1A – Our comprehensive enrollment management strategy engages colleges, academic departments, and the entire campus in the recruitment, retention, and success of all of our students.

Champions: Paula Luff, Susana Rivera-Mills, Ro-Anne Royer Engle

**Enrollment Planning and Management**

- Completed the organizational unification of a new enrollment division, including responsibility for recruiting and admitting new and transfer undergraduate students, international students, and on-campus graduate students.

**Office of Student Affairs**

- Added staff to the Office of Retention & Graduation dedicated to working with Black and Latinx 21st Century Scholars.

**Academic Affairs**

- Developed toolkit for faculty across colleges to use to engage with new students in the first six weeks of the semester.

Targeted English Ed and Applied Linguistics for enrollment; both saw increases in enrollment, with major improvement in English Ed, for which they have already met their benchmark of a 15% increase.
1B – Our academic advisors, along with faculty and other staff, guide first-year students to discover their strengths, interests, passions, and purpose.

Champions: Susana Rivera-Mills, Ro-Anne Royer Engle

**Office of Student Affairs**
- Developing resiliency initiatives for Fall 2020, including using the WellTrack App which offers a resiliency module in response to meeting the mental health needs of students. ScholarCore and Transfer Student Association offer professional development opportunities and refer students to the Career Center. Key Careers and career exploration is incorporated into the First-Year Experience program.

**Department of Theater & Dance**
Designated faculty meeting that focuses on academic intervention to identify at-risk students and provide information and support services that cater to their needs.

**Enrollment Planning and Management**
- Updated the term from “undecided” to “exploratory studies.” These students will be provided with updates, resources, connections, and other personalized touches until they have declared a major.

**Information Systems & Operations Management**
Guiding prospective and first-year students to discover their strengths, interests, passions, and purpose via engagement activities. In Spring 2020, three panels were held during Dialogue Days with a total of 361 students participating.

16 Priorities for Action across campus
- 7 PFAs more than 20% complete
- 2 PFAs more than 50% complete
- 1 PFA completed

Add and adjust coursework that provides high-impact opportunities and courses for students that assists students in finding their strengths, interest, passions, and purpose.
1C – The first-year experience engages all students in the learning and discovery process and includes an opportunity to participate in an intentionally structured living-learning community.

**College of Fine Arts + Student Housing**
Identified a space that is under construction for a college-wide living-learning community that includes the School of Music.

**Department of Early Childhood, Youth, and Family Studies**
Established a living-learning community and developed a new 100-level course for new students to introduce them to the department to improve retention.

**Vice Provost for Academic Affairs**
- Developed a comprehensive first-year experience for students and submitted a $2.5M proposal to the Lilly Endowment's Charting the Future grant program.

**Department of Journalism**
Scheduled select first-year course sections in Botsford/Swinford to increase department connections with first year students. In Fall 2019, the department scheduled most incoming students with as many as three first-year courses during their first semester.

Champions: Susana Rivera-Mills, Ro-Anne Royer Engle
Goal One: Undergraduate Excellence and Innovation

**1D – Our core curriculum incorporates innovative pedagogy, transdisciplinary approaches to learning and problem-solving, and the development of cultural competencies, global awareness, and transferable skills.**

<table>
<thead>
<tr>
<th><strong>7 COLLEGES</strong> contributing PFAS</th>
<th><strong>24 DEPARTMENTS</strong> contributing PFAS</th>
<th><strong>3 VP AREAS</strong> contributing PFAS</th>
</tr>
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**Honors College**
Revised six course syllabi, including one course that was reduced from 1 credit to 1/2 credit. Alternative versions of capstone course were also developed to be offered in the coming year.

**Honors College Diversity Plan**
was completed and released in Spring 2020. This work will guide further refinements in the college’s curriculum.

**Academic Affairs**
- Formed Open Educational Resources (OER) work group to facilitate adoption in some foundation classes.
- University Core Curriculum Committee reviewed the current core curriculum and established governance ad hoc committee to survey faculty and students, collect data, and research best practices to begin the process of making recommendation of improvements in Spring 2021.

**Department of Anthropology**
Met outcome measure of decreasing course-level DFW rates to 30% or less for Fall 2019. Continuously improving student learning through innovative and creative teaching techniques.

**College of Architecture**
Ongoing curriculum review to identify interdisciplinary opportunities and collaboration among departments. Architecture and Construction Management programs have initiated collaborations in five courses.

**Priorities for Action across campus**

| **57** | Implement high-impact practices incorporate innovative pedagogy, transdisciplinary approaches to learning and problem solving, as well as development of cultural competencies, global awareness, and transferable skills. |
| **17** | Assess curriculum, core courses, and delivery methods to incorporate innovative pedagogy, inclusive approaches. |
| **18** | more than 20% complete |
| **3** | completed |

Champion: Susana Rivera-Mills
1E – Every student completes at least one course that includes one of the following high-impact practices: undergraduate research; immersive learning; study abroad or study away; or a course that focuses on a societal issue or global challenge and that engages students with people across diverse disciplines, cultures, and thought.

**Honors College**

Number of students completing Honors Undergraduate Fellowship continues to grow. More than 52 students (a new high) will be supported this year. Two Spring 2020 courses included embedded field experiences during spring break (Republic of Ireland and N. Ireland, S. Appalachians). Two Spring 2021 courses with embedded study abroad elements are currently slated, with long-term plans to expand.

**Academic Affairs**

- Academic Affairs developed a committee that assessed and established high-impact practices and develop clear definitions. This work also extended into a developing a mechanism for tracking high-impact practice activities across campus.

**Department of Architecture**

Participated in the U.S. Dept. of Energy Solar Decathlon Design Challenge, which showcases student innovation, fosters workforce development opportunities.

**Department of Economics**

Increasing success of Fed Challenge Class, where small group of students competes against other universities in the Midwest.
1F – Every student creates a record that translates their courses, degree programs, co-curricular experiences, and intercollegiate athletic experiences into a clear description of learning outcomes, competencies, and transferable skills.

**DESTINATION 2040: OUR FLIGHT PATH**

**Goal One: Undergraduate Excellence and Innovation**

**4 COLLEGES**

Department of History

Improving *ability to articulate the competencies* that history majors acquire through the program, with the aim of helping students recognize and communicate their abilities as they consider multiple and careers. In a Spring 2020 section of History 470 – the new capstone seminar for general history majors – students wrote *reflective essays* on skill sets and career objectives and wrote a research paper exhibiting their abilities to argue from evidence.

**College of Sciences and Humanities & Career**

Developing cooperative initiative to have faculty representatives from nearly every department participate in a *Skills Infusion workshop* intended to integrate student awareness of their acquisition of transferable skills.

**Department of Sociology**

80% of students will demonstrate *understanding career competencies, transferable skills* by 2024. Spring 2020 report showed that methods to date have been effective. Faculty are considering how to continue developing these efforts in courses.

**20 DEPARTMENTS**

Department of Journalism

Implementing an approved credit earning course for students participating in student media and agencies, JOUR 179, Student Media and Agency Practicum to encourage student participation and provide co-curricular opportunities.

**3 VP AREAS**

**NEWS**

**Priorities for Action across campus**

- 18 PFAs more than 20% complete
- 9 PFAs more than 50% complete
- 4 PFAs completed

**Champions:** Susana Rivera-Mills, Ro-Anne Royer Engle

**Increase co-curricular events, courses, and high-impact practices, that allow students to gain competencies and transferable skills that will make them ready for their careers.**

**Assess and align current learning outcomes to ensure that they are clear and can translate into an applicable learning record.**
1G – Our alumni and partners engage with and provide opportunities for students in a variety of ways and settings that enrich the undergraduate experience.

Champions: Susana Rivera-Mills, Jean Crosby

**DEPARTMENT OF PHILOSOPHY AND RELIGIOUS STUDIES**

In collaboration with Career Center, hosted visiting alumni to share with students information about the career paths they have taken. Organizing and facilitating annual series of workshops to help students during transition from school to career.

**FOUNDATION BOARD, ALUMNI COUNCIL, DEANS & CABINET**

- Participated in EAB Presentation Exercise, to identify priorities and set common knowledge base for changing dynamics of engagement at the college level. Draft timeline of work was prepared and presented and is awaiting review.

**OFFICE OF STUDENT AFFAIRS**

- Skills Infusion program engages Indiana alumni employers with faculty and Career Center to embed competencies and transferable skills into course learning outcomes and curricula. To date, 115 faculty have participated.

**MILITARY SCIENCE**

Promoted cadets to seek out and connect with program alumni, who are in the military to create potential career opportunities.

**DEPARTMENT OF ENVIRONMENT, GEOLOGY, & NATURAL RESOURCES**

Engaging students in annual alumni event like Fall Career Panel and robust Spring Internship Fair.
1H – A more diverse University community—students, faculty, staff, and alumni—enriches the campus experience and improves educational outcomes for all of our students.

**Department of Special Education**
Developed **diversity plan to support retention** of students from historically marginalized groups. Funding will be reallocated for mentoring, collaborating with student organizations and other activities.

**Department of Theater and Dance**
Assembled list of recruitment efforts with a focus on at least four large high schools in Indianapolis with urban and diverse populations.

**Enrollment Planning and Management**
- Developing position to assist with Latinx initiatives, programming, connections, current student perspective, translation and recruitment/yield efforts to increase our Hispanic student population.

**Office of Inclusive Excellence and The Multicultural Center**
- Established affinity groups for ethnically, culturally, and diverse populations to build community, form allies and mentorships, and inspire collaborative scholarship.

**University Libraries**
- The Reel Inclusion Film Series highlights film’s focus on topics related to diversity, inclusivity, and social justice. A total of 194 people attended.
A new Logistics Supply Chain Management certificate has been approved by the GEC committee.

Department of Math
Created Data Science program with a number of departmental courses designed to support it.

Department of Information Systems & Operations Management
A new Logistics Supply Chain Management certificate has been approved by the GEC committee.

College of Architecture and Planning
Launched new Sustainability Certificate program. As of Spring 2020, nine of 20 courses were offered, three at a time every five weeks. Remaining courses will be offered in Fall 2020.

Academic Affairs
- Engaged in ongoing collaboration with campus partners to identify and build new high-demand graduate programs.
- Completed policy review and creation for curriculum innovation around educational offerings and delivery methods, including:
  - Prior Learning Authorizations for graduate programs
  - Accelerated master’s program
  - Revision of non-degree admissions to reduce barriers and allow for admission into innovative programs like micro-credentials.

Champion: Susana Rivera-Mills
2B – We offer a strategic portfolio of superior, on-campus and online graduate programs

College of Communication, Information, and Media

Center for Information and Communication Sciences developed CICS online alumni college framework and launched the first two courses focused on cybersecurity exclusively for CICS alumni. Registration opened in Spring 2020 with significant alumni interest.

Department of Journalism

Formed graduate committee through which leaders of three unique departmental programs are engaging in comprehensive assessment of all offerings.

Academic Affairs

- Worked with campus partners to identify and build new high-demand graduate programs.
- Created policies to implement curriculum innovation around educational offerings and delivery methods, including:
  - Allowing non-credit courses to be converted into credit
  - Currently studying proposal to allow admissions into master’s program with only degree-granting transcript (rather than the entire academic record).

Department of Chemistry

Seven graduate students authored research publications; three graduate research students developed conference presentations

Department of Economics

Restructured ECON 625 to change its focus from health economics to econometrics and statistics.

Champion: Susana Rivera-Mills
2C – Our 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—accelerate career fulfilment and enhance personal development and well being.

Champion: Susana Rivera-Mills

**School of Music**
Increasing events for lifetime learners like pre-concert lectures and performance opportunities.
Committee will create **pilot adult-learner experience**.

**College of Fine Arts**
Pursuing **new partnerships** with colleges of Health, Business, and Communication, Information, and Media, to expand offerings and support student success.

**Academic Affairs**
- Formed a team to develop a concept paper in response the Lilly Endowment grant initiative, *Charting the Future for Indiana’s Colleges and Universities*, and to manage early stages of 2C implementation.
- Launched working group to identify high-demand alternative educational offerings and delivery methods for a Spring 2021 pilot. The group will help identify:
  - Potential programs for a pilot launch that spans multiple colleges and departments;
  - Pilot program inclusion criteria;
  - Quality assurance and assessment measures;
  - New/existing support positions and technology necessary for pilot implementation.
2D – We meet the diverse needs of individuals, employers, and organizations by allowing them to customize their education to specific learning objectives and interests

Champions: Susana Rivera-Mills, Ro-Anne Royer Engle

Miller College of Business and College of Architecture

Construction Management concentration for MBA degree is under development. Three classes to be offered online.

BSU: INDY

Presence has been established in the new Indy location and the Center for Civic Design (CCD) has been launched.

CCD has been involved with multiple projects since its inception at the new location.

Institutional Highlights

- Positioned the Outreach and Engagement Units as resources for Ball State alumni and others in the communities they
- Developed mechanisms to track the number of alumni connections and participants served. Alumni connection is defined as an intentional effort to reach out to an alumnus or alumni group to gather input, assess needs, or share information on available programs/services.
- Cultivated relationships with government stakeholders as the state develops and refines workforce priorities.
- Held meetings with stakeholders related to workforce development and priorities include business community partners: Ascend, TechPoint, Indiana Chamber, ECI Regional Partnership, and Hamilton County Economics Development Corporation.
Goal Two: Graduate Education and Lifetime Learning

2E – Every graduate has access to a coach or mentor who helps that graduate develop, implement, and execute a lifetime learning plan.

College of Architecture and Planning

CAP is increasing engagement and collaboration with alumni base including, but not limited to:

• industry advisory boards,
• critique days,
• curriculum review
• selected city engagement
• executive education offerings.
Six cities are targeted for the first round for regional events.

Initial events have been held in Washington, Fort Wayne, and Atlanta; preliminary meetings have occurred in Chicago and Dallas.

Career Center and Alumni Center

• Developed a framework for a mentoring program using the Cardinals Connect platform.
• A team also developed resources for mentors and mentees and a communication plan to launch the mentor initiative by Fall 2020.

Nutrition and Health Sciences Department

100% of graduate students have access to a faculty mentor to help them develop a lifetime learning plan.

Of these 94% (N=66/70) met with the faculty advisor.
3A – Our faculty, staff, and students partner with the Muncie Community Schools to improve academic outcomes and the operational performance of MCS, while enhancing the learning experiences of our students.

**Goal Three: Community Engagement and Impact**

**College of Fine Arts**

Departments contribute to the positive academic outcomes, operational performances of MCS.

**DOMA**

SMART and Wellness Fair.

**School of Music**

Joint development day for MCS music teachers and support of Christmas Sing.

**Theatre Education**

Students support drama programs at Burris, Northside and are meeting with MCS to add additional help at Muncie.

**IPR & WIPB**

- Engaged with MCS to collaborate and implement STEAM and literacy workshops. Due to COVID-19, these were virtual. With PBS, WIPB promoted and supported the “At Home Learning” programming in partnership with Indiana DOE.

**School of Nursing**

Partnered with MCS school nurses through NUR 404. A total of 64 students were involved in 2019 and at the beginning of the Spring 2020 semester, 14 had already participated.

**School of Kinesiology**

30 BSU students worked with MCS Elementary Education, “Henry Gets Moving” project by planning exercise prescription (program halted due to COVID-19)

**Priorities for Action across campus**

17 PFAs more than 20% complete

14 PFAs more than 50% complete

17 Elevate MCS in operational and education excellence through partnerships and collaboration.

13 Collaborate across departments on courses, immersive learning, and strategic involvement with MCS.

12 Focus on community engagement work that centers on MCS.

Champion: Susana Rivera-Mills
3B – We actively engage with community leaders to develop and implement a coordinated plan that promotes talent retention and attraction in order to foster economic growth.

**Champion: Alan Finn**

### School of Art
Supports Muncie Arts and Culture Council, MadJax, Plyspace Artist Residence, and the Arts Walk and First Thursday.

### Office of Community Engagement
- Working in partnership with the President to create the East Central Indiana Talent Coalition to help maintain Carnegie designation. This regional coalition will convene talent development stakeholders led in partnership with ECI College/University Presidents and Chancellors.

### Government Relations
- Engages and collaborates with government stakeholders to communicate BSU’s impact in ECI and the state. Convenes meetings with senators, representatives, fiscal and chiefs of staff for house and senate, government partners, and local business partners Ascend, TechPoint, Indiana Chamber, etc.

### Information Systems and Operations Management
- Integrated major capstone projects with local business partners. This Spring they worked with the following companies: Orchard Software, Ontario Systems, Indianapolis International Airport, Division of Online and Strategic Learning, Accutech, and Mursix
3C – The amenities and vibrancy of The Village and surrounding neighborhoods are attractive to students, faculty, staff, and community members as a result of the implementation of a long-term, phased plan to enhance quality of place.

### Departments of Architecture and Landscape Architecture
- Developed immersive learning project, **Halteman Park Landscape Architecture Studio Project**.
- Students continue to conduct public works session with neighborhood association, City of Muncie, community members to strategize vision and create actionable steps.

### Office of Community Engagement and Human Resources
- Developed a Live Near Your Work committee that has begun to review processes and tools used during the recruiting, candidate and first year experience stages to identify gaps and areas for improvement.
- Subcommittees were formed to address these areas of improvement: search committee resources/templates; trailing spouses employment opportunities; employee housing incentive; updates to HR website; and videos highlight Muncie and Delaware County.

### Division of Business Affairs
- Aligning economic development plans for downtown Muncie, nearby housing development, campus/downtown connections, and employment recruitment/retention objectives. RFP created for development firms to develop the Village on campus.

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### Priorities for Action across campus

<table>
<thead>
<tr>
<th>24 Total Priorities</th>
<th>10 PFAs more than 20% complete</th>
<th>5 PFAs more than 50% complete</th>
<th>2 PFAs completed</th>
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<tbody>
<tr>
<td><strong>Goal Three: Community Engagement and Impact</strong></td>
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<td>Champion: Alan Finn</td>
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<tr>
<td><strong>1 COLLEGES contributing PFAS</strong></td>
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<tr>
<td><strong>5 DEPARTMENTS contributing PFAS</strong></td>
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<tr>
<td><strong>6 VP AREAS contributing PFAS</strong></td>
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</table>

- Organize, align community outreach agenda to reflect work consistent with strategies and set by local Muncie community leaders.
- Partner with Muncie on key city focused activities: i.e. Next Muncie, MCS, MadJax, Muncie Arts and Cultural Council.
- Communicate and promote Live Near Your Work Initiative
3D – We collaborate with external partners to implement a regional plan to improve population health and well being.

Champion: Sue Hodges Moore

### Teachers College
Enhancing ongoing partnership with MCS to support academic and social/emotional development of MCS students.

Four TC faculty will serve as **innovation ambassadors** to assist with implementation of Social and Emotional Learning (SEL) pillar of MCS innovation plan.

Developed Project Lead the Way Evaluation Report, Muncie Schools Credit-to-Career Program Evaluation, and SEL work group that includes MCS staff, BSU Faculty, and parents.

### College of Health
- The Healthy Lifestyle Center (HLC) a free, community-based resource center, focuses on improving health and well-being of individuals in our community and provides information, consultation, and support for individuals who wish to make healthy lifestyle choices.

### Department of Social Work
More 15% of faculty are involved with health-related boards to promote population health and wellbeing. Some of these boards include: A Better Way, Open Door Health Services, Healthy ECI, Inc., Indiana Coalition Against Domestic Violence.

### Department of Management
Using existing resources to **combat food insecurity in Muncie** and renew Efroymson Family grant, which supports voucher program that caters to community members dealing with food insecurity. Additional grant funding was submitted to expand these efforts.

### Priorities for Action across campus
- 84
  - 37 PFAs more than 20% complete
  - 15 PFAs more than 50% complete
  - 6 PFAs completed

- 23
  - Support and provide sustainable projects that relate to academic, social, and emotional development within the ECI region.

- 22
  - Develop coursework, projects, and initiatives that support improvement of regional population health and well being.

- 6
  - Develop communication strategies to engage the ECI audience in their work and programming.
3E – Our community members attend and enjoy athletic, theatre, dance, music, and other arts and entertainment events at venues on campus and throughout our region.

Goal Three: Community Engagement and Impact

**DESTINATION 2040:**
**OUR FLIGHT PATH**

**2 COLLEGES** contributing PFAS

**11 DEPARTMENTS** contributing PFAS

**6 VP AREAS** contributing PFAS

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**Department of Modern Languages and Classics**

Hosts 12 clubs and/or honorary societies sponsored weekly/monthly meetings relating to language and culture for MLC students

**FIRST THURSDAY**
**MUNCIE COMMUNITY EVENTS**

**Department of Landscape Architecture**

Engages and exhibits at the monthly First Thursday events in downtown Muncie.

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**Intercollegiate Athletics & Marketing and Communications**

- Developing integrated marketing plan to increase fan engagement, which includes custom messaging, plans to revive ChirpChirp Friday, media training programs, and more inclusion of athletes in marketing campaign work. In Spring 2020, men and women’s basketball were featured on billboards and airport banners to increase visability.

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**Office of Community Engagement**

- Established a mission and initial set of goals for Integrated Cultural Committee (ICC). Project Assistant conducted interviews with representatives from cultural assets across campus. Results were summarized, prioritized and will serve as the foundation for initial set of activities ICC will address.

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**Priorities for Action across campus**

**38**

**15 PFAs more than 20% complete**

**7 PFAs more than 50% complete**

**Provide and support opportunities to engage with the local community through special events and departmental offerings.**

**13**

**Strategically collaborate with local partners to increase awareness of departments, colleges, divisions for the greater good of the ECI region.**

**7**

**Increasing attendance at events as they relate to athletics, theatre, dance, lectures, music, and other arts and entertainment events.**

Champion: Sue Hodges Moore
Established Dean’s Research and Grants Fellowship. New fellow will find opportunities to help faculty achieve their research agendas and increase funding within the College. Job responsibilities:

- develop and implement support for research, grant applications, and other funding opportunities;
- liaise with individuals and departments in SPA;
- monitor and assess research activity in the College.

4A – We recognize and reward faculty and staff who engage in scholarship that is funded through federal, state, private, and other external entities.

College of Communication, Information, and Media

Academic Affairs

- Monitoring and evaluating SPA incentive and internal grant programs for effectiveness in spurring external faculty funding activity with a focus on undergraduate, community engaged, and interdisciplinary research.
- Growing campus support for graduate student research, including funding models for research/creative activity/professional development and outlets to promote and celebrate the accomplishments of our students.

Teachers College

As of March 2020, the College submitted 67 grant proposals. Of the 67 submitted, 42 (62.27%) were funded for a total of $1,441,777.
4B – We recognize and reward faculty and staff who connect their scholarship with the vibrancy of the city of Muncie and East Central Indiana in ways that can be replicated in communities around the world.

Office of Community Engagement
- Assisting faculty in connecting with the local community on scholarship projects that improve the vibrancy of the region.
- Ongoing development and enhancement of campuswide systems to accurately capture the scope of community-engaged work at Ball State and assess community perceptions and satisfaction and quality/impact.

Department of Theater & Dance
Created task force on work/life balance and employment sustainability to develop proposals, strategies for increasing recruitment and retention of outstanding faculty and staff.

Office of Inclusive Excellence
- Working in partnership with community leaders and organizations to advance diversity, equity, and inclusion throughout the community.

Department of Computer Science
Increased senior software engineering capstone course involvement with local community partners.
Increase number of publications related to diversity in computer and high tech activities.
4C – We recognize and reward teacher-scholars who integrate their scholarship with their teaching.

Champion: Susana Rivera-Mills

8 COLLEGES contributing PFAS

27 DEPARTMENTS contributing PFAS

4 VP AREAS contributing PFAS

**Department of Information Systems and Operations Management**

Several faculty conducted teaching related research and published in pedagogical journals.

These articles show continued progress in connecting teaching and scholarships to further enhance student learning.

**Information Technology**

- Developed the Roundtable WIPB-TV program that discusses Indiana Issues, People and Places. Focusing on economic development for communities in Indiana.

**Department of Sociology**

Established criteria in Spring 2020 for designations for excellence in scholarship and student collaboration in scholarship.

Four faculty were awarded designation for excellence in scholarship, and four were awarded designation for student collaboration in scholarship.

**Department of Accounting**

Offering the Paul W. Parkison Department of Accounting Research Workshops

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**Priorities for Action**

- 23 PFAs more than 20% complete
- 15 PFAs more than 50% complete
- 6 PFAs completed

- Support faculty who pursue external funding to engage students in scholarship.

- Promote, publicize, value scholarship, creative endeavors that enhances regional and professional communities.

- Better align P&T and contract faculty promotion documents with definition of teacher-scholars.
5A – Our inclusive excellence strategies and initiatives embed cultural competencies across curricular and co-curricular experiences, provide extensive training programs for faculty and staff, and result in greater diversity in people and ideas throughout the campus.

Champion: Sue Hodges Moore

Office of Inclusive Excellence

- The Inclusive Excellence plan was developed and approved at the end of Fall 2019 semester with the assistance of PACIE. A toolkit to accompany the plan was also finalized.
- OIE is working with the colleges and divisions to develop inclusive excellence strategies into their strategic alignment plans.

Marketing and Communications

  Since then, the site has received more than 8,000 page views. The University Plan has made up for nearly half of the page views of 3,172 with an average time on page of more eight minutes.

Department of Educational Psychology

Diversity Plan was created and disseminated.

Data tracking of success was completed for the first time Spring 2020.

Course-specific diversity statements are required for all syllabi, on which faculty members must specify in detail how diversity topics are addressed.

6 COLLEGES contributing PFAS

21 DEPARTMENTS contributing PFAS

6 VP AREAS contributing PFAS

58 Priorities for Action across campus

- 31 PFAs more than 20% complete
- 12 PFAs more than 50% complete
- 3 PFAs completed

15 Create diversity and inclusion task teams/committees to develop diversity and inclusion plans for departments, colleges, and divisions.

15 Promote new hiring philosophies to attain and attract diverse staff and faculty. PFAs also focus on onboarding and professional development.

15 Develop more diverse courses offerings; adapt current course objectives and learning outcomes.
5B – Faculty and staff are empowered through ongoing professional development, leadership programs, career advancement opportunities, and other resources that enhance employee and personal wellbeing. Champions: Susana Rivera-Mills, Alan Finn

Department of Finance
Faculty encouraged to enhance professional development through publishing and presenting scholarship, and resources are made available for that purpose.
14 of 16 faculty/staff participated in some form of professional or personal development during the 2019-20 academic year.

Division of Business Affairs
- Developed comprehensive supervisor education program. The division has identified topics, content, and learning objectives for this training program, and a cross-functional planning committee has been formed.

Division of Student Affairs
- Staff Development Committee built a professional development curriculum that aligns with the NASPA/ACPA Professional Competencies and launched a Canvas community to share professional development resources, podcasts, and training.

Academic Affairs
- Developed pilot for the Center for Faculty Excellence that included: writing challenge, teaching first-year students, and collaborative programs with Inclusive Excellence. Development of official Center will begin in Fall 2020.
5C – Our human resource policies, procedures, and business processes enable us to recruit and retain outstanding people.

Office of General Counsel
- Updated the institutional hiring policies in May 2019 to reflect ongoing legal support for the review of institutional hiring policies and the development of more contemporary practices.

Division of Business Affairs
- Using best practices and expertise from EAB to initiate our process improvement work, a small group of individuals from Human Resources, Information Technology, BSU Foundation, Athletics, Business Affairs, Academic Affairs, and Inclusive Excellence conducted a process mapping pilot of a current HR process to begin designing a preferred future state. This mapping tool will help guide future process improvement exercises.

Department of Architecture
Promoted faculty lunchtime conversations to broaden collegiality, communication, discourse and awareness of on another’s interests, passions, and expertise.
5D – We recognize and reward our employees for using their expertise, creativity, and collaborative spirit to improve accountability, productivity, effectiveness, and efficiency.

**Office of Inclusive Excellence**
- Changed the Inclusive Excellence Awards to include the work of faculty and staff. Eligible submissions now include inclusive scholarship, programming, and community engagement.
- In Spring 2020, a virtual celebration was held to recognize approximately 20 submissions.

**Department of Architecture**
Provided ongoing support for faculty growth of faculty through:
- distributed opportunities to teach electives.
- continued support of release time for research/scholarship/creative endeavours.
Release time has been built into loading for all faculty other than contract. Faculty are asked to submit a summary of how their release time was utilized.

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**18 Priorities for Action across campus**
- 17 PFAs more than 20% complete
- 18 PFAs more than 50% complete
- 3 PFA completed

**Champions:** Alan Finn, Susana Rivera-Mills
Goal Five: Institutional and Inclusive Excellence

5E – Our flexible and accountable governance structures improve our responsiveness and ability to make timely decisions.

Champions: Alan Finn, Sali Falling, Sue Hodges Moore, Ro Anne Royer Engle

Office of General Counsel, Academic Affairs, Chief Strategy Office, Information Technology, Business Affairs, and Student Affairs

- An ad hoc team was developed to coordinate the policy administration and lifecycle management process.
- The group has identified key strategies for improving operations, including developing a policy portal and obtaining specialized software.

Information Technology

- Ongoing adoption of a robust digital governance portfolio and lifecycle management process for evaluating, identifying, prioritizing, and assuring the enterprise extension and sustainability of high-impact, scalable solutions.
- Documentation and processes are in place for identifying, evaluating, prioritizing and sustaining various solutions across campus.

Priorities for Action across campus

- Ensure access to software that is agile and engage in process improvement to enhance responsiveness and ability to make timely decisions.

3 PFAs more than 20% complete
2 PFAs more than 50% complete
Business Affairs

- Continues to work toward campus-wide Carbon Neutrality by 2030. Throughout Spring 2020, continued membership participation and sustainability strategic planning in the Presidents Sustainability Working Group (PSWG), Council of the Environment (COTE), Business and Auxiliary Services Sustainability Committee, STARS Reporting, and GRI Division of Business Affairs Reporting.
- In May 2020, Ball State received a Silver rating from the Sustainability Tracking Assessment & Rating System (STARS).

Prior to COVID-19, Christy Woods had 257 visitors, Cooper Farm had 471 visitors, Rinard Orchard Greenhouse had 497 visitors, Ginn Woods had 30 visitors, and finally the Charles W. Brown Planetarium had 4,459 visitors for FY 2019-20.

During the pandemic, the planetarium hosted seven virtual sessions with more than 4,500 viewers.

Champions: Alan Finn, Susana Rivera-Mills
5G – We regularly assess and modify our academic program portfolio for quality and relevance, invest in distinctive programs, and create agile and responsive curricular approval processes that support academic innovation.

Champion: Susana Rivera-Mills

### School of Art
Hosted first-ever student town hall meeting with the director of the School of Art.

School will create a student advisory board in Fall 2020.

Established leadership group that will begin the creation of the survey for all faculty, staff, and students for an internal unit review.

### Vice Provost for Academic Affairs

Initiative will allow BSU community to develop a sustainable, systematic, and participatory, institution-wide process for reporting and data effectiveness to holistically integrate planning, assessment of learning, data management, and resource allocation.

### Teachers College
All programs maintained all accreditations and recognitions, which ensures national recognition and competitiveness when recruiting students.

The School Psychology Doctoral Program received a 10-year accreditation decision from the American Psychological Association Commission on Accreditation.

37 Priorities for Action across campus

8 PFAs more than 20% complete
11 PFAs more than 50% complete
4 PFAs completed

Assess curricula and maintain proper accreditation of high-quality programs.

Ensure proper efficiencies and agility are in place to ensure quality and relevance.

Create and assess accreditation committees to continue review work to ensure that academic programs and portfolios are attractive for students.
5H – Our people, processes, technology, policies, and infrastructure are strategically aligned to support academic excellence and enable operational efficiency and effectiveness.

Champions: Alan Finn, Loren Malm, Sue Hodges Moore

University Libraries
Implemented Leganto, a resource list management system that allows faculty to integrate Reading Lists directly into their Canvas courses.

As a result, 1,293 existing reserve items in 345 course sections were moved to the Leganto platform.

Reading Lists was piloted with select faculty in Spring 2020; 2,615 citations were listed by April 2020.

Four online workshops helped 31 faculty attendees implement Reading Lists in Canvas courses.

Business Affairs, Information Technology, and Chief Strategy Office
- Worked with Education Advisory Board on process mapping current inefficiencies across University processes to enable us to be more agile, efficient, and effective.

Student Affairs
- Implemented AVISO retention student success software with early alert analytics in Summer 2019.
- AVISO users will engage in an informal assessment of the first year of the solution and make recommendations for improvement, including faculty use of the software.
51 – Campus administrators use data analytics and robust management information to provide actionable insight that enhances student success and administrative effectiveness.

Champions: Loren Malm, Sue Hodges Moore

Management Information and Data Analytics Strategy Team (MIDAS)

Developed processes to review data usage and establish data governance protocols.

The MIDAS group is reviewing data access requests and assisting with the procurement and implementation of systems.

Developed management dashboards and conducted training sessions for the provost, deans, and department chairs.

Enrollment Planning and Management

- Implemented Slate, a comprehensive CRM, which has allowed them to engage in all recruitment and admissions activities from our prospect database. Slate users can easily search applications, communicate with prospective students, and make admission decisions in one place.

- Slate allows applicants to provide admissions materials electronically. Students can also be easily tracked through the admissions process.

- Developed management dashboards and conducted training sessions for the provost, deans, and department chairs.

Priorities for Action across campus

20 PFAs more than 20% complete
13 PFAs more than 50% complete

Develop training and educational methods to allow for proper synthesize of data to make decisions.
5J – Our marketing, communications, and brand management strategies increase public awareness of our strengths, distinctive attributes, and contributions to our community, our state, and our world.

Champion: Kathy Wolf

Department of Finance
Created a LinkedIn social media presence to increase awareness of strengths and distinctive attributes. In Spring 2020 they achieved 987 connections.

Marketing and Communications
- Created and implemented Presidential Newsletter and CommCenter brand refresh, policy and procedure, and centralized approach to campus emails/articles/announcements.
- Continuing to elevate the University’s academic prestige by promoting the University and its unique learning opportunities. The campaign added sponsored content written by faculty that was featured in Inside Indiana Business June-November 2020. It featured 20 faculty experts over the course of five months.
5K – Our incentive-based budget model aligns our financial resources with our strategic priorities and encourages innovation and effective resource management.

Champions: Alan Finn, Sue Hodges Moore, Susana Rivera-Mills

Business Affairs

• Conducted the Incentive-Based Budget Model shadow year.
  • Beginning in Fall 2019, the campus community was provided an introduction/orientation and update of the governance structure for the new budget model. The Budget Office met with all academic units in spring 2020 to review the shadow year structure and data.
  • Established the new budget governance structure with three committees focused on support units, space management, and budget decision-making.
  • During spring 2020, completed the RFP process for new Ball State University budget software. The new software will result in the transition from Excel to current best practices in budgeting technology.
  • New budget model is on target to go live July 1, 2020.
5L – We create a campus culture of philanthropy and generate more philanthropic support for our University as a result of a comprehensive capital campaign.

**Goal Five: Institutional and Inclusive Excellence**

Ball State University Foundation

- One Ball State Day was a major success—raised $530K, a 20% increase over 2019.
- The Foundation continues to provide ongoing fundraising and campaign training workshops with deans and other campus leaders in addition to, drafting campaign priority plans and preparing development plans and metrics for each college.

College of Communication, Information, and Media

Working to increase and leverage college and unit foundation resources. The Pond Family Scholarship has been established to recruit high-impact students, and the first awardees have been selected.

Honors College

More than 50 students, alumni, and friends participated in this year’s One Ball State Day in an effort to nurture a culture of gratitude and philanthropy within in the college through students, alumni, and friends.
5M – We design, renovate, and build flexible learning spaces that are conducive to innovative pedagogical models.

Goal Five: Institutional and Inclusive Excellence

College of Architecture and Planning

Renovated three collaborative work spaces that architecture studios may now use for studio reviews rather than taking up classroom or hallway space.

The college is also currently using the following off-campus alternative spaces to enhance teaching courses: renovated space within CAP; MadJax; CAP Indy; classroom space in other Colleges.

University Libraries, Writing Center, and the Department of English

- Collaborated to develop an Writing Center Outpost in Bracken Library 1 West (re-purposed approximately 1,800 square feet) with hours on evenings and weekends as a pilot project for Spring 2020.
- Resulted in 213 appointments between January and March 2020. Post and beam system and new furnishings are currently being installed and ordered. Phased plans to create a Research and Writing Studio to integrate library research and writing support are underway.

Champion: Alan Finn
5N – Our updated campus master plan aligns with our mission, goals, and strategic imperatives, and enduring commitments to environmental stewardship and inclusive excellence.

Disability Services
- Collaborated with Facilities Planning and Management to develop a more efficient way to request and stock adjustable tables. Disability services has also collaborated with Housing and Residence Life, Strategic Learning, Academic Departments, and the Accessible Technology Committee to meet the needs of students with disabilities.

Facilities Planning and Management
- SmithGroup representatives met with President’s Cabinet and Provost’s Council during the Spring semester to move forward the 2016 Campus Master Plan update. Sustainability is included in the scope of work.