



### Criterion III

*The institution is accomplishing its educational and other purposes.*

## Chapter 10: *University and Community Relations*

### Introduction

Ball State University is well known in the Muncie community, the state of Indiana, and the region for expertise in many academic and service areas. In some fields, the reputation for innovation and service extends across the country and internationally as well. These efforts were acknowledged during the 1993 reaccreditation visit. This chapter will present evidence of accomplishments in the following categories:

- ☞ effective delivery of educational services to the community
- ☞ effective delivery of other services to the community
- ☞ programs that meet the needs of special constituencies
- ☞ community involvement and enhancement
- ☞ economic development
- ☞ private support of the university
- ☞ alumni relations
- ☞ intercollegiate athletics
- ☞ university marketing and communications

### Effective Delivery of Educational Services to the Community

Ball State's mission has always been to provide excellent education for its students. The university's educational services have extended to the residents of the region and the state for many years. In the past 10 years, partly through the use of technology, the institution's credit offerings have expanded far beyond Indiana's borders. Ball State also offers an array of educational and human resource services aimed at improving the quality of life for citizens and providing meaningful international and cultural experiences and activities for students and faculty.

### School of Extended Education

Ball State's School of Continuing Education and Public Service changed its name to the School of Extended Education (SEE) in 2002 to better reflect its role of extending the university and its resources throughout the state and the nation to individuals and organizations whose needs cannot be met by traditional on-campus classes. The school uses television, the Internet, independent learning, and on-site instruction to offer courses, degrees, and certificate programs. Between 2001 and 2003 Internet enrollment grew by more than 76 percent, and courses broadcast over the statewide television system grew by nearly 43 percent.

SEE also administers the Correctional Education Program, which provides on-site

instruction in seven Indiana Department of Correction facilities in an effort to change the lives of incarcerated adults. Courses are taught by university faculty. These students can complete an associate in arts in general studies or a bachelor of science in general studies degree. In fall 2003, full-time equivalent (FTE) enrollment in this program reached nearly 1,000, a 79 percent increase over a four-year period.

### Burris Laboratory School

This division of the Teachers College provides an educational alternative for the local community while giving Ball State teaching majors valuable classroom experience in a K-12 setting throughout their college careers. The school also provides an environment for testing new and innovative curricula. Burris has been a separate school district since 1974 and is fully accredited by the North Central Association of Colleges and Schools and the state of Indiana. The school enrolls approximately 500 students each year.

### Indiana Academy for Science, Mathematics, and Humanities

Located on the Ball State campus, this academy is the only public residential high school in Indiana. Established by the Indiana General Assembly in 1988, it is home to 300 academically gifted and talented juniors and seniors from around the state. As a graduation requirement, each academy student must perform at least 50 hours of unpaid community service. The academy also strives to stimulate other academically gifted students by offering distance learning courses in science, math, and foreign languages in other Indiana high schools as well as technology workshops for students and summer workshops for teachers.

### Charter Schools

Through the auspices of the Teachers College, Ball State is the first public university to sponsor the establishment of charter schools in Indiana. These schools are public, independent, nondiscriminating, and nonsectarian, and they operate under a performance contract that allows more independence than typical public schools. Nine schools were given charters in seven different Indiana communities during the first year following the state's authorization of charter schools. The number of charter schools increased to 11 in the second year.

### Electronic Field Trips

Sponsored by Best Buy Co. Inc. and developed by Ball State's Teachers College and Project View, a U.S. Department of Education Technology Innovation Challenge Grant, the electronic field trips provide unique learning opportunities to students in K-12



classrooms throughout the country. Programs have been developed cooperatively with such organizations as the Smithsonian Museums, Newseum, National Baseball Hall of Fame, Houston Space Center, Johnson Space Center, Chicago Field Museum, and Holocaust Museum. Through a combination of live broadcasts and online curricula, these virtual field trips explore new learning concepts and encourage participants to consider expanded career opportunities. Since 1996, more than 40 million students, teachers, and parents from 28 states have participated in 52 field trips.

### **Community Alliance to Promote Education**

Administered by Ball State's Department of Elementary Education through a Lilly Endowment Inc. grant awarded to the Community Foundation of Muncie and Delaware County, this alliance opened the first of its 10 Community Learning Centers in January 2002. Each center director coordinates volunteers who assist elementary students with reading, writing, and mathematics in after-school programs.

### **Planetarium Programs**

The planetarium operated by Ball State's Department of Physics and Astronomy presents educational programs for 8,000 to 10,000 people each year. Participants range from preschoolers through adults. Unique workshops in planetarium operations attract planetarium staff from across the United States and from some foreign countries.

### **Cisco Networking Academy**

Established in 1998 by Ball State's Center for Information and Communication Sciences, the Indiana Cisco Networking Academy Program is a comprehensive course that certifies students to design, build, and maintain computer networks. The program delivers Web-based content, online assessment, student performance tracking, hands-on labs, instructor training and support, and preparation for industry standard certifications. Cisco Systems is the worldwide leader in developing networking systems for the Internet.

### **Center for Economic Education**

This center at Ball State provides economic education programs for students and teachers in grades K–12 in area schools. The programs are designed to prepare students to become responsible citizens, productive workers, knowledgeable consumers, wise savers and investors, effective participants in the global economy, and good decision makers. Funded through a grant from the Indiana Council for Economic Education, the center helps set standards, train teachers, develop curricula, produce instructional materials, and evaluate results.

## **Effective Delivery of Other Services to the Community and Special Constituencies**

The university delivers a wide variety of services that enhance the quality of life for the surrounding community.

### **John and Janice Fisher Institute for Wellness and Gerontology**

The mission of this institute is to teach, promote, investigate, and evaluate health and well-being throughout the life span for people in Muncie and the surrounding community. The institute sponsors the annual Kirkpatrick Memorial Conference on Aging, now in its 49th year. The Community Center for Vital Aging, a not-for-profit organization sponsored by the Fisher Institute and supported by the Ball Brothers Foundation, opened in the Community Civic Center in downtown Muncie in 2001. In the first year, it served nearly 400 local residents over the age of 50 through creative, cultural, and intergenerational programs promoting wellness. Staff members also collaborate with community groups and organizations and deliver workshops, presentations, and exhibits throughout the greater Muncie area.

### **Adult Physical Fitness Program**

This resource serves the community by offering a comprehensive fitness program to assist individuals with improving or maintaining their health and functional ability. Carefully supervised graduate and undergraduate exercise science students apply assessment, exercise, and fitness program administration concepts they have learned in the classroom to individuals and groups. Research also focuses on a wide variety of studies about health- and fitness-related aspects of physical activity and exercise.

### **Audiology and Speech–Language Clinics**

These facilities are operated by Ball State's Department of Speech Pathology and Audiology to serve the community's hearing health and communication disorder needs while providing students with opportunities for clinical experiences. Services are provided at a reasonable cost to approximately 1,000 clients of all ages each year.

### **Counseling Psychology Practicum Clinic**

The Department of Counseling Psychology and Guidance Services operates a clinic that offers individual, family, and group counseling, psychological, and educational services to community residents. Faculty and graduate students provide consultation, assessment, intervention, training, and research to 350 to 400 individuals each semester.



### **School Psychology Clinic**

This clinic conducts psychological and educational assessments of individuals of any age, gender, or race as well as interventions in conjunction with such assessments as a service to the community at a minimal cost. Clients may be referred for a variety of problems/questions, including mental handicaps, learning difficulties, socioemotional/behavioral problems, and academic giftedness. Feedback of diagnostic results and appropriate recommendations are provided to parents and other designated agencies such as schools and physicians. The clinic also provides services directly to the Diagnostic Learning Center, which evaluates children and adolescents suspected of having a learning disability.

### **Reading Clinic**

The Department of Elementary Education provides carefully supervised individual tutoring to community students in grades 2–12 while offering opportunities for Ball State students to develop their knowledge and skills as teachers of reading and writing. The university is a charter partner in the America Reads Challenge established in 1998 and has consistently met the requirements for participation in tutoring services each year.

### **Child Study Center**

The CSC is a cooperative effort to coordinate student learning using an on-site experience with community service needs. Young children between the ages of 6 weeks and 3 years old may attend part-day programs that serve the needs of more than 100 families each year. This center is accredited by the National Academy of Early Childhood Programs. It offers a preschool program and an infant/toddler program.

### **Center for Gifted Studies and Talent Development**

This center was created in 1994 to identify, promote, and develop giftedness; conduct research to improve programs for and foster a better understanding of the needs of gifted and talented individuals; provide professional development programs for all who work with gifted and talented individuals; and make information about all aspects of the gifted and talented more accessible. The center prepares teachers to meet the academic needs of gifted students both within and outside the regular classroom by offering courses on campus in the summer and statewide during the academic year via the Indiana Higher Education Telecommunication System (IHETS) for teachers interested in obtaining the endorsement in gifted and talented education. The center also offers special workshops for educators.

### **Smokefree Indiana**

Administered by the Department of Physiology and Health Science, this initiative exists to improve the quality of life in Indiana by promoting tobacco-free, healthy lifestyles. This volunteer-based advocacy coalition of individuals and organizations has grown from 23 members in 1991 to more than 1,400 today. They represent businesses, community volunteers, elected officials, government agencies, health care providers, law enforcement officials, legal professionals, the media, multicultural communities, schools, and social service groups. Their programs encourage tobacco users to quit smoking and seek to protect nonsmokers from environmental tobacco smoke. Financial support comes from the Centers for Disease Control and Prevention and the Indiana State Department of Health.

### **Cardinal Kids Camp**

This nine-week summer recreational day camp for children in grades K–12 began in 1995 and is administered by the Office of Recreation Services. Staff counselors are Ball State students who engage campers in active games, arts and crafts, swimming, and outdoor activities on campus and take them on field trips. The program provides career-related experience for Ball State students who serve as both counselors and administrative staff.

### **University Libraries**

These facilities, described in detail in Chapter 5 of this report, include the main Alexander M. Bracken Library and two branches, the Architecture and Science-Health Science Libraries. In addition to student use, the libraries extend limited borrowing privileges to Ball State alumni, Indiana residents over the age of 18, faculty in the Reciprocal Faculty Borrowing Program, students from other Indiana institutions with reciprocal agreements, U.S. military personnel, Burris Laboratory School students, and workshop participants. The Friends of the Alexander M. Bracken Library, established in 1976, support the University Libraries through contributions of library materials, financial donations, and free special presentations or lectures that are open to the public.

### **Indiana Public Radio/WIPB-TV**

Ball State operates Indiana Public Radio, a regional service broadcast to 22 Indiana counties over a five-station network. Programming includes National Public Radio (NPR), local news, music, and entertainment. WIPB-TV is a Public Broadcasting



Service (PBS) station that includes approximately 300 hours of local programming annually and receives more than \$200,000 a year from memberships.

### **Student Voluntary Services**

This program in the student affairs area of the university collaborates with more than 100 local service agencies to provide students with educationally valuable experiences through community service. Working in cooperation with academic departments, more than 2,000 students participate in carefully developed and supervised programs and activities.

### **Federal Work-Study Community Service**

This program offers Federal Work-Study financial support to qualified students working in eligible not-for-profit organizations in the local community and region. FWS funds provide a 75 percent reimbursement for student wages earned in jobs that support direct client services, tutoring programs, and services for people with disabilities in more than 20 not-for-profit organizations each year.

### **Internships**

Internships give students the opportunity to contribute their skills and knowledge to hundreds of community organizations and businesses annually while integrating classroom theory with career-related work experiences. Credit-generating and directly related to students' fields of study and career goals, internships and a few cooperative education programs are offered in nearly every undergraduate academic program at Ball State. Between 250 and 300 students enroll for internship credit each semester, but more than 50 percent of seniors each year indicate they have completed a career-related work experience such as an internship.

### **Social Science Research Center**

This interdisciplinary research program connects faculty and other university personnel with public and private organizations to develop and conduct social science research and service projects on a sponsored-program basis. The center also offers community organizations technical assistance in planning, research, and evaluation. Between 2001 and 2003, these projects generated approximately \$1.7 million in revenue.

### **Community Involvement and Enhancement**

Ball State partners with the local community in several artistic and enrichment programs and community development initiatives. These activities involve faculty, staff, administrators, and students with a host of community projects, boards, committees,

programs, and offerings designed to strengthen the arts and cultural environment and promote economic development.

### **Artistic and Cultural Initiatives**

#### **UniverCity**

This elaborate weeklong festival of outstanding intellectual and creative activities has been staged on the Ball State campus five times since 1988. The most recent event in 2002 offered an extensive array of more than 300 lectures, presentations, and exhibitions that explored critical issues ranging from citizen action and community revitalization to the elimination of poverty and the role of the arts in society. All members of the campus community and all Indiana citizens were encouraged to attend as part of their own scholarly pursuits and personal enrichment. Keynote presenters in 2002 included Sally Ride, Martin Goldsmith, Billy Collins, Ruby Payne, and Cornel West. They helped attract thousands of participants to the free events held on the campus and in several community facilities.

#### **E. B. and Bertha C. Ball Center**

Operated by Ball State's School of Extended Education, this historic facility provides educational opportunities for the local community in a learning environment that is more informal than traditional classrooms. It is a gathering place for numerous community organizations to hold lectures, book clubs, chamber concerts, conferences, and other intellectual and cultural pursuits. The center is located at the former estate of E. B. Ball, one of the founders of Ball Corporation and a university benefactor.

#### **Ball State University Museum of Art**

This historic museum in the heart of the campus is home to more than 11,000 works valued at nearly \$50 million. From its inception, the museum's collection has been built through significant community involvement and donations of works, funds, and volunteer services. More than 80 percent of the collection has been donated, with the remainder purchased from donated funds. Today the Friends of the Museum support the acquisitions program, and the Museum of Art Alliance encourages public interest and participation in the museum's collections, exhibitions, and programs. Details about the entire collection (including pictures) are available online at [www.bsu.edu/artmuseum/art.html](http://www.bsu.edu/artmuseum/art.html).



### **John R. Emens College-Community Auditorium**

Emens Auditorium was the dream of Ball State's sixth president. Built with funds from university and community donors, this 3,500-seat facility with outstanding acoustics and sound equipment hosts more than 120 symphony concerts, other musical performances, touring Broadway productions, ballet and other forms of dance, and popular entertainers each year. These events attract audiences from across east central Indiana and western Ohio.

### **Muncie Symphony Orchestra**

This symphony is the oldest of the musical organizations that represent the combination of university and community forces. Formed in 1949, the orchestra consists of approximately 90 musicians who are faculty, community members, and undergraduate and graduate students. In addition to eight subscription concerts each season, the MSO performs free outdoor concerts on the Ball State Arts Terrace and at Minnetrista Cultural Center, plus Young People's Concerts for elementary students. The symphony also sends outreach chamber ensembles to area schools every week of the school year to introduce young audiences to classical music and the instruments of the orchestra.

### **Masterworks Chorale**

The current conductor of this community vocal ensemble is the dean of Ball State's College of Fine Arts, and the 75 singers represent a cross-section of the region. They present four concerts each season and unite with the Muncie Symphony and Ball State student choirs for large choral and orchestral repertoire. A doctoral student in the School of Music serves as the assistant conductor.

### **Muncie Center for the Arts**

Housed in the former Masonic Temple in downtown Muncie, this relatively new center was created to serve the city's young people by providing cultural opportunities and education for underserved segments of the community. The center offers programs in dance, theatre, art, and music for hundreds of area students and hosts performances, productions, and exhibits from a wide variety of university arts and cultural groups. Ball State faculty and staff are involved in teaching and leadership roles at the center, including fundraising and strategic planning. Programs are supported by university and foundation gifts as well as grants from the Indiana Arts Commission and the National Endowment for the Arts.

## **Community and Economic Development**

In support of Ball State's strategic plan, the university has collaborated with Muncie and other communities around the state to promote and provide economic development initiatives; establish new entrepreneurial partnerships with business, industry, education, and other institutions; and communicate the university's distinctive identity in specific areas.

### **Building Better Communities**

This initiative is a university plan to build partnerships with Indiana communities and to extend Ball State's services and resources in order to improve or enhance four areas that are critical to well-documented economic and local prosperity needs: quality of schools, level of economic activity and entrepreneurship, community leadership and planning, and technology integration. President Brownell began implementation in 2002 through public presentations, meetings with members of the media, and discussions with state legislators in 12 of the state's largest communities. The Indiana General Assembly appropriated \$2.5 million over the 2003–05 biennium to help fund this initiative.

### **Indiana Chamber of Commerce**

This organization represents more than 4,400 members in the Indiana business community who rely on the chamber to help them navigate government regulations, understand human resource issues, and receive public policy representation at the state and national government levels. Ball State is engaged with the chamber in a variety of ways, including service on various committees, many of which work with legislative issues. A regional office of the state chamber is housed in the School of Extended Education.

### **Muncie–Delaware County Chamber of Commerce**

The university's involvement in the work of this community organization continues with Ball State administrative leaders serving in board positions and in a wide variety of committee assignments. As the local economy evolves from heavy manufacturing to more service- and knowledge-based industries, the university's role is even more substantial. From workforce development to entrepreneurship, networking to capital formation, and innovation development to quality of life for knowledge workers, the university has a much stronger and important role to provide in conjunction with the chamber organizations at all levels. Ball State is involved in a variety of projects, including three that are described on the following page.



**Vision 2006:** The Muncie–Delaware County Chamber of Commerce and Delaware Advancement Corporation’s Economic Development Plan covers the period from 2001 through 2006. The primary goal of this plan is to encourage population growth and increase the average income for county residents. The Community Technology Initiative is an organization of local corporate, academic, and government leaders who are dedicated to the expansion of technology innovation in the community as one of the primary means of achieving the goals of Vision 2006. All operating committees include members from the university community working with business leaders to achieve community goals and objectives. Details on Vision 2006 are available in Exhibit 94 in the resource room.

**Muncie Innovation Connector:** Ball State has collaborated with the city of Muncie, Cardinal Health System, and Vision 2006 to bring business ideas and people together through this business incubator. The university provides office space and facilities, leadership, and training. The advisory board and volunteer mentors assist individuals in the process of bringing forth creative ideas that have commercial potential by providing expertise in product, market, organization, and financial development.

**TechPoint Inc.:** This initiative, the result of a merger of the Indiana Technology Partnership and the Indiana Information Technology Association, represents the emerging technology industry across the state. University leaders have served on the board of directors of both the original and new organizations. TechPoint is responsible for public policy advocacy for the technology industry as well as a wide variety of support service roles.

### Central Indiana Corporate Partnership

This alliance of Indiana’s top 50 business and university leaders is dedicated to the proposition that the public, private, and academic sectors must plan and invest strategically to build a competitive 21st-century economy in central Indiana. Members advocate policy directions and engage in collaborative efforts to address broad issues facing the region. These issues include expanding capital formation; encouraging high-growth, high-wage economic clusters; and maximizing Indiana’s intellectual resources. The partnership provides planning funds to assist in achieving the objectives of its strategic plan primarily in conjunction with academic institutions.

### Alliance for Indiana’s Future

This organization was formed in 2002, and its first goal is to encourage investments in education and economic development. Ball State is one of the seven university members of this 30-member alliance, which also includes trade associations, chambers of commerce, and professional groups.

### Career Center Employer Relations Programs

Ball State’s Career Center supports a full range of services to help employers connect with students in all disciplines. Services include a Web-based employment vacancy system for part-time, internship, and professional positions; on-campus interview opportunities; special internship development activities; general and discipline-specific career and job fairs; and alumni partnerships.

The Career Center was a founding partner in two new economic development programs that were designed to keep college-educated workers in Indiana. CareersINsite is a career education initiative of TechPoint. Funded through grants from Lilly Endowment Inc. and Indiana’s Department of Commerce and Department of Workforce Development, careersINsite has provided funds for Career Center programs aimed at students in advanced manufacturing, life sciences, and information technology. One of the Ball State programs, Tech Connect, has featured information technology corporate leaders and representatives from nearly 50 technology employers. They have provided career education and networking opportunities for more than 700 students in this annual program begun in 2001. Indiana INTERNnet is sponsored by the Indianapolis Chamber of Commerce and supported by several foundations, businesses, and government organizations. The main features of INTERNnet are a Web-based source of internships and related information, plus personal assistance for employers, universities, and students who need help in developing and finding internships.

### College of Architecture and Planning

This college has established and promoted specific programs of teaching, research, and service focusing on environmental design and planning. The Community-Based Projects Program has been involved with hundreds of local governmental, civic, and service organizations to provide public education and technical assistance in environmental and urban planning and design. The Land Design Institute was established to help people understand the interrelationships of land resources and human decisions. Its projects focus on land planning, site design, land resource issues, and sustainable community development. The CAP Indianapolis Center is another extension of the college. It was established in 2000 to develop partnerships between professional organizations, community agencies and people, and university resources to preserve and sustain urban places. Ball State opened a facility in the heart of downtown Indianapolis in 2001 and is offering community forums, research, and classes from that location.



### Center for Energy Research, Education, and Service

CERES, an interdisciplinary academic support unit housed in the College of Architecture and Planning, focuses on issues related to energy and resource use, alternative energy sources, and conservation. The center's services include workshops, energy awareness programs, lectures, and publications.

### Center for Economic and Community Development

Ball State's School of Extended Education operates a statewide public service to help Indiana communities become self-sufficient by increasing the knowledge and ability of development professionals, government officials, and community leaders. The Indiana Economic Development Course, offered annually, provides intensive training in the basic concepts, methods, and strategies of economic, industrial, business, and community development. Customized consulting services help communities with strategic planning, economic and demographic analysis, retention and expansion studies, targeted industry analysis, and location of development funding programs.

### Center for Organizational Resources

Also housed in the School of Extended Education, COR manages and coordinates employee training programs, consulting projects, workforce development activities, research projects, and seminars for business, industry, health care institutions, government organizations, professional associations, and the general public. The center develops partnerships with organizations to help them improve productivity, enhance employee relations, keep customers satisfied, and remain competitive. With federal grants of more than \$1.1 million from the U.S. Departments of Labor and Housing and Urban Development, COR's information technology training site in Fishers, Indiana, has prepared approximately 575 people from 25 Indiana counties for work in the IT field. This partnership with the state's WorkOne office is supporting Indiana's economic development efforts to retrain workers displaced from traditional manufacturing jobs.

### Bureau of Business Research

A part of Ball State's College of Business, this bureau assists businesses and governments with their data analysis, forecasting, research, and information needs. The bureau publishes the *Indiana Business Bulletin*, an in-depth compendium of current local, regional, and national economic statistics, and contributes to the *Mid-American Journal of Business*, an academic journal of the Mid-American Conference business schools.

### Institute for Entrepreneurship and Midwest Entrepreneurial Education Center

Also housed in the College of Business, these organizations are the training and development facilities for the college's entrepreneurship program, which has been rated as one of the best in the country by *Success Magazine*, *U.S. News and World Report*, and NASDAQ. In addition to providing first-rate academic programs, the center helps emerging entrepreneurs learn how to grow their businesses, and it helps corporations develop the entrepreneurial perspective within their organizations.

### Professional Selling Institute

Housed within the Department of Marketing and Management, this institute provides the business community with a research center that focuses on contemporary issues confronting sales organizations, sales managers, and salespeople. The institute involves practicing sales professionals in the classroom, on the Sales Center Advisory Board, and in an annual sales career fair.

### Plastics Research and Education Center

Ball State is the only school in Indiana that addresses the needs of plastics manufacturing and the only one in the region with extensive laboratory facilities and equipment. The Indiana Department of Commerce has identified the plastics industry as one that offers great potential to the state's economic development.

### Software Engineering Research Center

Headquartered at Ball State, this National Science Foundation Industry/University Cooperative Research Center is one of approximately 50 such centers in the United States and the only one whose mission is to conduct research in software engineering. The SERC draws top researchers from nine universities to work on collaborative research projects with practitioners from its 13 industrial affiliates.

### Private Support of the University

One measure of the quality of relationships between the university and its constituencies is the degree to which the institution acquires gifts from private donors. The three areas that coordinate donor support activities such as researching, cultivating, soliciting, and securing gifts are University Development, Advancement Services, and the Ball State University Foundation. Development officers concentrate on outright gifts of cash, securities, and in-kind gifts of goods and services. Foundation staff personnel concentrate on planned gifts and management of scholarship funds. The foundation,



a legal and fiscal entity separate from Ball State, receives and manages private gifts for the benefit of the entire university.

### University Development

Gifts to Ball State's Annual Fund for a Greater University provide support for student scholarships and financial aid, faculty development, research initiatives, classroom technology, library resources, and special campus projects. The Annual Fund incorporates special campaigns such as the 25- and 50-year reunion campaigns, Cardinal Varsity Club, Parents Fund, college and department projects, Indiana Public Radio, and WIPB-TV. Major gifts officers focus on individuals, corporations, and foundations for specific needs of the university. Each of the major gifts officers works closely with one or more of the seven academic colleges.

The Above and Beyond comprehensive campaign was inaugurated on July 1, 1997, and concluded on June 30, 2002. The goal to raise \$90 million for scholarships, innovative academic programs, and capital projects was surpassed by nearly \$23 million and reached a total of \$112.9 million. The campaign final report is available in the resource room as Exhibit 2. In addition to coordinating multiyear, comprehensive campaigns, the Office of University Development contacts appropriate constituencies of the university to meet special needs that arise each year. Numbers of donors and dollars received by the university in fiscal years 2001, 2002, and 2003 are compared in Exhibit 92. Comparison results of selected peer institutions also are included in this exhibit.

### Ball State University Foundation

This independent foundation receives, invests, and administers gifts to the university. Through the creation of scholarships and continuing support for faculty development, research, physical plant needs, special projects, distinguished professorships, and other education-related programs, the foundation returns millions of dollars of critical support to the university. Comparisons of foundation assets for fiscal years 2001 through 2003 and foundation financial reports for 2001, 2002, and 2003 are available as Exhibit 12 in the resource room.

The Office of University Development and the Ball State University Foundation maintain strong relationships with the institution's constituents. The campaigns of recent years have led Ball State to develop relationships with an increasing number of alumni and friends and to create involvement for them within the university. The units involved in private giving are housed together in excellent facilities, convenient for constituent visits

and intradepartmental operations. During the past decade, private support of the university has grown both in funds raised and in participation, and the future looks promising.

### Alumni Relations

The Ball State University Alumni Association exists to foster and fully realize the ideals and mission of the university and to encourage loyalty to Ball State. The association is a centralized organization, making it possible to have a more accurate and complete database of alumni information. However, the association recognizes the need to diversify its programs to meet the needs of special interest groups. These groups include the Black Alumni Society, Cardinal Football Alliance, College of Architecture and Planning Alumni Society, College of Business Alumni Association, College of Fine Arts Alumni Society, Family and Consumer Sciences Alumni Association, Journalism Alumni Association, Lettermen's Alumni "B" Club, Natural Resources and Environmental Management Alumni Society, Nursing Alumni Association, and Teachers College Alumni Association. Cardinal Corner Inc. is the merchandising arm of the Alumni Association and helps to promote the university through sale of logo merchandise. The association's annual reports for fiscal years 2001, 2002, and 2003 are available in Exhibit 5 in the resource room and include extensive details of operations, programs, and financial summaries.

The Alumni Association's greatest asset for enhancing communication with Ball State alumni is its extensive Web site ([www.bsu.edu/alumni](http://www.bsu.edu/alumni)). During 2002–03 the association also produced six issues of the *Ball State Alumnus* magazine, circulated to more than 113,000 households, plus more than 200 other print projects (see Exhibit 6 in the resource room). To further foster communication, a monthly "e-newsletter" was launched in 2001 and is now distributed to more than 17,000 alumni via e-mail. The Alumni Association also coordinates, hosts, and administers at least 200 alumni events and outings each year.

Career networking through special events, job fairs, alumni activities, and online connections and information resources are key components in providing career services to working alumni and recent graduates. The Career Alumni Network pairs job-seeking participants with network consultants online and is searchable by occupation type, company name, and geographic location. The network publishes an "e-newsletter" featuring information and direct links to services of Ball State's Career Center. The Alumni Association sponsors and participates in the Career Center's annual Career Information Day, Teacher Fair, and Cardinal Job Fair. Additional employer connections

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are available through the Indiana Jobs Marketplace, an online service that provides hyperlinks to information technology companies in Indiana.

The Ball State Alumni Association also recognizes and supports student achievement through a number of scholarship programs. The GOLD (Graduate of the Last Decade) Award recognizes recent graduates who have demonstrated promise and potential through involvement in their work and communities since graduation. Additional honors are awarded through the Distinguished Alumni and Benny Awards programs. The association's scholarships include the Legacy Scholars program, which is for students who are children or grandchildren of active members of the Alumni Association. Forty students receive one-time scholarships in the amount of \$2,000 each year.

### Alumni Center

The Ball State Alumni Association is housed with University Development, Advancement Services, and the Ball State University Foundation in a 50,000-square-foot Alumni Center built with private donations primarily from more than 14,000 alumni. The center was designed by the internationally renowned architectural firm Pei, Cobb, Freed, and Partners and opened in 1998. The Alumni Association is the leading user of this facility, holding 108 events that attracted more than 6,000 guests in 2001–02.

### Community Outreach through Intercollegiate Athletics

Another way Ball State connects with the community is through intercollegiate athletics. The university's athletics program operates under the rules and regulations of the National Collegiate Athletic Association (NCAA). Ball State is classified Division I–A and is a member of the Mid-American Conference in all of its men's and women's sports with the exception of men's volleyball, which is a member of the Midwest Intercollegiate Volleyball Association (MIVA). Intercollegiate Athletics offers a diverse program providing a wide variety of opportunities for Ball State student–athletes. The Office of Athletics Communications provides complete media services through its Web site. Weekly news releases are available at this site to assist members of the media, fans, and supporters of Ball State athletics.

Athletics is an integral part of the educational landscape at Ball State. The program supports the university's mission through its pursuit of the education and graduation of student–athletes. Ball State's graduation rate among student–athletes has reached the 72 percent mark, according to the *2003 NCAA Graduation Rates Report* (Exhibit 56 in the resource room), which studied the freshman class of 1996–97. This mark is the second highest graduation rate for any of the 14 football-playing schools in

the Mid-American Conference and is tied for 20th in the country among all NCAA Division I–A institutions.

Intercollegiate Athletics manages a fiscally sound and financially stable program in the same manner as other auxiliary services within the university, regardless of the source of funds. Athletics operates with a five-year budget plan to ensure the program maintains a sound fiscal base. The latest five-year projections necessitated the elimination of three sports to maintain a balanced budget while sustaining a broad-based overall program offering 19 sports. Men's cross country, men's indoor track, and men's outdoor track will be dropped in fall 2004. The university will honor its scholarship commitments to the athletes in these sports for the remainder of their eligibility should they choose to stay at Ball State after their sport is eliminated. As part of this budget-balancing plan, the university also will reduce the budgets and scholarship allocations for men's volleyball and men's swimming and diving.

In an effort to ensure student–athletes will continue to have a top-quality experience, Ball State's athletics program also has begun a plan to raise additional revenue through a combination of ticket sales, corporate sponsorships, and private gifts. The new ticket-pricing structure offers a range of rates that should make attending athletic events appealing to a wider audience and more affordable. The pricing structure includes a youth football ticket price of \$2 (for ages 2 through high school) and free youth admission to men's volleyball and women's gymnastics events. Private support for intercollegiate athletics is handled by the Cardinal Varsity Club, an athletics booster organization whose financial management is consistent with university procedures.

### Marketing and Communicating the Institution's Identity

Primary responsibility for university marketing and external communications rests with the Office of University Advancement. Under the direction of the vice president for university advancement, Ball State's director of university marketing and executive director of university communications are responsible for developing and executing strategic initiatives to systematically communicate the institution's success and contributions in teaching, research, and economic development and other public service.

### University Marketing

The director of university marketing oversees Ball State's advertising program and provides significant contributions to community relations and special communications projects. The university's marketing plan and advertising campaigns were formed



through extensive marketing research conducted by Lipman Hearne in 1997, 1998, and 1999. A coordinating committee monitors marketing initiatives. Information gathered from students and parents consistently indicated that the advertising was memorable and that audiences understood and responded positively to the intended messages, including the advertising tag line “Everything You Need.” Recent growth in enrollment also is an indicator of success. In addition, the director of marketing and the executive director of university communications collaborated to pretest various creative concepts for the 2001–02 advertising campaign—the last comprehensive marketing effort undertaken—with newly arriving students and their parents as well as with Ball State alumni. The university is committed to continuing this type of research prior to each future advertising campaign to ensure the ads and their messages resonate well with the intended audiences.

### University Communications

The Office of University Communications handles strategic communications planning, marketing research to support communications initiatives, Web site and publications (print and electronic) development, media relations, photographic services, and display services. The focus of this office is a balanced combination of strategic communications planning, research, evaluation, and high-quality and timely production. University Communications evaluates its efforts in a variety of ways, including the use of clipping services, measuring the outcomes of strategic communications plans, publications research and assessments, and reader surveys.

In 2002–03 the executive director of university communications oversaw the development of a comprehensive media plan by the associate director of university communications. This plan was developed to maximize the promotion of stories on Ball State people, policies, and programs to members of the print, broadcast, and electronic media and to evaluate the performance of the University Communications media team in a more results-oriented fashion. The plan places an emphasis on the promotion of stories that illustrate the goals of Ball State’s strategic plan. Areas in which the institution has strengths or seeks to be a leader include access to technology, applied research, innovations in education, community-based projects, outreach initiatives, economic development, and communications. The media team culls stories from all areas of the university to highlight these strengths and progress toward the goals articulated in the strategic plan.

The media plan requires members of the University Communications media team to meet with faculty, deans, and directors in assigned areas, identify stories with news value and strategic importance, and promote those stories and the people associated with them

to professional media. Members of the media team make frequent contact with the media via phone calls, e-mails, and personal visits. The initial assessment of the plan will take place in 2004 with a review of how the plan is affecting coverage of the university across Indiana. A subsequent focus of the media team will be to position Ball State as a source to media outside Indiana, especially national media outlets, for stories on subjects in which the university has knowledgeable or unique people, programs, or policies.

### Evaluation with Respect to Criterion III

The wide variety of examples presented in this chapter demonstrates significant growth in university and community relationships in the past 10 years. These connections are essential for Ball State to be able to fulfill its mission statement, to “promote a learning climate that values civility, diversity, multicultural awareness, an appreciation of the arts, healthy and productive living, and environmental sustainability,” and to “broaden, diversify, and enrich its relationships beyond the campus.”

### Institutional Strengths

Ball State’s strong academic programs in fields related to education, communication, arts and culture, fitness, social services, natural sciences, and business have fostered the development of exciting, valuable relationships locally as well as around the state. The integration of technology into all majors and programs has attracted faculty and staff who have prepared graduates to apply their technical and leadership skills in service and in their professions. In addition to Ball State’s programmatic involvement in the community, many university faculty, administrators, and staff members volunteer their time, leadership, and expertise to support, promote, and enrich community agencies, business, and other organizations.

### Concerns and Future Challenges

The growth in the number of economic development partnerships is directly related to the economy of the university, the community, and the state. These dependencies will continue as long as the economic realities of scarce resources are present, and maintaining appropriate institutional boundaries will be a challenge. At the same time, Ball State will be expected to encourage service, activities, and events consistent with the strategic plan goal that promotes civility, diversity, multicultural awareness, appreciation of the arts, healthy and productive living, and environmental sustainability. Finding ways to offer more access to courses and services using distance education technology will be necessary to increase participation.



As Ball State's alumni population grows, personnel and financial resources also must expand to keep pace with a more diverse and more sophisticated global alumni body. Advancement Services, which maintains records on all alumni and donors, is planning for this challenge by seeking to convert to a new software system and to expand its staff to better meet the future needs of the university. Further development of data analysis and finer segmentation geared to donor behavior will be essential to meeting these needs.

Although the university's comprehensive marketing campaign was highly successful, it was funded largely through the generosity of the Ball State University Foundation, and permanent operational funding from the institution's general fund to continue marketing initiatives has been elusive. As a result, the university will be challenged to keep this aspect of its external message alive among the public it seeks to cultivate. Ball State is addressing this challenge through the work of the Coordinating Committee on University Marketing and Enrollment Management, which is developing a proposal for a permanent marketing budget.