Dear Colleagues and Friends:

At Ball State University, inclusive excellence is an enduring value that guides our ability to achieve our goals and to fulfill our mission.

Throughout our institution’s history, we have demonstrated this enduring value through various efforts to grow and sustain a diverse and inclusive learning, living, and working environment for all members of our campus community. Now, in our second century, we must take a more intentional approach to infuse inclusive excellence into every aspect and every level of our operations.

Our Inclusive Excellence Plan 2019–2024 is the first of its kind for our University. This comprehensive plan will guide us as we embed inclusive excellence in our recruiting, admissions, and hiring processes, as well as in our curriculum and administrative practices.

This plan was developed through extensive engagement with administrators, faculty, staff, and students. Members of the President’s Advisory Council on Inclusive Excellence—a group of campus stakeholders I appointed to build upon our concentrated efforts in this area—contributed their expertise and guidance, leading the development process over the past 12 months.

The result of their work is a plan that establishes six key goals that make explicit our strategies to cultivate a campus environment where students, faculty, and staff of every background and experience can thrive. The plan also creates an institutional infrastructure that supports our progress in achieving the overarching inclusive excellence goals established in our strategic plan.

This Inclusive Excellence Plan 2019–2024 will inform the strategic alignment plans created by our various colleges and divisions. I also hope this plan informs you. As you read over the following pages, consider how you can incorporate these goals and objectives into your own work on behalf of our University.

Each of us has a role to play in creating a vibrant campus culture where everyone is treated with respect and where our differences can lead to a strengthened identity for all of us. This work will require us to collaborate, to reflect, and to be open with one another in ways many of us have never experienced.

Together, we must aspire to live up to the enduring values that guide us as an institution. Our commitment to inclusiveness is renewed with this plan that promotes a more positive, productive, and inspiring culture for everyone invested in the future of our University.

Sincerely,

Geoffrey S. Mearns
President
At Ball State University, we recognize inclusive excellence as an integral endeavor to fulfill our University’s mission and our strategic plan. We recruit, support, and retain a diverse population of students, faculty, and staff. We encourage and reward diversity of thought. We promote a work environment that encourages and rewards innovation and creativity. We pledge to keep inclusive excellence at the highest level of institutional importance and as a foundation in all that we strive to do.

Our overarching goal for inclusive excellence is to adopt a Universitywide inclusive excellence approach to academic, administrative support, and service functions of the University. We believe we must infuse inclusive excellence in every step we take.

Inclusiveness is a commitment “to respect and embrace equity, inclusion, and diversity in people, ideas, and opinions.”

Diversity recognizes the full gamut/broad spectrum of experiences and unique differences of all members of our community. We celebrate diversity in all of its dimensions as we endeavor to create and sustain an inclusive campus environment.
INCLUSIVE EXCELLENCE PLAN GOALS

GOAL 1
RECRUITMENT
Achieve a more diverse and culturally representative undergraduate and graduate student body, faculty, and staff. Our goal is to have a campus that is accessible and equitable and that is representative of the rich diversity in our communities.

GOAL 2
RETENTION
Ball State is committed to creating an atmosphere that will lead to the retention of diverse faculty and staff, increase graduation rates for diverse students, and identify and eliminate biases and practices that hinder the retention of diverse faculty, staff, and students.

GOAL 3
REWARDS AND RECOGNITION
In the spirit of our “rewards reflecting our values,” we will recognize and celebrate the contributions of those who work toward the goals of inclusive excellence.

GOAL 4
INCLUSIVE EXCELLENCE TRAINING, DEVELOPMENT, AND CURRUCULUM
We will lead our campus and our community in inclusive excellence training, development, intergroup dialogue, and pedagogies. Our goal is to equip and prepare our campus community to be visionary in an increasingly diverse and complex world.

GOAL 5
CULTURE AND CLIMATE OF INCLUSION
Our goal is to create an open and inclusive campus community that values the intrinsic worth of all students, faculty, and staff. We will develop a campus climate and culture where all community members experience a sense of belonging and engagement – a place where everyone’s well-being is supported through respectful, authentic, and engaged relationships with each other.

GOAL 6
INCLUSIVE UNIVERSITY POLICIES, SYSTEMS, AND INFRASTRUCTURE
We will create and sustain an institutional infrastructure that effectively supports progress in achieving the inclusive excellence goals outlined in the University’s strategic plan. Ball State’s systems, policies, and procedures will facilitate diversity, inclusion, transparency, and accountability. We will evaluate, revise, and communicate changes in policies and protocols that will facilitate reports of bias and discrimination, improve clarity, provide transparency, promote fairness, and enhance accountability.
GOAL 1

RECRUITMENT

Achieve a more diverse and culturally representative undergraduate and graduate student body, faculty, and staff. Our goal is to have a campus that is accessible and equitable and that is representative of the rich diversity in our communities.

Objective 1
To create a more diverse undergraduate student body
1. Assess current pipeline programs and implement selected pipeline recruitment initiatives to augment and support existing efforts
2. Include alumni from diverse backgrounds in marketing and student recruitment opportunities and programs

Objective 2
To create a more diverse graduate student body
1. Enhance our strategies to recruit a diverse graduate student population
2. Establish one or more pipeline programs to ensure diverse students are able to graduate and proceed further on their flight paths (i.e., getting a PhD or beginning their careers)

Objective 3
To create a more diverse staff and faculty
1. Increase recruitment strategies that attract underrepresented and diverse groups when hiring new faculty and staff
GOAL 2
RETENTION

Ball State is committed to creating an atmosphere that will lead to the retention of diverse faculty and staff, increase graduation rates for diverse students, and identify and eliminate biases and practices that hinder the retention of diverse faculty, staff, and students.

Objective 1
To ensure the academic success of diverse undergraduate students
Identify specific barriers (i.e., financial, cultural/climatic, academic, social, etc.) to the academic progress and achievement of diverse students

1. Seek broad participation of diverse populations in undergraduate and graduate research, experiential, and immersive learning opportunities
2. Increase undergraduate student awareness of and participation in a broad range of available services and resources
3. Adapt our student exit survey to ensure alignment with our Inclusive Excellence Plan and practices

Objective 2
To ensure the academic success of diverse graduate students

1. Connect graduate students with faculty and alumni mentors via the PhD Pathways Program and/or similar initiatives
2. Create opportunities for diverse graduate and professional students to connect with future research and employment opportunities via career fairs, networking opportunities, and professional conferences
3. Increase graduate student awareness of and participation in a broad range of available services and resources
4. Adapt our student exit survey to ensure alignment with our inclusive excellence plan and practices
5. Identify specific barriers (i.e., financial, cultural/climatic, academic, social, etc.) to the academic progress and achievement of diverse students
GOAL 2
RETENTION (continued)

Objective 3
To retain a more diverse faculty and staff

1. Continue faculty and staff mentoring programs and create new mentoring initiatives/priorities based upon feedback and assessment from participants

2. Assess whether there are barriers or biases in the promotion and tenure process and make changes if needed

3. Assess the review process for faculty and staff complaints and reports of bias and discrimination in the workplace

4. Implement and encourage faculty and staff exit surveys and use the results for identification of issues and opportunities for continuous improvement
GOAL 3
REWARDS AND RECOGNITION

In the spirit of our “rewards reflecting our values,” we will recognize and celebrate the contributions of those who work toward the goals of inclusive excellence.

Objective 1
To acknowledge and reward students, faculty, and staff who contribute to inclusive excellence at Ball State University

1. Promote scholarships, awards, and recognition events
2. Provide an opportunity to celebrate diversity-related scholarship and creative projects at an end-of-the-year celebratory event
3. Collaborate with the Ball State Foundation to seek and secure funding to support scholarships and recognitions

Objective 2
To acknowledge and engage alumni and community members who strive to contribute to inclusive excellence at Ball State University or in their respective communities

1. Identify and recognize community partners and alumni who have made contributions to inclusive excellence
2. Support community-based inclusive excellence and diversity recognition events in the community
GOAL 4

INCLUSIVE EXCELLENCE TRAINING, DEVELOPMENT, AND CURRICULUM

We will lead our campus and our community in inclusive excellence training, development, intergroup dialogue, and pedagogies. Our goal is to equip and prepare our campus community to be visionary in an increasingly diverse and complex world.

Objective 1

To offer inclusive excellence training, development, and strategies to students, faculty, staff, and the community

1. Provide training opportunities and experiences for the campus and community focused on handling diversity, equity, inclusion, implicit bias, bullying, Living Beneficence, and cross-cultural/intergroup communications
2. Support academic units and colleges in the creation and maintenance of unit diversity plans/inclusive excellence plans
3. Promote inclusive excellence through community and campus partnerships to provide speakers, forums, and films
4. Utilize assessments and evaluations to gauge the success of training and development initiatives for faculty managers and administrators and make adjustments to format and content based upon feedback

Objective 2

To offer courses, curricula, and learning strategies/opportunities at the undergraduate and graduate levels that achieve diversity and inclusion learning goals

1. Work with faculty and administrators to select and implement pedagogical strategies that enhance engagement, motivation, and learning of diverse and underrepresented students
2. Develop opportunities that help faculty and staff assess the achievement of diversity-related learning outcomes in class or extracurricular experiences
3. Support innovative and inclusive scholarship, research, teaching, and administration through faculty, manager, and administrator development programs like the Diversity Associates Program
4. Develop a “master list” of learning opportunities, trainings, and workshops available across campus with regard to inclusive excellence
GOAL 5

CULTURE AND CLIMATE OF INCLUSION

Our goal is to create an open and inclusive campus community that values the intrinsic worth of all students, faculty, and staff. We will develop a campus climate and culture where all community members experience a sense of belonging and engagement — a place where everyone’s well-being is supported through respectful, authentic, and engaged relationships with each other.

Objective 1
Engage in ongoing and continuous assessment of our campus climate, culture, and community

1. Distribute a Campus Climate Survey and use the results to create benchmarks for improvement

Objective 2
Create an open and affirming campus community that is supportive, that is respectful, and that values differing perspectives and experiences

1. Help establish affinity groups for ethnically, culturally, and diverse populations in order to build community, form allies and mentorships, and inspire collaborative scholarship
GOAL 6
INCLUSIVE UNIVERSITY POLICIES, SYSTEMS, AND INFRASTRUCTURE

We will create and sustain an institutional infrastructure that effectively supports progress in achieving the inclusive excellence goals outlined in the University’s strategic plan. Ball State’s systems, policies, and procedures will facilitate diversity, inclusion, transparency, and accountability. We will evaluate, revise, and communicate changes in policies and protocols that will facilitate reports of bias and discrimination, improve clarity, provide transparency, promote fairness, and enhance accountability.

Objective 1
To ensure that Universitywide policies, systems, and infrastructure support the University’s commitment to inclusive excellence

1. Create an Inclusive Excellence Volunteer Task Force to diversify volunteer boards at Ball State University
2. Review and amend University policies, procedures, and systems to ascertain if they are inhibiting inclusive excellence or potential inequities
3. Create a Universitywide accessibility policy
4. Enhance public awareness of our commitment to diversity and inclusion

Objective 2
To provide economic inclusion opportunities for diverse suppliers in the state by increasing our engagement and stewardship of diverse suppliers

1. Develop and implement a diversity spending plan across more areas of Ball State to partner with minority-, women-, and veteran-owned businesses throughout the state of Indiana

Objective 3
To ensure that faculty and staff feel supported in reporting biased incidents

1. Review and update policies and procedures related to bias reporting for faculty and staff
The Beneficence Pledge

Members of the Ball State Community…

• **pledge to maintain high standards of scholarship and excellence**
  To work with students, faculty, and staff to strengthen teaching and learning on campus.

• **pledge to practice academic honesty**
  To model and uphold academic integrity, to honor their peers and earn the trust and respect from all members of the community.

• **pledge to act in a socially responsible way**
  To treat each person in the Ball State community with civility, courtesy, compassion, and dignity; to respect the property and environment of the campus.

• **pledge to value the intrinsic worth of every member of the community**
  To respect and learn from differences in people, ideas, and opinions.