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

Admissions
A series of YouTube videos were created that target students at various stages of the admissions process from prospect, applicant, admit, to enroll.

College of Architecture and Planning
CAP’s Office of Student Services hosted 22 Muncie Central High School’s “Project Lead the Way” students and their teacher for a day of activities.

In February 2021, Ball State’s professional Bachelor of Architecture degree program received a three-year term of initial accreditation from NAAB. The term is effective January 1, 2020, and the program is scheduled for its first visit for continuation of accreditation in Spring 2023.

Department of Telecommunications
TCOM was awarded a $16,000 Provost Immersive Learning Pilot Grant to create the “Media Education Connection” program with Union City High School’s KISS-TV program.

Department of English
English Education majors increased from 134 in Fall 2019 to 161 in Fall 2020.

Department of Special Education
Graduate Certificate in American Sign Language and Deaf Studies was added Spring 2021.

Enrollment Planning and Management
Completed assessment of recruitment strategies for undergraduate and transfer students. Updated and enhanced strategies.
Goal One: Undergraduate Excellence and Innovation

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

University College
Hired key positions including AVP for Student Success and First Year Experience Director as part of a reorganization of University College.

Career Center
In Spring 2021, the Career Center hosted Career Conversations Series: Faculty Spotlight and Employer Insight. Each of the four sessions featured faculty members who have incorporated career programming into their curriculum as well as employer panelists who shared their perspectives on important career development topics for students.

Office of the Provost
Collaboratively advanced students success initiatives including the launch of the First Year Experience.

Enrollment Planning and Management
First in Flight virtual program was developed in Spring 2021 to engage first generation students and their families in discussions with university faculty and staff. Program consists of six one-hour virtual sessions that explore a variety of topics specifically designed for first-generation college students and families needing more information.
Living-Learning Communities (LLC)

Every academic major has a major-based LLC opportunity on campus.

In April 2021, a Living-Learning Community Specialist was hired to enhance the daily operations and execution of the Living-Learning Communities Program.

The Humanities LLC was renamed the “Music and Humanities LLC” to better identify the collection of majors that reside in this community. The Design LLC was renamed “Arts and Design LLC” for the same purpose.

North West Hall, the newest residence hall at Ball State, is now home to the Music, Humanities, and Education Living-Learning Communities. The resource rooms were specifically designed for students majoring in the education and humanities fields of study and features a variety of equipment and technology for students to use such as MakerBot 3D printers, a Glowforge, Promethean boards, sewing machines, and more. This hall also includes music practice rooms.
Office of Vice Provost for Academic Affairs

In association with University Libraries, a session was offered to help faculty identify no-costs options such as Open Education Resources (OER) that allow for instructional flexibility and student success, while reducing textbook costs.

College of Fine Arts

A proposal was submitted and approved to offer CFA 101, an interdisciplinary course offering students innovative experiences with visual art, dance, music, and theatre.

Approval was also granted for the course to be included in the University Core Curriculum as a Tier 1 course.

College of Business

Nearly 500 freshmen in the Miller College of Business participated in SOAR (Success, Opportunity, Acumen, and Readiness)—a required program for business majors that provides learning opportunities about career exploration and professional development.

Honors College

Empowered students seeking to customize their lifetime educational experiences by promoting the Medallion Scholar option, encouraging meaningful, personalized major/minor combinations, and championing mentorships, internships, fellowships, and study abroad.
Admissions

Ball State and Anderson University (AU) partnered to provide an opportunity for students to earn a dual degree. BSU students will study either astronomy or physics from BSU alongside one of AU’s ABET-accredited engineering programs — computer, electrical, or mechanical — housed within AU’s School of Science and Engineering.

Healthy Lifestyle Center

The Healthy Community Alliance of East Central Indiana (HCA) presented its “100,000 Award in Memory of Dr. George Branam” to the Healthy Lifestyle Center during its annual partner meeting on June 17, 2021. The annual award is given to an organization that supports the work of the HCA through outstanding leadership, innovative collaborations, and unwavering dedication to improving the health and wellbeing of our community.

College of Communication, Information, and Media

“Transatlantic Storytelling,” an immersive learning project between BSU students and Cardiff Metropolitan University in Cardiff, Wales, won a top honor in an international competition. The 76-minute documentary won a 2021 MUSE Creative and Design Platinum Award. Students visited Cardiff, Wales, for 12 days in early Spring 2020 to capture footage, scenes, and interviews with Welsh athletes. Ball State Sports Link, in partnership with Cardiff Met Sport Broadcast, presented a world digital premiere on June 30.

Goal One: Undergraduate Excellence and Innovation

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.

Champion: Susana Rivera-Mills
Goal One: Undergraduate Excellence and Innovation

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.

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

Career Center

The Career Ready Program provides employer engagement experience, relevant leadership and volunteer experience, an enhanced professional image, and a Career Ready certificate to showcase to employers. In 2020-21, 2,159 unique students engaged in the eight Career Ready Pathways.

A total of 1,083 unique students completed a Career-Ready Pathway in 2020-21.

Office of Student Life

The framework, implementation timeline, and action steps for the Learner Experience Record has been developed and vetted. The Office of Student Life is in the process of hiring an Assistant Director whose responsibilities will include oversight of the LER and the expansion of skills infusion into the co-curricular experience.

College of Science and Humanities

The College of Sciences and Humanities has developed and received approval for a new undergraduate program in data analytics to meet the high demand for employees. Faculty from Mathematical Sciences, History, Natural Resources and Environmental Management, Sociology, Geography, and Computer Science were involved in this effort. The program will equip students for careers in data analysis, management, and visualization requiring high-demand skillsets. Program will begin Fall 2021.

University Libraries

In 2020-2021, Ball State University Libraries launched its inaugural Digital Scholarship Workshop Series and GIS Workshop Series, offering two unique workshop sequences on topics related to data analysis, information visualization, digital publishing, and digital mapmaking. In total, 17 workshops were offered with 147 attendees total.
Entrepreneurship Center

The Entrepreneurship Center at Ball State University has hosted another successful Evaluation Day, providing seniors an opportunity to present their venture plans to an external panel of business leaders. The Center has recognized outstanding new venture plans since 1987. These prestigious awards are determined by E-Day panelists and recognize students who demonstrate an exceptional business plan and a well-crafted presentation. Thanks to a generous gift, the Ronald A. Minichillo Entrepreneurship Venture Development Award was established in 1999, which provides winners with a monetary award.

Career Center and Alumni Association

The Career Center and Alumni Association have partnered to develop the framework, training, toolkit and digital platform for alumni engagement with students. It will be vetted this summer with various campus partners including academic college leadership and unit heads for a full launch in Fall 2021.
For the fifth consecutive year, Ball State University has received a Higher Education Excellence in Diversity (HEED) Award from “INSIGHT Into Diversity,” the oldest and largest diversity magazine and website in higher education.

The HEED Award recognizes U.S. colleges and universities that demonstrate an outstanding commitment to diversity and inclusion. As a recipient, Ball State was featured in the magazine’s November 2020 issue, alongside 91 other institutions.

Human Resources
Human Resources and the Office of Inclusive Excellence developed and finalized the inclusive hiring documents and principles of search committee training for faculty and staff.

Marketing and Communications
Conducted four Inclusive Excellence Roundtable discussions with an emphasis on diversity, faculty, students, and community. Videos for each topic that have been produced and distributed to a variety of target audiences.

Department of Special Education
The SPCE Inclusive Excellence Committee created four subcommittees to assess the department’s activities and explore strategies related to diversity, equity, and inclusion.

College of Sciences and Humanities
Faculty collaborated with the Office of Inclusive Excellence to form an Asian American Pacific Islander (AAPI) Affinity Group. Their inaugural meeting was in early May.

Teachers College
Tenure-line faculty had 54 publications focused on diversity, equity, or inclusive excellence.
Goal Two: Graduate Education and Lifetime Learning

2A – Our University identifies and offers high-demand degrees and credentials in fields that align with our current and potential expertise.

Academic Affairs

Created infrastructure needed for adoption of accelerated master’s programs, micro-credentials, and other innovative delivery methods and assisted departments in conceptualizing new programs:

- Updated admissions policy to allow admission into selected programs with a single transcript of highest earned degree and conditional admission for all admitted students, allowing them to register and take classes for one semester before submitting their official transcript
- Eliminated minimum GPA for non-degree students.
- Adopted prior learning authorizations for graduate programs
- Created accelerated master’s programs
- Revised non-degree admissions to reduce barriers and allow for admission into innovative programs like micro-credentials
- Created process for converting non-credit courses into academic credit.

College of Architecture and Planning

Increased online curricular offerings through programs, certificates, executive education, low residency offerings, and continuing education credit.

Launched a new Certificate in Sustainability in low residency online format.

College of Sciences and Humanities

Created new Big Data program and a number of departmental courses designed to support this program; new master’s program started in Fall 2020 and new bachelor’s program has been approved for Fall 2021 start.
Goal Two: Graduate Education and Lifetime Learning

2B – We offer a strategic portfolio of superior, on-campus and online graduate programs

Enrollment Planning and Management
Developing comprehensive graduate recruitment campaign:
- Hired director of graduate admissions.
- Developing graduate school awareness campaign.
- Created a graduate school fair for prospects and admits.
- Holding program informational sessions.
- Implementing drip campaigns in Slate for prospective graduate students, accepted applicants, and confirmed applicants.
- Developing comprehensive, annual graduate recruitment campaign

Academic Affairs
Engaged in a number of activities to increase diversification of online portfolio:
- Developed three-year pipeline plan for new programs
  Modified memorandum of understanding for pay-back model
- Implemented new quality assurance measures
- Established new student intervention measures

College of Communication, Information, and Media
Completed graduate program assessment reports for all graduate programs in four departments. Program reviews focused on recruitment, retention, cost, demand, program assessment, and student satisfaction.

Teachers College
College continues to see good growth, in high-impact, high-demand graduate degrees and credentials. Assoc. Dean is working to implement recruitment plans and hire faculty to support the school counseling program, which is considered a high-impact area.
Goal Two: Graduate Education and Lifetime Learning

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

Chief Strategy Office
Led the cross-divisional effort that laid the foundation for the Lifetime Learning at Ball State initiative.

- Engaged national consultants to advise on organizational structure, financial model, market research, and branding
- Implementing the technology platform, including an LMS, course catalog, payment gateway, and badging system
- Identified and now developing seven pilot programs for launch in early 2022
- Conducted needs assessment and market research on individual offerings, including at the EB Ball Center
- Built a five-year budget and investment plan

Academic Affairs
- Assisted colleges with conducting cursory market research for pilot program proposals
- Approved and assembled development teams for seven new non-credit micro-credentials:
  - Professional Education for the CPA market (MCoB)
  - Leading and Managing in Construction (CAP)
  - Spanish for Latino Health (CSH)
  - Behavior Based Crisis Management (TC)
- Social Media Branding Content Creation, Management, and Analytics (CCIM)
- Structured Approaches to Innovation (CCIM)
- Semester Exploration – Black Arts and Culture in the 21st Century (CFA)
Goal Two: Graduate Education and Lifetime Learning

2D – We meet the diverse needs of individuals, employers, and organizations by allowing them to customize their education to specific learning objectives

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

Office of Community Engagement
Hosted blended delivery graduate programs, learning models, workshops, strengths assessments, and personal enrichment programs at the Fishers Center for Academic and Economic Innovation (CAEI).

College of Health
Increased the number of off-campus sites available for clinical practicum and the number of students completing off-campus clinical practicum experiences.

Government Relations
Maintaining and cultivating relationships with government stakeholders who will engage Ball State as the state develops and refines workforce priorities.

Met with the following business and community Partners: Ascend, TechPoint, Indiana Chamber, Indy Chamber, ECI Regional Partnership, Hamilton County Economic Development Corporation.

College of Fine Arts
Pursuing partnerships with College of Health, Miller College of Business, and College of Communication, Information, and Media, to expand offerings and support student success in the college.

Several CFA departments are developing collaborative, new summer options for micro-credentialing across the college, targeted at current secondary arts teachers.
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.

Champions: Ro-Anne Royer Engle, Jean Crosby

College of Architecture and Planning

Increased engagement and collaboration with CAP Alumni base including, but not limited to, industry advisory boards, critique days, curriculum review, selected city engagement, and executive education offerings.

Office of Alumni Engagement & Career Center Partnership

Developed an institution-wide best practice model for mentoring, with goal of using Cardinals Connect as the premier platform for implementation and providing every graduate and current student with access to a coach or mentor who helps them develop, implement, and execute a lifetime learning plan.

A number of departmental early adopters and campus partners have begun to track mentoring relationships through Cardinal Connect.

Office of Community Engagement

Developed a plan for staff at the Fishers Center for Academic and Economic Innovation to serve as lifetime education mentors to Hamilton County alumni.
The campus has embraced a new program linking Ball State colleges with specific MCS schools. Faculty and staff will work with school administrators to develop enrichment and college/career awareness programs and provide resources such as school supplies, field trip sponsorships, etc.

**Academic Affairs**

MCS has established a data-sharing agreement with TC’s Research Design Studio that will allow Ball State faculty and graduate students to provide MCS leadership with on-demand data analyses for strategic planning, cradle-to-career program efficacy, and longitudinal outcome studies.

Despite COVID restrictions, TC professional development liaisons continued active engagement at each MCS school. Several immersive learning programs continued through the 2020-21 academic year, including Schools in the Context of Communities, Math in Cultural Contexts, Urban Immersion Internship, Children Facing Challenges, and practicum experiences at South View Elementary.

**Teachers College**

**Ball State Libraries**

Developed and delivered information literacy programs for 9th and 10th grade students and a variety of workshops, webinars, and other resources for MCS educators.

**Office of Inclusive Excellence**

Ball State staff provided 20 hours of inclusive pedagogy training for MCS staff and eight hours of microaggressions, implicit bias, and de-escalation training for MCS resource officers, bus drivers, and bus aides.
The Department of Construction Management connected construction management students with Habitat for Humanity, ecoREHAB, Brothers 2 Brothers, and Urban Light Community Development Corporation, resulting in construction or renovation of more than 40 homes.

Department of Architecture helped develop curriculum for ecoREHAB’s Skilled Training Education Program, a course for at-risk individuals who seek introductory job training.

College of Architecture and Planning

The Department of Construction Management connected construction management students with Habitat for Humanity, ecoREHAB, Brothers 2 Brothers, and Urban Light Community Development Corporation, resulting in construction or renovation of more than 40 homes.

College of Communication, Information, and Media

Students produce Cardinal Compass, a monthly half-hour show distributed by Ball State PBS and Indiana Public Radio that explores the connections between Muncie and Ball State University.

President Mearns and his guests, who have included Muncie Mayor Dan Ridenour, MCS CEO Lee Ann Kwiatkowski, and the Indiana Secretary of Career Connections and Talent Blair Milo, take the audience behind the scenes to explore challenges and opportunities.

Building Better Neighborhoods

The Building Better Neighborhoods Initiative hosted the sixth annual neighborhood leaders conference. The theme, “Thriving not Surviving” recognized neighborhood leaders and projects that demonstrated resiliency and creativity during the COVID pandemic.

Office of Community Engagement

In partnership with a local foundation, OCE led regional efforts to obtain the State of Indiana’s 21st Century Talent Region designation and establish the East Central Indiana Talent Collaborative with birth-to-career stakeholders across nine counties. OCE staff also serve on the board of the East Central Indiana Regional Partnership and the “Forge Your Path” regional brand development team.
**Goal Three: Community Engagement and Impact**

**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.

**Champion:** Alan Finn

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**Division of Business Affairs**

Continue to align economic and development plans for downtown Muncie, nearby housing development, campus/downtown connections, and employment recruitment/retention efforts. Selected firm to develop plans for The Village.

**School of Art**

The student run Studio 165+ created visual identities, informational welcome brochures and promotional marketing designs for several Muncie neighborhoods.

**Marketing and Communication**

The President’s podcast series, Our Call to Beneficence, and the Inclusive Excellence Roundtables featured conversations with community leaders who embody the spirit of Beneficence and provided an opportunity to highlight the university’s commitment to diversity, equity, and inclusion.

**Department of Urban Planning**

**Transformed a vacant Muncie Mall storefront into studio space for undergraduate and graduate urban planning students.** The space hosted projects and meetings for neighborhoods, a community development group and the Muncie-Delaware County Comprehensive Plan which increased community exposure to urban planning concepts and projects and more regularly connected students with the public.

**Department of Geography**

Students mapped the living quality for a neighborhood that borders the campus using GIS and remote sensing. The outcome was a story map showing both the overall living quality map and maps for each living quality indicator in the neighborhood.
Wellness Matters is a locally-produced wellness program on Ball State PBS which looks at all aspects of being healthy and living a healthy lifestyle: mind, body and spirit. Episodes this year addressed topics such as telemedicine, community well-being, and pandemic mental health.

Ball State PBS

Academic Affairs and Sponsored Projects Administration
Efforts to increase dissemination of local funding opportunities resulted in:

- 18 Community/IU Health proposals and 9 awards;
- 10 MCS proposals and 6 awards;
- 51 community engagement proposals and 28 awards.

University Police Department
UPD maintained its commitment to the wellbeing of campus and community by continuing to partner with the Whitely Community Council’s Public Safety Committee and engaging with Mobilizing Muncie’s racial justice efforts.

Interprofessional Community Clinic
Provided a COVID-19 Vaccination Clinic which was open to the general public in collaboration with the Delaware County Health Department and made possible through a grant from the Ball Brothers Foundation.
Goal Three: Community Engagement and Impact

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. Champion: Sue Hodges Moore

**University Libraries**

Digital Scholarship and Special Collections organized and/or participated in 25 community education programs for audiences in Muncie, Delaware County and the surrounding region highlighting cultural heritage and cultural heritage resources. The sessions were attended by more than 460 community members.

Archives and Special Collections collaborated with a local organization and the Muncie Public Library to develop an exhibit and titled “Our House: Muncie Fieldhouse, a Community Gathering Place” to raise funds for the continued upkeep of the Muncie Fieldhouse.

**Integrated Cultural Committee (ICC)**

The 17 member committee works together to ensure visitors fully benefit from the vast array of cultural and athletic opportunities available on our campus. During the last year, members converted programming online where possible to continue to serve internal and external audiences, created and installed banners advertising our cultural assets and designed maps to better facilitate parking and wayfinding.

**School of Art**

Converted activities to a hybrid model and continued their support of downtown organizations showcasing local art and artists through the monthly First Thursday ArtsWalk events.

**DOMA**

David Owsley Museum of Art and Marketing and Communications

DOMA ad campaign reached more than 116,000 people and drove 1,000 site visits.
All faculty who reported funded scholarship were rewarded through assigned time for research and/or received merit points, which will be used to determine merit pay.

Faculty are also recognized in the department’s monthly “kudos” list that is emailed to all members

Productivity is collected via Digital Measures, the annual MAP report, and annual salary documentation.

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

Champion: Susana Rivera-Mills

**Goal Four: Scholarship and Societal Impact**

**Department of Nutrition and Health Science**

All faculty who reported funded scholarship were rewarded through assigned time for research and/or received merit points, which will be used to determine merit pay.

Faculty are also recognized in the department’s monthly “kudos” list that is emailed to all members

Productivity is collected via Digital Measures, the annual MAP report, and annual salary documentation.

**Academic Affairs**

- Developed plan to advance, support, and track faculty funding efforts through Sponsored Projects Administration.
- Elevated **visibility of faculty accomplishments**, including increased access and dissemination of scholarship through open access publishing services, repositories, and platforms.
- Developed and implemented college communication plans.

**Miller College of Business**

Developed plan to **enhance efforts to prepare the next generation of entrepreneurs** and innovators for leadership roles.

The University announced on Sept. 18, 2020 that Ball State has received $5 million in grant funding from the Menard family and $1.55 million from the Charles Koch Foundation.

**Department of Special Education**

Substantially increased the number of peer-reviewed publications, presentations, and grant activity.
Academic Affairs

Digital Measures is undergoing a significant reimplementation to extend use to all faculty. Colleges are also expanding the use of Digital Measure in the promotion and tenure process.

Deeper integration of Digital Measures will result in greater accountability and tracking of student grants, publication, and presentation of student work at conferences. These changes will also result in a more efficient process for tracking and highlighting graduate student research.

Department of History

- Improved record-keeping of publications, funded grants and public history outreach efforts.
- Improved dissemination of the department’s scholarly achievements and maintained measurable records of media coverage.
- Increased publications, grant applications and awards for faculty achievement.

Information Technology

Digital Corps has produced more than 100 episodes of “The Loading Zone,” a one-minute STEM-focused video series that airs during PBS Kids programming on Ball State PBS and around the state. Each episode features two curious robots asking the Digital Corps to help explain topics like solar power, computer viruses, prosthetics, greenhouses, the water cycle, and much more.
Goal Four: Scholarship and Societal Impact

**4C – We recognize and reward teacher-scholars who integrate their scholarship with their teaching.**
Champion: Susana Rivera-Mills

**Academic Affairs, Marketing & Communications**

**Restructured immersive learning and Virginia Ball Center** to advance teacher-scholar activities and reward faculty efforts.

Tracked and recognized efforts in Immersive Learning related to teacher-scholars and scholarship of teaching and learning.

Celebrated faculty and student research achievements and communicated both internally and externally through communication plans.

**Sponsored Projects Administration**

Developed **undergraduate research initiative** through Research Office to engage and reward faculty efforts.

**Computer Science**

Investigated and implemented ways to incorporate diversity topics into existing courses and student diversity within the department.

Encouraged development of research and publication of our experience.

**School of Journalism & Strategic Communication**

Launched **Departmental Scholarship Task force.**

Established “participant pool” from departmental classes for research projects.

Inventoried and merged department’s dedicated research resources and equipment, which are being used to conduct research in the newly dedicated space of the Unified Research Lab.
In Fall 2020, Dr. Gabriel Tait offered a special topic seminar, JOUR 495 Discussing Race & Empowerment in Society. The enrolled students read contemporary work on race in America including “White Fragility” by Robin DeAngelo. The course was offered to support students’ understanding of diversity in the wake of racial unrest in summer 2020.

**Graduate School**

**The Pathways Project** is designed to foster equity and mentoring in graduate education at Ball State University. The program was expanded to include three distinct branches:
- Pathways Mentoring Program – pairs undergraduate and graduate students with a faculty mentor
- Building Mentoring Capacities Workshop Series – a program for faculty and staff mentors interested in developing equitable mentoring practices
- Action Research Collective – a program that helps minority graduate students develop research skills.

In 2020-21, the **Pathways Mentoring Program** had 48 student mentees who regularly met with mentors and attended professional development workshops. Three Building Mentoring Capacities workshops were held with a total of 125 attendees. The Action Research Collective has 16 participants who attend biweekly meetings to discuss research.

**Department of Elementary Education**

This year, the department:
- Developed a reference guide to help facility review and update syllabi ensuring inclusivity
- Developed a tool to **decolonize syllabi/courses**
- Held several **“courageous conversations”** to build a learning community among faculty to learn more about antiracism and social justice
Human Resources

Piloted in Spring 2021, the **Leadership Excellence and Development (LEAD)** Academy has graduated 39 employees from its first two cohorts, representing all eleven Vice Presidential areas of the University. The LEAD Academy includes four modules and 16 courses which include five learning assessments. The program concludes with presentation of an impact project and graduation.

**Strengths-based training began in late Fall of 2020**, and Gallup Engagement training began in Spring 2021. These trainings have been provided in Academic Affairs, Business Affairs, Student Affairs, the Foundation, Athletics, and Enrollment Planning and Management.

Ball State recently partnered with Academic Impressions, an organization specializing in **professional development resources for higher education administrators**. This partnership provides all faculty, staff, and students at Ball State with membership access to a host of training resources designed specifically for professionals working in higher education. Topics range from skills-based training for professionals in all areas of higher ed to leadership training such as supervision; personal effectiveness; diversity, equity, and inclusion; and more.
Student Affairs

The division’s diversity plan was revised to align with the University’s Inclusive Excellence Plan and includes recruitment and retention of staff as a high priority.

Vice Provost for Academic Affairs

To assist spouses and partners of prospective employees find meaningful employment on our campus and in the community, the University created the Campus Community Collaborative website that allows partner employers to provide overview information, current openings, and contact information.

The Office of Community Engagement created a “Welcome to Muncie” brochure that targets new faculty and is available on the Office of the Vice Provost for Academic Affairs’ website.
With the new Ball Family Leadership Legacy Fund for Women, the Foundation is able to honor women who are visionaries and contributors to our community.

The fund recognizes the history of outstanding women who have served Ball State. It awards professional-development scholarships to eligible female-identifying administrative, support, and service staff members to further sharpen their skills, talents, and leadership abilities.

In April 2020, the Student Affairs Awards Ceremony was held virtually to recognize and celebrate Student Affairs employees and graduate assistants who performed exemplary work that aligned with Ball State’s Enduring Values. Awards included professional, new professional, graduate assistant, and support staff of the year.

The division also presented awards for: Excellence in Student Health & Safety, Excellence in Assessment, Evaluation, & Research, Excellence in Training & Staff Development, Inclusive Excellence Award, Silo Buster Award, Kay Bales Aspiring Leader Award, Mentor of the Year, and the Jack Beyerl Lifetime Achievement Award.

The goals of the award ceremony are to:

- Reduce turnover and optimize retention and satisfaction within Student Affairs.
- Celebrate the contributions of staff who exemplify the University’s Enduring Values.
- Build a culture of gratitude, recognition, and celebration within the Division.
- Inspire colleagues and peers.
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

University Senate

The University underwent an extensive review of shared governance and the Constitution of the University Senate. After seeking feedback from all campus constituents, a restructuring of University Senate was proposed and implemented to reduce committee responsibility redundancies, decrease time commitment of individual governance members, and increase overall council participation and council efficiencies.

The Councils (Faculty, Professional Personnel, and Student Government Association) reviewed and continue to refine reporting committee membership and roles. University Senate, as well as its Councils and Committees, continue to review the Faculty and Professional Personnel Handbook for the purpose of clarifying and updating policies.

Student Affairs

A small team of staff from student affairs, general counsel and external counsel have reviewed and proposed edits to policies to align with the Freedom of Expression statement adopted by the Board of Trustees in January 2020 and current legal precedence. Drafts of the policies (formerly known as Appendix N and Appendix S of the Student Code of Rights and Responsibilities) are being reviewed and will be routed for approvals by the end of the academic year.
Ball State’s Ginn Woods became the state’s newest nature preserve. Ginn Woods is Indiana’s second-largest protected old-growth forest. The land is 161 acres and is the largest and highest quality woodland in East Central Indiana. Ginn Woods is located along the Mississinewa River corridor in a agricultural and unincorporated area in northern Delaware County.

The land was obtained by Ball State starting in 1970 through a sale by Mary Baldwin McKinzie, a graduate of Ball State University and John and Sarah Ginn’s great-granddaughter. The deed shows a transfer price of $1 from the University. Ball State has protected and maintained its pristine, historic condition since.

College of Architecture and Planning
Each year students from the Estopinal College of Architecture and Planning compete in the U.S. Department of Energy Solar Decathlon Design Challenge. This year, CAP had two teams taking third place in two categories, the “Urban Single-Family” and “Elementary School” divisions. The purpose of the competition is to challenge students to design and build highly efficient and innovative buildings powered by renewable energy while accomplishing a blend of design and engineering innovation, market potential, building efficiency, and smart energy production.

Division of Business Affairs
Developed a new annual reporting process for The Sustainability Tracking, Assessment & Rating System (STARS). STARS is a transparent, self-reporting framework for colleges and universities to measure their sustainability performance.
Due to the new Guaranteed Admissions Agreement, Ivy Tech graduates in business administration may transfer directly into 11 business majors offered by Ball State’s Miller College of Business.

Previously, Ivy Tech students in business administration could directly transfer into two business majors: business administration or logistics and supply chain management. Both of the Ball State majors are offered on-campus and fully online.

Admissions

Department of Telecommunications

Concentration chairs meet with the department chair and associate/assistant each month.

Curriculum for the new Esports Production concentration was approved by the Undergraduate Education Committee in March, as were the new minor in Media Promotion and Management (20 credits) and the revised minor in Telecommunications (18 credits).

Division of Online and Strategic Learning (DOSL)

DOSL partnered with University Marketing and Communications and Enrollment Planning and Management to collect data and research on existing and new online programs.

Nutrition and Health Science

The dietetics program director conducts annual assessment of the Accreditation Council for Education in Nutrition and Dietetics (ACEND) knowledge foundations.

The Nutrition area faculty meet bi-weekly to discuss curriculum, pedagogy, and current issues.
The Office of the Dean securing funding to refurbish the TEACH Lab.

The funding request included 20 new desktops, 20 iPads with keyboard cases, 20 Chromebooks, and a variety of software and hardware to enhance student learning. These devices will modernize the curriculum of all courses taught in the lab and will support students in becoming well-versed with a variety of technologies they will use in their future classrooms.

Information Technology

Continues to engage in continuous review of technology maintenance and replacement schedules, focusing investments on infrastructure and staff needed to support the most critical university level strategic goals.

Meets regularly with Division of Online and Strategic Learning to explore and recommend new technologies for learning outcomes, along with strategies to increase satisfaction in tools and technologies in place.

With guidance from Education Advisory Board, Information Technology has developed a robust digital portfolio and lifecycle management process for evaluating, identifying, prioritizing, and assuring the enterprise extension and sustainability of high impact, scalable solutions.
Goal Five: Institutional and Inclusive Excellence

5I – Campus administrators use data analytics and robust management information to provide actionable insight that enhances student success and administrative effectiveness.

Chief Strategy Office

Developed the Academic Leadership Dashboard, which provides the provost, deans, and department chairs information to support program review and academic productivity.

Interactive student data filters allow users to answer business questions and compare the performance of various student sub-populations.

Dashboards provide trends related to:

- student admissions
- enrollments
- completions
- retention
- graduation
- employees

Platform provides stakeholders with actionable insight and analysis to help enhance decision-making across the colleges and departments.

Institutional Research and Decision Support (IRDS)

IRDS continues to expand the Academic Leadership dashboard that helps provide stakeholders with the right information, to make the right decisions, at the right time.

In addition, the platform provides stakeholders with actionable insight and analysis to help enhance decision-making across the colleges and departments.
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.

Department of Communication Studies

The department developed and posted content to align with key department and university events and connect with students/alumni.

Between Fall 2020 and Spring 2021, the department increased followership as indicated:

- Facebook - 4% (n = 668)
- Instagram - 10% (n = 450)
- LinkedIn - 4% (n = 372)

Marketing and Communications

Supported the University’s effort to **host, record, and publicize four roundtable discussions on Inclusive Excellence**. The series demonstrative Ball State’s prioritization of Inclusive Excellence.

Assessed/audited faculty successes across campus and leveraged faculty research experts for publicity purposes.

Developed **integrated marketing plans for each college** to help them communicate their strengths and distinctive attributes within the strategic position of the University.

The University began using **Twitch** which targets e-sports and gamers. It has vastly outperformed expectations and other vehicles. It was the strongest driver of traffic with the BSU spot yielding nearly 4,000 landing page visits.
Goal Five: Institutional and Inclusive Excellence

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

Division of Business Affairs

Using Workday Adaptive Planning software, the University Budget Office developed a new position control budget system to maintain and analyze personnel budgets.

Continue to review and appropriately amend existing Ball State budget policies, procedures and practice to align with the incentive-based budget model.
Ball State announced an additional $2.8 million gift from Charles W. Brown that will fund an outdoor performance and gathering space named the Brown Family Amphitheater. The Board approved a resolution to name the grand lawn amphitheater in honor of Brown, a 1971 graduate of Ball State and a longtime donor to the University. The construction of the Brown Family Amphitheater will be the next step in an ongoing transformation of Ball State’s campus. It will be located between Park and Pruis Halls and between Noyer and Woodworth Complexes. It will add to an already vibrant environment while enhancing the sense of place on campus.

Brown’s $2.8 million gift comes after an initial $250,000 gift to design the amphitheater. A longtime donor to Ball State, Brown generously supported the University and our students with the Charlie Brown BOLD Celebration Scholarship. Brown was also the lead donor for the Charles W. Brown Planetarium—the largest planetarium in Indiana—which opened in 2014.

Ball State Foundation

The University raised $36 million in annual donor commitments in FY21. This is the first time in history that donor commitments have been over $30M annually in three consecutive years. The $36 million raised this year was the University’s third best fundraising year in history.

One Ball State Day was awarded two Council for Advancement and Support for Excellence (CASE) 2020 Circle of Excellence Awards, which acknowledge superior accomplishments that have lasting impact. One of nearly 3,000 global entries among 100 award categories, OBSD was awarded a Gold award in “Marketing: Campaign — Fundraising,” and a Silver award in “Fundraising Flash Campaigns.”

One Ball State Day raised $779,253 and 9,012 in gifts.
Multicultural Center

Construction of the new Multicultural Center was completed this spring.

The 10,500-square-foot facility will provide services closer to where students live and study and will feature amenities designed to assist and support all students and to promote diversity and inclusion.

Military Science

ROTC recently received new equipment to meet the changing regulations for the physical fitness test.

Inclusive Excellence

In its recent “Wheels on Campus” edition, New Mobility magazine ranked Ball State among “ten schools that set the bar high” by offering “a wide range of inclusive opportunities in a truly accessible setting.” The magazine surveyed hundreds of colleges and interviewed more than 80 students in wheelchairs as well as university disability services leaders to inform its ranking.

Key indicators used by the magazine included Ball State’s wheelchair-friendly infrastructure, the percentage of accessible buildings, and the integrated accessible housing options. The magazine also scored Ball State’s personal assistance programs, adaptive sports and recreation opportunities, accessible on-campus transportation, and adaptive computer labs, among other criteria.
Facilities Planning and Management

The new Health Professions Building at Ball State University has earned a LEED Gold certification from the U.S. Green Building Council (USGBC), affirming the University’s commitment toward sustainable construction and environmental best practices. The 165,000-square-foot Health Professions Building opened in 2019 and is home to Ball State’s College of Health, including classrooms, labs, clinical spaces, community clinics, and more. The Health Professions Building is the seventh structure on campus to earn LEED Gold certification.

September 2020 conducted Campus Master Plan Survey. The current campus master plan was approved in 2015. Facilities Planning and Management is working with a consultant to update this plan to ensure that our current and future facilities align with the goals of our new strategic plan, Destination 2040: Our Flight Path.