

Strategic Plan 2007–2012



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Minutes from February 18, 2005

Members absent: Richard Bellaver, Marilyn Weaver

Provost Pitts convened the meeting at 7:30 a.m. The minutes of February 11, 2005, were approved.

Announcements

Heather Shupp announced that the website is up and running. A copy of the site was forwarded to Provost Pitts for her review and approval. (The photos of task force members are also on the site.) An e-mail message will go out announcing the site to the BSU community. Information has been sent to the *Alumnus* magazine.

Mrs. Shupp distributed research information from Strategic Marketing Services entitled "Exploring the Image and Reputation of Ball State." She asked members to review this research and direct questions to her.

Update from the Plan Review Subcommittee

Dr. Twibell reported that the subcommittee is reviewing 20–25 strategic plans from other institutions and will soon provide some feedback. The subcommittee will meet today.

SWOT Analysis on Wessel, Whitaker, and Balogh Reports

For the remainder of the meeting, Dr. Sabatine led the group through a SWOT analysis (strengths, weaknesses, opportunities, and threats) based on the reports of the previous two meetings. This analysis will be added to the one distributed on the State Environment, and Dr. Sabatine, with the assistance of Lynne Cooper, will maintain an edited list of identified items.

Some of the strengths mentioned were:

1. Ball State's second-year retention rate and six-year graduation rate
2. Our ability to define our niche in comparison with that of peer institutions
3. Student/faculty ratio with lack of dependence on graduate students teaching undergraduates
4. A high presence in Indiana communities and in the schools
5. Students who have completed the Core 40 requirements
6. The teacher-scholar model
7. A balance between teaching and research
8. Quality of new faculty hired each year
9. SATs above the national average

Some of the weaknesses identified were:

1. A small percentage of international students
2. Second-year retention rate for African-American students
3. A low number of Hispanic faculty and students
4. Our dependence on Indiana students, particularly East Central Indiana students (about half of our students coming from 100 high schools each year)
5. Variability of marketing funding
6. Distribution of contract faculty (a high percentage in S&H)
7. Declining on-campus graduate student enrollment
8. The need for a new science facility
9. Low faculty salaries

Some of the opportunities mentioned would be:

1. Increasing the yield in the admission process
2. Changing our image out of state
3. Increasing research activity
4. Developing a national model in relation to graduate students (finding ways to involve them in teaching, but differently)

5. Marketing targeted programs like architecture nationally
6. Thinking of ourselves as a "suburb" of Indianapolis for recruiting purposes, particularly for graduate programs, and marketing accordingly
7. Emphasizing the total compensation for faculty (salary plus benefits)
8. Helping community colleges develop a stronger faculty through the certificate program in college teaching, etc.
9. Defining ourselves more specifically, visioning what we want to be

Some of the threats identified were:

1. Our place in the middle of "Ball State University Peers Information" (tables presented on 2/11/05)
2. Competition for adult students from for-profits and area colleges (time-to-degree completion)
3. Perception problem of our distance from Indianapolis
4. "Underrepresentation" in 82 counties of Indiana
5. Limited marketing dollars
6. Shrinking number of faculty going after grants, even though our success rate is great (risk-aversiveness)
7. Competition with institutions elsewhere in faculty load
8. Quality of transfer students (transfer of credit)
9. Need for attention to different audiences in marketing

Dr. Pitts concluded the meeting by announcing that next week Tom Kinghorn will give a budget overview. If time allows, Frank Sabatine will report on Extended Education. She reminded the group that the schedule of upcoming meetings has been sent out. There will be no meetings on March 4 and 11. The next meeting is scheduled for Friday, February 25, 7:30-9:00 a.m., in the Forum Room. Provost Pitts adjourned the meeting at 9:00 a.m.

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