

Strategic Plan Progress Metrics

BSU Strategic Plan-Statements of Goals/Objectives measures								2007 ICHE Strategic Directions Report Sections and Subsections Referencing Outcomes or Measures Similar to BSU Strategic Plan	
Goal 1:	Learning - Ball State University will promote academic excellence among undergraduate and graduate students seeking a rigorous learning experience.							"Imperatives for Change"	
								"Aspirations"	
								"Achieving Aspirations"	
								"Critical Cross-Cutting Values"	
		Primary Response	Baseline 2006-07	Target		Actual Data			ICHE Report
				2007/08	2008/09	2009/10	2010/11	2011/12	
Objective A. Attract, enroll, retain, and graduate a more selective and diverse student body.									
1	*By 2012, achieve 80 percent of total incoming freshman class holding academic honors diplomas or equivalent.	EMC	46.8%	53.4%	60.1%	66.7%	73.4%	80.0%	College Preparation
2	*By 2012, achieve 80 percent first-year retention rate.	SA&D	74.7%	75.6%	76.7%	77.8%	78.9%	80.0%	
3	*By 2012, achieve 80 percent first-year retention rate.	SA&D	74.7%	77.0%	78.3%	78.4%	79.6%	79.4%	
3	*By 2012, achieve 60 percent six-year graduation rate and 65 percent by 2015.	SA&D	57.8%	58.2%	58.7%	59.0%	59.6%	60.0%	Student Success
4	*By 2012, achieve 60 percent six-year graduation rate and 65 percent by 2015.	SA&D	57.8%	61.8%	60.5%	57.3%	55.4%		
4	*By 2012, achieve 10 percent of freshman enrollment participating in the Honors College.	EMC	7.0%	7.6%	8.2%	8.8%	9.4%	10.0%	Student Success
				308	289	343	313	339	
				8.7%	7.6%	8.8%	8.7%	8.9%	
5	*By 2012, achieve 15 percent of total domestic enrollment from out-of-state, and 5 percent of total enrollment from international origins.	EMC		10.1%	11.3%	12.6%	13.8%	15.0%	
	(FR)		11.4%	12.7%	13.4%	10.0%	12.8%	13.3%	
	(ALL UG)		8.9%	9.9%	11.0%	10.8%	11.0%	11.3%	
	(INT)		2.4%	2.6%	2.7%	2.8%	3.6%	3.4%	
	(NEW INT)		3.6%	3.9%	3.3%	4.4%	4.8%	3.8%	
6	*By 2012, achieve 15 percent of total enrollment from underrepresented minority populations.	EMC	8.6%	9.9%	11.2%	12.4%	13.7%	15.0%	
	(FR)		8.6%	10.8%	10.0%	11.7%	11.9%	13.8%	
	(ALL UG)		8.1%	9.48%	10.9%	12.2%	13.6%	15.0%	
				8.9%	9.4%	10.3%	10.9%	11.9%	

GOAL 1:

	Primary Response	Baseline 2006-07	Target		Actual Data			ICHE Report	
			2007/08	2008/09	2009/10	2010/11	2011/12		
7	*By 2012, increase to 15 percent the number of degree seeking graduate student applicants from underrepresented minority population annually. (percentages include fall, spring, & summer terms).	GS OID	10.6%	11.5% 10.0%	12.4% 9.8%	13.2% 12.2%	14.1% 10.6%	15.0% 14.7%	Critical Cross-Cutting Values- Performance Metrics
8	*By 2012, for all admitted doctoral applicants, increase the average verbal GRE scores to 530 (VERB) (68th percentile) and increase the average quantitative GRE scores to 570 (40th percentile). (QUANT)	GS	515 542	518 499 548 550	521 536 553 579	524 508 559 550	527 512 564 558	530 484 570 549	Critical Cross-Cutting Values- Performance Metrics
9	*Double the number of master's programs that have enrolled students with an average undergraduate GPA of 3.3 or better.	GS	22	26 33	31 32	35 29	40 35	44 36	Critical Cross-Cutting Values- Performance Metrics
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 participating in immersive learning experiences.	C&D	1,680	1,848 2,613	2,033 2,726	2,236 2,848	2,460 4,052	2,706	Student Success and Contributions of Indiana's Economy
11	*By 2012, all departments will offer immersive learning experiences for each graduate.	C&D	26	30 38	34 35	39 44	43 45	47	
Objective C: Increase the number and quality of significant in- and out-of-classroom learning opportunities such as experiential learning, international learning experiences, and service learning.				125 Projects	160 Projects	229 Projects	251 Projects		
12	*By 2012, each department will provide experiential learning opportunities for all students.	C&D	40	42	44	46	44	47	Student Success and Contributions to Indiana's Economy
13	*By 2012, 40 percent of the students will participate in for-credit research, internships, student teaching or related professional experiences prior to graduation.	C&D	(%) (#)	12% 2,005	25% 4,246	37% 6,563	33% 4,548	40	Student Success and Contributions to Indiana's Economy
14	*By 2012, over 1,000 students will participate annually in high-quality professional international experiences.	D&IE	790	832 739	874 566	916 646	958 651	1,000	Student Success and Contributions 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 outcomes and assessment measures for all university programs.	C&D	50%	75% 51%	100% 83%	94%	100%		Student Success

GOAL 1:

	Primary Response	Baseline 2006-07	Target		Actual Data			ICHE Report
			2007/08	2008/09	2009/10	2010/11	2011/12	
16	*By 2012, have 25 nationally ranked or nationally recognized programs.	(RANKED) C&D (RECOGNIZED) (TOTAL)	17 12 5 17	19 15 4 19	20 13 12 25	22 13 15 28	23 22 18 40	25 Imperatives for Change-Challenges
17	*By 2012, offer an entrepreneurship minor open to all students.	MCOB		✓	✓	✓	✓	Contributions to Indiana's 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 by 30 percent over the 2006-07 base.	EE&D	2,092 FTE	2,218 2,275 FTE	2,343 2,853 FTE	2,469 3,147 FTE	2,594 3,500 FTE	2,720 Contributions to Indiana's 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 State University among key audiences.							
19	*By spring 2008, develop a formal strategic marketing plan for enrollment.	EMC	ad hoc plans	85.0% complete	✓	✓	✓	
20	*By fall 2007, launch a redesigned Ball State Web site that supports Goal 1 objectives and outcomes.	EMC		✓	✓	✓	✓	
21	*During 2007, develop a formal strategic marketing plan to support nationally ranked and recognized programs.	EMC	ad hoc plans			✓	✓	
22	*During 2008, collaborate with Advancement to support marketing and communications needs for capital campaign.	EMC&A		✓	✓	✓	✓	
23	*By 2012, increase significant national media placements to five per year.	EMC	2006 TBD	✓ 16	✓ 35	✓ 57	✓ 75	5
24	*By 2012, significantly shift public perceptions of Ball State's academic quality relative to Indiana competitors in support of Goal 1 objectives.	EMC	Carnegie Mkt Res.					Carnegie Mkt Res.

GOAL 1:

	Primary Response	Baseline 2006-07	Target		Actual Data			ICHE Report
			2007/08	2008/09	2009/10	2010/11	2011/12	
Objective ii. Increase financial resources available to support strategic directions.								
25 *By 2012, increase the number of endowed scholarships to 600.	A	451	480 471	511 526	540 543	570 555	600	
Objective iii. Maintain best-practice use and innovative use of information technology in support of strategic directions.								
26 Increase the percentage of faculty reporting usage/ adoption of emerging media in their teaching/coursework by 10%*** Daily use of collaborative technology in the classroom Daily use of Blackboard Use of video conferencing Use of RSS feeds Use of blogs Use of podcasts Use of wikis Ability to create blogs Ability to create podcasts Ability to create wikis	IT&D			47% 45% 21% 8% 17% 13% 12% 28% 21% 18%	No data**	67% 55% * 7% 17% 12% 11% * * *	51.7% 49.5% 23.1% 8.8% 18.7% 14.3% 13.2% 30.8% 23.1% 19.8%	
27 *By 2012, all students will be able to create digital resumes/portfolios of curricular and cocurricular experiences.	IT&D	14.0%	83.0%	85% (a)	No data©	100.0%		
28 *By 2012, increase the usage of online storage by 30 percent.	(EMAIL) (IWEB) (ILOCKER)	IT		899.0GB 870.9GB 870.9GB 3.52TB 33TB	988.9GB 1032.8GB 958.0GB 3.87TB 7.9TB	1078.8GB 1122.6GB 1045.1GB 4.22TB 7.9TB	1168.7GB 1132.2GB 4.58TB	
29 *By 2012, increase by 30 percent, the number of wireless devices addressing the network.	IT	6,731	7,135 10,882	7,539 35,958	7,942 59,294	8,346 51,690	8,750	

***Baseline data is 2008/09

(a) Colleges range from 71% to 100% with 85% as an average

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

(c) A survey of faculty needs to be administered to report this information.

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

*No data

Goal 2:	Scholarship - Ball State University will support and reward faculty and student scholarship of discovery, integration, application, and teaching.						"Imperatives for Change"		
							"Aspirations"		
		Primary Response	Baseline 2006-07	Target		Actual Data		ICHE Report	
				2007/08	2008/09	2009/10	2010/11		2011/12
	Objective A: Increase the number of quality faculty development opportunities to support high quality scholarship.								
30	*By 2008, all professional development activities that support scholarship will be analyzed for effectiveness.	P&AR			✓	✓	✓		
	Objective B: Expand extramural funding to support scholarship.								
31	*Increase external funding for scholarly work by 150 percent. (Acad/Admin Dept) (Service Centers) (Total)	D&AR	\$12.5m \$5.5m \$18.0m	\$23.8m \$16.8 \$3.6m \$20.4m	\$28.8m \$24.2m \$1.9m \$26.1m	\$34.2m \$21.3m \$5.1m \$26.4m	\$39.6m \$13.4m \$3.1m \$16.5m	\$45m Contributions to Indiana's Economy	
32	*Increase number of competitive proposals submitted to funding agencies by 40 percent. (Acad/Admin Dept) (Service Centers) (Total)	D&AR	319 30 349	385 369 156 525	413 409 174 583	440 505 151 656	465 336 196 532	489	
33	*By 2012, increase the median size of grants from funding agencies by 150 percent. (Acad/Admin-Median) (All-Median) (Acad/Admin-Ave) (All-Ave)	D&AR	\$10,682 \$10,764 \$59,982 \$80,456	\$13,887 \$8,500 \$5,000 \$52,546	\$17,091 \$10,000 \$5,200 \$65,045	\$20,296 *\$8,431 \$3,890 \$62,575	\$23,500 \$10,000 \$7,400 \$45,718	\$26,705	
34	*By 2010, research centers and institutes will have at least 80 percent of budgets supported by external funds.	P				44%	**50%	Contribution to Indiana's Economy	

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

**Nine out of 18 research centers and institutes have achieved 80% .

Goal 2:

	Primary Response	Baseline 2006-07	Target		Actual Data			ICHE Report
			2007/08	2008/09	2009/10	2010/11	2011/12	
Objective C. Increase the number of faculty and students and the breadth of disciplines engaged in scholarship.								
35 *By 2009, achieve 10 percent growth in total graduate student numbers over 2006-07 base.	(MASTERS) GS (INTERMEDIATE) (DOCTORATE) (UNCLASSIFIED) (TOTAL)	2,328 31 271 318 2,948	2,406 2,482 54 280 300 319 3,046 3,155	2,483 2,727 52 289 303 329 3,145 3,411	2,561 2,979 52 298 302 331 3,243 3,664	3,199 54 368 335 3,956	3,736 47 403 334 4,520	Student Success and Contributions to Indiana's Economy
36 *By 2012, increase the number of faculty who are submitting one or more external proposals per year by 50 percent.	(Faculty) P,D, &AR	255	275 303	296 303	320 340	345 322	383	
Objective D. Recognize scholarship of discovery, integration, application, and teaching with implementation defined at the department level.								
37 *By 2009, revise promotion and tenure guidelines in each academic unit to recognize scholarship of discovery, integration, application, and teaching.	AP, C&D			✓	✓	✓		
Objective E. Grow selected graduate programs to support increased scholarship.								
38 *By 2008, target 10 on-campus graduate programs for enrollment growth.	P&C		35 targeted	28 increased	11 targeted	✓		Student Success and Contributions to Indiana's Economy
39 *By 2012, establish two new graduate programs in targeted areas.	P&C		1	1	2	✓	3	Critical Cross-Cutting Values Performance Metrics
40 *By 2012, increase the percent of graduate assistantships supported by external grants or sponsored programs to 20 percent .	P&GS	10.5%	12.4% 9.6%	14.3% 20.6%	16.2% 21.7%	18.1% 18.1%	20.0% 18.0%	

Goal 2:

	Primary Response	Baseline 2006-07	Target		Actual Data			ICHE Report
			2007/08	2008/09	2009/10	2010/11	2011/12	
Objective F. Attract and retain highly productive faculty of national prominence.								
41 *Create a continuously replenishing pool of salary funds to address market and other inequities.	P&BA		✓	✓	✓	✓		Imperatives for Change- "Challenges"
Supporting Objectives								
Objective i. Develop university-wide marketing communication and branding strategies that support the goals and strategies of the plan by raising the visibility and enhancing favorable perceptions of Ball State University among key audiences.								
42 *During 2009, develop initial strategic communications plan for current students, faculty and staff, addressing Goal 2 objectives and outcomes.	EMC	ad hoc plans		✓	✓	✓		
43 *During 2007, develop an updated marketing approach for Extended Education, coordinating with other enrollment objectives.	- EMC				✓	✓		
44 *During 2008, launch an academic research periodical to extend the reach and frequency of the university message of faculty and student discover, integration, application and teaching.	EMC			✓	✓	✓		
45 *By fall 2007, launch a redesigned Ball State Web site that supports Goal 2 objectives and outcomes.	EMC		✓	✓	✓	✓		
Objective ii. Increase financial resources available to support strategic directions								
46 *By 2012, increase to 30 the number of endowed chairs/professorships.	A&C	20	22 23	24 25	26 28	28 28	30	
Objective iii. Maintain best-practice use and innovative use of information technology in support of strategic directions.								
47 *By 2012, increase to 14,000 the number of online journals available through the library.	IT	10,272	11,018 14,103	11,763 16,701	12,509 28,656	13,254 33,046	14,000	
48 *By 2012, increase to 75,000 the number of digital assets available to faculty and students.	IT	56,000	59,800 68,723	63,600 83,214	67,400 93,767	71,200 108,246	75,000	

Goal 3:	Engagement - Ball State University will address local, state, national, and international needs through activities that foster collaboration and mutually beneficial relationships with its diverse constituents.							"Imperatives for Change" "Aspirations" "Achieving Aspirations" "Critical Cross-Cutting Values"	
	Primary Response	Baseline 2006-07	Target		Actual Data			ICHE Report	
			2007/08	2008/09	2009/10	2010/11	2011/12		
	Objective A. Foster and support activities of faculty, staff, and students that have the potential to lead to enterprising ventures.								
49	*By 2012, 10 commercial ventures will be created from university-owned intellectual property.	P & AR	2	3	5	7	9	10	Contributions to Indiana's Economy
50	*Create a plan to stimulate growth of emerging media business clusters in Indiana			✓	✓	✓			
	Objective B. Offer market-responsive educational, cultural, and economic development programs that meet the needs of external partners.								
51	*By 2008, fully establish The Bowen Center for Public Affairs and support with \$1.15 million in external funds.	CS,H &A		✓	✓	✓	✓		Contributions to Indiana's Economy
	Objective C. 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.								
52	*Grow Building Better Communities projects and programs by 10 percent annually.	EE	10	98	108	119	131	144	Contributions to Indiana's Economy
	Objective D. Lead Indiana in authorizing charter schools and be the premier resource supporting the success of all charter schools.								
53	*By 2012, authorize at least 50 charter schools throughout the state.	TC	19	25	31	38	44	50	Student Access and Student Success
54	*By the beginning of school year 2012-13 10,000 students will be enrolled in Ball State-sponsored charter schools	TC	4,600	5,680	6,760	7,840	8,920	10,000	Student Access, Student Success & Contributions to Indiana's Economy

Goal 3:

	Primary Response	Baseline 2006-07	Target		Actual Data			ICHE Report
			2007/08	2008/09	2009/10	2010/11	2011/12	
55	*By school year 2012-2013, of the major charter sponsors in the state of Indiana, Ball State will have the highest percentage of schools meeting the NCLBA Adequate Yearly Progress. (BSU Indianapolis)	TC	43.0% 42.0%	47.0% 44.0%	38.0% 47.0%	No AYP*	34.3% 33.3%	Student Success and Contributions to Indiana's Economy
Objective E. Provide working professionals in Indianapolis access to professional development through graduate programs, skill enhancements, and facility access.								
56	*By 2009, offer self-supporting Extended Education programs from four colleges.	EE&C		6 colleges	6 colleges	5 colleges	7 colleges	Contribution to Indiana's Economy
57	*By 2008, conduct 10 Building Better Communities programs annually in Indianapolis.	EE	4	7 14	10 18	✓ 16	✓ 51	Contribution to Indiana's Economy
58	*By 2008, establish permanent Center for Media Design staff presence in Indianapolis.	P		✓	✓	**	**	
59	*By 2010, the Indianapolis Center will be self-supporting.	EE&BA		✓	✓	✓	✓	
60	*By 2009, offer two additional graduate certificates in the greater Indianapolis area.	EE&D	1	2	3 7	***	***	Student Access, Student Success, and Contributions to Indiana's 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 State University among key audiences.								
61	*During 2007, collaborate with Building Better Communities to refine existing strategic marketing plan.	EMC		✓	✓	✓	✓	
62	*During spring 2008, formalize efforts to maximize the visibility of key university administrators and faculty.	EMC			✓	✓	✓	
63	*By fall 2007, launch a redesigned Ball State Web site that supports Goal 3 objectives and outcomes.	EMC		✓	✓	✓	✓	
Objective ii. Increase financial resources available to support strategic directions.								
64	*By 2009, raise \$400,000 to support the startup of the Indianapolis Center.	A	0	400,000 438,512	✓	✓	✓	

** No longer present and not a viable objective.

* No AYP because of the change to Spring ISTEP testing.

*** In process of moving all online.

Goal 3:

	Primary Response	Baseline 2006-07	Target		Actual Data			ICHE Report
			2007/08	2008/09	2009/10	2010/11	2011/12	
Objective iii. Maintain best-practice use and innovative use of information technology in support of strategic directions.								
65 *By 2012, 100 percent of the electronic student services will be Web accessible.	IT	82%	86%	89%	93%	96%	100%	
66 *By fall 2009, complete an inventory study of all student services not yet Web enabled.	IT		85.0%	85.0%	87.0%	88.0%		
67 *By fall 2008, have a review and evaluation of enterprise system alternatives.	IT							
68 *By fall 2008, have a work plan that informs enterprise systems solutions timelines.	IT							

Goal 4: Community - Ball State University will improve the university community's quality of life.		"Achieving Aspirations" "Critical Cross-Cutting Values"							
	Primary Response	Baseline 2006-07	Target		Actual Data			Data Source and Contact	
			2007/08	2008/09	2009/10	2010/11	2011/12		
Objective A. Increase student, staff, faculty, and family participation in a coordinated wellness program.									
69	*By 2012, increase participation in recreation and wellness activities by 30 percent over 2006-07 base. (FAC/STAFF) (STUDENT)	BA, SA, &P	41,527	44,019 36,324	46,510 27,666	49,002 49,451	51,493 60,425	53,985 612,547	Contributions to Indiana's Economy
70	*By 2010, achieve 70 percent faculty and staff participation in the wellness program.	BA	0	17.5% 49.0%	35.0% 57.0%	52.5% 81.0%	70.0% 78.0%		Contributions to Indiana's Economy
71	*By 2010 complete construction of recreation and wellness facility.	BA				✓	✓		Contributions to Indiana's Economy
72	*Engage the campus community in a comprehensive discussion about conversion to a tobacco-free campus.	President		✓	✓	✓	✓		Contributions to Indiana's Economy
Objective B. Create a service-oriented campus culture in all units.									
73	*Complete customer service guidelines by the end of 2007.	BA&P		✓	✓	✓	✓		Student Success
74	*By 2009, complete customer service training for all units on campus.	ALL					*		Student Success
Objective C. Achieve greater success and recognition in extramural athletics and academic competitions.									
75	*By 2008, win 3 MAC championships per year in various sports.	AD	1	1	1	1	2		
76	*By 2008, field at least two student academic competition teams in each college.	C&D	5 colleges	6 colleges	6 (a) colleges	6 (a) colleges	6 colleges		Student Success
77	*By 2008, establish an aggressive honors and award nomination process for the university and in each department and college. (DEPARTMENTS)	C&D		19	28	26	14		Student Success
78	*By the end of 2007, develop a 5-year gender equity plan.	P		✓	✓	✓	✓		

(a) Seven (7) colleges if include Burriss Laboratory School and Indiana Academy

*There has been no training for faculty

Goal 4:

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

*Full time instructional faculty (Tenure Track/Contract)

**Full time professional, service, and staff personnel

***All employees-full and part time

Goal 4:







	Primary Response	Baseline 2006-07	Target		Actual Data			ICHE Report	
			2007/08	2008/09	2009/10	2010/11	2011/12		
89	*All construction renovations will explore the possibility of USGBC Certification at the rating of LEED_EB Certified performance or better.	BA						Contributions to Indiana's Economy	
90	*By 2010 complete construction of new residence hall dining services.	BA	✓	✓	✓	✓		Critical 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 base in cocurricular and extracurricular experiences.	SA&P	7,000	7,280 7,132	7,560 7,951	7,840 10,145	8,120 9,856	8,400	Student Success
92	*By 2007, complete a plan for redeveloping Riverside Avenue and strengthening Greek life.	SA&BA		✓	✓	✓	✓		Student Success and Contributions to Indiana's Economy
93	*By 2008, the Ball State Council on the Environment, through its representative members, will create sustainability plans for each unit represented.	COTE, D&P		88/99	✓	✓	✓		Contributions to Indiana's Economy
94	*By 2012, double the number of students who participate in enhanced living-learning community opportunities that are academically based and theme connected.	SA & AP	1,500	1,800 1,581	2,100 2,132	2,400 3,182	2,700 3,509	3,000	Student Success
95	*By 2012, increase by 20 percent over 2006-07 base participation in cultural activities on campus.	P&SA	66,313	68,970 76,503	71,628 105,116	74,285 109,363	76,943 171,697	79,600	Student Success and Critical Cross-Cutting Values

Supporting Objectives

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.									
96	*During 2009, develop a plan to launch internal e-communication tools to support Goal 4 objectives.	EMC		✓	✓	✓	✓		
97	*By June 2007, launch a redesigned Ball State Web site that supports Goal 4 objectives and outcomes.	EMC		✓	✓	✓	✓		
98	*By 2012, significantly shift the image of campus life from "average" toward "vibrant" in support of Goal 4 objectives.	EMC	Carnegie image research					Carnegie image research	

Goal 4:

	Primary Response	Baseline 2006-07	Target		Actual Data			ICHE Report
			2007/08	2008/09	2009/10	2010/11	2011/12	
Objective ii. Increase financial resources available to support strategic directions.								
99 *By 2011, complete a comprehensive campaign with a goal of in excess of \$200 million upon approval of the National Campaign Committee.	A&C		\$100m \$122m	\$133m \$174m	\$167m \$194m	\$200m \$210m ✓		
100 *By 2011, increase unrestricted private gift support to \$1.5 million annually.	A&C	0.7m	\$.9m \$1.1m	\$1.1m \$1.2m	\$1.3m \$1.4m	\$1.5m \$1.7m ✓		
101 *By 2011, achieve a 25 percent increase in alumni participation, or 21,000 donors.	A&C		16,131	17,754 16,554	19,377 15,062	21,000 18,793		
102 *By 2012, increase endowment by \$100 million in new commitments.	A&D		\$20m \$51.6m	\$40m \$55.8m	\$60m \$62.2m	\$80m \$69m	\$100m	
103 *Increase planned gift commitments annually in support of campaign and endowment building by \$50 million.	A&D		\$10m \$25m	\$23m \$52m	\$36m \$59m	\$50m \$64m		
Objective iii. Maintain best-practice use and innovative use of information technology in support of strategic directions.								
104 *By 2012, increase by 20 percent the amount of university-produced media content distributed to the community. (Community is defined as the university and outside the university.)	IT	5,132 hours	5,337 hours 5,447	5,542 hours 8,478	5,748 hours 8,140	5,953 hours 10,739	6,158 hours	

-  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
- AD = Athletic Department
- AP = Associate Provost
- AR = Academic Research & Sponsored Programs
- BA = Business Affairs
- C = Colleges
- COTE = Council on the Environment
- D = Departments
- DPI = Diversity Policy Institute
- EE = Extended Education
- EMC = Enrollment, Marketing, & Communications
- GS = Graduate School
- IE = International Education
- IT = Information Technology
- P = Provost
- SA = Student Affairs