



BALL STATE UNIVERSITY

2021 CAMPUS PLAN UPDATE

DECEMBER 2021

PRESIDENT'S LETTER

Dear Colleagues and Friends:

Our strategic plan, Destination 2040: Our Flight Path, sets a course for our bright future with a mission that is consistent with our proud past: by engaging our students with dedicated faculty and staff in teaching, research, and creative activities, we empower our graduates to have fulfilling careers and to lead meaningful lives.

In April 2020, our University community embarked upon a consultative process to create an updated campus master plan that aligns with our new strategic plan, transforming our ambitious goals for the future into physical form.

The resulting 2021 Campus Plan Update is a continuation of our first comprehensive master plan, which was completed in 2015. Our 2021 Campus Plan Update supports our University's mission and enduring values, as defined in Destination 2040: Our Flight Path, while also ensuring that our current and future facilities align with the goals of our strategic plan.

The development of our updated campus master plan was informed by a robust, 12-month planning process that engaged our faculty, staff, students, and community partners. We held approximately 100 virtual meetings, and we conducted an online survey through our innovative app, MapMyBSU. The information we gathered further demonstrates our commitment to ensuring that our campus meets the needs of everyone who learns, works, and lives here.

The result of this important work is outlined in the following pages—a new comprehensive master plan that prioritizes our physical recommendations for our campus into three primary objectives: focusing on student success, enhancing the Cardinal experience, and strengthening our connections with the greater Muncie community.

I am grateful to our staff from Facilities Planning and Management for leading this effort, and I appreciate the contributions of those participants who shared their input with us.

Years from now, the footprint of our campus will be a reflection of the ideas and initiatives articulated in this plan. As a living document, our 2021 Campus Plan Update will provide the flexible framework necessary to help us meet the needs of 21st century learners while preserving the beauty, character, and sustainability of our vibrant campus for generations to come.

I look forward to this next chapter of our University's history with excitement and optimism.

Sincerely,
Geoffrey S. Mearns
President, Ball State University



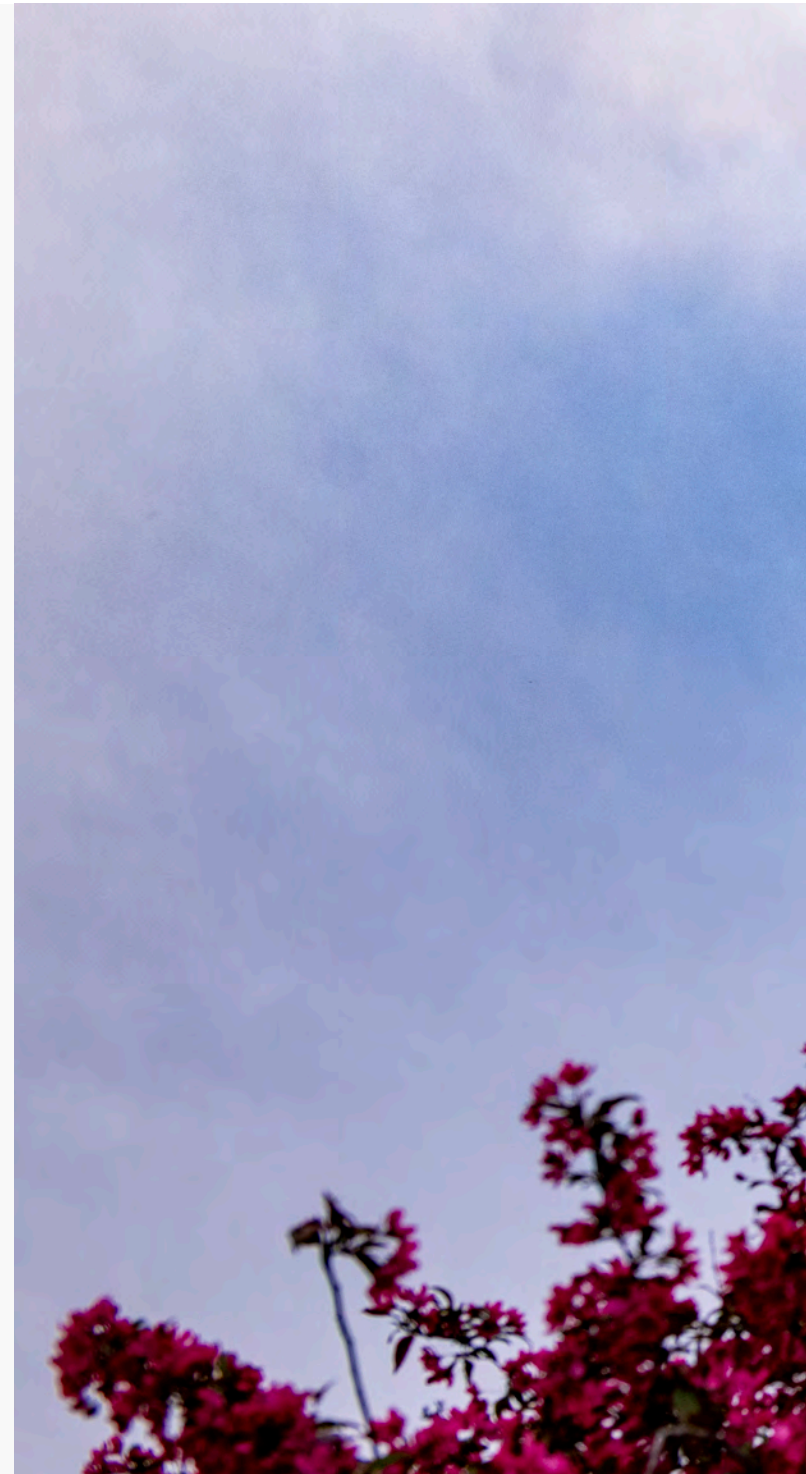
President Mearns

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SECTION 1

INTRODUCTION





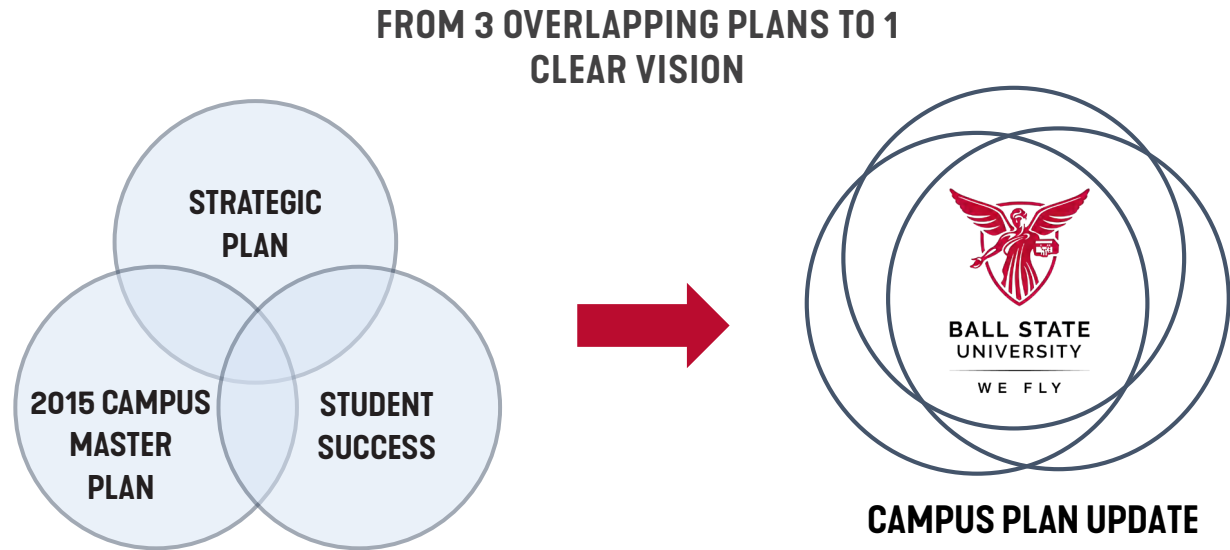
PURPOSE & INTENT

2021 CAMPUS PLAN UPDATE

The 2021 Campus Plan Update is a continuation of the institution's first comprehensive master plan, completed in 2015. Building on existing innovations, the plan aligns with and follows a strategic planning initiative. The plan is rooted in Ball State's Vision, Mission, Values, and the recently completed the 2019–24 Strategic Plan (*Destination 2040: Our Flight Path*). The overlapping components of these initiatives form a chronological starting point for ideas depicted in the following chapters of this report. This plan builds upon the comprehensive physical framework for Ball State's Campus and reinforces an ongoing planning ethos that is participatory, driven by principles, flexible and opportunity based, and phased and implementable.

At its very essence, the 2021 Campus Plan Update is a collection of powerful ideas. These ideas establish a flexible framework for coordinating physical change on campus. The quality of the physical environment has a tremendous influence on the image of Ball State. As such, the 2021 Campus Plan Update serves as a foundation for shaping the campus fabric in support of the academic mission and vision.

The 2021 Campus Plan Update is a composite document of principles, goals, objectives, ideas, and recommendations, and the graphics that support and illustrate these concepts. As an



updated long-range tool that can adapt and flexibly respond to future change, the plan outlines a vision for future change and parameters to strategically manage development opportunities and implement initiatives within short-, mid-, and long-term time horizons.

Since the 2015 plan, much has changed in our world and in higher education. Ball State continues to grow as an institution under the leadership of President Geoffrey Mearns and a Cabinet that is almost entirely new to the institution since 2015. In many ways the global pandemic and long-overdue national and public reckoning with racial justice has accelerated change in higher education.

The planning process began in April 2020, as the world and campus were grappling with shutting down due to the pandemic. This plan was completed entirely remote, with our core team's intimate knowledge of the physical campus as a background. What began as a rather benign effort to update campus planning initiatives in the context of a new strategic plan, quickly became a time to pause, ask questions, and reflect and redirect the future of Ball State's physical campus in the context of a rapidly evolving understanding of student success.

THE CAMPUS PLAN UPDATE ALIGNS WITH STRATEGIC, ACADEMIC, AND PHYSICAL GOALS:

Campus plans should be updated every five to ten years. This five year update aligns with the new Strategic Plan, *Destination 2040: Our Flight Path*, and rapid changes in higher education.

THE CAMPUS PLAN UPDATE IS ESSENTIAL :

The 2021 Campus Plan Update, at its very essence, is a vision that serves as a foundation for shaping the campus.

THE CAMPUS PLAN UPDATE IS A FRAMEWORK:

The 2015 Campus Master Plan established a framework that defined how the physical campus would be adapted to and/or expanded to meet future needs. Because it established general parameters, adjustments in 2021 were possible without affecting the core principals.

THE CAMPUS PLAN UPDATE IS A LONG-RANGE VISION:

The 2015 Campus Master Plan established near-, mid- and long-term goals. Many of the concepts illustrated in the plan required numerous projects to achieve, funding sources, and approvals. Some ideas were partially implemented, and others have been re-thought as part of this 2021 update.

CURRENT CAMPUS

ACADEMIC AND ADMINISTRATIVE BUILDINGS

- AB** Architecture Building
- AC** Arts and Communications Building
- AD** Administration Building
- AJ** Art and Journalism Building
- AL** Alumni Center
- AR** Fine Arts Building
and David Owsley Museum of Art
- AT** Applied Technology Building
- AU** Emens Auditorium
- AY** Indiana Academy House
- BA** Ball Honors House
- BB** Burkhardt Building
- BC** Ball Communication Building
- BL** Bracken Library
- BU** Burris Laboratory School
- CL** Cooper Life and Charles W. Brown
Planetarium
- CN** Cooper Nursing Building
- CP** Cooper Physical Science Building*
- FB** Foundational Sciences Building
- GH** Rinard Orchid Greenhouse
- GL** Glick Center for Glass
- HB** Health Professions Building
- HC** Health Center, Amelia T Wood
- HP** Health and Physical Activity Building
- LB** David Letterman Communication
and Media Building
- LU** Lucina Hall
- MC** Multicultural Center
- MI** Music Instruction Building
and Sursa Hall
- MS** Mitchell Early Childhood and Family Center
- MU** Hargreaves Music Building
- NQ** North Quadrangle Building
- PD** Public Safety Department
- PE** Center for Peace and Conflict Studies
- PH** Pruis Hall
- PL** Charles W Brown Planetarium
- PR** Bracken House
- PT** CAP Design Build
- RB** Robert Bell Building
- RH** Sponsored Projects Administration
- SC** L.A. Pittenger Student Center
- TC** Teachers College Building
- TH** University Theatre
- WQ** Whiting Building
West Quad Building

HOUSING AND DINING

- AN** Anthony Apartments
- DH** DeHority Complex
- EL** Elliott Hall
- EW** Elliott/Wagoner Dining
- JE** Johnson Halls East (Botsford/Swinford)
- JW** Johnson Halls West (Schmidt/Wilson)
- KI** Kinghorn Hall
- LA** LaFollette Residence Hall
(Brayton/Clevenger)*
- ND** North Dining Hall
- NO** Noyer Complex
- NR** North Residence Hall
- NW** Northwest Residence Hall

- PK** Park Hall
- SE** Scheidler Apartments
- SR** Studebaker East Hall
- SW** Studebaker West Hall
- WA** Wagoner Complex
- WO** Woodworth Complex

ATHLETIC AND RECREATION

- A1** Anthony Recreation Fields
- A2** Varsity Baseball Complex
- A3** South Campus Recreation Fields
- A4** Bethel Recreation Fields
- A5** Briner Sports Complex
- A6** Cardinal Creek Tennis Center
- A7** LaFollette Recreation Field
- A8** Lucina Tennis Courts
- A9** Varsity Softball Complex
- A10** Southwest Recreation Fields
- BG** Ball Gymnasium
- FT** Fisher Football Training Complex
- IP** Scheumann Family Indoor Practice Facility
- LP** Lewellen Pool and Aquatic Center
- RC** Jo Ann Gora Student Recreation and Wellness Center
- ST** Scheumann Stadium
- WR** Worthen Arena and Shondell Practice Center
- YE** Yestingsmeier Golf Center

PARKING GARAGES

- MP** Parking Garage, McKinley Avenue
- NP** Parking Garage, New York Avenue
- SP** Parking Garage, Student Center

*To be demolished





PROGRESS SINCE 2015

Campus leadership was proficient in completing many of the initiatives laid out as part of the 2015 plan, accomplishing several major initiatives ahead of schedule. These completed initiatives reinforce the 2015 campus framework, including:

- Develop Academic East Quad
- Establish New East Mall
- Activate University Green
- Enhance North Residential
- Enhance Athletics

These significant projects are described on the following pages, emphasizing 5+ years of robust investment in the physical campus, including over 500,000 SF of renovated buildings, over 1,000,000 SF of new buildings, and over 600,000 SF of demolished buildings. Total investment in physical improvements to the Ball State Campus in the last five years is over \$459M.

DEMOLITIONS

- ① Emens Garage Demolition
- ② Lafollette Demolition

RENOVATION PROJECTS

- ③ Applied Technology Building Renovation
- ④ CAP Renovation (Bridge Project)
- ⑤ Whiting Renovation (Bridge Project)

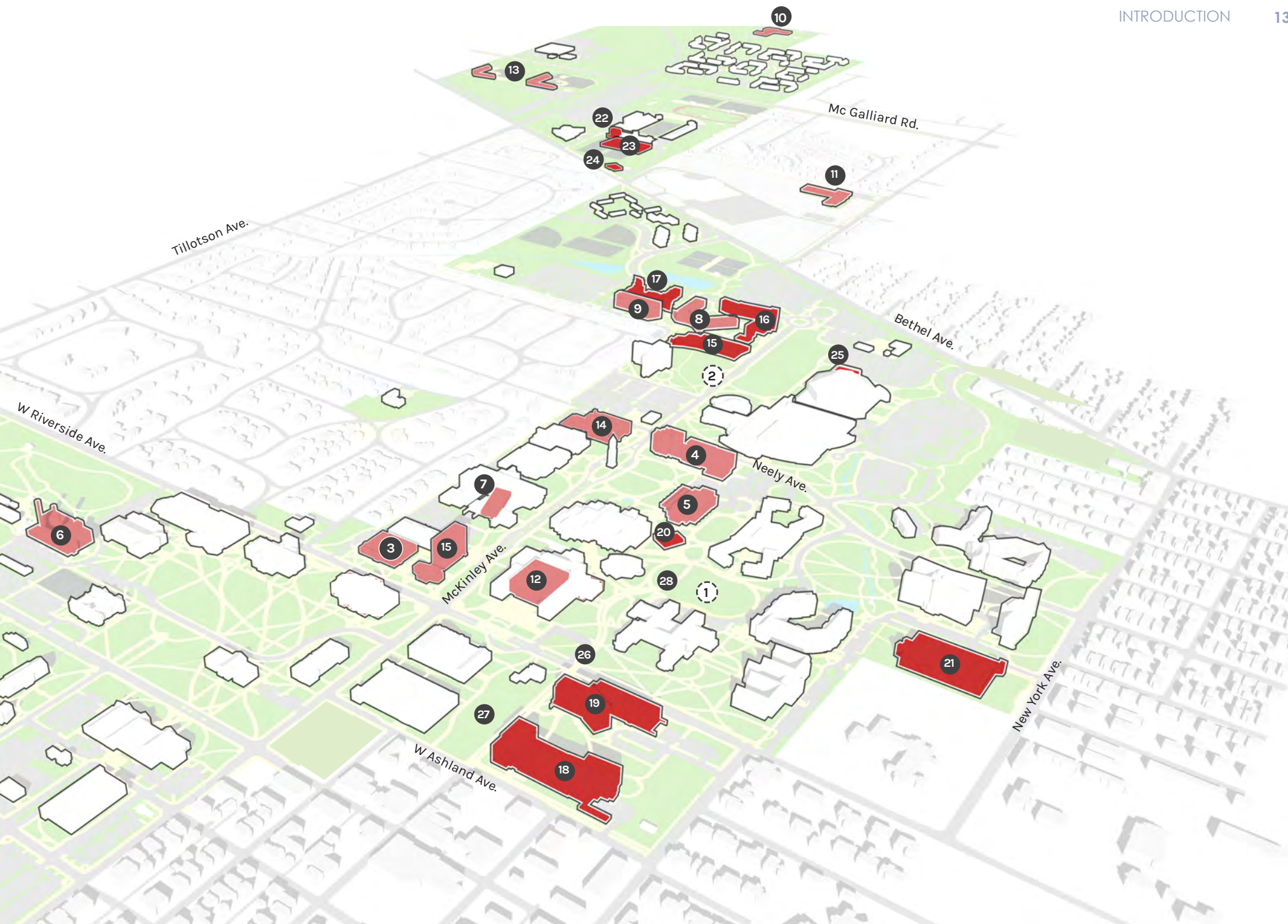
- ⑥ West Quadrangle Building Renovation 3rd And 4th Floor
- ⑦ Unified Media Laboratory
- ⑧ Johnson A Renovation
- ⑨ Johnson B Renovation
- ⑩ Mitchell Early Childhood and Family Center
- ⑪ Oakwood Building Renovation And Buildout
- ⑫ Emens Auditorium Renovation and Addition
- ⑬ First Merchants Ballpark Complex (baseball and softball diamond improvements)
- ⑭ E-Sports Renovation Project

NEW CONSTRUCTION PROJECTS

- ⑮ North Dining Hall
- ⑯ North Residence Hall
- ⑰ Northwest Residence Hall
- ⑱ Foundational Sciences Building
- ⑲ Health Professions Building
- ⑳ Multicultural Center
- ㉑ New York Avenue Parking Structure
- ㉒ Ron and Joan Venderly Football Team Center
- ㉓ Scheumann Family Indoor Practice Facility

- ㉔ Earl Yestingsmeier Golf Center
- ㉕ Dr. Don Shondell Practice Center
- ㉖ East Mall Phase 1
- ㉗ East Mall Phase 2
- ㉘ East Mall phase 3





SIGNIFICANT PROJECTS



DR. DON SHONDELL PRACTICE CENTER

Project Cost: \$6.4M

Year Completed: 2017

Size: 16,460 SF



EMENS AUDITORIUM RENOVATION AND ADDITION

Project Cost: \$5.0M

Year Completed: 2017

Size: 10,115 SF

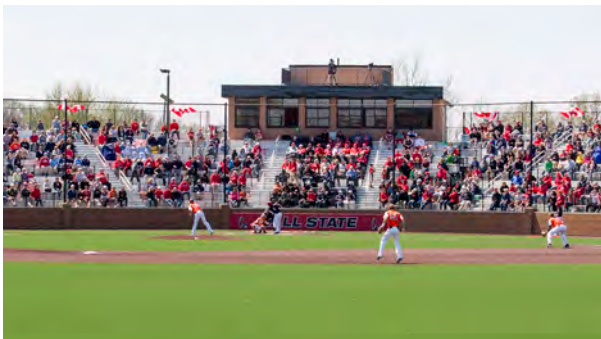


UNIFIED MEDIA LABORATORY

Project Cost: \$2.5M

Year Completed: 2015

Size: 14,989 SF



FIRST MERCHANTS BALLPARK COMPLEX

Project Cost: \$5.4M

Year Completed: 2015

Size: N/A



RON AND JOAN VENDERLY FOOTBALL TEAM CENTER

Project Cost: \$3.5M

Year Completed: 2016

Size: 12,633 SF



JOHNSON EAST (A) RESIDENCE HALL

Project Cost: \$35.7M

Year Completed: 2015

Size: 164,169 SF



JOHNSON WEST (B) RESIDENCE HALL

Project Cost: \$40.1M

Year Completed: 2017

Size: 153,379 SF



NORTHWEST RESIDENCE HALL (INC. CARMICHAEL DEMOLITION)

Project Cost: \$52.6M

Year Completed: 2021

Size: 54,867 SF



MITCHELL EARLY CHILDHOOD AND FAMILY CENTER

Project Cost: \$0.9M

Year Completed: 2019

Size: 42,400 SF



NEW YORK AVENUE PARKING STRUCTURE

Project Cost: \$15.6M

Year Completed: 2020

Size: 212,004 SF



EARL YESTINGSMEIER GOLF CENTER

Project Cost: \$1.7M

Year Completed: 2017

Size: 6,531 SF



EAST MALL (PHASE 1, 2 AND 3)

Project Cost: \$6.2M

Year Completed: 2021

Size: N/A



APPLIED TECHNOLOGY RENOVATION

Project Cost: \$12.3M

Year Completed: 2015

Size: 93,274 SF



HEALTH PROFESSIONS BUILDING

Project Cost: \$62.5M

Year Completed: 2019

Size: 176,142 SF



FOUNDATIONAL SCIENCES BUILDING

Project Cost: \$87.5M

Year Completed: 2021

Size: 208,475 SF



EMENS PARKING STRUCTURE DEMOLITION

Project Cost: \$2.4M

Year Completed: 2020

Size: 210,858 SF



SCHEUMANN FAMILY INDOOR PRACTICE FACILITY

Project Cost: \$15.0M

Year Completed: 2021

Size: 85,500 SF



NORTH DINING

Project Cost: \$35.0M

Year Completed: 2020

Size: 60,641 SF

**MULTICULTURAL CENTER**

Project Cost: \$4.0M

Year Completed: 2021

Size: 9,530 SF

**NORTH RESIDENCE HALL**

Project Cost: \$50.0M

Year Completed: 2020

Size: 137,705 SF

**LAFOLLETTE DEMOLITION (2 PHASES)**

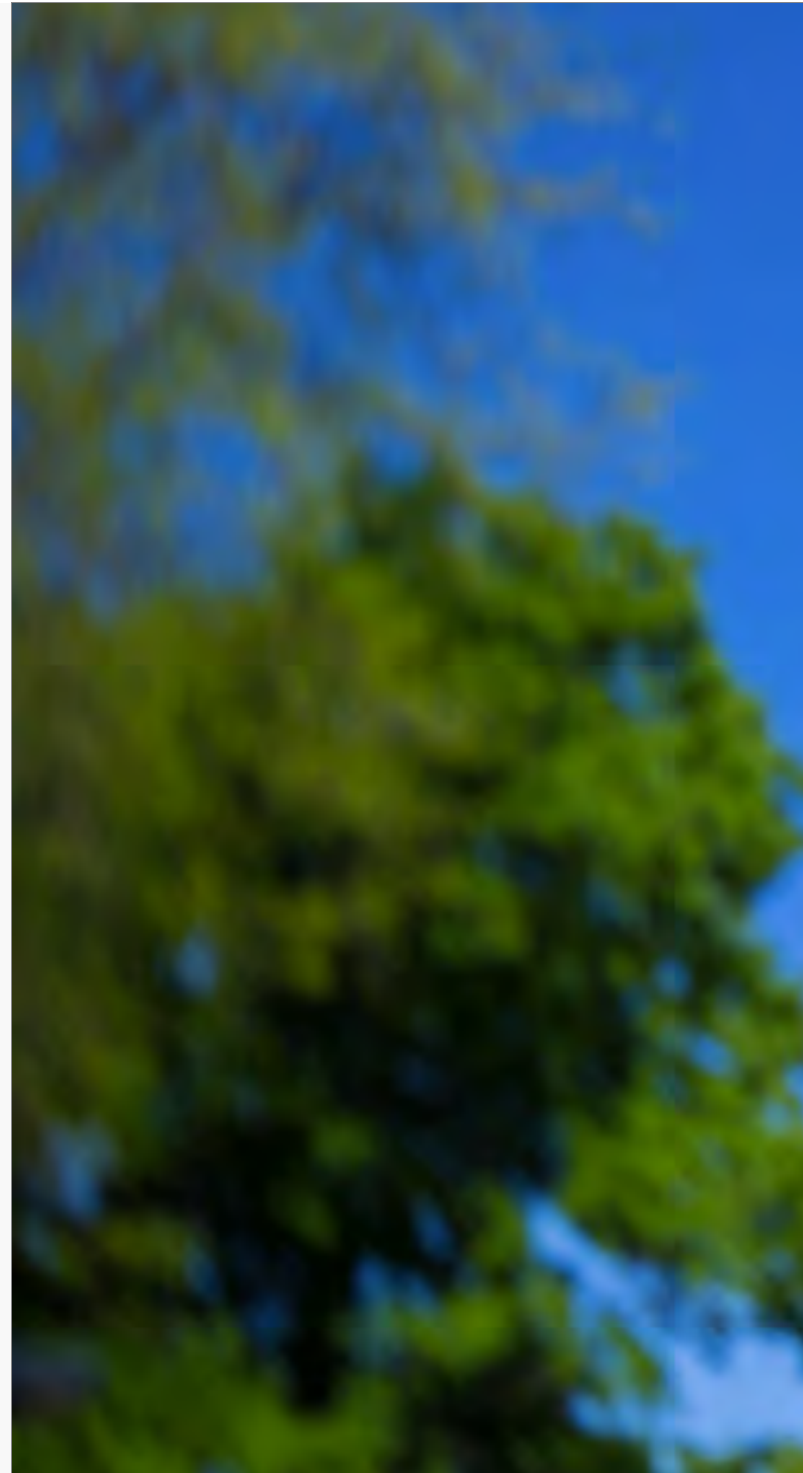
Project Cost: \$8.0M

Year Completed: 2020

Size: (447,792 SF)

SECTION 2

A FRAMEWORK FOR SUCCESS





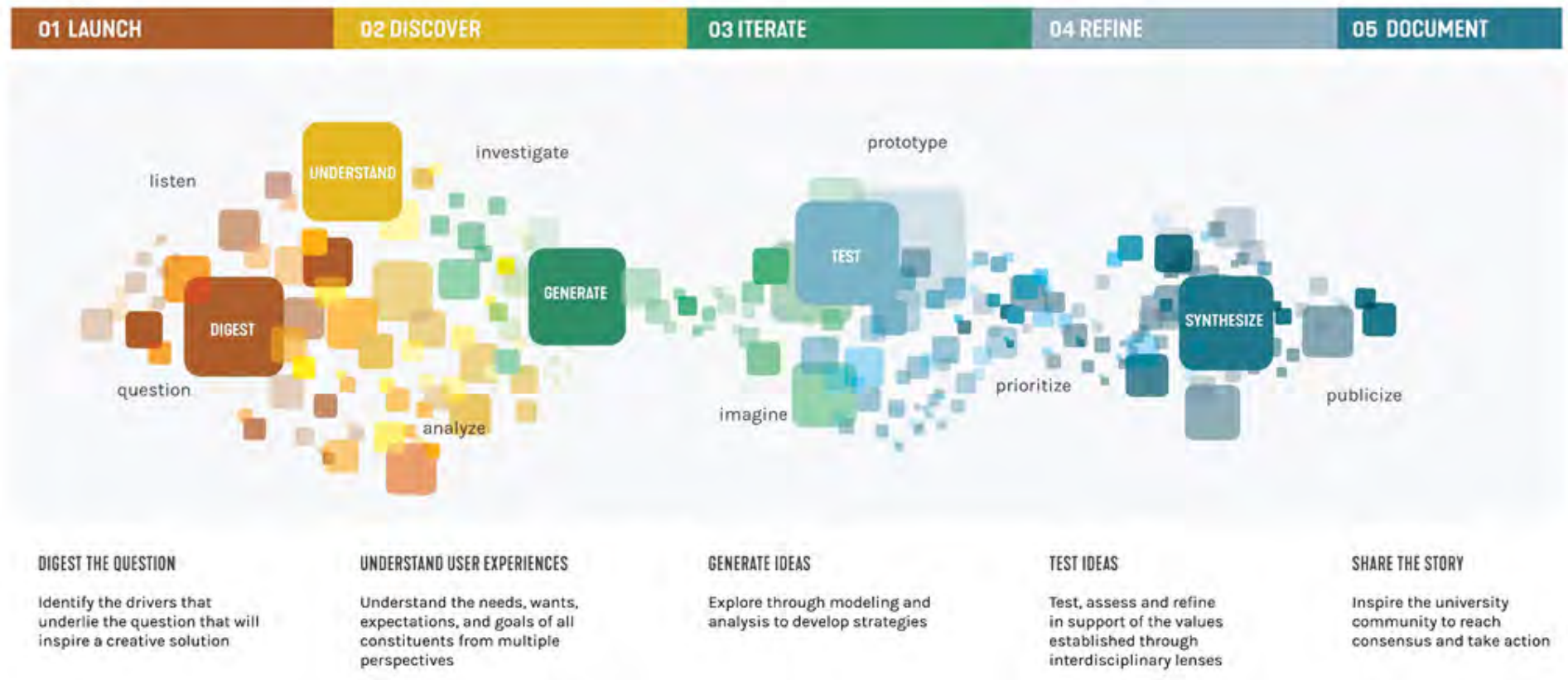
PLANNING PROCESS

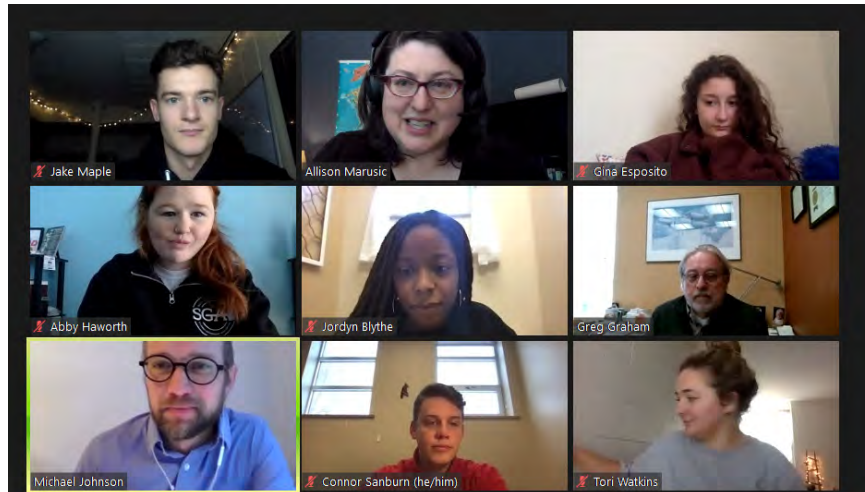
A consensus-based approach to the 2021 Campus Plan Update rose to the moment of extreme change we were experiencing in the world. The roughly 12-month process followed five general phases, including :

- Launch
- Discover
- Iterate
- Refine
- Document

The process began with an energetic and tone-setting virtual cabinet meeting that laid the groundwork for many of the ideas in the plan, including reverse engineering the campus around student success and full understanding of the student cycle, better understanding the

“flow and heart” of campus, creating flexible programmatic spaces, rethinking the library, lifetime learning and improved accessibility.





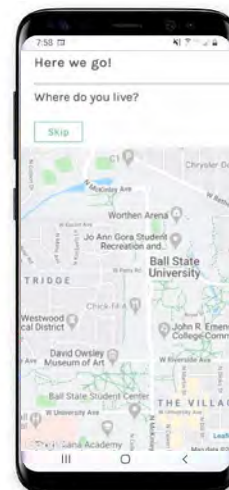
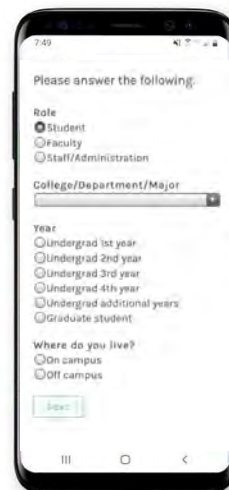
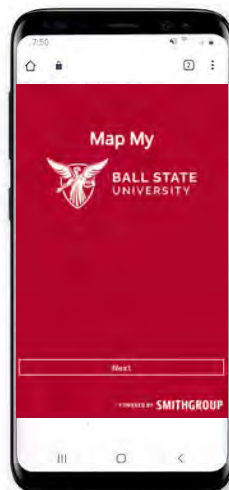
CAMPUS ENGAGEMENT

As part of robust campus engagement, our team conducted nearly 100 virtual meetings, including bi-weekly core leadership video calls, and small-group and one-on-one meetings with students, faculty and leaders across campus, including:

- President's Cabinet
- Provost Council
- Master Planning and Facilities Committee
- Academic Deans
- Library
- Student Government Association
- Next Muncie
- Housing + Dining
- Student Center
- Student Forums

WEB SURVEY

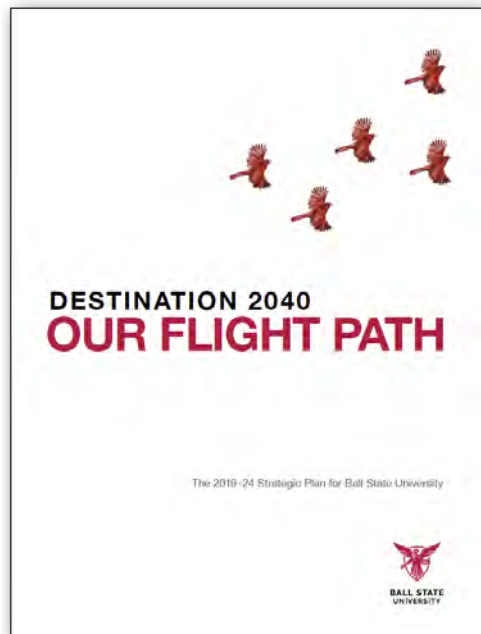
The team pioneered and piloted a new all-virtual process, including a groundbreaking engagement tool that allowed campus constituents to connect place-based campus experiences via a mobile app. The MapMyBSU tool was launched in September 2020 was open for two weeks, garnering important input from 2,908 students (14% of student body), 349 faculty and 474 staff (11%).



STRATEGIC PLAN

DESTINATION 2040

Destination 2040: Our Flight Path, establishes the University's ambitious goals for its second century. The development of the plan was informed by a strategic planning process. Over 12 months, the plan engaged faculty, staff, students, alumni, community partners, and many generous benefactors. The plan focuses on Ball State's strengths and is guided by the enduring values represented by the iconic Beneficence: excellence, innovation, courage, integrity, social responsibility, and gratitude.



These five ambitious goals and the continuing planning process constitute a comprehensive, coordinated commitment to students, alumni, and communities, providing an important platform for physical change on campus.

GOAL 1: UNDERGRADUATE EXCELLENCE AND INNOVATION

Our University provides a premier on-campus undergraduate experience.

GOAL 2: GRADUATE EDUCATION AND LIFETIME LEARNING

Our University expands its reach and impact along the continuum of human development and is nationally recognized for serving graduate students and other adults throughout their lifetime educational journey and for our agility in anticipating and responding to workforce needs.

GOAL 3: COMMUNITY ENGAGEMENT AND IMPACT

As a community-engaged institution, our University is internationally recognized for mobilizing and leading partnerships that revitalize and sustain our city and our region.

GOAL 4: SCHOLARSHIP AND SOCIETAL IMPACT

Our University provides a premier on-campus undergraduate experience.



GUIDING PRINCIPLES

2021 CAMPUS PLAN UPDATE

Success metrics for the 2021 Campus Plan Update align the 2015 Guiding Principles and the 2019–24 Strategic Plan (*Destination 2040: Our Flight Path*) Core Values. These metrics were established early in the planning process with input from various stakeholders to guide future development by conveying the intent, goals, and long-term values of Ball State. These enduring success metrics are intended to provide guidance for future decisions with flexibility to ensure the University's mission is maintained. The success metrics includes key themes of ambition, creativity, innovative pedagogies, collaboration, carbon neutrality, accessibility, student experience and flexibility.

2015 CAMPUS PLAN GUIDING PRINCIPLES

- Be **Creative, Responsive**, and **Progressive**.
- Set **Ambitious Goals** and to Take the Risks Necessary to Achieve Those Goals.
- Create **Flexible** Learning Spaces that are Conducive to **Innovative** Pedagogical Models.
- Support the Academic Plan + Foster **Trans-Disciplinary** Collaboration.
- Move Towards **Carbon Neutrality** and Water Balance.
- Prioritize Modality Alignment, **Walk-Ability** and **Accessibility**.
- Enhance Attractive Campus Space + Emphasize **Student Experience**.
- Consider Cost, Return On Investment, Phasing and **Flexibility**.

STRATEGIC PLAN CORE VALUES

- Excellence
- Innovation
- Courage
- Integrity
- Social Responsibility
- Gratitude



ALIGNED SUCCESS METRICS

BE CREATIVE, RESPONSIVE, AND PROGRESSIVE.

SET AMBITIOUS GOALS AND TO TAKE THE RISKS NECESSARY TO ACHIEVE THOSE GOALS.

RESPECT AND EMBRACE PEOPLE, IDEAS, AND OPINIONS.

CREATE FLEXIBLE LEARNING SPACES THAT ARE CONDUCIVE TO INNOVATIVE PEDAGOGICAL MODELS.

SUPPORT THE ACADEMIC PLAN + FOSTER TRANS-DISCIPLINARY COLLABORATION.

MOVE TOWARDS CARBON NEUTRALITY AND WATER BALANCE.

PRIORITIZE MODALITY ALIGNMENT, WALKABILITY AND ACCESSIBILITY.

ENHANCE ATTRACTIVE CAMPUS SPACE + EMPHASIZE STUDENT EXPERIENCE.

CONSIDER COST, RETURN ON INVESTMENT, PHASING AND FLEXIBILITY.

SUSTAINABILITY

PHYSICAL CONTEXT

Ball State is committed to environmental stewardship, sustainability and making a positive impact to its community. Ball State's Main Campus in Muncie occupies approximately 790 acres. Including the core campus in Muncie, the University's state-wide land holdings total over 1,200 acres. The portfolio includes six natural land field stations or environmental education centers maintained for native biodiversity occupying 425 acres in Delaware County and beyond. The newly dedicated Ginn Woods Nature Preserve, Indiana's second-largest protected old-growth forest, which occupies 161 acres as the largest and highest quality woodland in East Central Indiana is an important part of these land holdings.

COMMITMENT

Ball State has a long-history as a sustainability leader as documented on the university's website: Sustainability at Ball State University (bsu.edu). As part of this commitment, the University seeks to be a campus where:

- All students, faculty and employees are provided opportunities to become literate in the environmental, social and economic interactions of human and biophysical systems.
- Such opportunities are made available through

strong undergraduate and graduate programs, as well as professional-specialization, faculty development and staff training offerings that provide opportunities for learning.

- Collaborative faculty and student research on related issues is encouraged and supported.
- Development of university leadership and expertise is seen as a continuous, participatory process of learning that contributes to local and regional sustainability efforts, fostering links with other institutions.
- Understanding and concern for sustainability issues provide the foundation for a dynamic sense of campus cohesion and community.
- The University's practices reduce both the consumption of materials and energy and the emission of pollutants to their lowest levels possible, without decreases in the level of education, scholarly work, and services provided.

Ball State affirms its commitment to protect and enhance the environment through its learning, research, service and administrative operations. The institution seeks to foster a community that sustains ecological systems and educates for environmental awareness, local action, and global thinking. And incorporate environmental principles and environmentally responsible

practices as fundamental and integrated components of all BSU operations and programs, including:

- Incorporate environmental concerns as a significant priority in university decision making.
- Seek alternative practices and procedures to minimize negative impacts on the environment.
- Conserve natural resources and restore environmental quality.
- Protect the biodiversity of our region and serve as a living laboratory and habitat for local species.
- Consider the social, economic and environmental impacts of Ball State's operational policies and foster a participatory process in developing these policies.

CLIMATE ACTION PLAN

Given the significant role the operation of buildings plays on Ball State's physical campus emissions, the 2021 Campus Plan Update will impact emissions and recommend approaches that support Ball State's climate neutrality goals. The Climate Action Plan (CAP) identifies nine tactical areas to address reductions in campus emissions that form the basis for future physical recommendations. These include:

- Real-time communication, monitoring and reporting
- Energy management through the geothermal district heating and cooling network
- Energy conservation within information technology
- Transportation efficiency
- Building efficiency
- Energy conservation policy
- On-site solar photovoltaic (PV) production
- Off-site wind energy electrical production
- Off-site PV electrical energy production

EMBODIED ENERGY

One of the premises in considering the performance of existing campus buildings is that in some instances demolishing and replacing buildings whose performance is sub-par might result in fewer GHG emissions over the next 40 years. This premise does raise the issue of embodied energy (or embodied carbon) – a measure of the amount of energy required to extract, manufacture, transport, and construct the materials that comprise a building. Most buildings on campus are designed to withstand

Building	Level	Year Complete
Park Residence Hall	Silver	2007
Letterman Building	Silver	2007
Dehority Hall Renovation	Silver	2009
Student Recreation Center	Silver	2010
Kinghorn Residence Hall	Silver	2010
Glick Center for Glass	Certified	2010
District Energy Center – North	Gold	2011
Studebaker East	Gold	2012
Applied Technology Renovation	Gold	2013
Teachers College Renovation	Certified	2014
Johnson A Residence Hall	Gold	2015
District Energy Center – South	Gold	2015
Johnson B Residence Hall	Gold	2017
Shondell Practice	Gold	2018

Today, campus standard is that all new buildings and major capital renovations are done to a minimum of LEED Silver standard.

the test of time, so keeping and renovating our existing building stock will result in fewer emissions associated with embodied energy. Embodied energy should always be considered in planning decisions. In the event where the best solution is demolition and replacement, there are several approaches to minimize the the reductions in operational energy. These include:

- Identify opportunities to salvage elements from

Building	Level	Year Complete
Health Professions Building	Silver	2019
North Dining	Silver	2020
Projects under Construction or recently completed <i>Targeting a minimum of LEED Silver</i>		
Residence Hall #1	tracking Silver	2020
Residence Hall #2	tracking Silver	2021
Foundational Sciences Building	tracking Silver	2021
Multicultural Center	tracking Silver	2021
Indoor Practice Facility	tracking Certified	2020
Projects in Planning <i>Targeting a minimum of LEED Silver</i>		
Cooper STEM Ph III Renovation		2023

the existing building, ideally to be incorporated in the new construction.

- Establish high goals for demolition waste management, diverted demolition waste from landfills by recycling it. In most instances, projects should target a 75% diversion rate or more.
- Maximize the operational energy performance of the replacement project.

PLAN DRIVERS & THEMES

2020 was one of the most disruptive years in the history of higher education in the United States. The 2021 Campus Plan Update is directly linked to external influences, current and ongoing academic and physical planning initiatives, and goals for the future of higher education at Ball State and within the State of Indiana. In early conversations with university leadership, Ball State's value proposition, and the in-person experiential roots of the institution were never questioned. However, it became imperative that Ball State re-think its physical campus around a rapidly evolving student cycle, with intentional focus on student success and flexibility. This formed the foundation for a Campus Plan Update that is a continuation of the 2015 plan, but with a renewed focus on aligning and renovating key campus assets to meet the ever-changing needs of students, faculty and the community. Campus plan drivers within this context pages include:



ENROLLMENT DRIVERS

The 2021 Campus Plan Update brackets options for a conservative enrollment trajectory that assumes little to no near-term growth in student population.

SPATIAL DRIVERS

Based on current analysis and future projections, the campus does not have significant new physical space needs. Thus, the focus of the 2021 Campus Plan Update is on renovating existing assets to create more efficient and flexible academic space, more collaboration space, more focused and aligned support space, and balanced dining and housing space to respond to the current and future on-campus population projections. Ball State has a long history of caring for existing buildings. This model will be important as the University continues to adapt existing facilities to strengthen existing campus neighborhoods.

COMMUNITY DRIVERS

The 2021 Campus Plan Update reinforces the long standing relationship between Ball State and the City of Muncie. The plan considers more intentional partnerships in Muncie, Indiana, and beyond, while creating a more welcoming

campus and connected university and community, including:

- Improved active mobility connections
- Improving The Village
- Creating a lifetime learning center
- Engaging 20-minute walk overlapping neighborhoods between campus and downtown
- Coordinating with ongoing City comprehensive planning

SUSTAINABILITY DRIVERS

Ball State is a widely recognized pioneer in sustainable campus leadership. As a founding member of the Association for the Advancement of Sustainability in Higher Education (AASHE), American College and University Presidents Climate Commitment (ACUPCC), Ball State has led the conversation about sustainable campuses, for hundreds to follow. The cornerstone of this involvement is a commitment to the goal of achieving climate neutrality (no GHG emissions) by the year 2050. Demonstrating a commitment to innovation and long-range thinking, Ball State's ground-source, closed-loop district geothermal energy system, replaced four aging coal-fired boilers to cut Ball

State's GHG emissions nearly in half. In keeping with Ball State's innovation and commitment to environmental stewardship, sustainability principles are an important continuation from the 2015 plan. In this context, the 2021 Campus Plan Update carries forward goals from the previous plan, including:

- Consider accelerating 2050 climate neutral goal.
- Envision development that provides a balance of academic, residential, and amenities to create walkable communities within the campus fabric, while strengthening the campus core.
- Provide safe routes for bicycles on campus and connect with existing and planned bicycle routes throughout Muncie, to reduce reliance on the automobile.
- Identify an approach to support sustainable water quality and quantity measures on campus to improve campus watershed health.
- Maintain campus connection to natural systems and foster an appreciation for the campus' natural setting.

FOCUS AREAS

The 2021 Campus Plan Update extends recommendations from 2015 built on new and emerging 21st century pedagogies and student success metrics that emphasize unique, high-impact learning experiences that result in real-world solutions. These themes and plan drivers align with Ball State's strategic initiatives and should guide opportunities for physical change on campus.

In the context of Ball State's main campus, physical recommendations for the future of the campus prioritize three primary objectives and become the organizing structure for this plan update:

- Students First
- The Cardinal Experience
- Our Community

1 STUDENTS FIRST

Students First emphasizes 21st century flexible learning environments that meet the needs of today's students, including:

- Develop trans-disciplinary and flexible learning environments
- Support innovative delivery models
- Reimage faculty workspaces
- Consider college alignment

An intentional focus on student success, including student support and student services will drive future alignment of the physical campus. This includes potential implications on recruitment, retention, academic support, student services, wellness and the potential need for a one-stop shop that better aligns many of these functions with the student cycle.

2 THE CARDINAL EXPERIENCE

Ball State's campus is defined by a unique series of neighborhoods that support campus activities and enhance the overall experience of the linear campus. The campus of the future will continue to emphasize connection to place and an intentional focus on campus life and sociability, including:

- Enhance student experience
- Improve campus "flow"
- Understand campus "heart"
- Align housing, dining, recreation, athletic and commuter amenities
- Reinforce the pedestrian core
- Emphasize community connections
- Re-align the student center functions+location
- Improve campus accessibility
- Reimage the library

3 OUR COMMUNITY

Ball State has been synonymous with the Muncie community for over a century. The community also has a native american and industrial heritage that pre-dates the University and was intentionally disconnected from the University in the early years of the institution.

Countless recent initiatives have emphasized better connecting the University with its place, community at-large and more specifically to the Muncie community via:

- Improved partnerships with business, industry, schools and the city
- Mobility connections
- A more vibrant Village
- Connected cultural resources
- Better engaged alumni networks

KEY INITIATIVES

The 2021 Campus Plan Update provides opportunities to redefine the fabric of campus through strategic renovation, new buildings and infill development. The major recommendations of the plan can be summarized in ten new recommendations for change, including:

1 STUDENTS FIRST

- Implement a Flexible Learning Initiative
- Re-Think Student Services
- A Face-Forward Library

2 THE CARDINAL EXPERIENCE

- Re-Imagine the Student Center
- Align Housing and Dining Needs
- Mobility Recommendations

3 OUR COMMUNITY

- Collaborate on Overlapping City and University Neighborhoods
- Engage the Village
- Create a Lifetime Learning Center
- Improve Burris School



FRAMEWORK

2021 CAMPUS PLAN UPDATE

The 2021 Campus Plan Update carries forward the framework from the 2015 plan, including:

A CONNECTED SYSTEM OF OPEN SPACES

With trans-disciplinary learning and student success as a foundation for physical change, a connected system of open spaces should be enhanced on campus, reinforcing existing and emerging open spaces and the linear connections between to form a framework upon which future programmatic change can occur.

PROGRAMMATIC ARMATURE

The connected system of open spaces augment the location of three academic commons nodes on Ball State's campus, each anchored by an existing or proposed primary open space. These academic commons will provide the opportunity for trans-disciplinary and student service opportunities as the center piece of Ball State's existing and proposed academic neighborhoods.

COMPLETE LIVING AND LEARNING

Ball State's academic neighborhoods, academic commons, and connected system of open spaces are supported by existing and proposed residential neighborhoods in close proximity to

encourage unique living-learning opportunities on campus now and in the future.

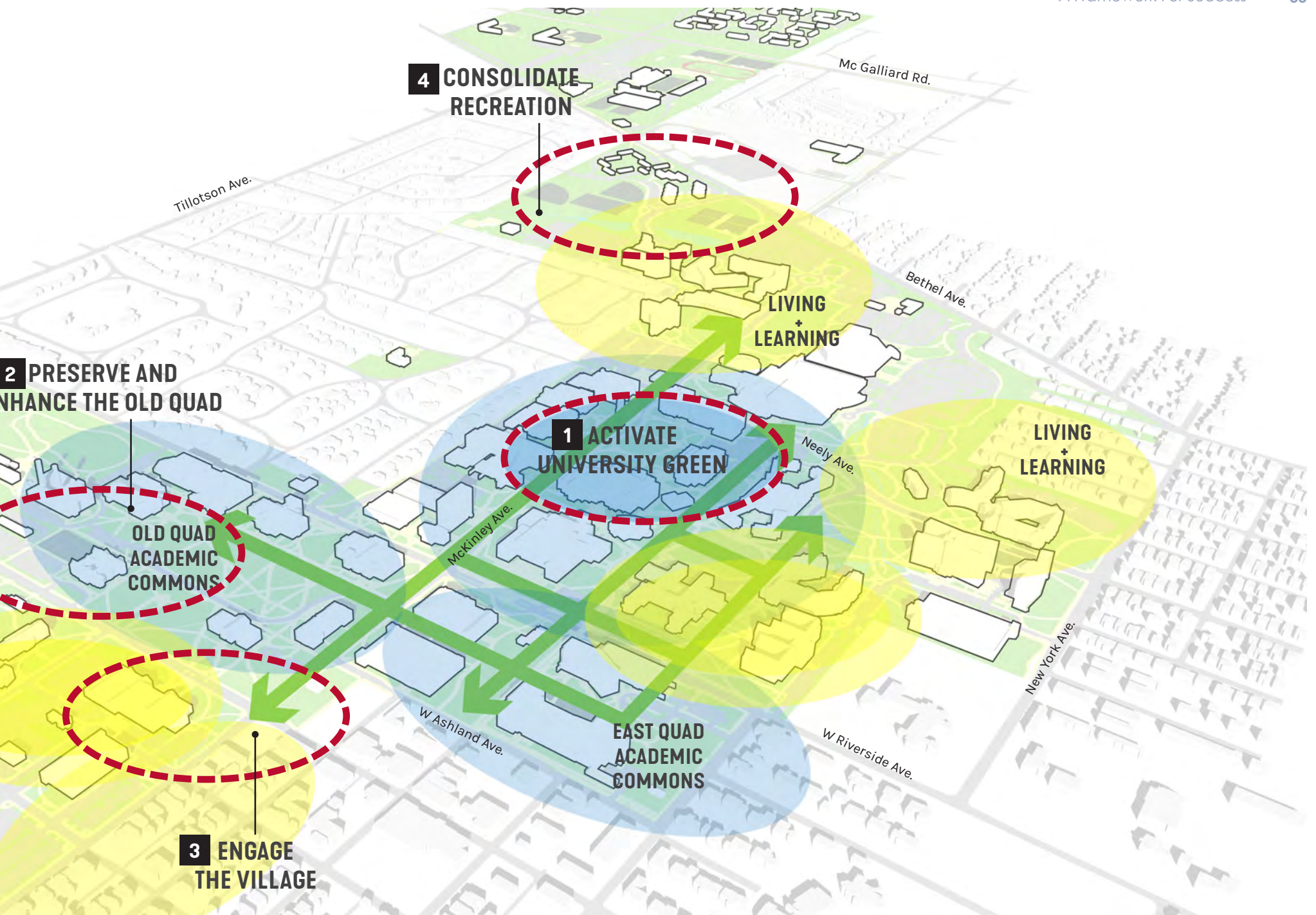
Several of the eight primary initiatives of the 2015 plan have been completed and/or are in progress. The 2021 Campus Plan Update focuses efforts around the continuation of these initiatives in an effort to continue to align campus functions with student cycles, including:

- 1** Activate University Green
- 2** Preserve and Enhance the Old Quad
- 3** Engage the Village
- 4** Consolidate Recreation

Legend

- Enhanced Core Academic Neighborhoods
- Enhanced Living + Learning Neighborhoods
- Green Corridor
- 2021 Plan Focus Zone





SECTION 3

STUDENTS FIRST





FOCUS ON STUDENT SUCCESS

At Ball State, student success operates on the guiding principle that access without support is not opportunity. Thus, all students, particularly first-generation college students, should be able to get the services they need easily, and first-year services are particularly important for retention and student success.

- Visitor/Recruitment
- Student Administrative Support
- Student Academic Support
- Student Wellness



The highest risk for undergraduate students dropping out occurs during the first and second-year in college. Therefore, the University will create a 360-degree approach to student support, and space utilization will facilitate the ability to provide those support services, and:

- Decrease the number of places a student needs to go to for answers and services.
- Decrease referrals – in a one-stop shop there should be a “triage” ability, where any student can show up with a question and quickly have someone problem-solve with them.
- Be able to get an answer or service to a student in no more than one referral.
- Bring services where students already feel comfortable being: the libraries, their colleges, the residence halls.



FLEXIBLE LEARNING INITIATIVE

CLASSROOMS AND INFORMAL LEARNING ENVIRONMENTS

Flexible learning environments at Ball State are central to student success and the 2019–24 Strategic Plan (*Destination 2040: Our Flight Path*), specifically as it relates to meeting key goals articulated in Goal 1: Undergraduate Excellence and Innovation. These two goals emphasize innovative pedagogies, trans-disciplinary innovation, immersive undergraduate research, effective resource management, and environmental stewardship.

While some spaces will always require specificity, flexible learning environments at Ball State will be important to manage fluctuations and dynamic growth trajectories between departments and allow for changing pedagogical models within departments. Experiential learning, transformative collaboration and design are synonymous with Ball State's culture and aspirations as the institution continues to be more agile, fluid and efficient with campus space.



WHAT DID THE DEANS HAVE TO SAY?

1. Manage fluctuations / dynamic growth trajectories between departments

- Incentivized space model will create new pressures
- Not all departments require same mix of learning & research spaces, suggesting additional flexibility needs and modularity between space-types (e.g. teaching labs, research labs, classrooms)

2. Allow for changing pedagogical models within departments, and within learning generally

- Online learning continues to grow (but not displace in-person learning), requiring more access to content production, testing, recording, conferencing
- Low residency programs are growing as well, requiring not dedicated physical space but use of other flex spaces after-hours
- Flipped and other growing pedagogies are driving need for active learning, immersive environments, team-based dynamics and problem-solving

3. We will always have some spaces that require specificity – either equipment or activity

4. Active, small-scale, hands-on, experiential learning resonates is part of Ball State's culture

5. Collaboration is transformative – both for faculty and for students, we must look for overlap/proximity

6. Space contributes through furniture, layout, accessibility and technology. The message and the medium is important

7. Need to be agile, 'fluid,' and use our space more efficiently

WHAT ARE STUDENTS (AND EMPLOYERS) LOOKING FOR?

1. Need for communication and learning in team settings (even large class settings)

- Better retention comes from feeling more engaged, more collaboration with faculty
- Problem-solving, learning how to learn and less talking, more doing is important

2. We want to be able to learn anywhere

- Informal Learning Spaces
- Plug-n-play (universality between spaces when possible; we don't want to have to think about it)
- Flipped learning (i.e. learn anywhere, anytime, at our own pace)

3. Immersion, hands-on – both physical/skills and digital/virtual scholarship, literacy

4. Persistence. We want to see what we want to be doing and be able to navigate with ease

- Explore options/disciplines fluidly
- Be in 'learning community' environment. Flexibility still accommodates discipline-specific study
- Put science on display, create windows to research
- Counseling /mentoring / peer to peer

5. We want to see how we make an impact, even now, specifically undergraduate research

FLEXIBLE CLASSROOM

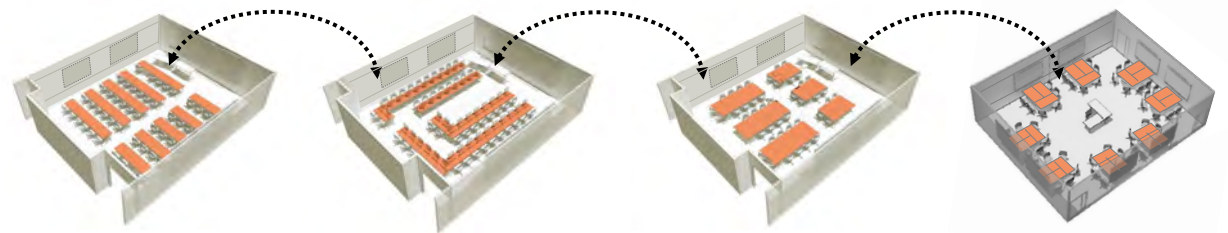
THE BUILDING BLOCKS

All learning environments at Ball State will continue to emphasize communication and learning in team settings to reinforce engagement, retention, collaboration and problem solving skills. It is important that these spaces put learning on display to reinforce the fluid exploration of disciplines, while also emphasized learning communities and mentoring.

Flexible learning environments at the building and campus scale will support students and faculty and emphasize physical and digital exploration spaces.

Flexible learning spaces that are well designed and furnished for flexibility can also accommodate social distancing more readily and efficiently. These spaces are more easily adapted for distance, hybrid, blended and virtual learning and collaboration opportunities as we embark on an uncertain future.

Flexible classrooms on the campus will continue to include various typologies. Additional focus moving forward includes designing physical space to further dismantle the teacher student power dynamic, and utilize more of learning wall space. The campus will continue to emphasize



Lecture

Case Study

Collaborative

flexible classroom spaces that are more ideal for certain pedagogies, including:

■ Lecture

- Distinct front of room
- Supports presentation
- Better for demonstration

■ Case Study

- Central focused

- Supports discussion

- More approachable

■ Collaborative (large and small group)

- Ability to use every wall
- Supports group work
- Problem-based learning
- Emphasize collaboration and technology share

Flexible classrooms at Ball State will utilize similar components that will become the building blocks of improved learning environments, including:

- Movable furniture
- Durable finishes
- Jottable surfaces
- Creative horizontal surfaces
- Distributed technology
- Space for movement
- Intuitive technology
- Controlled daylight and views
- Acoustic treatment
- Indirect illumination
- Robust network and wi-fi
- Power, power, power
- Visual connections
- Safety/security
- 24/7 access
- Accessibility



FLEXIBLE LABORATORIES

Flexible laboratory spaces on Ball State's campus will be imperative as the institution continues to strive to increase and improve teaching laboratory and research space to foster entrepreneurial initiatives. Similar to flexible classrooms, laboratory spaces on the campus will continue to include various typologies. Additional focus moving forward includes designing physical space to further encourage student-teacher and student-student interactions and collaborations. The campus will continue to emphasize flexible classroom spaces that are more ideal for certain pedagogies, including:

■ Lecture

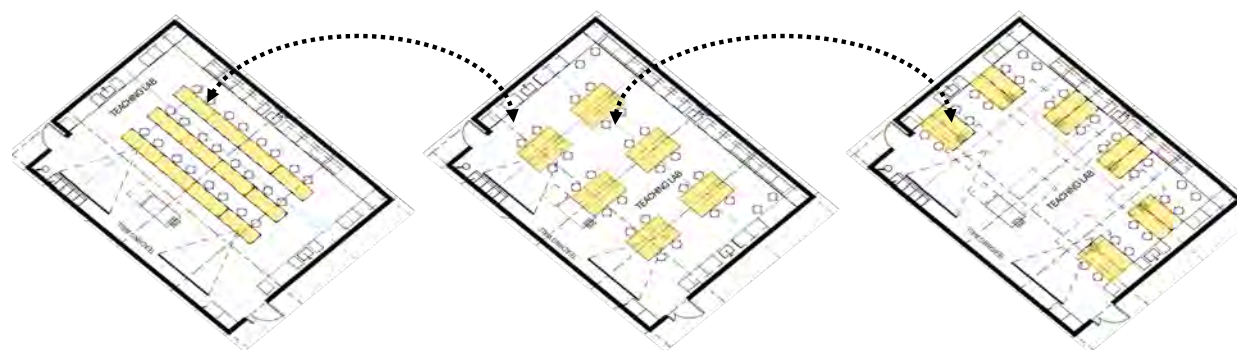
- Distinct front of room
- Supports presentation

■ Collaborative

- Supports group work
- Approachable
- Even fixed benches

■ Studio

- Supports Group work
- Open center



Lecture

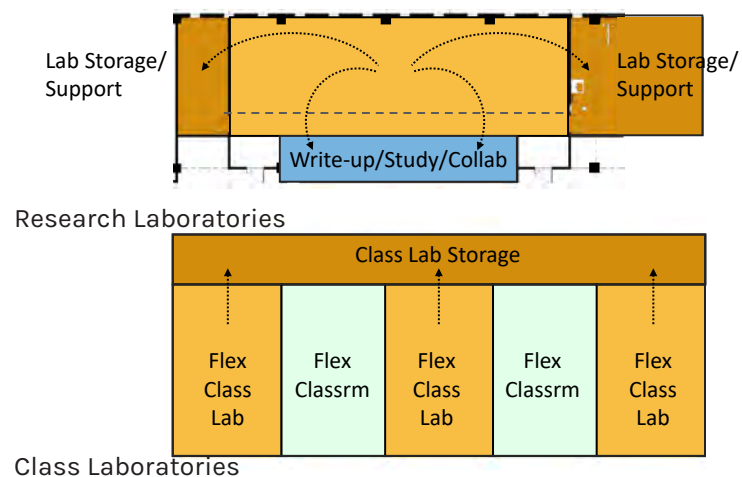
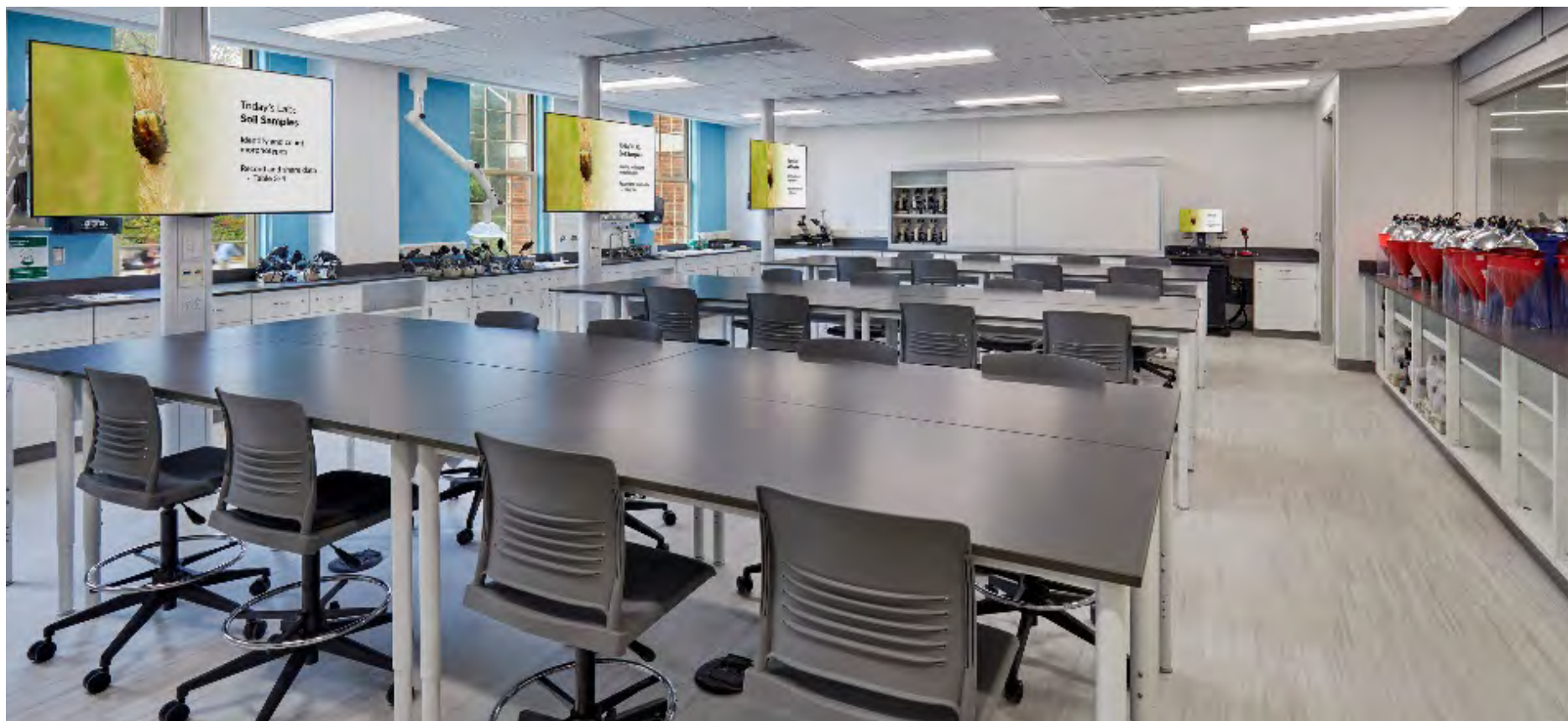
Collaborative

Studio

STORAGE AND SUPPORT IN THE RIGHT PLACE

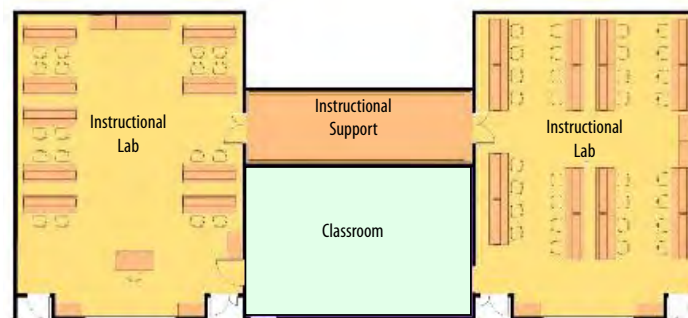
New construction and renovation projects on campus will strive to right size and align laboratory storage and support space to support improved use and functionality of classrooms and laboratories. This can be achieved through coordinated approaches towards storage and support spaces (and equipment) on the edges to provide more clear space in the middle. Additional considerations should be given to

combining and collocating storage spaces accessible by several class laboratory spaces and improving space utilization, functionality and flow. It is also important to consider separate storage and laboratory support, where feasible and appropriate



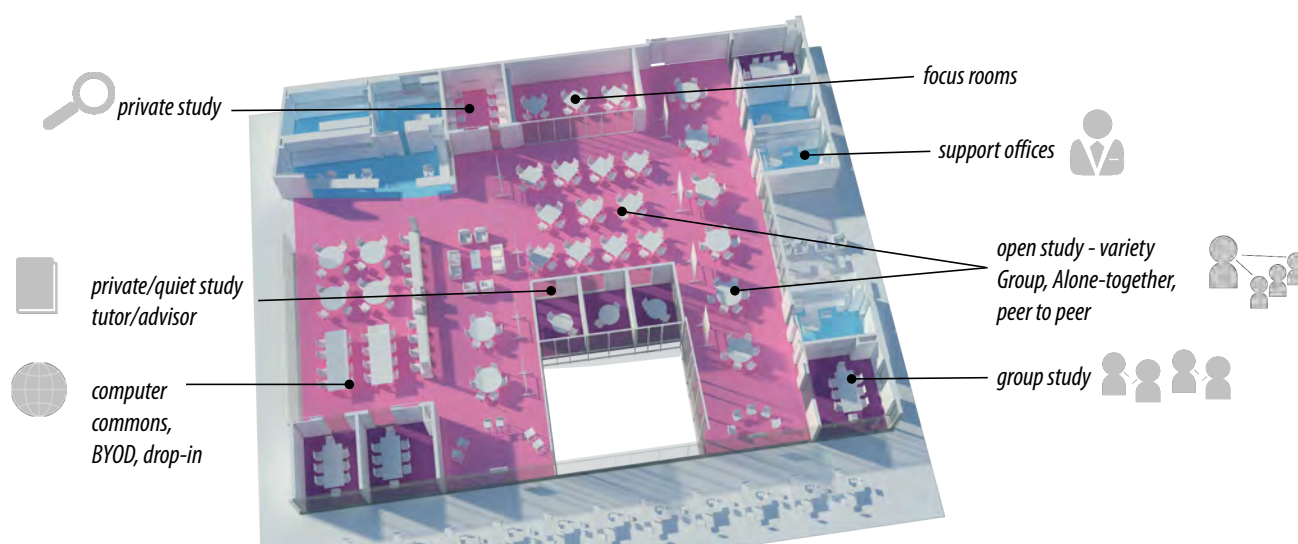
MODULARITY

As part of a larger drive towards long-term flexibility of classroom and class laboratory spaces at Ball State, the University will continue to pursue improved modularity of learning spaces by grouping similar areas with different sized rooms in unique “pools” or “neighborhoods.” This will allow for improved access and collaboration between similar uses, increased opportunities for consolidated and shared storage and support spaces, and will provide maximum flexibility to scale and adapt these neighborhoods for future uses as pedagogies and programs continue to evolve. Modularity between floors and grouping furniture/systems by type (from dirty to clean, instrument to wet, bench to computer) in new or existing buildings will also increase flexibility and adaptability. Modularity of room design will also allow for adequate homogeneity between disciplines and room types throughout a building.



STUDENT-DRIVEN LEARNING COMMONS

Flexible learning spaces on campus will be punctuated and accentuated by student-driven learning commons that emphasize student success, informal learning and collaboration between students and faculty. These spaces must be in key high traffic areas and strategically located throughout the campus. The establishment of learning commons are key to Ball State's move towards trans-disciplinary and immersive learning that further breaks down knowledge silos reinforced by the institutional model. These learning commons provide areas of respite and include quiet study areas, focus rooms, support offices, computer commons, open study and group study spaces. These spaces must be coordinated at the building and campus scale and can include prep and experiment areas for faculty and cohort learning community areas for students. These learning commons will also reinforce digital technology, immersive visualization and collaboration opportunities, and spaces to test and explore together.



RE-THINK STUDENT SERVICE

THE COMPONENTS

A significant component of student success relates to the location and accessibility of student services. Currently student services at Ball State are dispersed across campus and often in difficult to find locations. Moving forward, decisions regarding student success should be student-centric, intentional and purposeful in how and where these services are delivered. The University aspires to align locations more intentionally with the student cycle and campus flow, while also providing adjacencies between units to reinforce student success. For example, most students live on the north and east side of campus, while academic functions are primarily in the center of campus and student services are primarily located on the south side of campus. If these services had better adjacencies and were more central, they could potentially serve students better. Potential short- and long-term scenarios to emphasize student success must contemplate appropriate balance between on-line and in-person services, considerations for student-facing and non-student facing uses and potential adjacencies within and between departments including:

VISITOR/RECRUITMENT

- Welcome Center
- Admissions
- Career Center

STUDENT ACADEMIC SUPPORT

- Academic Advising
- First-year Experience/ University College
- Graduate School
- Tutoring
- Learning Center
- Writing Center
- IT Support
- Disability Service
- Student Athlete Support Service
- International Programs

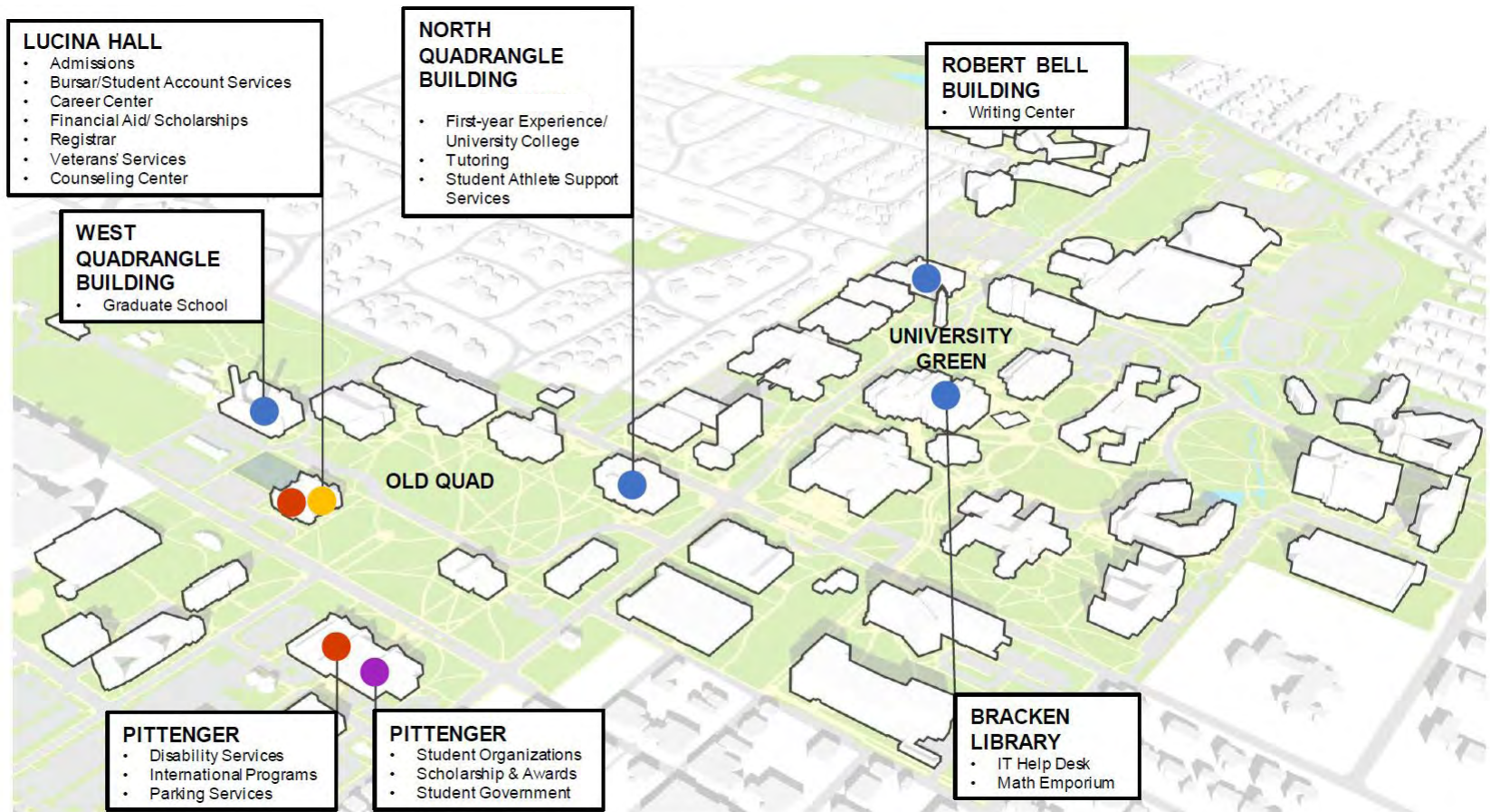
STUDENT ADMINISTRATIVE SUPPORT

- Registrar
- Financial Aid
- Bursar
- Pay Bill
- Parking Pass
- ID Card
- Veterans' Service

STUDENT WELLNESS

- Counseling
- Wellness Support
- Health Center
- Recreation
- Drug and Alcohol Education
- Victim Services

EXISTING STUDENT SERVICES



- LUCINA HALL**
- Admissions
 - Bursar/Student Account Services
 - Career Center
 - Financial Aid/ Scholarships
 - Registrar
 - Veterans' Services

- PITTENGER**
- Counseling Center
 - Disability Services
 - International Programs
 - Parking Services
 - Student Organizations
 - Scholarship + Awards
 - Student Government

- WEST QUADRANGLE BUILDING**
- Graduate School
- NORTH QUADRANGLE BUILDING**
- Academic Advising
 - First-year Experience/ University College
 - Tutoring
 - Student Athlete Support Services

- ROBERT BELL BUILDING**
- Writing Center
- BRACKEN LIBRARY**
- IT Help Desk

- BALL GYM**
- REC CENTER**
- HEALTH CENTER**

INTERMEDIATE STEPS

As part of the 2021 Campus Plan Update, the University is evaluating scenarios to achieve improved student success that creates better aligned student services in the context of the student cycle.

Bracken Library could be utilized to create an Academic 'Sandbox' and short-term satellite Student Success Center and address the high-level vision for Bracken Library to have new engaging, student-centric front door, with a variety of study, collaboration, meeting and learning spaces. This renovation could include utilization of portion of the first floor as a satellite one-stop, with a small footprint comprising information/concierge desk, touchdown station(s) and access to small meeting rooms. This would require the near-term identification of units that need to be represented by this satellite one-stop, create or train satellite staff/concierge to address range of issues and/or shepherd students to unit home-base for deeper engagement when needed.

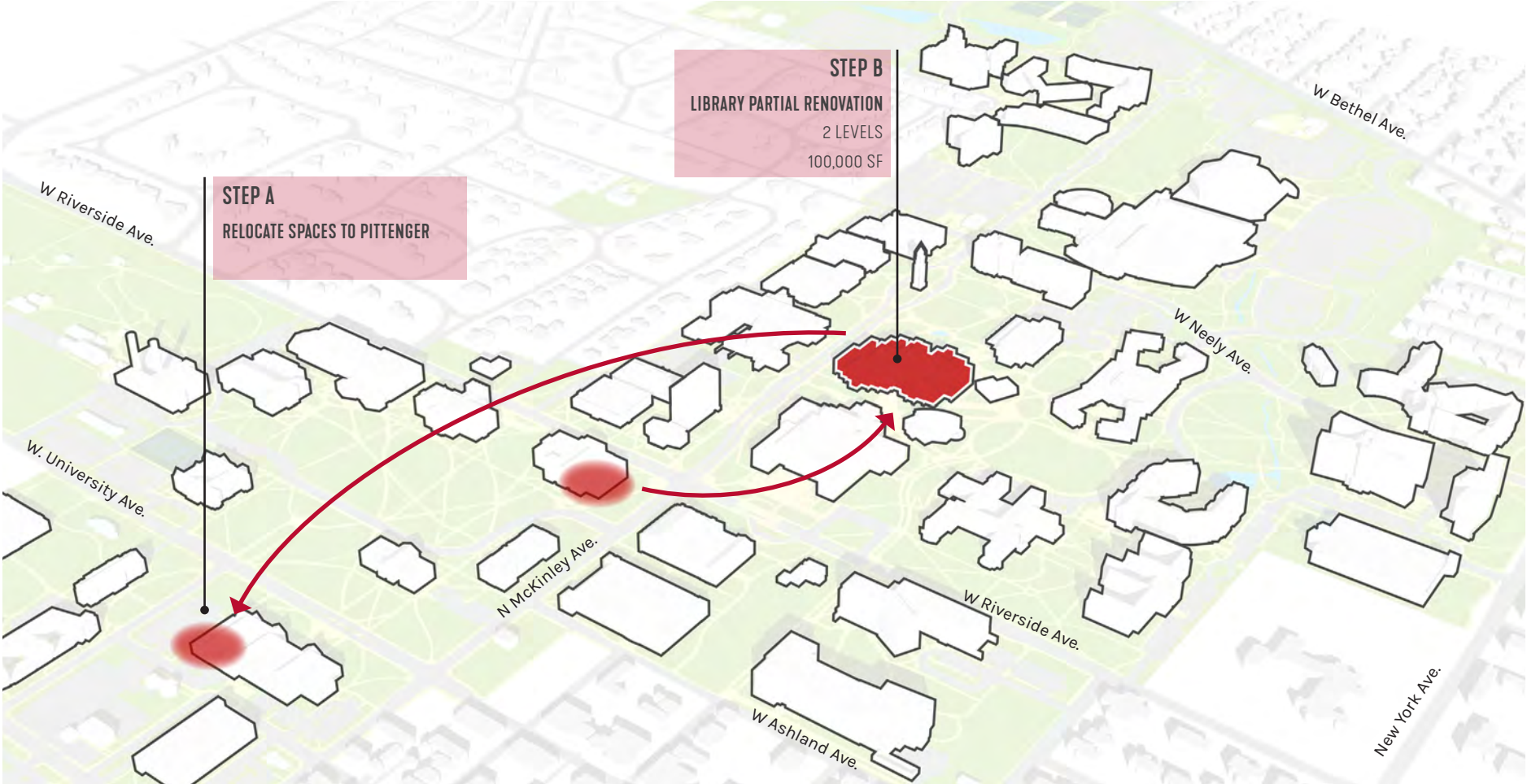
STEP A PREPARE BRACKEN FOR RENOVATION

- Relocate some space from Bracken Library to L.A. Pittenger Student Center, to make room and make ready for partial Library Renovation.
- Temporary location in Pittenger could utilize basement level for most of the office component.
- Find some space on Level 1 of Pittenger for temporary Help Desk.

STEP B RENOVATE TWO LEVELS OF BRACKEN LIBRARY TO CREATE ACADEMIC 'SANDBOX' AND SHORT-TERM SATELLITE ONE-STOP

- Renovation partially addresses high-level vision for Library to have new engaging, student-centric front door, with a variety of study, collaboration, meeting and learning spaces.

- As a part of this renovation, identify some of Level 1 as a Satellite One-Stop, with a small footprint comprising information/concierge desk, touchdown station(s) and access to small meeting rooms. Identify units that need to be represented by this satellite one-stop, create or train satellite staff/concierge to address range of issues and/or shepherd students to unit home-base for deeper engagement when needed.
- Move student-facing collaboration, tutoring space to Level 1 of Bracken.







LONG-TERM IDEA: DUAL STUDENT SUCCESS DISTRICTS

The second scenario considers a logical split between academic support services in the center of campus closer to the academic heart, and visitor/recruitment and student administrative services on the south of campus. Full realization of this scenario could primarily occur via renovation and addition with less substantial new construction and likely less overall cost. Potential considerations for this scenario include:

- Is it okay to separate academic and administrative support?
- What happens to departments that cross between the two?
- What is the impact on the LA. Pittenger Student Center and Bracken Library?
- Should student health and wellness be consolidated or separate?
- Can future phases consider migrating student life functions to the center of campus?
- Replace some or all of Noyer Hall in the long-term.

Legend

- Student Administrative Services
- Student Academic Support
- Student Wellness
- Visitor/Recruitment
- Student Life

A FACE-FORWARD LIBRARY

With over 1 million visitors annually, the University Libraries system contributes incredible weight to the academic and research environment at Ball State. The main library has resided in Bracken since 1975 and has maintained a high level of service and relevancy through a commitment to student, faculty and community engagement, and to incremental, anticipatory and responsive change as opportunity and needs arose.

This vision provides a moment in time to look holistically at the libraries, to project forward its continued evolution and proactively plan for change. It should be considered a living document and roadmap for aligning

organization, spaces and resources toward a uniquely Ball State libraries experience.

VISION

Libraries are places for transformative learning - dynamic landscapes in which students discover, synthesize, create and transform information into meaningful outcomes.

The libraries are a part of academic success, integrating research and writing competencies, access to scholarly resources, data-driven decision making, and multiple new literacies. To reflect this, the libraries propose a new key central theme and three pillars:

Key Theme:

The Library is Face-Forward

Three Pillars, areas of fundamental focus:

- Social Learning
- Digital Literacy and Scholarship
- Information Experience

EXPERIENTIAL OPPORTUNITIES

Experience is shaped by how one engages with people, resources and space. Toward a future state, the libraries propose 11 impactful changes or strategic bolstering to its processes and to its physical space, particularly in Bracken:



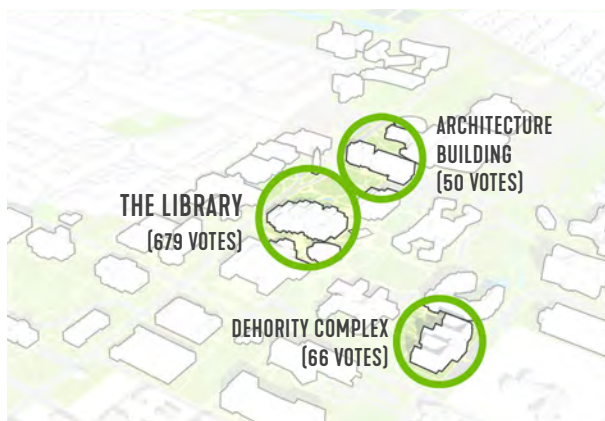
PROCESS OPPORTUNITIES

- Curate Dynamic Collections
- Cultivate Partner Networks
- Empower Innovation

SPATIAL OPPORTUNITIES

- Create a meaningful First-Impression
- Provide an Academic Sandbox environment
- Provide space to Gather Together

SURVEY: WHERE IS YOUR FAVORITE PLACE TO STUDY? (TOP 3)



- Continue to facilitate Focused Study
- Inhabit the Stacks
- Optimize Space for highest and best use
- Extend the library and learning Outdoors

RE-FOCUSED PROGRAM

The most impactful change to the program is a reorganization of the libraries framework around six thematic cores of special importance or speciality--reimagining unique collections and service areas as Studios that integrate a mix of support, experience and discovery. Other programmatic actions identified include:

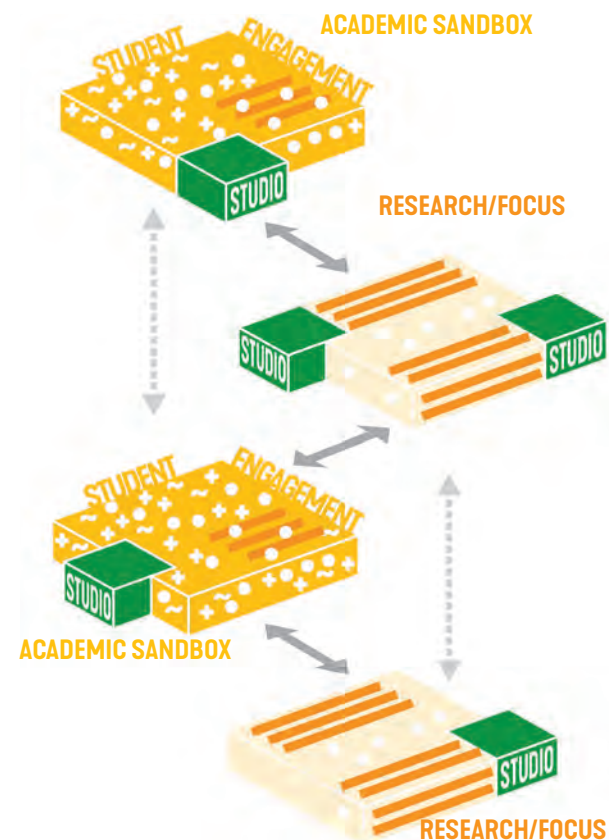
- Winnow physical collections to make room for engagement
- Integrate library learning environments
- Evaluate “Co-habitant” spaces not related to libraries mission; possibly relocate elsewhere on campus
- Increase off-site storage to 8,000-10,000 sf, or use relocation of co-habitant spaces to accommodate
- Enhance Student Engagement spaces to reflect wider range of study and collaboration, reducing number of public computer stations system-wide

- Restructure library office and work space as needed to prioritize student-facing entities; re-skill key staff as needed to adopt customer/student-oriented role

CONCEPTUAL ORGANIZATION AND IMPLEMENTATION

A comprehensive re-organization of Bracken Library provides order and clarity by using unique collection/service area studios as anchors on each floor. Active, collaborative “Sandbox” environments—populated with high-visibility/high traffic studios—are coupled with other more focused, research-like environments including the majority of stacks and destination studios.

In a phased implementation, the first and most impactful change would address the first floor and lower level, creating a grand new first impression and a vibrant campus hub for academic success.



SUMMARY OF RECOMMENDATIONS

- Flexible Classroom
- Flexible Laboratories
- Student-driven Learning Commons
- One-stop Student Service Center
- Library first floor Renovation

SECTION 4

THE CARDINAL EXPERIENCE





MAINTAINING INSTITUTIONAL DISTINCTIVENESS

Ball State University provides an exceptional student environment through unique student life, extra-curricular activities, housing, and dining offerings. As a compliment to the rigorous academic environment, the Cardinal Experience is an essential part of continuing institutional traditions and curating collegiate memories. The physical composition of the campus has evolved to support this culture through the development of several interconnected neighborhoods: The University Green, Old Quad, and East Quad. Each of these districts contain unique cultural treasures such as Frog Baby, Forest Idyll (the naked lady), Benny, the fly swatter, the whisper wall, and scramble light that make the campus vibrant and interesting.



PLANNING INTENTIONALITY

Each of these neighborhood locations offers a blend of living, learning, and social amenities for a one-of-a-kind student experience. It is the explicit purpose of the 2021 Campus Plan Update to perpetuate the very best traditions of Ball State, challenge shortcomings, and continuously seek improve in the physical environment. That includes encouraging bold decision making to maintain national prominence, embracing change, right sizing amenities – including housing and dining, responding to changing student preferences by adding relevant spaces and activities, and relentlessly promoting student success.



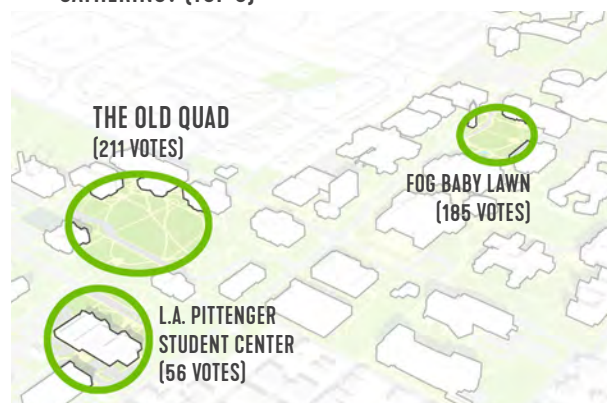
RE-IMAGINE STUDENT CENTER

FUNCTION AND VISION

The L.A. Pittenger Student Center is located on the south end of campus and contains a mix of student organizations, programs, and services. Built in 1952, the facility was historically part of the Old Quad (original campus core). As the campus expanded north in response to growth, the student center has become physically disconnected from the academic core and key concentrations of on-campus residential students. The building, however, remains an important destination - particularly for off-campus and commuter students, services, and the Greek community.

Looking forward, the student center should

SURVEY: WHERE ARE THE BEST PLACES FOR EVENTS AND GATHERING? (TOP 3)



be renovated as the destination for student socialization and organization space with the goal to make the facility more flexible, accessible, and transparent. A planning-level evaluation suggests spatial oversubscription in conference ballroom, large meeting rooms, hotel related functions, and administrative services spaces. Conversely, the facility appears to be underserving critical spaces for student organizations, lounges, recreation, and entertainment spaces. The University should consider rebalancing these spaces by removing and relocating some administrative services, adding critical services that serve the core day-to-day activities of students, and augmenting the gathering and socialization spaces.

PLANNING OPPORTUNITIES

The L.A. Pittenger Student Center is a priority candidate for a floor-by-floor renovation. Ball State should perform a detailed spatial analysis and utilization study, and programmatic evaluation before proceeding with significant capital investment. Near-term themed renovation opportunities include:

BASEMENT LEVEL (ENTERTAINMENT)

- Develop this level into the active student entertainment, recreation, and lounge zone.

- Maintain and enhance supportive retail establishments.
- Enhance active gaming activities including billiards, foosball, ping pong, etc.
- Evaluate converting the Cardinal Lanes into a vibrant Esports venue.
- Relocate existing administrative service spaces to the first floor .

FIRST FLOOR (FOOD + SERVICES)

- Develop the first floor as a “food and services” floor with student service kiosks and concierge service.
- Evaluate efficacy and operational requirements and an Amazon Locker space or similar parcel pickup. Candidate locations include first floor and/or basement levels.
- Consider adding additional commuter student amenities including lounge space, kitchen, and laundry facilities.
- Consolidate the Cardinal Kitchen and related storage space as a full-service operation.
- Locate both the Cardinal Closet and Lavender Closet as amenities for student success.
- Reimagine indoor and outdoor connectivity. Develop themed programmed outdoor spaces.

- Open stairwells and vertical circulation for better building access and transparency.
- Renovate building entries for added vibrancy and wayfinding clarity.

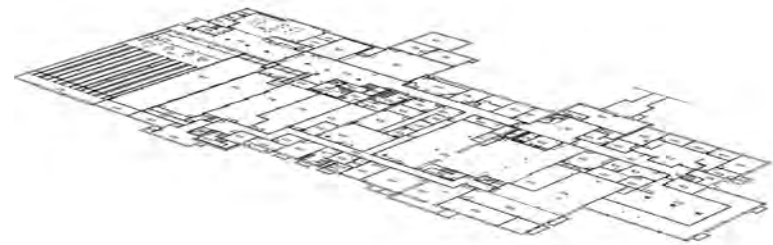
SECOND FLOOR (MEETING)

- Maintain the existing ball room meeting spaces. Evaluate student group usage and efficiency.
- Evaluate student center conference center usage. Include E.B Ball and Alumni Center in the evaluation.
- Evaluate the impacts of disconnecting campus catering and the liquor license from hotel operations.

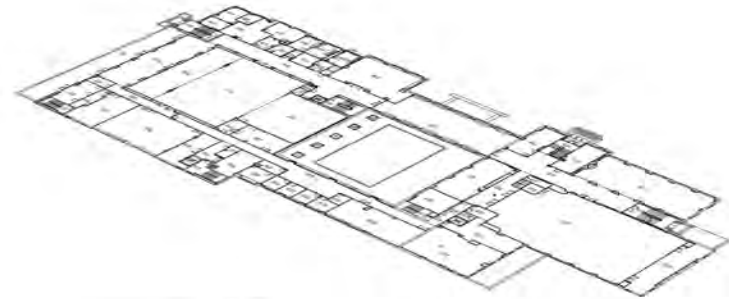
THIRD FLOOR (HOTEL)

- Actively explore off-campus collaborative hotel partnerships. Preferred locations include the Village or proximate and adjacent off-campus land assets.
- Repurpose third floor hotel space for student support and student life functions.

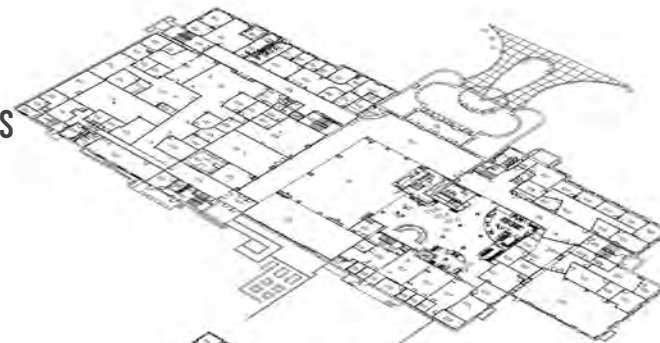
THIRD FLOOR HOTEL



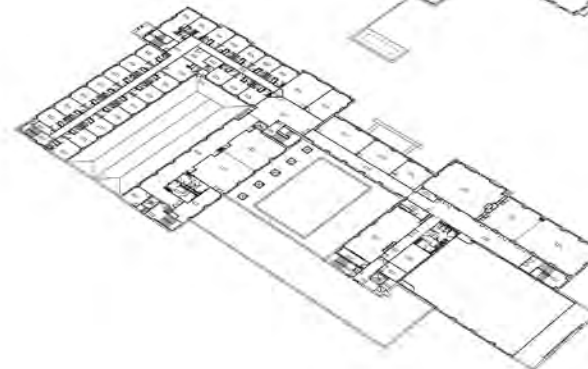
SECOND FLOOR MEETING



FIRST FLOOR FOOD + SERVICES



BASEMENT LEVEL ENTERTAINMENT



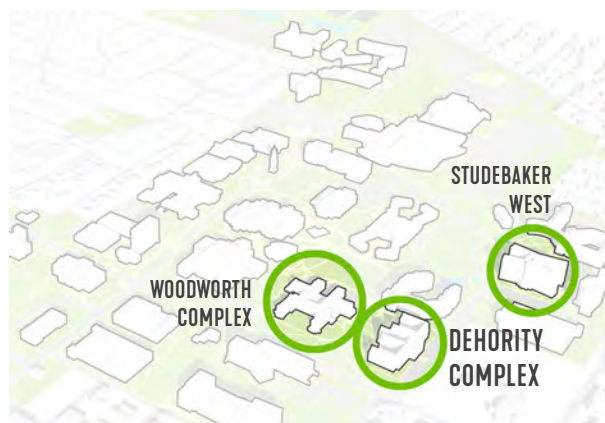
STUDENT HOUSING

CURRENT CONDITIONS

VISION

Housing and residential life offers various options for traditional, suite, and apartment style typologies located in several neighborhoods across campus. For students, these facilities help define the Ball State experience by integrating living, arts and culture, recreation, academic and social activities. Continuous investments in the housing and auxiliary enterprise have kept the University competitive in the regional and national marketplace. The following recommendations are intended to provide flexible opportunities for changing student demographics, shifting amenity preferences, and to address deferred maintenance and aging facilities. Many of the overarching goals

SURVEY: WHERE ARE FIRST-YEAR STUDENTS LIVING ON CAMPUS? (TOP 3)



from the 2015 plan remain relevant. They include:

- Create connected residential neighborhoods with a defined sense of community and “place.”
- Maintain high quality facilities, learning communities, and related amenities.
- Decreasing the inventory of traditional beds and increase suite style housing options.
- Balance overall supply and demand with enrollment.
- Improve graduate and family apartment housing.

FLEXIBLE PLANNING OPPORTUNITIES

The total university-wide bed count is approximately 7,050 affording many students the opportunity to participate in the residential life programs. With the mandatory first-year live-on requirement policy, the University accommodates between 3,300-3,500 students, representing 92% of the first-year cohort. An additional 520 apartment units serve a mix of non-traditional students, faculty, international students, graduate students, and students with families. The stabilized bed count should be approximately 6,500 (with assumption that Brayton/Clevenger and Elliott are removed from inventory).

	BUILDING NAME	BED COUNT	APT COUNT
AN	ANTHONY APARTMENTS		130
JE	BOTSFORD/SWINFORD	572	
LA	BRAYTON/CLEVINGER WING	430*	
DH	DEHORITY COMPLEX	551	
EL	ELLIOTT HALL	119**	
KI	KINGHORN HALL	600	
NR	NORTH HALL	496	
NH	NORTH WEST RES HALL	502	
NO	NOYER COMPLEX	757	
PK	PARK HALL	502	
SR	SCHEIDLER APARTMENTS		390
JW	SCHMIDT/WILSON	505	
SE	STUDEBAKER EAST	439	
SW	STUDEBAKER WEST	963	

*To be removed in Summer of 2022

** This building is now off-line and will likely be repurposed for a non-residential use in the future



Legend

Studio	Suite
Single	Triple
Double	Apartment

ON-CAMPUS DINING

CURRENT CONDITIONS

VISION

University dining services offer the campus important venues for socialization, camaraderie building, and community activity. As a vital component of the campus ecosystem, Ball State offers a network of dining locations connected to both residential neighborhoods and to the academic core. This enterprise contains multiple locations, thousands of seats, large and small eateries ranging from retail dining to on-the-go convenience offerings. The dining operation is expensive to operate. Careful consideration should be given to location and size, food offerings, daily participation rates, staffing requirements, and overall popularity.

SURVEY: WHERE IS YOUR FAVORITE PLACE TO EAT? (TOP 3)



STUDENT SURVEY

During the fall of 2020, the University conducted a student survey entitled “Map My Ball State.” The survey asked questions regarding the popularity of dining venues and student locational preferences. The results revealed “favorite places to eat” include:

- North Dining
- The Atrium
- Woodworth Commons

These dining locations share several common themes that are attractive to students. Foremost among them is newness, proximity to the academic core, connection to residential units indoor and outdoor spaces, transparency, and national food brands.

Other noteworthy findings from the student survey reveal:

- Noyer Dining is the largest food venue but is not very popular. It contains more than 600 seats with buffet/all you care to eat service. It is conveniently located adjacent to the academic core within a residential complex that requires significant renovation.
- L.A. Pittenger Student Center was conspicuously absent from student responses

as a popular food venue. A cursory evaluation suggests the south campus location and lower student volume as contributors to lower popularity. This response requires detailed study for accurate conclusions.




- The Village is growing in popularity as a social hub and food destination.

	DINING NAME	SEAT COUNT
AJ	THE ATRIUM	615
BL	BOOKMARK CAFE	20
ED	ELLIOTT DINING	237*
ND	NORTH DINING	695
NO	NOYER CENTER	698
RC	QUIZNOS	20
SC	TALLY FOOD COURT	180
SW	MICRO CAFE	10
WO	WOODWORTH COMMONS	504

* Elliott Dining is now off-line and may not return.



Legend

-  Dining Hall
-  Cafe
-  Living Neighborhoods

RECOMMENDATIONS

CAMPUS HOUSING AND DINING

HOUSING

Recently completed renovations to the Johnson A and B building and the LaFollette Complex demolition provide valuable planning flexibility. The current bed count provides Ball State the opportunity to evaluate a second-year live on requirement while maintaining existing inventory and revenue streams during the evaluation. In particular, the University should consider:

- Maintain the bed count in Noyer Hall for future flexibility and as potential swing space for future housing renovations.
- Address Noyer Hall on an “if-then” scenario basis.
 - If accommodating additional on-campus growth is required, address HVAC, infrastructure, and modernization issues through renovation.
 - If fewer overall beds are needed and/or the Noyer site has a higher and better use
 - consider complete removal of the Noyer complex and use the land asset for expanded student success center (student services and academic success) functions.
- Develop a strategic renovation plan for Woodworth and Studebaker West.
- Migrate Scheidler and Anthony Apartments from

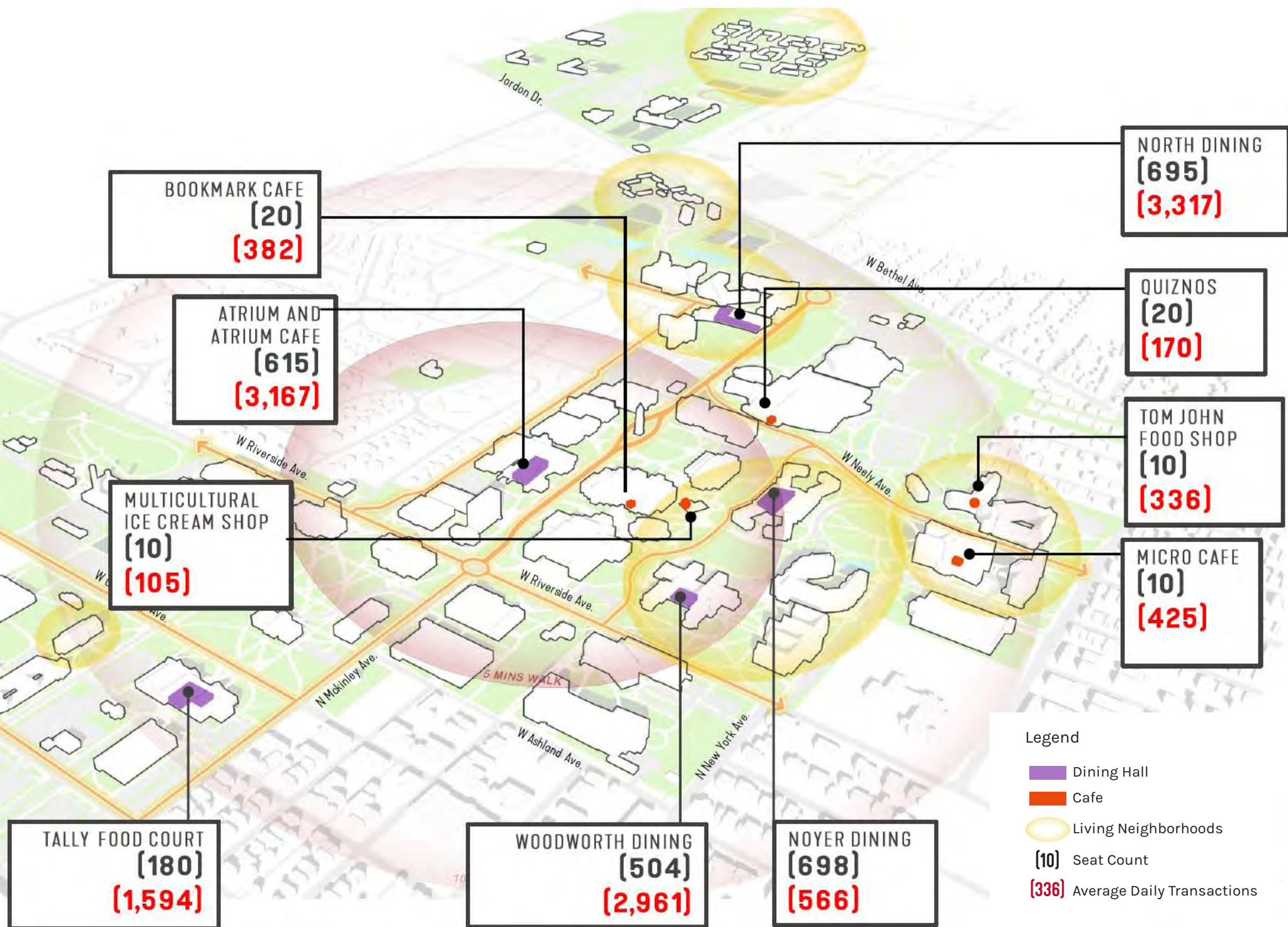
north to south on campus through renovation by replacement. Connect these assets to the Village neighborhood. Consider third party development agreements for a design-build-own-operate-maintain model.

- Repurpose Elliott Hall. Candidate uses include student wellness and counseling.

DINING

- Consolidate the dining operation to include fewer, better performing venues.
- Evaluate the Noyer dining facility for either suspended food service (trial basis) or elimination.
- Evaluate Elliott Hall dining facility for permanent elimination.
- Reevaluate food offerings in the LA. Pittenger Student Center if additional housing units (traditional, suite, or apartment style) migrate to south campus.
- Partner with off-campus restaurateurs and convenience food vendors in The Village neighborhood to allow students to utilize debit-style dining cash programs.





*average daily count from August 2021 through November 2021

NON-MOTORIZED CIRCULATION

CAMPUS MOBILITY

The 2021 Campus Plan Update carries forward an emphasis on pedestrian movement over other transportation methods. The campus will continue to enhance the connected pedestrian network, establish a hierarchy of pedestrian walkways with consistent materials to help to define and articulate open spaces, and enhance campus wayfinding.

Use of bicycles as a primary circulation mode continues to be a growing trend on Ball State's campus and despite continued investment in bicycle infrastructure since 2015, still represents a significant point of conflict amongst other modes on campus. To be effective, a future bicycle network must be connected, safe, clear and extensive. The campus continues to strive to

be a bicycle friendly university (BFU), which will require more active promotion of bicycle safety and more readily available bicycle repair services or other programs in addition to the physical infrastructure already in place.

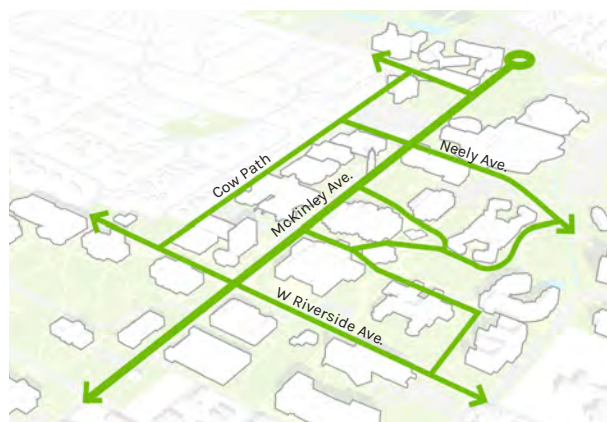
Since completion of the 2015 plan, the 2017 Bicycle Master Plan identified additional areas of focus that are highlighted in this Campus Plan Update, including:

- The initial phases of the East Mall have been completed, including removing the Emens parking structure and replacing it with the New York Avenue Parking Structure, which changes the dynamics of the central core and eliminates much of the bicycle/pedestrian

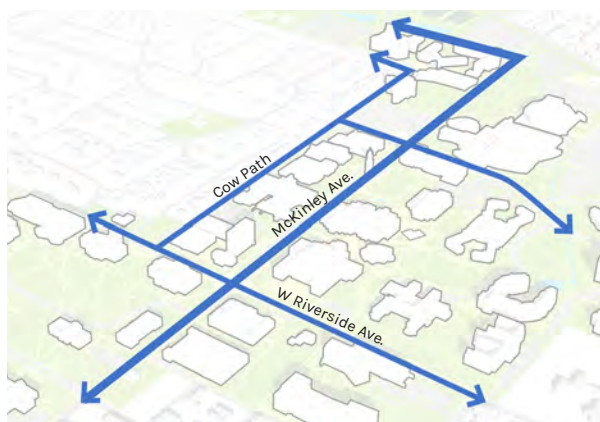
conflicts with vehicles in the center of campus.

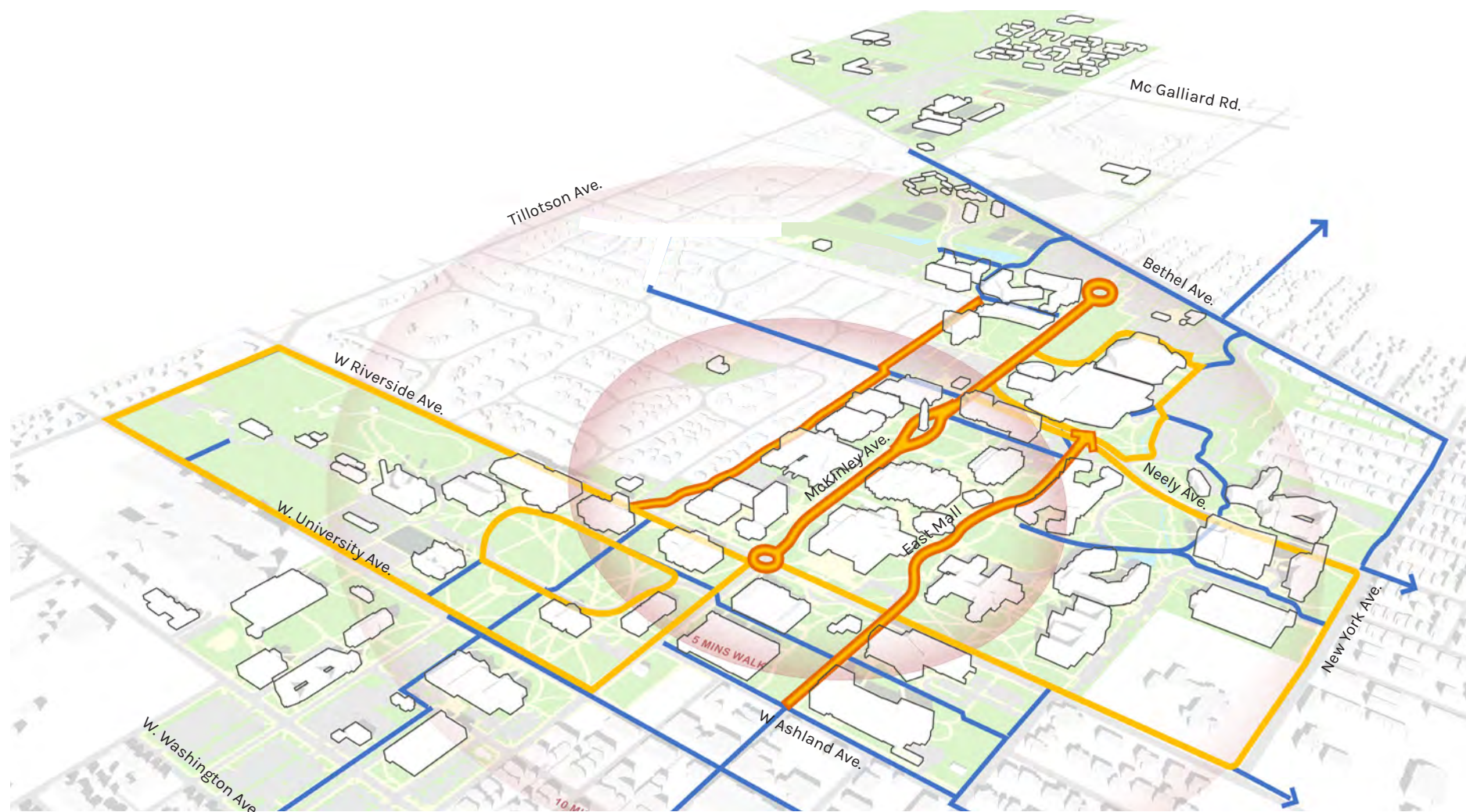
- The North Neighborhood projects and demolition of LaFollette Hall allowed for a new separated bicycle/pedestrian system to replace the north segment of the crowded Cow path.
- Additional building projects including the Health Professions Building, Foundational Sciences Building, New York Avenue Parking Structure, and in-progress Cooper renovation will better accommodate bicycles and bicycle traffic.
- Future mobility projects in the University Green and East Quad will greatly improve bicycle/pedestrian access, including the final segment of East Mall, the "East Loop," extending east from the East Mall to the New York Avenue Parking Structure, and north to Studebaker and Neely.
- The Muncie Arts and Culture Trail (MACT) is a future long-term connection between the community and campus, providing a link from the East Quad area through the west side of campus and helping with the goal of reinforcing the Old Quad area as a special place.
- A new Riverside trail will be completed that

■ SURVEY: HOW DO YOU WALK THROUGH CAMPUS?



■ SURVEY: HOW DO YOU BIKE THROUGH CAMPUS?





terminates at the intersection of Riverside/
Tillotson.

- Longer-term projects include outer boundary network improvements (Bethel, New York,

Riverside) and will need public funding via city and/or federal monies to complete.

- Future consideration should be given to the continued investigation of bicycle sharing programs.

Legend

- Major Walking + Biking Corridor
- Secondary Walking + Biking Corridor
- Proposed Bike Path Connection

SECTION 5

OUR COMMUNITY





A COMMUNITY ENGAGED INSTITUTION

(Adapted from the 2019–24 Strategic Plan
(*Destination 2040: Our Flight Path*))

As a community-engaged institution, Ball State University is internationally recognized for mobilizing and leading partnerships that revitalize and sustain the city and region. The 2019–24 Strategic Plan and 2021 Campus Plan Update emphasize community-centric goals, including:

- Partnering with the Muncie Community Schools (MCS) to improve academic outcomes and the operational performance of MCS, while enhancing student learning experiences.
- Active engagement with community leaders to develop and implement a coordinated plan that promotes talent retention and attraction in order to foster economic growth.



- Improve and enhance the quality of place, amenities and vibrancy of The Village and surrounding neighborhoods for students, faculty, staff, and community members.
- Collaborate with external partners to implement a regional plan to improve population health and wellbeing.

Preserve and enhance the experience for community members attending athletic, theatre, dance, music, and other arts and entertainment events at venues on campus and throughout our region.

As part of these goals, the 2021 Campus Plan Update emphasizes:

- Engage The Village
- Collaborate on Overlapping City and University Neighborhoods
- Create a Lifetime Learning Center
- Improve Burris School



COLLABORATE ON OVERLAPPING CITY AND UNIVERSITY NEIGHBORHOODS

SELECT EXISTING ASSETS

Ball State is unique amongst many college campus towns in that it did not grow up with its surrounding community. The campus was established well after the establishment of Muncie as an industrial town. The campus was intentionally sited at a distance from the industrial core of the city. Despite that nuance, the core of Ball State's campus is 1.5 miles from the center of downtown Muncie, and several existing initiatives are currently underway to support better connection including the MACT and additional shared efforts to emphasize the shared destinies of Muncie and Ball State.

Ball State leadership is currently working to better realize shared assets of town and gown to provide opportunities for improved quality of life, access to urban amenities and lifestyle, and improved recruitment and retention potential.



2021 opportunities to improve connectivity between Muncie and Ball State build upon 2015 recommendations but focus on overlapping neighborhoods that fall between 20-minute walk areas of campus and downtown. These initiatives are driven by university-led opportunities including activating and engaging the Village, and improved mobility connections including the MACT.

With a population of approximately 70,000 and recent transformative investment of more than

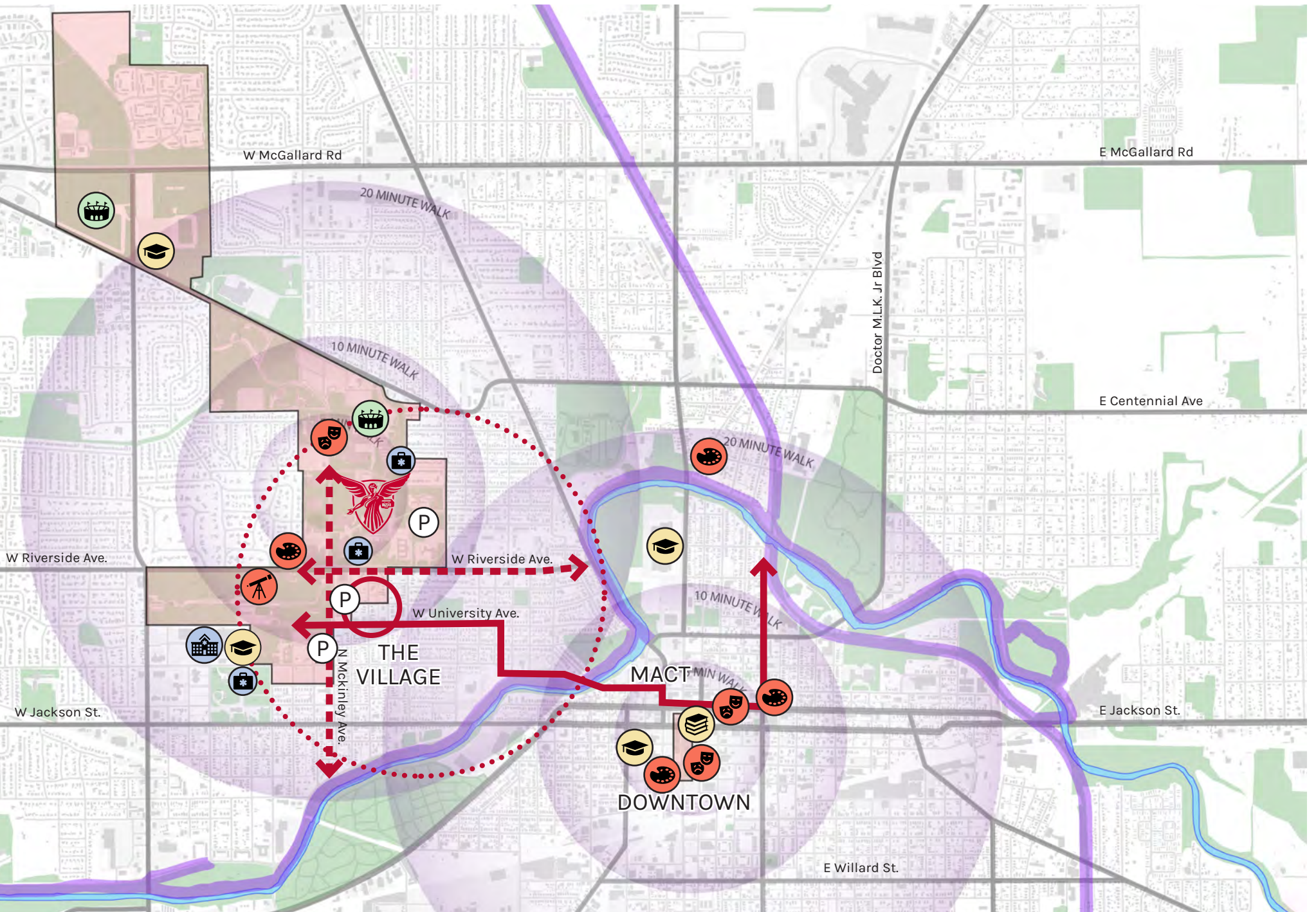
\$240 million in Central City since 2010 has contributed to a renewed Downtown. City and University leaders are committed to collaborating on the success of Muncie's revitalization efforts, especially focused on three designated opportunity zones (Central City Downtown, Downtown Historic Residential, High Tech University Connector), each offering unique investment opportunities between campus and downtown and along the White River.

Campus and community partners are ready to work in collaborative effort with investors to ensure alignment with community desires, while also maximizing impact through a unique public-private philanthropic partnership led by Next Muncie. In collaboration with several partners Muncie will emerge as a vibrant city that attracts and retains residents and visitors by providing high-quality employment opportunities, revitalizing neighborhoods that offer healthy lifestyle choices, and fostering an innovative culture of entrepreneurship, education, healthcare, arts, entertainment, and recreation.

Legend

- | | |
|--|--|
|  Trails + Open Spaces |  Cultural Assets |
|  Key Parking Assets |  Health Assets |
|  Athletics Venues |  Educational Assets |





ENGAGE THE VILLAGE

The Ball State campus interfaces with the Muncie community most intimately at the Village. In an effort to better connect Ball State and the city of Muncie, as well as continue to revitalize this area with more activity and vibrancy, the 2021 Campus Plan Update continues momentum from the 2015 plan via new housing opportunities on the south side of campus as part of an emerging living/learning neighborhood. In addition, the University has identified key mixed-use opportunities and developments to fill a need for improved offerings with an urban, walkable lifestyle close to campus.

The University is currently working with a real estate development partner to activate five strategic sites as catalyst project opportunities that build momentum from the new East Quad area, redevelopment of these sites will include a mix of private development and public/private partnership projects and likely will include a mix of private development and partnership opportunities. These catalyst projects are expected to spur additional investment in this part of the city and lead to other opportunities to reinforce Ball State's connection to the rest of Muncie.

Vision Statement for a new village district:

Create a best-in-class, multigenerational District driven by arts and culture, entertainment, and innovation with new dining, retail, service, living, and gathering options featuring a new hospitality use within a new state of the art catalytic anchor.

Goals for revitalizing The Village:

- Create a more vibrant and dynamic environment surrounding campus
- Improve the physical connections between campus and the City of Muncie – particularly to downtown
- Attract and retain talented students and employees by providing better housing and commercial options near campus
- Provide an environment which will entice more Ball State students to remain in Muncie after graduation
- Strengthen the economic impact to the greater Muncie community





CREATE A LIFETIME LEARNING CENTER

POTENTIAL OPPORTUNITIES

Goal 2 of the 2019–24 Strategic Plan emphasizes expanding Ball State's reach and impact along the continuum of human development and serving graduate students and other adults throughout their lifetime educational journey with agility in anticipating and responding to workforce needs. Ball State is working to identify and offer high-demand degrees and credentials in fields that align with current and potential expertise. These will align with a strategic portfolio of superior on-campus and online graduate programs.

As the University continues to explore innovative and robust educational offerings and delivery methods—including baccalaureate and post baccalaureate micro-credentials, short-term learning modules, professional licensure workshops, and enrichment opportunities—there is a growing need for a physical space on campus to meet the needs of individuals, employers, and organizations by allowing them to customize their education to specific learning objectives and interests. These offerings provide every graduate with access to a coach or mentor who helps that graduate develop, implement, and execute a lifetime learning plan.

A Lifetime Learning Center in a newly engaged Village is a high priority for the 2021 Campus Plan Update. This physical location will allow for

a new front door on and adjacent to campus that will allow for a place to:

- Bring employers in
- Meet with students
- Provide gathering spaces for students and alumni
- Focus on employer and corporate partnerships

The new Lifetime Learning Center will provide a bold new radical welcome to the campus and the Village, serving to bridge the gap between university, alumni, and community in new ways. The center will also improve permeability of campus while activating this key area with new energy.





IMPROVE BURRIS SCHOOL

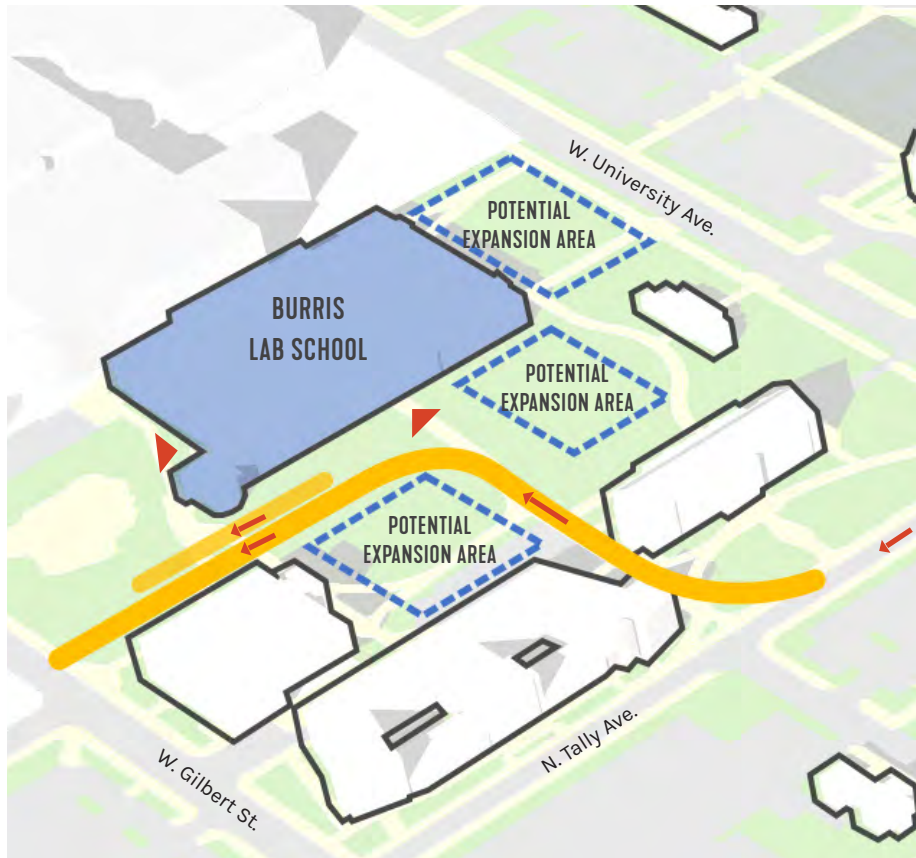
VISION

Established in 1929 by the Teacher's College, Burris Laboratory School is a K-12 with an annual enrollment around 670 students. Burris is a high-performing school that provides a robust educational experience and is consistently ranked one of the best schools in the state. The school fosters a collaborative, innovative, and rigorous environment for its students, while also aiming to be a model clinical setting for pre-service teachers studying at Ball State University.

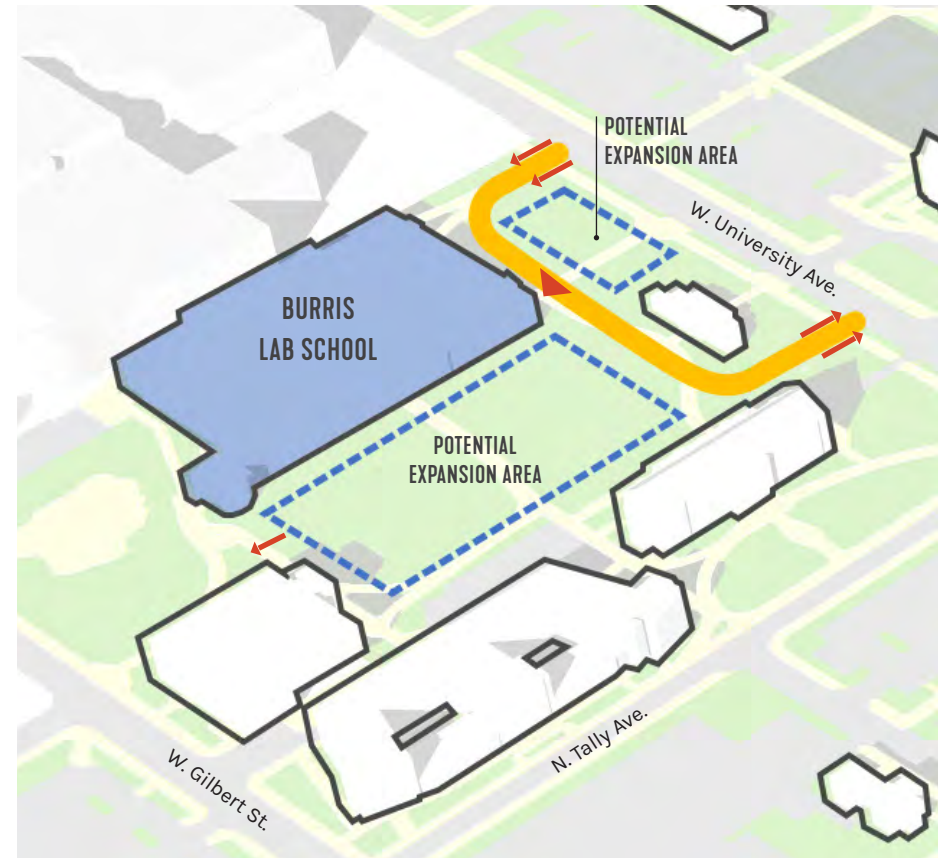
The school is situated on the south end of campus in a historic building completed in 1928. Renovations in 1980 and 1992 made improvements, but the current physical space presents limitations on operational functionality and pedagogy. Priority areas to address with future investment are school security (including establishment of a controlled entry point), improving the drop-off/pick-up sequence for students and parents, and addressing additional multi-purpose space needs.

PLANNING OPPORTUNITIES

- Evaluate building entries and first floor configuration to determine best long-term location for secure entry, knowing this may involve relocating the main administrative suite.
- Study surrounding site and traffic patterns to reimagine vehicular access and routing to provide an improved, logical, and safe drop-off and pick-up sequence.
- Create one-way vehicular route from Tally to Gilbert, through existing green.
- Create one-way vehicular loop off of University Avenue.
- Explore additional parking opportunities with both options above.
- Explore adding a multi-purpose space to support Burris functionality. This may be accomplished by a connected expansion of the existing building, or a new or renovated building in close proximity.
- Evaluate potential use of adjacent campus assets for shared-use, or for conversion to Burris School spaces.
- Evaluate existing science laboratory spaces and usage. Explore potential for sharing of science resources and/or laboratory space with Cooper Science Building, or other Ball State assets to enhance science opportunities for Burris students.
- Assess space needs for potential to provide additional teacher preparation areas and storage.
- Provide gender neutral restrooms as a part of future interior improvements.
- Explore/evaluate food service (lunchroom) needs.



OPTION A



OPTION B

SECTION 6

PHASING PLAN





OVERVIEW

The long-term value of the 2021 Campus Plan Update will be its power to establish capital priorities and optimize limited and valuable resources. This phasing strategy builds upon 2015 recommendations and accomplishments and distills several of the overarching plan recommendations and themes into a series of specific and action-oriented priorities for campus. The priorities are generally arranged in chronological order, grouped in near-, mid- and long-term subsets. Prioritization sequencing must remain flexible, thus priorities can happen out of order as opportunities arise. Priorities for the 2021 Campus Plan Update are described in detail in earlier chapters of the plan and listed on the following pages organized by phase.




To provide further defensibility for the phasing and implementation strategy, priorities should be tested with aligned success metrics, including:

- Is the priority creative responsive and progressive?
- Does it set ambitious goals and take the necessary risks to achieve those goals?
- Does it create flexible learning spaces?

- Does it support the academic plan?
- Does the priority move towards carbon neutrality and water balance?
- Does it prioritize modality alignment, walkability and accessibility?
- Does it enhance attractive campus space and student experience?
- Does it consider cost, return on investment, phasing and flexibility?

In addition to on-campus opportunities for growth, the 2021 Campus Plan Update provides accommodations for future acquisition opportunities to meet future needs when appropriate opportunities present themselves, however the plan is not predicated on acquisition of land not currently owned by Ball State.

Legend

-  Demolition
-  Renovation + Revision
-  New Development





NEAR-TERM INITIATIVES

*Note: Red text indicates project complete or underway

A. STUDENTS FIRST

- 1 Foundational Sciences Building (FB)
- 2 Cooper Renovation - STEM Phase 3
- 3 Arts and Communications Building (AC) and Hargreaves Music Building (MU) Renovation
- 4 University Theater (TH) Renovation
- 5 Architecture Building (AB) Renovation
- 6 Bracken Library (BL) Academic Support One-Stop Project
- 7 West Quad (WQ) Repurpose/Backfill NREM Space
- 8 Student Center (SC) administrative support one-stop project

B. THE CARDINAL EXPERIENCE




- 9 CCIM University Media Services Renovation (BC)
- 10 Northwest Residence Hall (NW)
- 11 Scheumann Indoor Practice Facility (IP)
- 12 East Mall Phase 2B and New Gateway
- 13 East Mall Phase 3
- 14 Cow Path bicycle/pedestrian improvements
- 15 LaFollette (LA) Brayton/Clevenger demolition
- 16 North Dining/LaFollette greenspace
- 17 Softball facilities
- 18 Indoor hitting facility

- 19 Worthen Arena and north neighborhood bicycle/pedestrian improvements
- 20 Elliott Hall (EL) re-envisioned
- 21 Lucina Hall (LU) re-envisioned
- 22 East Mall Phase 4/5

C. OUR COMMUNITY

- 23 Multicultural Center (MC)
- 24 Brown Family Amphitheater And Grand Lawn
- 25 Rinard Greenhouse Expansion (GH)
- 26 Mixed-Use Village Project (RFP Site #1)
- 27 Mixed-Use Residential/Commercial Village Project (RFP Site #2)
- 28 Research/Office/Innovation Space Village Project (RFP Site #3)
- 29 Events Plaza (Former First Merchants Bank) Village Project (RFP Site #4)
- 30 New Village Housing Development (RFP Site #5)

Legend

-  Demolition
-  Renovation + Revision
-  New Development

INFRASTRUCTURE IMPROVEMENT PROJECTS:

- Tunnel Upgrades/Improvements
- Heat Plant And Boiler Improvements
- Heating Hot/Chilled Water Distribution
- High Voltage Improvements





MID-TERM DEVELOPMENTS

A. STUDENTS FIRST

- 1 Architecture Building (AB) And Whiting Business (WB) Building Connector Project
- 2 Whiting Business (WB) Building Renovation
- 3 Bracken Library (BL) Re-Envisioned (Second Phase)
- 4 CCIM Student Success Center (LB or BC)
- 5 Robert Bell (RB) Building Renovation
- 6 Student Center (SC) Re-invisioned (Phase 2)
- 7 Noyer Complex (NO) Repurpose




B. THE CARDINAL EXPERIENCE

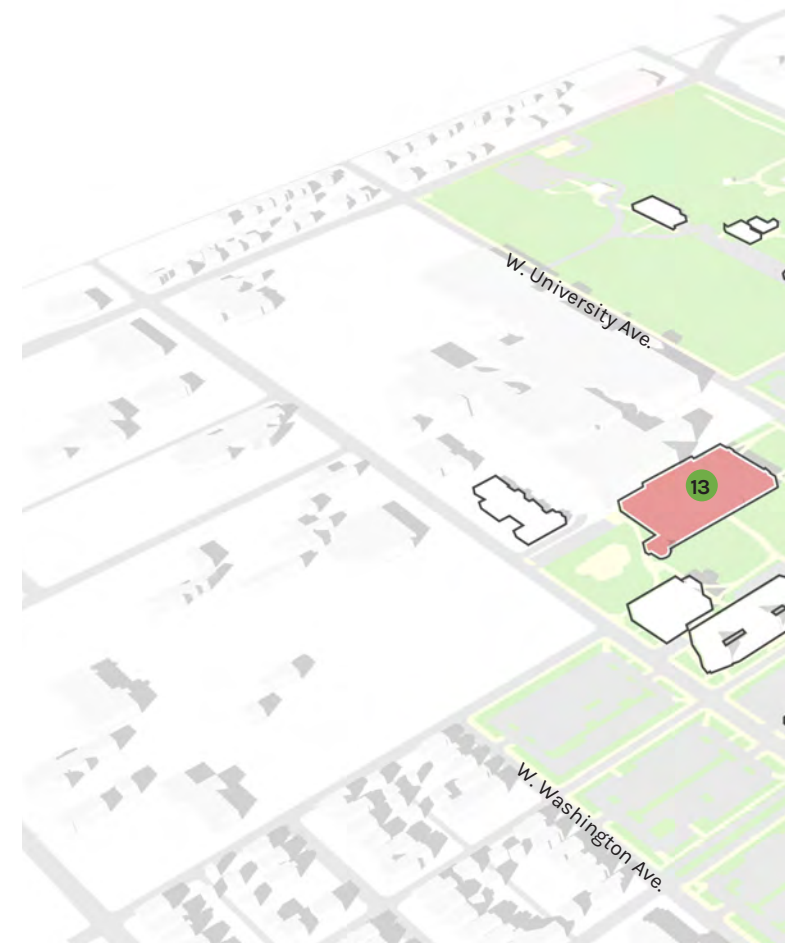
- 8 East Residential Bicycle/Pedestrian Improvements
- 9 Amelia Woods Health Center (HC) Re-Envisioned
- 10 South Campus Apartments
- 11 Greek Housing/Greek Village Development Project
- 12 Sports Performance

C. OUR COMMUNITY

- 13 Burris School (BU) Renovations And Addition
- 14 Old Quad Cultural Trail
- 15 Riverside Avenue, New York Avenue, And Bethel Avenue Bicycle/Pedestrian Improvements

Legend

-  Demolition
-  Renovation + Revision
-  New Development





LONG-TERM DEVELOPMENTS

A. STUDENTS FIRST

- 1 New Academic Building – North Campus (Petty/Mckinley)
- 2 New Academic Building – East Quad




B. THE CARDINAL EXPERIENCE

- 3 Anthony Apartments Demolition
- 4 Consolidated Recreation Fields (Anthony Apts Site)
- 5 Lewellyn Aquatic Center Demolition (Potential New Aquatics Construction)
- 6 Woodworth Complex Renovation
- 7 Studebaker West Renovation
- 8 Ball Gym Renovation
- 9 Bethel Recreation Fields

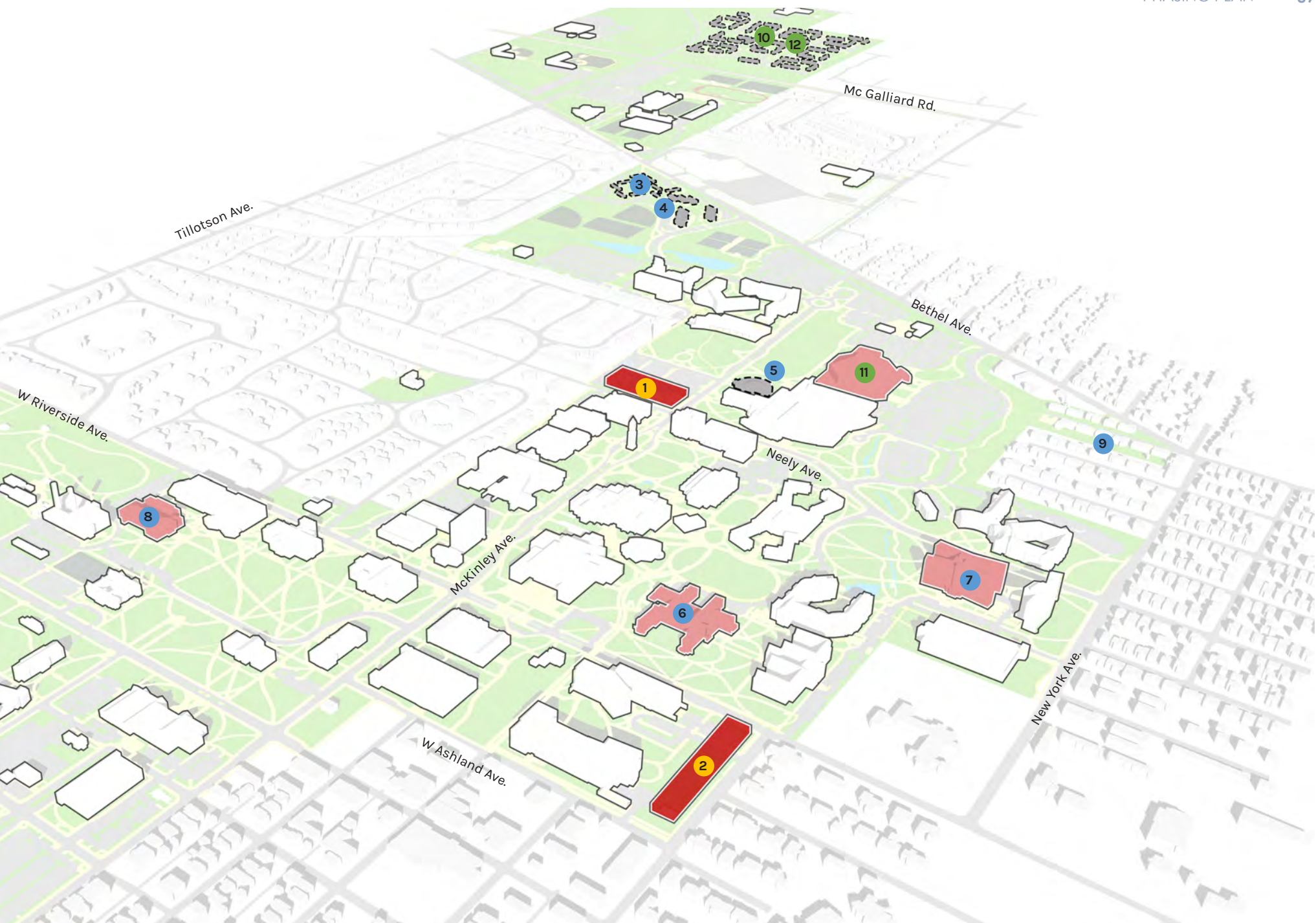
C. OUR COMMUNITY

- 10 Scheidler Apartments Demolition (Multiple Phases)
- 11 Worthen Arena Renovation
- 12 Scheidler Apartments Site Development Project

Legend

-  Demolition
-  Renovation + Revision
-  New Development





ACKNOWLEDGMENTS

We would like to sincerely thank University leadership and all members of the campus community that contributed to the 2021 Campus Plan Update. As part of a robust campus engagement, our team conducted nearly 100 virtual meetings, including bi-weekly core leadership video calls, and small-group and one-on-one meetings with students, faculty and leaders across campus, including:

- President's Cabinet
- Provost Council
- Master Planning and Facilities Committee
- Individual Deans
- Student Government Association
- Next Muncie
- Housing + Dining
- Library
- Student Center





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