



**BALL STATE
UNIVERSITY**

Destination 2040: OUR FLIGHT PATH

2022-23 Progress Report

Dear Colleagues and Friends:

The COVID-19 global pandemic was a challenge for everyone. I am pleased to report that our University endured this challenge and, indeed, emerged from the pandemic better and stronger as an institution.

In this annual report, you will discover many of the reasons why I believe that Ball State is better and stronger today—and why I believe that a brighter future awaits us.

My confidence stems from my appreciation that, throughout the pandemic, our faculty and staff remained dedicated to our mission of providing a premier education to our students.

We also continued to implement our strategic plan, *Destination 2040: Our Flight Path*.

Within these pages are highlights of recent measurable progress we have made toward our University's ambitious goals for our second century.

Today, we build upon our excellent reputation for academic quality and innovation across a wide range of disciplines and programs. Our vibrant campus continues to grow and evolve. And our financial condition remains sound as benefactors and graduates give back to our University in record numbers.

These outstanding outcomes are the product of our dedicated faculty and staff, our committed students, and our engaged alumni, all of whom embody the enduring values that guide the implementation of our strategic plan.

Because of them, we are able to define what makes this institution distinctive.

We are able to proudly proclaim ourselves to be Ball State University.

Sincerely,



Geoffrey S. Mearns
President



“Our University’s strategic plan enables us to prepare our students for fulfilling careers and inspire them to lead meaningful lives, while strengthening our community, providing economic and social benefit to our region and state, and offering leadership by example across our country and around the world.”

Recent Highlights



University Enrollment

The size of the Fall 2023 freshman class increased by 9.7% from Fall 2022.

Career Outcomes

Students who graduated in May 2022 reported the following placement outcomes:

- 94% career placement rate
- 83% employed in their field of study
- 78% work in Indiana

Fundraising in FY23

Ball State University celebrated a record-breaking year of fundraising with more than \$58 million in new gifts and commitments.

Rankings and Recognitions

- The Princeton Review has named Ball State one of the best universities in the Midwest for 18 years.
- Ball State received a Higher Education Excellence in Diversity (HEED) Award from Insight into Diversity for eight years running.
- For 12 years, Ball State has been named a Military Friendly School by VIQTORY.
- In 2023, Forbes ranked Ball State University as the fourth-best midsize employer—and the only recognized education institution—in the State of Indiana.
- In 2023, Ball State President Geoffrey S. Mearns was named the recipient of the National Association of Colleges and Employers (NACE) Career Champion Award.
- Recent Ball State graduates Imani Brissett and Sawyer True participated in the 2023 Kennedy Center American College Theatre Festival in Washington, D.C. Imani won The College of Fellows Jane Alexander Award for Acting.

- The U.S. Department of Energy declared Ball State's R. Wayne Estopinal College of Architecture and Planning (ECAP) as the 2023 International Build Challenge winner in the Solar Decathlon competition.



Miller College of Business (MCOB)

- Our Master of Business Administration (MBA) program was ranked 19th in U.S. News & World Report's 2023 "Best Online Programs."
- The Entrepreneurial Management program was ranked Top 25th in the nation by The Princeton Review and Entrepreneur magazine.
- Ball State is one of only 34 universities worldwide to be designated a Global Center of Insurance Excellence by the International Insurance Society.
- The Center for Professional Selling is one of only 37 full-member schools with the University Sales Center Alliance. The center's annual Sales Career Fair is one of the largest in the country.



R. Wayne Estopinal College of Architecture and Planning (ECAP)

- Architecture students and other disciplines partner with local community groups each year to create sustainable home concepts for a U.S. Department of Energy competition. All eight teams have been national finalists, with two placing first and second.

College of Communication, Information, and Media (CCIM)

- The Center for Information and Communication Sciences (CICS) is leading the way in high-impact, accessible graduate technology education.
- CICS is ranked 12th for online graduate IT programs by U.S. News & World Report. With a 90% placement rate, CICS has 2,000 alumni globally, many in Fortune 500 companies.
- CICS is now the first university program in the country to partner with Amazon Web Services (AWS) Academy to deliver its inaugural Cloud Practitioner curriculum.



College of Health (CoH)

- U.S. News & World Report ranked Nursing 24th in its 2023 “Best Online Programs” in the country.
- Ball State offers Indiana’s only advanced generalist Master of Social Work to fill the need for professionals at nonprofits, community mental health centers, hospitals, community corrections institutions, and long-term care centers.
- Students in the Interprofessional Community Clinics each year deliver more than 13,000 hours of speech pathology, audiology, and counseling services, as well as healthy lifestyle coaching to 2,300 community residents.



Graduate School

- Six Ball State online programs are ranked in the Top 25 in U.S. News & World Report’s 2023 “Best Online Programs:” Special Education (seventh); Information and Communication Sciences, Curriculum and Educational Technology, and Educational Administration and Supervision (each 12th); MBA (19th); and Nursing (24th).

Athletics

- For the first time since 2003, the Cardinals in 2022-23 earned the prestigious Jacoby Trophy, awarded annually to the Mid-American Conference (MAC) school whose women's teams finish first in the league's cumulative standings.
- Ball State's men's teams finished second in the race for the Reese Trophy, presented annually to the league's top-performing men's department. It was the first 1-2 finish for the Cardinals in the MAC trophy hunt since 2001.
- Ball State was the winner of the 2021-22 MAC Institutional Academic Achievement Award. For this award, presented annually to the MAC institution which achieves the highest overall grade-point average for its student-athletes, the Cardinals posted an overall GPA of 3.353 for the 2021-22 academic year, based on 318 students in 17 sports.

- Ball State earned regular-season conference titles in women's volleyball, gymnastics, and men's volleyball. Baseball, women's tennis, and outdoor track & field all won their respective MAC championships, while men's golf and women's basketball advanced to postseason competition. The Cardinals sent individual student-athletes to NCAA competitions in swimming & diving, as well as indoor and outdoor track & field.



- It was a notable year on the hardwood for the Cardinals thanks to a pair of 20-win seasons by the Ball State basketball programs. Their play brought excitement and plenty of fans to Worthen Arena, as they combined for a 27-3 record at home. Their 46 wins on the year were the second-best combined total in school history, trailing only the 47 wins in 2001-02. The women's team (26-9) earned a berth to the WNIT for the 11th time since 2002.
- Gymnastics tallied nine of the ten highest team scores in program history and claimed a share of the program's first-ever MAC regular season championship. Suki Pfister was one of five Ball State individuals to compete in the second round of NCAA Regionals and became the first WCGA All-American in school history.
- The Spring saw the Cardinals baseball team slam its way to the MAC Tournament title and earn an automatic bid to the NCAA Tournament for the first time since 2006.



- It was also a banner year for the women's track & field program. Not only did the team claim its first MAC Outdoor Championship title since 2001, but the program produced two All-American performers in Charity Griffith, who captured the national high jump championship, and Jenelle Rogers, who placed fifth nationally in the heptathlon. In earning Ball State's first national championship since 1999, Ms. Griffith stunned the high jump field while blowing past her own personal best and school-record mark of 1.85 meters, eventually clearing 1.93 meters to set a new Ball State record.

GOAL 1 Undergraduate Excellence and Innovation

186 Priorities for Action
(PFA) across campus

Our University provides a premier on-campus undergraduate experience.

Goal 1 Measuring Impact:

Department of Social Work (1A)

PFA: The Department of Social Work conducted robust data tracking on the recruitment, retention, and success of its undergraduate majors.

Measured: Progress via Argos reports was measured for the number of majors and minors in the department.

Outcomes: The Social Work department has 297 Social Work majors, 67 minors, and 15 Gerontology minors. Their largest BSW class graduated in Spring 2023. All BSW students currently have four-year degree plans, with over 90% of students maintaining a four-year degree path.

Student Affairs

PFA: Provide robust and engaging first-year student transition experiences to promote a student sense of belonging and connections to the University. Increase participation in Summer Bridge programs, Weeks of Welcome, Student Organizations, Living and Learning Communities, and Commuter programs.

Measured: Increase the number of participants in transition experiences.

Outcomes: Nineteen percent of the Fall 2023 incoming first-year student cohort participated in at least one on-campus Summer Bridge or Jump Start Program. This is an increase of 2 percent (N98) compared to Fall 2022.

The new CARDS Summer Bridge program for students with disabilities was launched in Summer 2023.

Weeks of Welcome: The University encouraged all first-year students to connect to Ball State's people, places, and traditions through its Weeks of Welcome programming. A total of 14,668 attendees participated in 15 Weeks of Welcome events held during the first two months of the Fall 2023 semester.



GOAL 1 Undergraduate Excellence and Innovation

Our University provides a premier on-campus undergraduate experience.

Student Affairs

PFA: Engage students in identifying and connecting with alumni mentors and coaches.

Measured: Increase engagement with Cardinals Connect.

Outcomes: The number of students in Cardinals Connect increased from 339 in 2021 to 3,261 in 2023, an 862% increase. The number of known mentoring partnerships has increased from 273 in 2021 to 1,154 in 2023, an increase of 323%.

Other 2023 Goal 1 accomplishments across campus:

College of Communication, Information, and Media (CCIM)

- CCIM's online MS in Information and Communication Sciences improved its U.S. News & World Report ranking to 12th nationally.
- CCIM students won the annual Indiana Speech Tournament for the 13th consecutive year.

R. Wayne Estopinal College of Architecture and Planning (ECAP)

- ECAP students received national awards and grants in the interdisciplinary DOE Solar Decathlon competition, in which Ball State took top honors in April 2023 for the "Alley House" local build project (built in the Englewood Community of near east side Indianapolis).

College of Sciences and Humanities

- There were 11,733 students who enrolled in classes with a High Impact Practice (HIP) in Spring 2023. This is a 2% increase in enrollment from Spring 2022.
- The Department of English had 160 students in majors with career readiness components.



College of Fine Arts (CFA)

Senior Ball State Musical Theatre student Imani Brissett was named the National Irene Ryan Award winner for the United States after being selected the Region III Ryan Award recipient in January. His National Award earned him \$3,500 while his Region III win helped him earn a trip to the Kennedy Center National Festival in April and a \$500 scholarship.

GOAL 1 Undergraduate Excellence and Innovation

Our University provides a premier on-campus undergraduate experience.

College of Health

- Students in the School of Kinesiology's EXSC 301 class participated in the "Henry Gets Moving" Public School Engagement project, which provided nutrition and physical activity programming to local elementary schools. Seventy-three Ball State students worked with 280 students in surrounding elementary schools.
- In their High Impact Practice (HIP) courses, students in the Physical Education and Health Teacher Education (PEHTE) program work directly with up to 45 local pre-K and elementary school-aged children.

Honors College

- In December 2022, Honors College signed its first articulation agreement with Ivy Tech Honors, securing a pathway for dozens of transfer students—40% of whom are from underrepresented backgrounds—to join Ball State's Honors program.

Teachers College

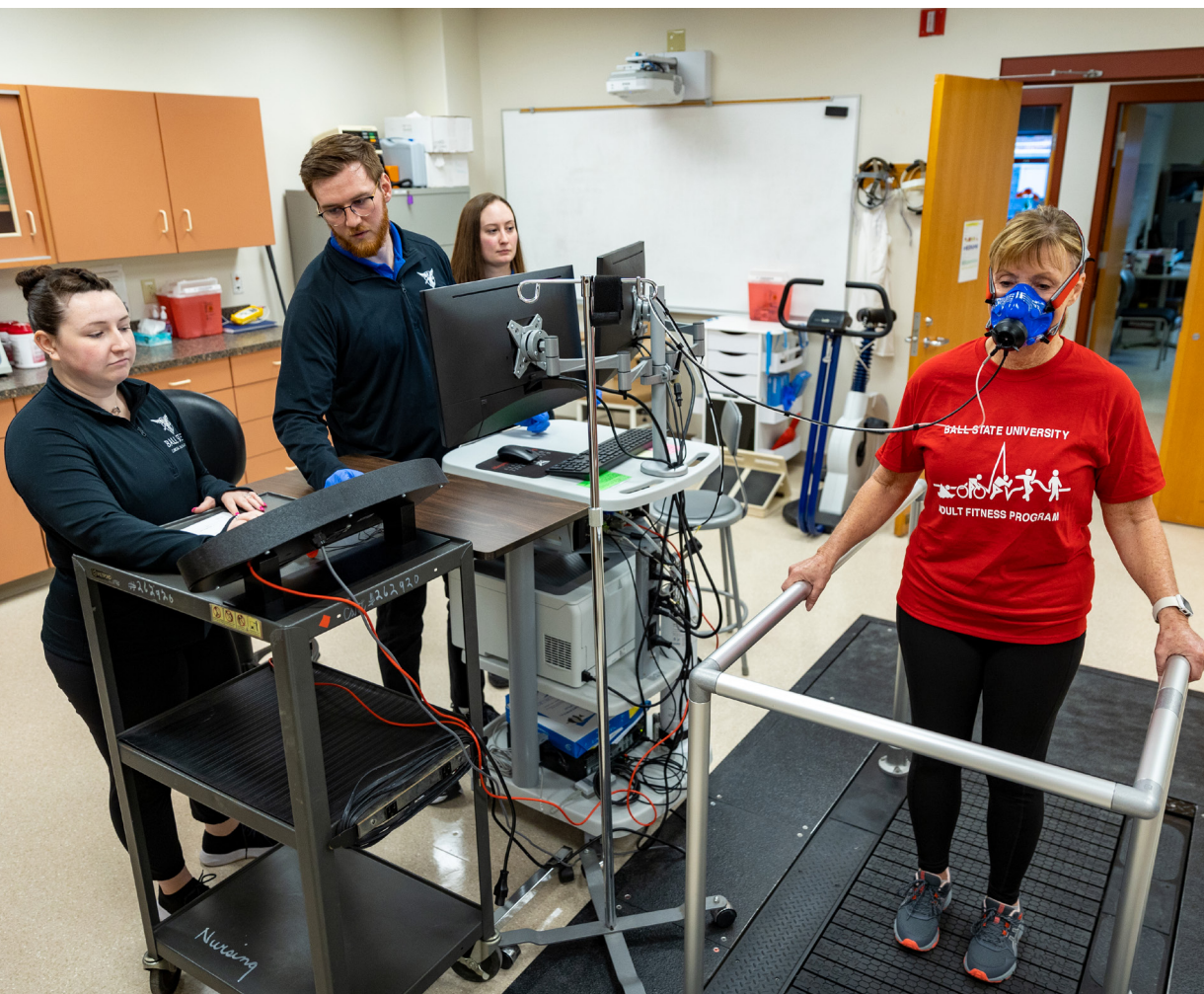
- The largest major within Teachers College, Elementary Education, increased retention to 96% from Fall 2022-Spring 2023.
- The majority of all Teachers College undergraduate students are engaged in at least one HIP or Immersive Learning course through practicum experiences and student teaching.



GOAL 2 Graduate Education and Lifetime Learning

87 Priorities for Action
(PFA) across campus

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



Goal 2 Measuring Impact:

School of Kinesiology

PFA: The School of Kinesiology offers high-demand graduate degrees and credentials in fields that align with expertise.

Measured: The department tracked the number of applications, post-graduation placement rate, number of certificates, micro-credentials, and alternative credentials awarded.

Outcomes: The Master's of Clinical Exercise students had a 100% graduate placement; the Master's of Sport and Exercise Psychology (SEP) program is one of a few programs in the country to offer a dual degree with Counseling; and the number of applications is up in two graduate programs (SEP and Athletic Training [AT]).

Success Stories: Through interactions with the directors of programs and research laboratories, our University has received compliments for how well Ball State students are prepared for their positions both in academia and industry. The Biomechanics program has been able to stay current with technology and continues to produce graduates prepared for both academia and employment in fields related to the field of biomechanics and kinesiology.

GOAL 2 Graduate Education and Lifetime Learning

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

Other 2023 Goal 2 accomplishments across campus:

R. Wayne Estopinal College of Architecture and Planning (ECAP)

- ECAP developed and launched a new Certificate in High Performance Building Design through the Department of Architecture.



Graduate School

- The Pathways Undergraduate Research Fellowship awarded funding to five undergraduate students to carry out research with their Pathways mentors.
- The Action Research Collective engaged 18 graduate students across five academic colleges on a participatory action photovoice study, interviewed 22 graduate students, and collected more than 300 photos illustrating Ball State graduate students' supports, needs, obstacles, and successes.

College of Sciences and Humanities

- The Master's in Data Sciences is now active. Currently, there are 81 active students enrolled in the Data Science master's program.

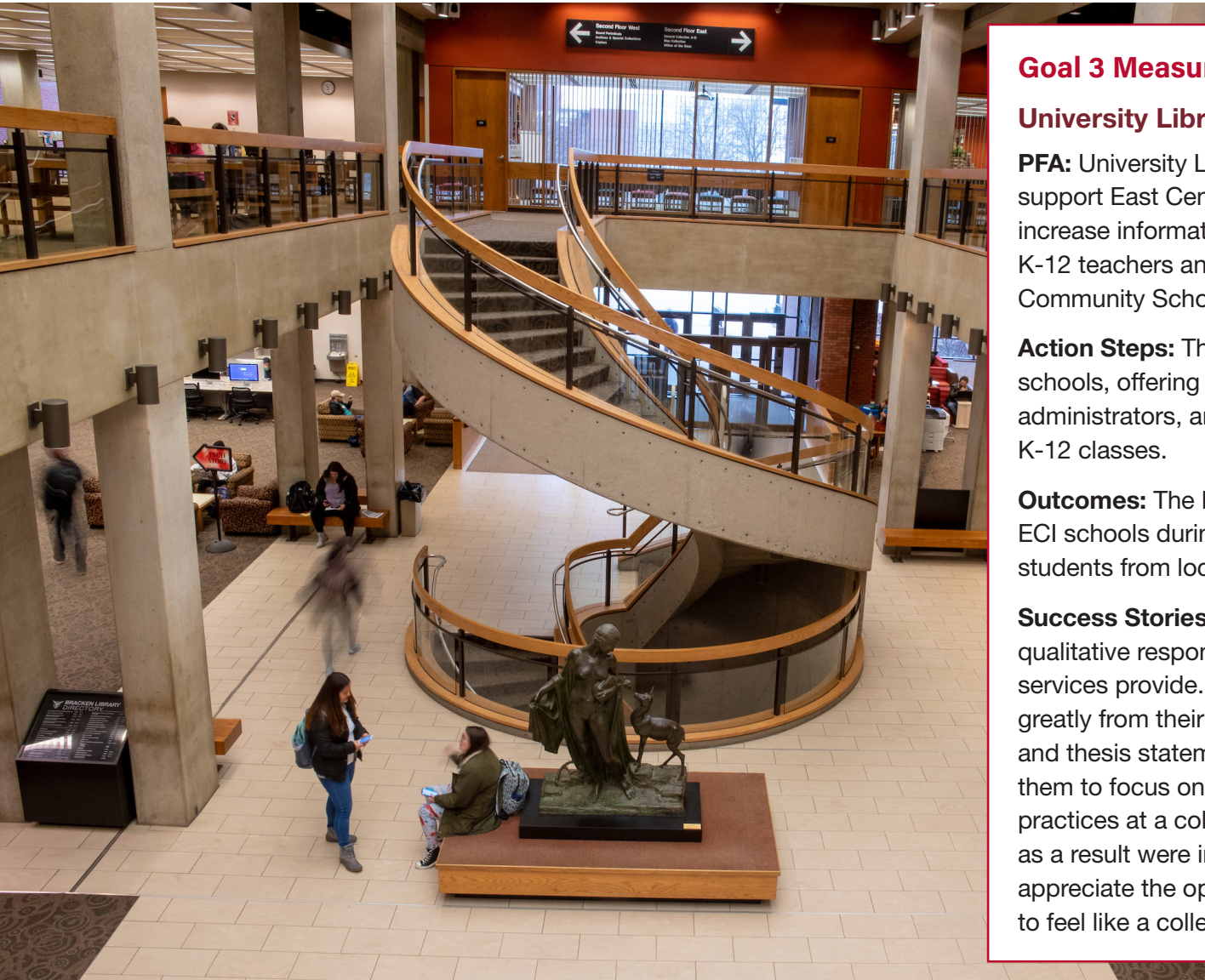
Teachers College

- Teachers College has earned top rankings from U.S. News & World Report's "Best Online Programs" since the publication's first rankings in 2013. Online programs in Teachers College recognized are:
 - Master's in Special Education (7th)
 - Master's in Curriculum and Instruction Program (12th)
 - Master's in Educational Administration and Supervision (12th)
 - Veterans programs (14th)

GOAL 3 *Community Engagement and Impact*

95 *Priorities for Action
(PFA) across campus*

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



Goal 3 Measuring Impact:

University Libraries (3A)

PFA: University Libraries identified a priority of action to support East Central Indiana (ECI) K-12 library services and increase information and digital literacy outcomes among ECI K-12 teachers and students with special emphasis on Muncie Community Schools.

Action Steps: The Libraries offered its resources to ECI schools, offering workshops to ECI librarians, teachers, and administrators, and offering information literacy sessions for K-12 classes.

Outcomes: The Libraries offered 13 instruction sessions for ECI schools during AY 23, serving 263 local high school students from local K-12 schools.

Success Stories: The participating K-12 teachers, through qualitative responses, evidenced the value that the Libraries services provide. One teacher stated, “My students benefited greatly from their time at Bracken. They arrived with a topic and thesis statement, and the morning experience allowed them to focus on their research and learn about accepted practices at a college level. The papers they submitted as a result were incredibly successful efforts. I very much appreciate the opportunity for my college-bound seniors to feel like a college student for the day.”

GOAL 3 *Community Engagement and Impact*

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

Other 2023 Goal 3 accomplishments across campus:

College of Fine Arts (CFA)

- CFA held a free performance of “The Nutcracker” (featuring Dance students and the Ball State Symphony Orchestra), with 1,500 students from Muncie Community Schools attending the Dec. 9 event.

College of Health (CoH)

- More than 100 CoH students, faculty, and staff attended 54 community events offered by 22 unique organizations in East Central Indiana. Students and staff connected with more than 2,100 community members at these events, offering health education services, health screenings, and health-related activities.
- As part of their Interprofessional Education and Simulation missions, the East Central Indiana Area Health Education Consortium and Second Harvest Food Bank of East Central Indiana sponsored two poverty simulations for 112 CoH students and 48 Ivy Tech students.

College of Sciences and Humanities

- English 350 and Math 350 content pedagogy courses were taught on-site at Muncie Central High School.

College of Communication, Information, and Media (CCIM)

The “Clear Reception with David Letterman” documentary debuted at a May 1, 2023, event featuring Mr. Letterman. Produced by CCIM students, the documentary chronicles the famous Ball State graduate’s foray into glass making, a program offered at our University.



GOAL 3 *Community Engagement and Impact*

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

Urban Planning

- Urban Planning students collaborated with community members in Selma, Ind., to deliver a comprehensive plan for the community.

Miller College of Business

- The Department of Accounting continued to provide volunteer income tax assistance (VITA program) and continuing professional education for the community. More than 350 individual returns were prepared, and two CPE courses were taught.

- The Department of Management and Entrepreneurship Center hosted 30 Entrepreneurs-In-Residence. Successful entrepreneurs and subject-matter experts from the community were on campus and held open office hours to interact with students and help entrepreneurial students with their business models.

Teachers College

- Thanks to the MCS partnership and collaboration with TC faculty members, the Indiana Department of Education extended the Muncie P3 afterschool program: 21st Century Community Learning Center Expansion Grant for another three years. The Muncie P3 program includes an afterschool enrichment program for kindergarten through fifth-grade children, which provides complementary, hands-on, supportive experiences to supplement children's school experiences.



GOAL 4 *Scholarship and Societal Impact*

69 *Priorities for Action
(PFA) across campus*

As a public research institution, our University recruits and retains outstanding faculty and staff who engage in scholarship—of discovery, integration, application, and teaching—that garners national and international recognition, attracts external resources, and improves lives.

Goal 4 Measuring Impact:

Department of Biology (4A)

PFA: The Department of Biology recognized and rewarded faculty and staff who engage in scholarship funded through federal, state, private, and other external entities.

Outcomes: The Department of Biology faculty received \$1.9 million in external funding over the past two academic years.

Success Stories: The Department of Biology has more active National Institutes of Health (NIH) and National Science Foundation (NSF) grants than at any time during its history.



GOAL 4 *Scholarship and Societal Impact*

As a public research institution, our University recruits and retains outstanding faculty and staff who engage in scholarship—of discovery, integration, application, and teaching—that garners national and international recognition, attracts external resources, and improves lives.

Other 2023 Goal 4 accomplishments across campus:

College of Health (CoH)

- An interdisciplinary team of CoH researchers and educators was funded \$380,000 by the Indianapolis African American Quality of Life Initiative for the team's proposal, "Mental Health Education for Blacks and African Americans through Pipeline Generation and Community-Based Interventions."



College of Sciences and Humanities

- The most recent faculty recipient of major National Science Foundation grants is Dr. Jessica Ward, associate professor of biology.
- Dr. Liu Li, associate professor of Chinese, obtained a Department of Defense Startalk Grant for \$123,274.49.
- Dr. Chin-Sook Pak, associate professor of Spanish, was awarded the 2022 AATSP (American Association of Teachers of Spanish and Portuguese) Outstanding Scholarly Publication Award for the article, "Exploring the Long-term Impact of Service-Learning: Former Students of Spanish Revisit their Community Engagement Experiences," published in *Hispania* 103.1 (2020): 67-85.

Teachers College

- TC received \$7.4 million in external funding in 2022 and \$5.3 million in external funding for 2023.

GOAL 5 Institutional and Inclusive Excellence

173 Priorities for Action (PFA) across campus

Our University is distinguished for institutional effectiveness and inclusive excellence across all dimensions of our work and for having a positive and vibrant culture of well-being that helps our faculty and staff lead engaged and meaningful lives.

Goal 5 Measuring Impact:

Student Success and Vice Provost for Academic Affairs (5I)

PFA: The Student Success and Vice Provost for Academic Affairs teams developed data platforms for student support and faculty engagement.

Measured: The number of faculty and staff trained and onboarded in EAB Navigate; development of dashboard for seamless utilization of Navigate and Canvas. This resulted in an increase of faculty members using Navigate.

Outcomes: EAB Navigate was rolled out in Fall 2022. Institutional Research and Decision Support (IRDS) deployed data dashboards in Spring 2023, integrating Faculty Success (formerly Digital Measures) with faculty profiles, resulting in faster reports, better data, and more data for community engagement.

Success Stories: As part of the rollout, faculty and staff training and resources were developed and deployed. Additionally, a schedule for early alert and midterm progress reporting was created. A dashboard for advisors to seamlessly toggle between data available through Canvas while in EAB Navigate was deployed in Spring 2023.



GOAL 5 *Institutional and Inclusive Excellence*

Our University is distinguished for institutional effectiveness and inclusive excellence across all dimensions of our work and for having a positive and vibrant culture of well-being that helps our faculty and staff lead engaged and meaningful lives.

Other 2023 Goal 5 accomplishments across campus:

College of Communication, Information, and Media

- Dr. Adam Kuban (producer) and Dr. Jennifer Palilonis (executive producer) of the School of Journalism and Strategic Communication received the 54th Annual Central Great Lakes Emmy Awards nomination in the Diversity/Equity/Inclusion category for “Match Point 2.0: The Rise of HBCU Men’s Volleyball.”

Construction Management and Interior Design

- In Spring 2023, four student teams competed, and one individual competition was entered. One team participated in the final HIVER student competition in cooperation with Mansoura University in Egypt; one team entered the Associated Builders and Contractors (ABC) Student Competition, one team entered the National Association of Homebuilders (NAHB) Student Competition; and one team submitted an entry for the ELECTRI International Challenge for NECA Student Chapters called the Electrical Contracting Innovation Challenge (ECIC).



GOAL 5 *Institutional and Inclusive Excellence*

Our University is distinguished for institutional effectiveness and inclusive excellence across all dimensions of our work and for having a positive and vibrant culture of well-being that helps our faculty and staff lead engaged and meaningful lives.

College of Fine Arts

- The College of Fine Arts hosted its first Inclusive Excellence Speaker, Mali Simone Bacon, for a lecture titled, “Is DEI Over?” in which she discussed the powerful intersection between the arts, civic pride, and the race toward equity.

College of Sciences and Humanities

- The new Department of Women’s, Gender, and African American Studies is now established.

Division of Business Affairs

- A Leave Donation program was developed to assist employees who have serious health conditions and require additional support once they exhaust all other paid leave options. Thanks to this program, 14 employees received assistance.
- The Employee Emergency Fund was developed to financially assist employees who have experienced traumatic events resulting in major personal emergencies. The fund is increasing due to One Ball State Day emphasis and promotion.
- An Inclusive Excellence Hiring Guide was developed, published, and promoted, providing hiring managers and search committees with consistent search guidance in a one-stop source. Search committee training has been revamped around this new hiring guide.



- Through the LEAD Academy, emerging leaders are given additional support and understanding of themselves and University operations, as well as different approaches and tools for managing and leading. LEAD Academy has had five cohorts for a total of 101 participants trained. Six LEAD participants have been promoted since participating in the program.

PFA_s ACROSS CAMPUS

STRATEGIC IMPERATIVE		PFA _s REPORTED
Goal 1 – Undergraduate Excellence and Innovation		186
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.	43
1B	Our academic advisors, along with faculty and other staff, guide first-year students to discover their strengths, interests, passions, and purpose.	8
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.	6
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.	25
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 societal issues or global challenges that engages students with people across diverse disciplines, cultures, and thought.	39
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.	18
1G	Our alumni and partners engage with and provide opportunities for students in a variety of ways and settings that enrich the undergraduate experiences.	24
1H	A more diverse University community—students, faculty, staff, and alumni—enriches the campus experience and improves educational outcomes for all of our students.	23

STRATEGIC IMPERATIVE		PFA _s REPORTED
Goal 2 – Graduate Education and Lifetime Learning		87
2A	Our University identifies and offers high-demand degrees and credentials in fields that align with our current and potential expertise.	27
2B	We offer a strategic portfolio of superior on-campus and online graduate programs.	21
2C	Our innovative and robust educational offerings and delivery methods—including baccalaureate and postbaccalaureate micro-credentials, short-term learning modules, professional licensure workshops, and enrichment opportunities—accelerate career fulfillment and enhance personal development and well-being.	21
2D	We meet the diverse needs of individuals, employers, and organizations by allowing them to customize their education to specific learning objectives and interests.	12
2E	Every graduate has access to a coach or mentor who helps that graduate develop, implement, and execute a lifetime learning plan.	6

PFA_s ACROSS CAMPUS

STRATEGIC IMPERATIVE		PFA _s REPORTED
Goal 3 – Community Engagement and Impact		95
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.	14
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.	39
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.	9
3D	We collaborate with external partners to implement a regional plan to improve population health and well-being.	21
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.	12

STRATEGIC IMPERATIVE		PFA _s REPORTED
Goal 4 – Scholarship and Societal Impact		69
4A	We recognize and reward faculty and staff who engage in scholarship that is funded through federal, state, private, and other external entities.	43
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.	4
4C	We recognize and reward teacher-scholars who integrate their scholarship with their teaching.	22

PFA_s ACROSS CAMPUS

STRATEGIC IMPERATIVE		PFA _s REPORTED
Goal 5 – Institutional and Inclusive Excellence		173
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.	27
5B	Faculty and staff are empowered through ongoing professional development, leadership programs, career advancement opportunities, and other resources that enhance employee and personal well-being.	20
5C	Our human resource policies, procedures, and business processes enable us to recruit and retain outstanding people.	25
5D	We recognize and reward our employees for using their expertise, creativity, and collaborative spirit to improve accountability, productivity, effectiveness, and efficiency.	4
5E	Our flexible and accountable governance structures improve our responsiveness and ability to make timely decisions.	1
5F	Faculty, staff, and students advance our legacy of environmental stewardship.	1
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.	40
5H	Our people, processes, technology, policies, and infrastructure are strategically aligned to support academic excellence and enable operational efficiency and effectiveness.	12
5I	Campus administrators use data analytics and robust management information to provide actionable insight that enhances student success and administrative effectiveness.	12
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.	17
5K	Our incentive-based budget model aligns our financial resources with our strategic priorities and encourages innovation and effective resource management.	9
5L	We create a campus culture of philanthropy and generate more philanthropic support for our University as a result of a comprehensive capital campaign.	4
5M	We design, renovate, and build flexible learning spaces that are conducive to innovative pedagogical models.	1
5N	Our updated campus master plan aligns with our mission, goals, strategic imperatives, and enduring commitments to environmental stewardship and inclusive excellence.	0

PFA TOTALS	Campus-Wide
Goal 1	186
Goal 2	87
Goal 3	95
Goal 4	69
Goal 5	173
TOTALS	610