projects that have provided both real-world learning experiences for students and benefits for economic vitality in Indianapolis include:

- **BioCrossroads**, a life sciences initiative that generates plans and for a downtown research community
- **Indianapolis Cultural Trail**, which developed information on a new urban greenway
- **IndyConnect**, a proposed rapid transit initiative for central Indiana
- **Smart Growth District**, a concept for sustainable neighborhood renewal that is one of five federal Sustainable Communities Partnership pilots

### **Building Better Communities Fellows**

Ball State’s Building Better Communities (BBC) Fellows program engages interdisciplinary teams of students led by faculty mentors in on-site, problem-based projects that directly help Indiana business and community partners to improve their services, quality, or competitiveness or develop new job opportunities. These projects benefit the state and local economies while providing real-world immersive learning experiences and career connections for participating students, thus meeting our educational priorities as well as our goals of community outreach.

### **Faculty Consulting**

Faculty in a variety of Ball State departments participate in consulting projects for external community partners. While outside firms and organizations stand to benefit economically from this work, these projects enhance the scholarly activity of the faculty members involved. Their external contacts may also

## **BALL STATE UNIVERSITY Self-Study Report for Continuing Accreditation 2013 DRAFT**

*Prepared for the Higher Learning Commission of the North Central Association of Colleges and Schools*

---

build internship opportunities for Ball State students. Since these projects are often compensated work, they must follow the university's policies on conflict of interest and conflict of commitment in the *Faculty and Professional Personnel Handbook*. These policies are implemented appropriately, and the process is overseen by Ball State's Office of Research Integrity.

### **WIPB-TV**

Public television station WIPB-TV is sponsored by Ball State, which provides the infrastructure required for operation, but today it is sustained largely by external grants, corporate contracts for various products, and private gifts handled through the Ball State University Foundation. Funds generated for the station's operations are also dedicated, along with university funding, to upgrading equipment as a partnership to provide immersive learning projects, such as the telecommunications sports network initiative known as Ball State Sports Link.

### **External Giving**

Gifts from external investors enhance education, scholarship, and campus life at Ball State and support the overall betterment of the university. They are overseen and administered by the Ball State University Foundation, which is governed by a clear set of bylaws and a well-defined policies and procedures manual. The foundation follows the Association of Fundraising Professionals (AFP) Code of Ethical Principles and Standards as well as the AFP Donor Bill of Rights and the Partnership for Philanthropic Planning Model Standards of Practice for the Charitable Gift Planner.

As part of its Policy for Planned Giving and Endowment Stewardship, the foundation is charged with promoting gifts that fulfill its mission to serve Ball State and thus reserves the right to refuse gifts that do not fulfill its mission or that violate any laws or ethical standards. In practice, the Ball State University Foundation does not accept every gift offered if the investor is the only one who will benefit.

A number of gifts to the foundation have benefited Ball State's strategic priorities. Examples include:

- **David Letterman's** contributions toward telecommunications student scholarships and the David Letterman Distinguished Professional Lecture and Workshop Series, which has brought media icon Oprah Winfrey, Twitter cofounder Biz Stone, MSNBC's Rachel Maddow, legendary newscaster Ted Koppel, and Burberry CEO Angela Ahrendts to campus to interact with students.
- **A. Umit Taftali's** support of the finance program in the Miller College of Business. His lead gift enabled the university to establish the A. Umit Taftali Center for Capital Markets and Investing, which closely simulates the real world of financial services firms by creating an environment of hands-on training in the workings of financial markets, financial modeling, and valuation.
- A gift from **The Glick Fund**, a fund of the Central Indiana Community Foundation established by Marilyn and Eugene Glick, in support of Ball State's glass program. The lead gift enabled the construction of the 10,000-square-foot Marilyn K. Glick Center for Glass and establishment a glass arts program in the College of Fine Arts.
- **Joe Rinard's** support of the Department of Biology Greenhouse Project. The Dr. Joe and Alice Rinard Greenhouse will be a new 1,500-square-foot structure on campus to house approximately 1,800 orchids, the largest collegiate-based collection of its kind in the country.
- **David Owsley's** support of the David Owsley Museum of Art expansion and renovation. He was



## **BALL STATE UNIVERSITY Self-Study Report for Continuing Accreditation 2013 DRAFT**

*Prepared for the Higher Learning Commission of the North Central Association of Colleges and Schools*

---

one of numerous donors who contributed to the addition of four new galleries that will increase the museum's exhibition space by about 50 percent to 25,000 square feet.

- **The Scheumann family's** significant contribution to the renovation of the John B. and June M. Scheumann Stadium, Ball State's NCAA Division I football venue.
- **Sport Graphics'** contribution to the installation of signs and banners at Scheumann Stadium and in Worthen Arena, the university's two largest athletic facilities.

An example of a gift the foundation did not accept because it would not benefit the university involved a donor's offer to help purchase a piece of property for use by Ball State's Field Station and Environmental Education Center and its programs. After a careful review of the property by representatives from the foundation and from Ball State's Department of Natural Resources and Environmental Management and Department of Geology, the gift was declined because it did not meet the needs of the educational programs in these departments.

### **Subcomponent 1.D.3.**

**The institution engages with its identified external constituencies and communities of interest and responds to their needs as its mission and capacity allow.**

In the 2007–2012 mission statement, Ball State emphasized engaging state, national, and international communities to enhance educational, economic, and cultural development. As a need is identified for an external constituent—often through the Building Better Communities initiative—the university responds with collaboration when possible. In addition to the projects and programs cited earlier for this criterion, the following examples reflect such identified needs and responses:

#### **Student Volunteers**

To successfully provide services to meet the needs of community members, local not-for-profit agencies often need volunteers to offer their time and talent. Ball State's Student Voluntary Services (SVS) program had 109 active nonprofits and schools in its database as of November 2011. During the 2010–11 academic year, 1,685 student volunteers were registered through SVS for 2,990 placements (several volunteers registered for more than one program). These volunteers completed a total of 25,685 hours of service. In 2011–12, 1,935 students volunteered for 27,365 hours of service. In addition to SVS, Ball State's fraternities and sororities also organize service opportunities. Through these projects, students provided 28,453 hours of service in 2011–12, an increase of 8,000 hours from 2010–11.

The National Survey of Student Engagement (NSSE) analysis in 2004 found that 70 percent of freshmen and 76 percent of seniors planned or had participated in community service at Ball State. In the 2008 and 2012 surveys, 75 and 79 percent of freshmen and 80 and 78 percent of seniors, respectively, indicated the same. When asked to what extent their experience at Ball State contributed to their knowledge, skills, and personal development in contributing to the welfare of the community, only 18 percent of freshmen and 21 percent of seniors indicated very much or quite a bit in 2004. In 2008 and 2012, these numbers rose to 40 and 41 percent of freshmen and 45 and 44 percent of seniors, respectively, indicating a significant increase in awareness for contributing to the public good.



## **BALL STATE UNIVERSITY Self-Study Report for Continuing Accreditation 2013 DRAFT**

*Prepared for the Higher Learning Commission of the North Central Association of Colleges and Schools*

---

### **Bowen Center for Public Affairs**

In response to a need for Indiana legislators and government officials to collect information about residents' attitudes regarding public policy, the Bowen Center for Public Affairs—housed in Ball State's Department of Political Science—conducts the annual Hoosier Survey of attitudes related to current issues and policy such as right-to-work laws and health care reform. In addition, the Bowen Center's Institute for Public Service is the only educational institution authorized to offer certified public manager (CPM) training to local official government officials in Indiana. The institute also sponsors the Community Conversation Series, which promotes dialogue between community leaders and citizens from the public, private, and nonprofit sectors to address challenges, evaluate solutions, and acquire access to resources, technology, and expertise through Ball State to implement solutions as well as ongoing consultative support. Examples of projects include a community cleanup in Orange County and the Horizon 2.0 Project in Elkhart, Indiana.

Values statements in Ball State's *Strategic Plan 2007–2012* also addressed the university's commitment to service for the public good. As a vital academic institution, Ball State values problem solving with the larger communities to which the university belongs, and “[a]s civic and professional leaders, we value civic engagement with the larger communities of which we are a part....We accept our individual and institutional responsibilities to improve the economic vitality and quality of life in the greater society we serve.” The university has participated in many projects that meet these goals, including the following:

- **Hancock County Chamber of Commerce** in Bay Saint Louis, Mississippi, needed post-hurricane reconstruction assistance. Students from the Entrepreneurship Center and the College of Architecture and Planning assisted in constructing a valuable business database, creating awareness of hardships in Hancock County, and promoting hurricane relief efforts. The combined efforts resulted in monetary grants for reconstruction and a kick-start of many businesses after Hurricane Katrina.
- **Midwest POS Solutions Inc.** in Anderson, Indiana, needed market research data before a product launch. Entrepreneurship students conducted the research, and the results suggested the product would not be profitable. The company ultimately decided against launching the product.

Ball State has built a significant group of programs that address outreach for the public good. The university continues to emphasize and expand this commitment in the new mission, vision, and values statements in *Strategic Plan 2012–2017* by providing “fresh and pragmatic thinking to address problems in communities, businesses, and governments in the state of Indiana and beyond,” integrating discipline-specific knowledge with application that “fundamentally changes students, researchers, and our external partners,” and embracing “engagement with communities across Indiana.”

### **Core Component Summary**

Ball State demonstrates its commitment to the public good through academic programs that feature immersive learning experiences as well as service learning classes. The Building Better Communities (BBC) initiative allows faculty and students to identify and participate in projects that involve partnerships in the community. Certainly the outreach and public service projects in the College of Architecture and Planning serve as excellent models for our commitment to the public good. Students

## **BALL STATE UNIVERSITY Self-Study Report for Continuing Accreditation 2013 DRAFT**

*Prepared for the Higher Learning Commission of the North Central Association of Colleges and Schools*

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are also encouraged to give back to the community through opportunities afforded them by Student Voluntary Services. The challenge in *Strategic Plan 2012–2017* will be to promote continued commitment to the public good and expansion of our immersive experiences, BBC opportunities, and volunteer services to extend the university's reach to all areas of the state and beyond.