University President Leadership Profile
The next president of Ball State University will be an engaged, inspiring leader with a demonstrated commitment to Ball State's heritage, mission, and core values. The president will advance those values by building on the university's traditions and strengths, actively seeking consensus among all its constituencies, and exercising superb management and decision-making skills. The president will communicate effectively with both internal and external constituencies, articulating clearly and passionately Ball State's mission and strategic aspirations. She or he will work effectively with the chair and trustees of Ball State's board in pursuit of the strategic initiatives that will further strengthen the university and the community.

The president will embrace the faculty's commitment to excellence in teaching, underscored by quality scholarship and research, and understand the connections between the two. The president will strengthen and foster a vibrant and diverse community of students, faculty, and staff, enhancing relationships with alumni, parents, community leaders, elected officials, and others closely associated with the university. Finally, the president will lead by modeling character, passion, integrity, and the pursuit of knowledge.

The president's principal duties are to:

• articulate and advance the mission and core values of Ball State University
• ensure that the university pursues and achieves excellence in its academic endeavors, including but not limited to quality undergraduate and graduate academic offerings, regional and national recognition of scholarly and creative activities of the faculty, and the achievement and success of its students
• work closely and collaboratively with the leadership and governance units of Ball State, regularly reviewing and refining Ball State's strategies for continued success
• appoint such executive officers and administrative leaders as deemed necessary
• personally interact with local, regional, state, and federal elected officials to further their appreciation for the value that Ball State University provides to the citizens of Muncie, Delaware County, and the state of Indiana
• strengthen partnerships with the business community, area school districts and other institutions of education, and residents of the local and regional communities, with an entrepreneurial spirit that helps build new revenue streams and increases student achievement
• encourage alumni involvement in the university and its activities
• lead aggressive efforts to raise funds from individual donors, private and nonprofit sources, state appropriations, government grants, corporations, and foundations; the president's principal role in this regard is to ensure that donors recognize the significance of their potential gifts and how those gifts will help the university accomplish its goals
Our History

Ball State’s tradition of innovation and entrepreneurship is rooted in the late 19th century, when Muncie business leaders envisioned a local college to help boost the city’s development. Among the visionaries were Frank C. Ball and his brothers, young New York industrialists who moved to Muncie looking to expand their glass container business. A small, private teacher training school opened in 1899. After the community’s efforts to sustain the college failed, the Ball brothers purchased the land and buildings of the defunct institution and donated them to the State of Indiana. This gift became the Indiana State Normal School Eastern Division, which opened in 1918 to meet Indiana’s need for more and better teachers.

In recognition of the Ball family’s generosity, the Indiana General Assembly changed the school’s name to Ball Teachers College in 1922 and then Ball State Teachers College in 1929. The winged statue Benevolence stands on the campus as a tribute to the family.

Growing a University

By the 1960s, the regional teachers college had begun to attract faculty from outside the Midwest, and students sought majors in areas such as business, architecture, and other emerging disciplines. Enrollment and funding surged with national trends, and new facilities and degree offerings were added. In 1965, the Indiana General Assembly renamed the college Ball State University, acknowledging its phenomenal growth in enrollment and facilities, the variety and quality of its educational programs and services, and the anticipation of the broader role it would play in the state’s future.

Building the Future

Today, Ball State’s entrepreneurial spirit continues to shine through numerous expansions and additions of degree offerings, technological resources, immersive learning opportunities, research, community outreach projects, and state-of-the-art facilities. These investments are preparing bright students to take advantage of current and emerging job opportunities, meet society’s most pressing needs, and serve the communities in which they will live and work.
As a public research university, we focus on students and high-quality, relevant educational outcomes. Disciplinary knowledge is integrated with application. We do this in a manner that fundamentally changes students, researchers, and our external partners, who look to the university for guidance. We transform information into knowledge, knowledge into judgment, and judgment into action that addresses complex problems.

—Ball State University Mission

National Recognition for Ball State University

Ball State is designated a doctoral university: higher research activity by The Carnegie Classification of Institutions of Higher Education. Respected organizations have recognized the university’s academic programs, cutting-edge facilities and technology, and commitment to sustainability. Here is a sampling:

• The Princeton Review has named Ball State one of the best universities in the Midwest for 11 years.
• Ball State earned the Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching.
• U.S. News & World Report ranked three graduate programs among the top 25 in the country in its 2016 “Best Online Programs”: education was 11th, MBA was 12th, and nursing was 23rd. U.S. News also ranked the online bachelor’s programs 34th.
• DesignIntelligence has consistently ranked our landscape architecture programs in the top 15 in the country. In 2015, the undergraduate program was ranked No. 8 and our graduate program, No. 12.
• Ball State students and faculty have won 54 Emmys. Our honors also include two gold Student Academy Awards.
• Since 2004, students from the Department of Theatre and Dance have been invited as national qualifiers to the yearly Kennedy Center American College Theater Festival (KCACFTF), one of the nation’s premier events for collegiate theatre programs.
• The Department of Chemistry has been ranked by the American Chemical Society (ACS) as one of the largest producers of ACS-accredited chemistry majors in Indiana and in the top 10 percent in the nation in the number of graduating ACS-accredited chemistry majors.
• Ball State students in the residential property management (RPM) program have consistently achieved 100 percent pass rates on two national certification exams.
• The University Professional & Continuing Education Association bestowed the Division of Online and Distance Education a UPCEA Strategic Innovation in Online Education Award in 2014.
• The Princeton Review named Ball State to its “Top 50 Green Colleges” list, part of its Guide to 353 Green Colleges: 2015 Edition. Recognized for the sixth year, Ball State is the first public institution in Indiana to be listed among the most environmentally responsible colleges and universities in the U.S. and Canada.
• The university earned a STARS Gold rating from the Association for the Advancement of Sustainability in Higher Education (AASHE). STARS—for Sustainability, Tracking, Assessment & Rating System—takes into account, among many other factors, social responsibility and an institution’s overall environmental stewardship.
• Ball State’s commitment to sustainability has also been recognized by the National Wildlife Federation, Kiwi magazine, Sierra magazine, and the International Sustainable Campus Network, and its Council on the Environment (COTE), the longest-standing green committee in Indiana’s higher education community, received a Lugar Energy Patriot Award.
• Victory Media, publisher of G.I. Jobs, STEM Jobs, and Military Spouse, has named Ball State a Military Friendly School for seven years.
• Campus Technology honored Ball State with two Innovator Awards in 2015. The Achievements app was recognized in the student systems and services category while The Traveler was honored in the education futurist category. The Traveler also was named the large organization winner in the PACT Wayfinding App Challenge.
• Ball State’s honors for providing a healthy workplace include Health Champion designation in 2016 from the American Diabetes Association, a November 2014 Gold Award from the American Heart Association, and Five Star AchieveWell recognition from the Wellness Council of Indiana.
About Muncie, Indiana

With a population of about 70,000, Muncie is a dynamic midsize city 58 miles northeast of Indianapolis. Ranked by realtor.com as the No. 1 most affordable college town and described by several national studies as a typical American community, Muncie offers the advantages of larger cities without the hassles and costs of living in major metropolitan areas.

Ball State’s cultural venues—including Emens Auditorium, Sursa Performance Hall, the David Owsley Museum of Art, the Charles W. Brown Planetarium, the Dr. Joe and Alice Rinard Orchid Greenhouse, and The Marilyn K. Glick Center for Glass—provide ample opportunities for arts and entertainment. The campus and surrounding community benefit from thought-provoking art exhibitions, top-flight theatrical performances, prominent speakers, and visits by well-known musical acts.

Muncie is home to many unique attractions including Minnetrista and Oakhurst Gardens, the National Model Aviation Museum, and Cardinal Greenway, a recreational trail for athletes of all kinds. The Muncie Symphony Orchestra offers first-rate programs featuring nationally known artists, and the Muncie Civic Theatre produces plays for all audiences. Downtown Muncie offers a lively arts scene along with shops and dining.

For outdoor enthusiasts, Prairie Creek Reservoir is a 1,252-acre man-made lake surrounded by 3,000 acres of rolling hills. The lake is stocked with a variety of fish. Boat docks are available, and a beach provides a popular summer swimming spot.

Residents also have easy access to big cities. Muncie is about an hour away from Indianapolis. Other cities within a few hours of driving include Chicago, Cincinnati, Dayton, Detroit, Louisville, and St. Louis.
Indianapolis

Indianapolis, the capital of Indiana, is the 12th-largest city in the United States. Located on land set aside for a state capital in the early 19th century, it was modeled after Washington DC, with streets radiating outward from the seat of government. Although it is not situated on a navigable body of water, the city’s central location—in relation to the state and to much of the country—has made it an important transport and distribution center since the 19th century.

Since the 1970s, Indianapolis, home to the NFL Colts and the NBA Pacers, has established a reputation as a sports center by constructing major athletic and visitor facilities and energetically promoting itself as a venue for a wide variety of amateur sporting events.

The city has hosted the NCAA Division I men’s and women’s basketball championships and the 2012 Super Bowl. However, its most famous athletic event remains the Indianapolis 500, held annually at the Indianapolis Speedway.

The city is also known for its outstanding dining and cultural options. Among its offering are The Children’s Museum of Indianapolis, Indianapolis Museum of Art and adjacent gardens and nature park, White River State Park, the Indianapolis Zoo and White River Gardens, the Eiteljorg Museum of American Indians and Western Art, Indianapolis Symphony Orchestra, and the Murat Theatre.
Academics

Ball State is home to seven colleges and will open an eighth this fall. More than 3,300 faculty members deliver top-notch instruction, pursue world-class research and creative endeavors, and provide exemplary service.
College of Applied Sciences and Technology

The mission of the College of Applied Sciences and Technology (CAST) is to enhance the quality and, when appropriate, the quantity of the educational and creative opportunities available through the departments of the college to students, faculty, and the broader community. This mission is carried out through teaching, research and creative activity, and public service.

The 2015–16 academic year saw the opening of the Dean Weidner Center for Residential Property Management and the Robert G. Hunt Center for Construction Management, both of which have significant philanthropic support.

The Weidner Center features interview rooms, a resource desk, and a public lobby with video monitors for marketing the program and industry. It is named for Dean Weidner, owner of Weidner Apartment Homes, whose gift is helping to expand the program and includes establishing the center. The residential property management (RPM) program has a very high industry placement rate for graduates. RPM students have consistently achieved 100 percent pass rates on two national certification exams. Students—typically sophomores and juniors—have the opportunity to earn the National Apartment Leasing Professional (NALP) designation. Ball State’s RPM program is approved by the National Apartment Association.

The 2,500-square-foot Hunt Center—a space transformed into an office environment found at major construction management organizations—is designed to foster teamwork. Construction management had a 100 percent placement rate of graduates this year. The center’s name honors the program’s strongest supporters, Diane and Robert G. Hunt, ’69. He is a national leader in innovation and excellence in the construction industry.

Students in other disciplines score high as well:

• Military science students had 100 percent successful completion of the Cadet Leader Course at Fort Knox.
• Students taking PRAXIS II licensure exams for technology teacher education and family and consumer science education exceeded the national average.

There has been a 140 percent increase in CAST undergraduate and graduate student engagement in research with faculty since 2012, and growth in undergraduate student participation is 121 percent.

The Child Study Center is accredited by the National Association for the Education of Young Children (NAEYC). The Department of Family and Consumer Sciences earned accreditation from the Council for Accreditation of the American Association of Family and Consumer Sciences.

The interior design program is accredited by the Council for Interior Design Accreditation, which less than one-third of interior design programs have, and the National Association of Schools of Art and Design. The apparel design program is also accredited by NASAD.

Allegre, Ball State’s popular student-operated restaurant, gives students an opportunity to learn everything from food preparation and presentation to restaurant management.
College of Architecture and Planning

The nationally recognized and highly ranked College of Architecture and Planning (CAP) brings together professional degree programs in architecture, landscape architecture, and urban planning plus interdisciplinary education in historic preservation, real estate development, and urban design.

CAP is built on a fundamental belief in hands-on, experiential learning to give students a feel for the power of design, confidence in their abilities, and connections to the real world. Students gain substantial experience in the latest areas of environmental design and planning, with the study of community-based design and planning, complex digital architecture through digital form and manufacturing, nationally acclaimed domestic and foreign field studies such as CAP Italia, CAP Asia, CAP AmericanoSur, World Tour, and CAP Downunder, to name a few.

CAP students consistently receive national scholarships. In 2016, for example, a CAP student received the Udall Scholarship, one of only 50 awarded across the country. It was the 10th time since 2005. Faculty members also earn national recognition. This year, Professor of Architecture Rod Underwood was named by DesignIntelligence as one of the nation’s 25 exemplary educators in architecture.

Students have the opportunity to meet and learn from noted professionals such as Thom Mayne of Morphosis Architects, who was the Charles M. Sappenfield guest lecturer. Among Mayne’s many honors are The Pritzker Architecture Prize and American Institute of Architects (AIA) Gold Medal.

CAP has embraced online education. CAP 200 Fundamentals of Design Thinking continues to be one of the very few distance education courses in the nation that has been successful at replicating design review processes entirely online.

CAP is committed to sustainability. The Center for Energy Research/Education/Service (CERES) has received awards from the U.S. Department of Energy, the National Wildlife Federation, AIA, Sustainable Buildings Industry Council, and the State of Indiana for its innovative programs and projects in environmental education.

CAP students and faculty have a history of community engagement. Recent projects include:

- A nature playscape outdoor learning environment was designed and built for Muncie Head Start.
- The ecoREHAB design-build studio rehabilitates existing houses in Muncie while promoting and following green and sustainable building practices.
Miller College of Business

The mission of the Miller College of Business is to provide innovative and high-quality academic programs that transform students into life-long learners and impactful leaders. Miller College's vision is to be a nationally recognized model for being student-centered, community-engaged, innovative, and entrepreneurial—known for its undergraduate and graduate programs through the accomplishments of its students, faculty, and alumni.

Miller College enjoyed an 11 percent undergraduate enrollment growth over last three years; its largest majors are accounting, business administration, and marketing. The college boasts an innovative curriculum in business analytics—the only undergraduate program in the region—and its social media command center is one of a handful in the country. The logistics and supply chain major, which requires student internship experience, achieved 100 percent placement at graduation.

The entrepreneurial management program has the ultimate A or F course. Seniors must present a business plan to a panel of experts. If the panel deems the plan is viable, the student passes and graduates. If not, the student receives an F and doesn’t graduate.

National recognitions include:
- The MBA program was ranked 12th in U.S. News & World Report’s 2016 “Best Online Programs” and 14th in the magazine's 2015 “Best Online Programs for Veterans.”
- Public Accounting Report’s 2015 survey of accounting professors ranked our undergraduate accounting program seventh in the nation among those of similar size and the master's program, 15th.

Alumni and donor engagement is a top priority. Miller College seeks to engage alumni and business leaders to sponsor site visits, experiential learning projects within and outside of courses, and to provide internships.

Miller College and its accounting program have maintained their accreditation by AACSB International—The Association to Advance Collegiate Schools of Business, a distinction earned by less than 5 percent of the world’s business programs. The college has been accredited continuously since 1978; the accounting program has been separately accredited since 1990.

The H.H. Gregg Center for Professional Selling is one of only 22 full member schools with the University Sales Center Alliance. The H.H. Gregg Center’s annual Sales Career Fair is one of the largest of its kind in the country.

The bachelor of science in economics program has been accepted into the CFA (Chartered Financial Analyst) Institute University Recognition Program. This status is granted to institutions whose degree programs incorporate at least 70 percent of the CFA Program Candidate Body of Knowledge and emphasize the CFA Institute’s code of ethics and standards of practice.
The College of Communication, Information, and Media (CCIM) creates challenging educational experiences that prepare students for careers as ethical practitioners and scholars. CCIM redefines the intersection of communication and technology while emphasizing the importance of human interaction.

CCIM’s vision is to produce graduates who are leaders and entrepreneurs at heart. They will procure the best jobs prior to graduation and will know how to adapt quickly to a diverse and ever-changing global job market to ensure successful careers.

Sports Link, a unique program in the Department of Telecommunications, is one example. It provides major communications support for Ball State Intercollegiate Athletics and the NCAA men’s and women’s basketball tournaments. In fact, Sports Link students worked for NCAA.org to produce social media for the Final Four basketball tournament. The program has won Emmys from the Cleveland Region, part of the university’s total of 54.

The speech and debate teams have a tradition of success. In 2016, the speech team was crowned the Indiana Forensic Association State Champions for the fifth year in a row and won 17 of the 18 individual state titles at the championship tournament. The debate team won the team championship at the 2016 National Educational Debate Association’s (NEDA) National Tournament.

CCIM’s outreach beyond campus includes:

- Two communication studies classes engaged in a project called Community Career Building. Students prepared disadvantaged members of the Muncie community for employment interviews. The career fair community partner was the Muncie Public Library.
- Students in the Center for Information and Communication Sciences (CICS) were involved with the Rural Broadband Working Group (RBWG), created by the lieutenant governor. Their efforts impacted every county in Indiana, with two legislative bills becoming law based on the research put forward to the RBWG.

The Department of Journalism was recently reaccredited by Accrediting Council on Education in Journalism and Mass Communications (ACEJMC)—a rigorous academic review that occurs once every six years. Only one in four journalism programs is nationally accredited.

CCIM recently sponsored the National Forensics Association Tournament. More than 1,200 participants traveled to campus to compete over four days. They represented 86 universities, gave over 8,000 speeches, and brought more than $2 million to the local economy. Ball State finished seventh.

The Center for Information and Communication Sciences is successfully attracting women and minorities to careers in technology—a perennial “best place to work,” Interactive Intelligence, has hired more than 20 CICS graduates, many of them women and minorities.

Student media have earned national recognition. In 2014, for example, *Ball Bearings* received 18 awards from the Indiana Collegiate Press Association. *The Ball State Daily News* won 32 Gold Circle awards from the Columbia Scholastic Press Association.
Colleges of Fine Arts

The mission of the College of Fine Arts (CFA) is to promote awareness, appreciation, and expertise in the fine arts among the students, the university community, and the public. Students and faculty members act as advocates for the arts in a variety of ways, ranging from education and performance to exhibition and consultation. The College of Fine Arts seeks to build on a legacy of strength across the fine and performing arts, helping Ball State University become a magnet destination for students, artists, and audiences from across the country and around the world.

CFA has an excellent and diverse student body, with students from more than 30 states and 10 foreign countries. Its programs and work by students and faculty have earned national recognition.

For more than a decade, Ball State students have competed at the national level in the Kennedy Center American College Theater Festival (KCACTF). Mad World, winner of Ball State’s inaugural Discovery New Musical Theatre Festival, won several national awards from KCACTF, including Outstanding New Work, Best Musical, and Best Direction. In the School of Art, a faculty member’s ambitious short, Claire and the Keys, has won more than 15 international and national awards for outstanding work in animation.

Ball State also has some of the state’s finest venues for the performing and visual arts. Clustered in the heart of the campus, these facilities provide modern teaching, learning, performance, and exhibition environments. The facilities include the David Owsley Museum of Art, the beautiful Atrium Gallery, University Theatre, and Sursa Performance Hall, which features the Sursa Family Concert Organ, designed and built by Goulding & Wood.

In addition to providing first-rate shows, concerts, and exhibitions, CFA faculty and staff engage with the community. Here are just two examples:

- The School of Music in partnership with the Department of Theatre and Dance hosted the Prism Project for its seventh year. Forty-five Ball State students from more than 10 majors provided one-on-one support for more than 30 students with special needs. The Ball State students were also involved with the planning and implementation of scenes at the capstone performance with more than 800 people in attendance.
- The School of Art provided Saturday Children’s Art Classes, including a final community and family exhibition for 160–200 attendees, and First Thursdays arts walk events in Muncie.

Music for All Summer Symposium, the nation’s largest summer camp for instrumental music students and teachers, will hold its sixth event at Ball State in 2016. The School of Music’s recognition as a top destination for music study and performance was key to establishing this partnership with Music for All.

The David Owsley Museum of Art displays more than 10,000 works of art in a gallery space that exceeds 26,500 square feet. Open seven days a week, it is a gateway to the world of art for the campus and community. It has a collection from around the world, spanning ancient history to modern times.

The Department of Theatre and Dance’s Los Angeles, New York, and Chicago Showcase Programs celebrated their 15th year. The showcases yielded professional auditions in current Broadway shows, television pilots, and numerous offers from agents and managers.

The School of Music hosted more than a dozen internationally recognized guest artists who worked individually with students. One guest, world-renowned violinist Hilary Hahn, gave a violin master class and worked with two violin students while faculty and students observed.

In addition to faculty and student artwork, the School of Art’s past exhibitions include Negotiating Distance: A Neon Invitational and Monumental Ideas in Miniature Books.

The Ball State Jazz Band performed throughout Central Europe in May 2015. Venues included Berlin, Germany; Wroclaw, Poland; and Prague, Czech Republic.

*First Symphony* lightpainting, Sursa Hall
College of Health

The College of Health (COH) will open in fall 2016, bringing together multiple health-related disciplines and establishing Ball State’s leadership in this vital field while setting its students apart in the job market.

The college will offer seven degree tracks—counseling psychology, health science, kinesiology, nutrition/dietetics, nursing, speech pathology and audiology, and social work—and have 19 clinics, centers, or labs.

COH embraces an innovative, collaborative, and interprofessional environment for learning, discovery, and engagement. The learning environment is shaped by core content that enhances understanding of health and well-being throughout the life span. Discovery occurs across health-related disciplines and readily engages students and faculty in a collaborative manner. The commitment to interprofessional development and community engagement unites faculty and students while strengthening educational programs and serving the needs of the region, state, and nation.

Entities joining COH have a distinguished history. The School of Nursing, for instance, is designated as a National League for Nursing Center of Excellence, and its graduate programs were ranked 23rd in U.S. News & World Report’s 2016 “Best Online Programs.”

Faculty in COH’s departments have attracted competitive federal funding such as grants from the National Institutes of Health, U.S. Department of Defense, NASA, and the Centers for Disease Control. Numerous programs have contributed to the cultural environment and health and wellness of the community through services and events, including the Adult Physical Fitness Program, health screenings, nutrition assessments, and pediatric gait screenings.

Priorities

The Ball State Board of Trustees in July 2015 approved a new $62.5 million health professions building. This contemporary teaching, research, and clinic facility will provide a unique learning environment to foster collaboration and problem-solving across the health sciences disciplines. COH also will:

- establish an infrastructure that promotes interprofessional educational (IPE) and practice (IPP) opportunities for students and faculty within the college; this will include curricular, clinical, research, and community engagement elements
- establish the Fisher Institute for Health and Well-Being as an interdisciplinary activity connector for promotion of faculty-student collaborative research and outreach efforts within and beyond COH
- establish an infrastructure that serves to streamline memoranda of understanding with external partners that serve as clinical placement sites, as well as to leverage these relationships for mutually beneficial activities such as collaborative research, clinical faculty appointments, and philanthropic support
- establish a new collegiate identity that promotes COH’s mission, vision, and core values
College of Sciences and Humanities

The College of Sciences and Humanities (CSH) spans the physical, life, mathematical and computational sciences, the social and behavioral sciences, and the humanities. Through its majors, minors, and certificates and by delivering three-quarters of the University Core Curriculum, CSH enhances students’ abilities to think critically, solve problems creatively, and communicate clearly. Students are provided with a progressively deeper understanding of disciplinary and interdisciplinary content, epistemology, and methods. The college ensures its graduates have “learned how to learn” and understand the value of lifelong intellectual development as preparation for success in the private, public, and nonprofit sectors.

Faculty scholarship, often accomplished in collaboration with students, expands human knowledge and contributes to the solution of contemporary problems. Together, faculty and staff model behaviors promoting team collaboration, human respect, and engaged citizenship in students.

CSH is the university’s liberal arts college. It is developing basic and applied research and engaged public service programs to challenge both students and faculty to become entrepreneurial leaders in the expansion and application of knowledge for the benefit of humankind. The college is striving to develop alumni who embrace prudent risk as they confront the rapidly changing, globally competitive world of the 21st century.

The Charles W. Brown Planetarium has 148 seats and a 52-foot-diameter dome, making it the largest in Indiana. The state-of-the-art projector can simulate a night sky with 10 million stars, and its audience can take a virtual trip through space—they can “fly” through Saturn’s rings, land on Mars, or travel to distant stars and galaxies.

Seven faculty members from the Department of Philosophy and Religious Studies and the Department of History, in conjunction with the Muncie Public Library, presented “Big Questions, Big Ideas,” a free lecture and discussion series for the Muncie and Delaware County community.

The Dr. Joe and Alice Rinard Orchid Greenhouse is used by the Departments of Biology, Art, and Natural Resources and Environmental Management, as well as Honors College students. The greenhouse has hosted visitors from regional schools, garden clubs, alumni groups, and more.

Partnering with WISH-TV in Indianapolis, the Otis Bowen Center for Public Affairs conducted and disseminated the annual WISH TV-Ball State Hoosier Survey on political and social concerns. Results were delivered to each member of the Indiana General Assembly and state elected officials.
Teachers College

Teachers College (TC) is committed to excellence in P–12 and adult/higher education through its student-centered and community-engaged preparation of outstanding professional educators and human service providers, supporting their induction and continuing education, promoting research and development, and influencing policy that enables high-quality educational outcomes.

Teachers College aspires to transform entrepreneurial learners into educational leaders who are sensitive and responsive to diversity and the contextual foundations of teaching, learning, and human development.

Almost all—99.5 percent to be exact—of Teachers College graduates achieve their educator license upon graduation. In their first three years of teaching, 95 percent (first year) to 98 percent (third year) of Ball State grads attain an evaluation of “effective” or “highly effective” on the state required evaluation system. TC graduates rank above other state universities in almost every category and above the state averages of 93 percent to 97 percent.

TC faculty and students have made an impact on their community outside campus. One example is Muncie P3. Faculty and students partner with a local elementary school with low-income students to provide afterschool enrichment, weekend field trips, and a three-week summer program to help them meet the state standard of reading proficiently before fourth grade. The project has garnered almost $493,500 in support from the Indiana Department of Education, Ball Brothers Foundation, the United Way of Delaware County, and Discovery Group.

As TC, along with the university, nears 100 years, the college plans to launch several new certificate and degree programs at the undergraduate and graduate levels—with several others on the drawing board—that will meet the needs of an ever-changing job market.

The Department of Special Education has the only deaf education teacher-training program in Indiana. Students complete a one-year residency at the Indiana School for the Deaf in Indianapolis. TC also offers programs specializing in autism, with course content approved by the Behavior Analyst Certification Board.

Graduate education programs were ranked 11th in U.S. News & World Report’s 2016 “Best Online Programs” and seventh in the magazine’s 2015 “Best Online Programs for Veterans.”

Ball State was one of four universities in Indiana selected by the Woodrow Wilson National Fellowship Foundation to pilot a program to help overhaul teacher education and encourage exceptional science and math teacher candidates to seek long-term careers in high-need classrooms.
Honors College

The Ball State University Honors College provides distinctive learning experiences for students of high academic promise and achievement, and it does this so well that its graduates are competitive with those of any other college or university.

The Honors College currently is and aspires to remain the most comprehensive honors college or program in the state of Indiana and among the most comprehensive in the nation. It provides specific programming for every aspect of the academic and social growth of undergraduates, through curriculum and through the Honors Living-Learning Community. In the LLC, students live in a recently renovated residence hall, interact with faculty and advisors from the Honors College, and integrate academic programming with living space, social space, and other activities and events.

The Honors College directly addresses the high impact educational experiences as defined and described by the Association of American Colleges & Universities.

In addition to their major and minor concentrations, students must take symposia in American contemporary civilization, global studies, and science, as well as a three-course sequence in the humanities that investigates the great ideas of literature, science, philosophy, politics, and the fine arts. Other work includes at least two colloquia specially developed by honors faculty to focus on critical issues in their areas of expertise.

Demanding courses, stimulating discussions, international study, and research projects challenge students’ intellect and enhance their education, which culminates with a senior thesis or creative work, an in-depth project that showcases their knowledge and creativity. Distinctive opportunities for self-expression, leadership, and service prepare them for graduate school, a professional career, and most importantly, life.

Honor College students have received prestigious national scholarships, including the Benjamin A. Gilman International Scholarship, Boren Scholarship, Cultural Vistas Fellowship, Hollings Scholarship, grants from the Fulbright U.S. Student Program, Udall Undergraduate Scholarship, and Critical Language Scholarship. For several scholarships, including the Udall, Cultural Vistas Fellowship, and U.K. Fulbright Summer Institute, Ball State is among the most successful institutions in the country.

National scholarships have provided opportunities for students to pursue studies, teach, perform internships, and do research in the U.K., Malaysia, India, Spain, France, Italy, Japan, Argentina, South Africa, and other countries.

The Honors College has been part of Ball State for almost 60 years. It started out as a program in 1959 and was designated as the University Honors College in 1979. Students must earn a cumulative grade point average of 3.33 or higher to graduate from the Honors College.
Graduate School

Graduate study at Ball State supports the university's mission by seeking to develop the intellectual breadth and specialized training necessary for careers in teaching, in research, and in the professions. Graduate programs emphasize the knowledge, methods, and skills needed for scholarly teaching, problem solving and original research, creative inquiry and expression, and intellectual leadership to prepare responsible civic and professional leaders for our community, the state, nation, and the world.

The problems facing society require new knowledge and new ways of using existing knowledge. To meet these challenges the university provides, through its graduate programs, an atmosphere that fosters scholarship and creative activity.

The Graduate School promotes student success in a variety of ways: providing a thorough orientation for new students, constant examination of graduate curriculum and policies via the Graduate Education Committee (GEC), maintaining rigor in graduate education, and via increases in graduation rates.

About 96 percent of respondents on the Graduate School Exit Survey described their attitude toward Ball State as "very positive" or "positive," and 85 percent reported that they would recommend Ball State to others.

Ball State's graduate programs have earned national attention, such as:

- **DesignIntelligence** ranked the landscape architecture program 12th in the country in 2015.
- **Public Accounting Report’s 2015 survey of accounting professors** ranked the master’s accounting program 15th in the nation among those of similar size.

Students have flexibility at Ball State. The dual degree policy allows students to earn two master’s degrees congruently with shared credit. The fast track degree program allows students to begin taking graduate courses as they complete an undergraduate degree program.

Overall graduate student enrollment has increased more than 16 percent since 2010. Ball State offers more than 145 graduate programs on campus, at centers in Indianapolis and Fishers, and online.
Intensive English Institute

The mission of the Intensive English Institute (IEI) is twofold, with both elements having equal importance.

One goal is to facilitate international students' progress in English proficiency and the knowledge of U.S. culture necessary for success in academic course work in the United States. The IEI aids students in the acquisition of English in order for students to begin their course work as soon as possible.

The second purpose is to encourage the development and research of best practices in the area of language teaching and learning. Therefore, participation in classroom-based research, inquiry, and reflection is encouraged for all IEI faculty. Additionally, the IEI provides university students in appropriately related graduate programs opportunities for hands-on teaching experience and practical training in a supportive environment.

IEI projects have reached beyond campus:

• The Intensive English Program Development and Teacher Training in Baghdad, a $2.5 million program from July 2011 to May 2016, is an effort to develop a best-practice model, intensive English program for Iraqi scholarship students. The grant was funded jointly by the U.S. Department of State, the U.S. Embassy in Baghdad, and the Iraqi government.

• The TESOL Methodology Training for Iraqi Fulbright Scholars and Applied Linguistics and TESOL Training for Lebanese Fulbright Scholars hosted two cohorts, one with four Iraqi Junior Faculty Fulbright scholars in linguistics/teaching English as a foreign language and the other with four Lebanese Fulbright scholars in applied linguistics and teaching English to speakers of other languages. Scholars were provided a project-based professional development program and presented with an innovative, interactive forum for meeting their individual goals while enabling them to bring these experiences their own classrooms. With mentoring between Ball State faculty and the visiting scholars, modeling best-practice teacher-training, and encouraging creative, immersive problem-solving, this project equipped the scholars with the tools needed to build capability to replicate success in their home universities.

Office of Institutional Diversity

The Office of Institutional Diversity (OID) is dedicated to the recruitment, retention, and appreciation of diverse faculty and staff who possess a variety of worldviews and multitude of experiences across multiple cultures, generations, and socioeconomic classifications.

OID’s goals are to ensure that diversity is an integral part of the Ball State University identity, to be a recognized resource for the campus community around hiring, and to foster an environment where individuals of diverse backgrounds know they are supported through advocacy efforts. OID seeks to educate the campus community by initiating, encouraging, supporting, and continuing challenging conversations related to diversity and multiculturalism in order to enhance awareness of the diverse needs of all faculty and staff. By addressing diversity needs, OID seeks to enhance innovative pedagogy and the overall performance and effectiveness of the university.

Its vision is that Ball State be a university that attracts, values, and retains a diverse faculty, staff, and student body.

OID supports diversity among students in many ways. One example is the Merrell Thomas Marshall Memorial Scholarships, which provide financial assistance to outstanding students committed to identifying and taking the next strategic steps to address issues of diversity in their communities, on their campuses, and in society at large. Another example is PhD Pathways, a mentoring program whose ultimate goal is to encourage students to pursue doctoral studies outside Ball State and return to campus as faculty members.

OID has also hosted campus and community events, including an annual Community Diversity Celebration and Diversity Research Celebration. Ball State has hosted three Diversity Research Symposium (DRS) events.

OID’s priorities include:

• expanding awareness, knowledge, and competency development around diversity issues
• fostering and rewarding diversity collaborations and pedagogy efforts on campus
• supporting diversity scholarship dissemination regionally, nationally, and internationally
University College

University College is an interdisciplinary, collaborative academic unit that offers student-centered programs and services that enhance students’ success.

The college fosters productive academic habits for students through personalized academic advising, peer tutoring, and other academic support services. The college also coordinates the University Core Curriculum and is home to the Office of Academic Systems.

Academic Advising

The mission of Academic Advising is to provide all the academic pieces needed to complete every student’s journey, from their first registration in college to the day they apply for graduation and look ahead to applying the expertise gained from choices they have made.

Academic advisors seek to help students make those choices in the best way possible by opening the possibilities of the university’s programs, putting a plan for graduation in place, helping students plan schedules, using the tools to track progress, and working with students and faculty advisors beyond the first-year experience with their freshman advisor.

Learning Center

The Learning Center offers free tutoring in mathematics, writing, and many of the other courses that are part of the University Core Curriculum. Student also can use online video workshops and other group learning experiences that will help them achieve academic success.

Each year, thousands of undergraduate and graduate students use the center’s services. These students earn higher grade point averages and report being highly satisfied with the assistance they receive.

The Learning Center received the 2010 National College Learning Center Association (NCLCA)/Frank L. Christ Outstanding Learning Center Award for a four-year college.

Academic Systems

The Office of Academic Systems is responsible for DegreeWorks and the undergraduate and graduate level university catalogs, general purpose classroom assignments, and the schedule of classes.

In addition, Academic Systems provides training for professional and support staff on the Banner information system. The Academic Systems staff is dedicated to providing the Ball State community with reliable support, superior training, and accurate information.

Student Athlete Support Services

Student Athlete Support Services (SASS) coordinates advising and comprehensive academic support for student-athletes while assisting with their transition as freshmen through graduation. By focusing on integrity, accountability, transparency, and having a sense of program, SASS strives to build relationships with its stakeholders and across campus as well as communicate and report accurate and timely information, while remaining organized and centered in its mission.

SASS provides a welcoming, confidential environment that encourages students throughout their academic career, contributing to their intellectual, personal, and social development toward the completion of a Ball State degree and preparation for life.

Through individual monitoring and academic counseling, workshops, and study table participation, student-athletes are challenged to become proactive, to develop time-management and study strategies, and to stretch their individual sense of responsibility and maturity.

SASS will continue to develop innovative programming to assist the most at-risk students with becoming more independent learners.
Division of Online and Distance Education and Integrated Learning Institute (iLearn)

The Division of Online and Distance Education serves Ball State students, faculty, and staff by pursuing, developing, and providing innovative best practices in technology-enhanced teaching, learning, and service.

With a history of offering online programs since the 1990s—and distance courses off-campus for decades before that—Ball State is the first higher education institution in the country to earn Quality Matters’ Learner Support Program Certification. Quality Matters, known as QM, provides a nationally recognized standard of best practices for online and blended learning.

Ball State offers more than 60 online degrees and certificates, and students can choose from about 500 online undergraduate and graduate courses. Some of those programs also include live, face-to-face courses at Ball State’s Indianapolis and Fishers centers.

Faculty have been innovators in online education. The Integrated Learning Institute (iLearn) empowers them with tools, skills, and pedagogical support for engaging students in quality learning experiences. Through iLearn, faculty members, instructional designers, and technology specialists work together in the creation of exciting and meaningful online and blended courses.

iLearn Research engages in internally and externally funded research projects focused on emerging trends and practices in online, hybrid, and blended education. iLearn Research engages developers, scholars, educators, administrators, learning technologists, and instructional designers to investigate, develop, support, and assess new approaches to teaching and learning in the 21st century.

Notable projects include:

- completing a $297,000 grant to create a 3-D mobile game and online learning modules for Creative Associates International
- piloting Pathways to Successful Learning, an online set of modules to teach soft skills to first-year students, in a history class
- further developing OTTO (Open Text Tool for Online videos) as a custom learning solution

U.S. News & World Report’s 2016 “Best Online Programs” ranked Ball State’s graduate education 11th, MBA 12th, graduate nursing 23rd, and online bachelor’s programs 34th. The magazine’s 2015 “Best Online Programs for Veterans” ranked graduate education seventh, MBA 14th, graduate nursing 22nd, and bachelor’s programs 29th.

The Division of Online and Distance Education was a recipient of the 2014 UPCEA Strategic Innovation in Online Education Award from the University Professional & Continuing Education Association for having “set and met innovative goals focused on online education and been strategic in the planning, development, implementation, and sustainability in line with the institutional mission.”

Enrollment in online and distance courses has grown impressively. Fall enrollment between 2014 and 2015 alone jumped almost 15 percent. About 60 percent of on-campus students chose to supplement their schedules by taking an online class in the 2014–15 academic year.
Rinker Center for International Programs

The Rinker Center for International Programs is Ball State’s resource for international study and activities. With the support and engagement of faculty, students, and the local community, Rinker Center is at the heart of Ball State’s commitment to international teaching and learning.

Each year, Ball State hosts more than 1,000 international students and scholars from approximately 70 different countries. From admissions to orientation to cultural acclimation, the Rinker Center facilitates students’ and scholars’ experience at Ball State.

The Rinker Center comprises four teams: International Recruitment and Admissions, International Student Services, Study Abroad, and International Student Academic Engagement and Global Initiatives.

International Recruitment and Admissions helps students understand immigration and admission information and guidelines and apply for admission to Ball State, and it provides information about application dates and deadlines, costs, tuition, and housing.

International Student Services strives to create an environment that enhances the academic experience of international students and scholars by providing the highest levels of knowledge and expertise in advising, immigration services, advocacy, and programming to the Ball State campus community.

Study Abroad oversees programs that provide a myriad of opportunities to explore intercultural issues outside the classroom and around the world. Study abroad opportunities—open to all Ball State students—are available in more than 60 countries, ranging from 10 days to 10 months.

International Student Academic Engagement and Global Initiatives is a new administrative unit whose primary focus will be to provide for academic advising to at-risk students and students transitioning from the Intensive English Institute (IEI) to academic classes. The unit also provides administrative oversight of Ball State’s CHEPD 1+2+1 Program and partner universities in China and seeks to establish global partnerships with other universities for dual degree programs.

Center for International Development

The mission of the Center for International Development (CID) is to leverage the skills, expertise, and creativity of Ball State University and partner to promote social, educational, political, and economic advancement worldwide, particularly in less developed countries. CID, through its international visitor programs, brings large numbers of students and faculty from countries in Africa, the Middle East, and Asia to the campus and community. CID has generated more than $15 million in external funding in just three years, and it has received national and international attention from such publications as The Chronicle of Higher Education, Inside Higher Ed, International Educator, IIE Networker, and World Bank Feature in the United States and The Nation in Pakistan.

Office of Institutional Effectiveness

The Office of Institutional Effectiveness (OIE) provides official university information on topics such as enrollment, graduation and retention rates and time-to-degree, academic programs, degrees conferred, faculty and staff characteristics, instructional cost and productivity, finance, and facilities to divisions, colleges, schools, and departments across Ball State and to external bodies such as federal and state government, the media, college guidebook agencies, and other institutions.

The primary purpose of OIE is to facilitate the collection, analysis, and interpretation of institutional data and the provision of information to support planning and decision making. Its vision is to be recognized within the Ball State community as the destination of first resort for decision support information and to be recognized among professional peers as among the finest such offices in the nation. Its core values include service, professionalism, and innovation.

Office of Entrepreneurial Learning

The Office of Entrepreneurial Learning:

- assists faculty with planning and implementing large-scale immersive learning and undergraduate research projects involving entrepreneurial learning strategies; this assistance includes proposal development, student recruitment, assessment tools, connecting with community partners, internal collaborators and sources of funding, and identifying research and presentation opportunities
- coordinates professional development programs encouraging faculty to incorporate high-impact, entrepreneurial strategies into their classes
- serves as a communications liaison assisting faculty in connecting with campus partners that promote entrepreneurial learning strategies

Office of the Registrar

The Office of the Registrar, through collaboration, transparency, and accountability, accurately and professionally responds to inform and record information that promotes the pursuit of educational opportunities and goals, consistent with the strategic priorities of Ball State University.

The registrar’s office helps students register for classes, check grades, obtain an ID card, update personal information, request an official transcript, find information regarding academic status, apply for graduation and find information about Commencement ceremonies, learn about residency requirements, and be reinstated and re-enroll as students.

The office also maintains information on voter registration and the Family Educational Rights and Privacy Act (FERPA).
Divisions

Complementing our academics are seven divisions and the Ball State University Foundation, providing a vibrant, supportive student life experience, excellent facilities, lively athletics, and connections with alumni and donors, among other essential functions.
Office of Information Technology

The Office of Information Technology provides and supports technology, communication, information, and collaborative services to Ball State faculty, students, and staff in the pursuit of excellence in teaching, learning, and research. Its primary goals are to serve as a catalyst to the campus community using technology in creative and innovative ways, as well as providing and supporting enterprise-level applications, websites, and other technologies across campus.

Information Technology covers four main areas:

Technology Innovation: The promotion and use of technology, design, and systems thinking, and the exploration of technology as a catalyst for improving the lives of the students, faculty, and staff; the people of the surrounding community, and the world at large.

University Information Services: Access to information systems and data; exposure to information, culture, and thinking from the community, the state, the country, and the world.

Enterprise Systems and Support: Strategic planning of enterprise-wide systems and technologies, and resources to support those technologies.

Personal Technology Support: End-user support for computing devices and technology, access to individual and departmental technology purchases, and the voice of information technology to campus constituents.

University Libraries

Ball State’s Information Technology includes all of the University Libraries: Bracken Library (the main campus library) and its branches, the Architecture Library and the Science-Health Science Library.

The University Libraries’ mission is to support student pursuits for academic success and faculty endeavors for the creation of knowledge, and it spans three objectives:

• support the university’s mission of teaching, scholarship, and public service through the collections of rich informational materials and the services of its highly trained personnel
• provide an intellectual environment that creates the opportunity for any student, faculty, or staff member to explore the University Libraries’ collection of local and globally accessible recorded knowledge to satisfy his or her own needs
• provide a range of proactive programs, services, and collections in a comfortable environment of facilities and technology for integrating library and computer application services to support teaching, learning, and research
Student Affairs and Enrollment Services

The Division of Student Affairs and Enrollment Services supports student life from recruitment to graduation.

Ball State prides itself on supporting a vibrant and diverse student community. It offers a variety of services and provides opportunities for students to make the most of their educational experience. The Office of the Vice President for Student Affairs and Enrollment Services partners with all departments on campus as well as students’ families and community organizations to ensure that services and programs meet students’ needs.

Among the division’s responsibilities are undergraduate admissions and orientation, financial aid, retention and graduation, career services, housing, Multicultural Center, accommodations for disabled students, public safety and parking, physical and mental health services, health education and alcohol and drug awareness, student life, compliance with Title IX, and helping to resolve concerns or conflicts students may have with a university policy, department, or decision.

A Vibrant Campus

Student Affairs and Enrollment Services plays a key role in maintaining a safe, vibrant campus environment. Here are just a few examples:

• Sixty-two percent of undergraduates participate in at least one of the more than 400 student organizations.

• The traditional spring Late Nite Carnival is attended by more than 8,000 students. Each Saturday, Late Nite provides safe, free entertainment and activities. Events are hosted by students, for students.

• About 6,000 students live on campus in traditional housing and nearly 1,000 reside in two apartment complexes. Our expansive building and renovation plans for housing and dining make our facilities state-of-the-art. Newer facilities with attractive amenities have motivated some upperclassmen to remain on campus.

• About 40 percent of residents are returning upperclassmen. About 15 living-learning communities based on areas of study and interests are offered to residents.

• Our campus hosts three Greek governing councils (Interfraternity Council (IFC), National Pan-Hellenic Council (NPHC), and National Panhellenic Conference (NPC)) with 31 chapters. All three councils are national award winners for excellence. Nearly 15 percent of the undergraduate population is a member of a Greek-letter organization.

• More than 2,500 students participate in the annual Dance Marathon, 12 hours of dancing, games, and other entertainment. In 2016, they raised more than $600,000 to support Riley Hospital for Children, breaking the previous year’s record of over $500,000.

• Community service has been a part of the fabric of our student culture. Student Voluntary Services recently celebrated 50 years. Approximately 4,300 students volunteer each year providing more than 82,000 hours of service to 137 agencies in Muncie and Delaware County.

Information on Career Outcomes

Students who graduated in May 2015 reported the following placement outcomes:

• 93 percent employed within six months of graduation

• 81 percent employed in their field of study

• 74 percent work in Indiana

Enrollment for Fall 2015

• 21,196 total enrollment (on and off campus)

• 16,602 undergraduate and graduate students enrolled on campus.

• 3,527 freshmen enrolled

• 74.6 percent earned the Academic Honors Diploma

• Average SAT 1,638

• Average GPA 3.47

Ball State also administered more than $200 million in merit- and need-based aid.
Retention and Graduation Rates

Retention and graduation rates have seen improvement over the last decade as noted in the graphs to the right.

One of many efforts to promote student success is the BSU Achievements App, a mobile application designed to engage students in activities that are positively associated with student success, launched in fall 2014. Targeting freshman Pell Grant recipients, 361 (32 percent) of eligible students used the app. Overall, app users have more positive outcomes (30-hour completion and improved grade point averages) than nonusers.

The university received national attention for the app. Campus Technology recognized this work with an Innovators Award in the category of Student Services. Other coverage came from The Chronicle of Higher Education and the American Association of State Colleges and Universities.

Another example is the Faculty Mentor Program offered to students with disabilities. Among those who participate in the program, 58 percent graduate in four years compared to 49 percent of nonparticipants.

In a June 2015 report, the Indiana Commission for Higher Education cited the significant growth in our four-year graduation rates (32.6 percent in 2009 to 44.7 percent in 2014), a 12 percentage point increase. This represents the largest gain among all public Indiana institutions.
Athletics

Ball State University is an NCAA Division I member and has been affiliated with the Mid-American Conference since 1973. The university sponsors 19 varsity sports—seven men’s sports and 12 women’s sports—encompassing nearly 450 student-athletes. Football is one of 128 teams nationally that plays at the Football Bowl Subdivision (FBS) level.

In the classroom, all of Ball State’s athletic teams comfortably cleared the national standards in the latest multiyear Academic Progress Rate (APR) scores released by the NCAA in April. Every team managed multiyear scores of at least 950, well above the score of 930 required to avoid penalties. Six Ball State teams posted perfect single-year marks of 1,000 for the 2014–15 academic year: cross country, gymnastics, men’s golf, men’s volleyball, women’s basketball, and women’s tennis.

Seventeen of the 19 varsity sports teams finished the spring 2016 semester with a cumulative GPA at or above 3.0. Thirty-seven student-athletes recorded a perfect 4.0 GPA in the spring semester, while 152 student-athletes qualified for the dean’s list. More than 80 student-athletes were expected to earn their diplomas in the 2015–16 academic year.

On the field, Ball State has earned seven MAC regular season championships, 10 MAC West Division titles and three MAC Tournament trophies spanning the last five years. These successes include women’s tennis making its first ever appearance at the NCAA Championships in 2016, softball notching a 6–3 victory over No. 21 Notre Dame in the 2015 NCAA Regional opener and baseball capturing the 2014 MAC regular season title with a 22–4 conference record.

Six sports have competed in national postseason tournaments the last five years—men’s basketball (CIT), men’s golf (NCAA), men’s tennis (NCAA), women’s basketball (WNIT), women’s tennis (NCAA), and women’s volleyball (NCAA). Meanwhile, football has appeared in two bowl games—2012 Beef ‘O’ Brady’s Bowl St. Petersburg and 2014 GoDaddy Bowl.

Student-athletes and coaches completed more than 4,000 hours of community service during the 2014–15 academic year.
**Finances and Business Affairs**

**General Fund**

In fiscal year 2015, Ball State University closed the books in the black with a surplus of $6.1 million in the general fund. The university budgeted $345.2 million in general fund revenues and expenses. Actual revenues outpaced expenditures by $800,000. In addition, the State of Indiana, which had previously withheld a reversion of 2 percent in state appropriations to the university, returned that money, totaling approximately $2.5 million. Because the university began the fiscal year with a balance of $2.8 million in the general fund, the net result was a positive balance of $6.1 million at fiscal year end.

The chart on this page demonstrates that Ball State has appropriately managed general fund revenues and expenditures to align for the past several years, although the university suffered substantial disruptions in state revenues during the Great Recession from late 2007 to mid-2009. Current projections are that we will again close fiscal year 2016 with a surplus in the general fund.

**Total University Position**

The university received 38 percent of its general fund revenue from state appropriations and 58 percent of its general fund revenue from student tuition and fees. Those numbers are an exact inverse from fiscal year 2002 when the state share of general fund revenue was 58 percent and the student tuition and fee share was 38 percent. This trend of shifting more of the cost of college from the collective taxpayer to individual students and families has been nationwide, not limited to Indiana. It is anticipated that tuition revenues will continue to be even more critical to the financial well-being of the university into the future.

The financial ratio for the university, which is calculated by dividing current assets by current liabilities, increased slightly from 4.08:1 at June 30, 2014, to 4.11:1 at June 30, 2015. This ratio measures the university’s ability to meet short-term obligations with short-term assets. One of the most basic determinants of clear financial health is the availability of expendable net position to cover debt should it become necessary to settle those debt obligations. A viability ratio measures the university’s ability to fund these long-term obligations. At June 30, 2015, the university’s viability ratio was 1.36:1. A ratio above 1:1 indicates that the university is able to respond to adverse conditions as well as attract capital from external resources and fund new objectives. These two financial ratios confirm that the university was in a very strong financial position as it entered fiscal year 2016.

**Construction**

Fiscal years 2015 and 2016 to date have seen substantial construction at Ball State. The university completed, was approved to begin, or had under construction $203.8 million in projects, including:

1. A new health professions building, $62.5 million
2. Geothermal construction, $24.7 million
3. Botsford/Swinford Residence Hall renovation, $40.1 million
4. Schmidt/Wilson Residence Hall renovation, $35.7 million
5. Renovation of the Applied Technology Building, $12.9 million
6. Athletic facilities, including the Ron and Joan Venderly Football Center, improvements to the baseball and softball fields, among others, $10 million
7. Charles W. Brown Planetarium, $5.4 million
8. Emens Auditorium lobby renovation and expansion, $5 million
9. Various and miscellaneous projects, $7.5 million

**Geothermal Project**

Ball State is creating the nation’s largest ground-source, closed-loop district geothermal energy system, which will heat and cool 47 buildings and result in an estimated $2 million in annual operating savings when complete.

Phase 1 was finished in spring 2012. The project allowed Ball State to decommission four aging coal-fired boilers, thereby cutting the campus carbon footprint nearly in half. The university stopped burning coal in March 2014.

In fiscal year 2015, the university completed the installation of the final 3,600 boreholes, distribution piping, South District Energy Station, and additional building connections necessary for the ground source geothermal heat pump system to be fully operational. The system is expected to be complete and fully operating by early 2017.

**Housing and Dining Facilities**

Since 2007, the university has either constructed new or undertaken major renovations to seven of its 12 residence hall complexes. As part of that long-range plan, Ball State completed the renovations of Botsford/Swinford Residence Hall in 2015 and began the renovation of Schmidt/Wilson Residence Hall. The next new residence hall and dining facility is early in the planning stages. Financially, Housing and Dining is a closed system, where revenues and expenses remain in the system to fund both current operations and long-term renewal and replacement of facilities.
Government Relations and Community Engagement

Ball State University has a long-standing record of dedicating faculty, student, and financial resources to improve quality of life in communities across the state of Indiana. As an anchor institution in our region and state, Ball State is committed to establishing and nurturing collaboration between faculty, students, and community partners to address society’s most pressing needs.

When successful, these partnerships result in benefits for all parties—valuable learning experiences, meaningful research, and solutions born out of creativity and nurtured risk, the hallmarks of entrepreneurial learning. Today, entrepreneurial leaders represent the single most important element in improving local communities’ economies, and quality of life is the primary factor in a community’s ability to attract and retain talent.

To meet these ends, the Division of Government Relations and Community Engagement comprises the following units:

**Office of Community Engagement**: As Ball State’s front door for community partnerships, OCE connects the university with challenges and priorities beyond campus with an emphasis on Muncie, Delaware County, and east central Indiana.

**Building Better Neighborhoods**: An initiative funded by the Ball Brothers Foundation, this partnership between Ball State and the Muncie Action Plan coordinates expertise and resources to support local neighborhood development.

**Northeast Indiana Area Health Education Center**: This regional center promotes access to high quality, culturally competent health care through academic-community partnerships. NEI-AHEC also promotes health career opportunities to students and underrepresented minorities, encourages students and health professionals to work in areas with limited health care providers, and enhances the knowledge and skills of a diverse workforce of health professionals throughout northeast Indiana.

**E.B. and Bertha C. Ball Center**: Housed in a historic Ball family home, this center provides a variety of low- and no-cost noncredit cultural and educational programs and opportunities for east central Indiana, serving as a symbol of the university’s commitment to public service and community outreach.

**East Central Indiana Small Business Development Corporation**: The ISBDC offers entrepreneurs expert guidance and a comprehensive network of resources for little to no cost.

**Government Relations**: The Government Relations team represents the priorities of Ball State’s students, faculty, staff, and alumni to state elected officials.

**Indiana Communities Institute**: The Indiana Communities Institute addresses the modern challenges of economic development through community-based strategies for sustainable growth. The research-policy-practice framework allows ICI to tap into talent and resources from research and outreach units across campus for work with outside partners. These partnerships lead to informed, effective projects and strategies that bring development efforts into the 21st century.

**Indianapolis Center and Fishers Center**: The Indianapolis Center, located in the heart of downtown Indianapolis, and the Fishers Center, located in suburban Fishers, host formal credit courses and a variety of social, business, and educational programs. The mission for each center is to serve as an entrepreneurial service unit of the university that engages students, alumni, state, and community leaders and organizations in activities to further develop economic growth.

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In 2015, Ball State University earned the Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching. The classification recognizes colleges and universities that demonstrate an institution-wide commitment to public service, civic involvement, and community partnerships. The designation caps a more than two-year self-study.

Ball State committed $250,000 of in-kind services to support Vision 2016, a five-year economic plan developed by the Muncie-Delaware County Economic Development Alliance. The university fulfilled its commitment one year early, primarily through substantial involvement of faculty, staff, and students in the MyMuncie image campaign and Muncie By5, the community’s early-childhood development initiative.

Ball State faculty, staff, and students engage communities throughout the state leading an economic transition from one based primarily on physical capital (plants and equipment) to one based more on human capital (talented people). The Primacy of Place initiative recognizes communities’ strategic decisions to improve life experiences for residents, businesses, and visitors.
The Office of General Counsel

On July 1, 2015, the Office of General Counsel (OGC) was created to provide a new, consolidated structure for the effective and efficient delivery of legal services for the Board of Trustees and the administration of Ball State University. The office is staffed by the vice president and general counsel, the deputy general counsel, and three attorneys; two serve as associate general counsel and one serves as assistant general counsel. The office is supported by two staff positions: a paralegal and a secretary. The director of institutional equity and internal investigations also currently reports to the OGC.

The OGC provides advice, counsel, and training in all legal areas impacting the university and serves as the point of contact for all external legal matters, including interface with state and federal agencies. The OGC also coordinates the utilization of external legal services and makes determinations as to the appropriate use of outside representation.

The attorneys of the OGC routinely advise and coordinate to find solutions for matters involving contracts, sponsored programs, research compliance, state and federal regulatory compliance, employment, labor, antidiscrimination, immigration, international, security, real estate, constitutional, copyright, intellectual property, subpoenas, public records requests, open door compliance, FERPA, and other legal matters related to university business, governance, academic affairs, student affairs, NCAA compliance, and litigation.

Division of Strategic Communications

The Division of Strategic Communications (DSC) tells the Ball State story of transforming entrepreneurial learners into impactful leaders. The division develops clear brand standards to promote a consistent identity that reflects Ball State’s student-centered approach, distinctive research, and lasting effect on our world.

The division’s team of experts collaborates with partners to provide guidance and services to the campus and community and helps with internal and external messaging that advances Ball State’s mission. DSC offers several tools and resources to ensure consistency in telling the university’s story through words and images.

DSC combines expert writers, photographers, designers, videographers, web specialists, strategists, and more. Their backgrounds are diverse and deep—including everyone from former newspaper reporters to marketing consultants.

Organized to meet communication needs in the most efficient, strategic manner, the division consists of administrators and four primary teams:

• Media Strategy
• Digital Marketing and the Web
• Client Relations and Production Management
• Creative Services

Ball State University Foundation

The Ball State University Foundation stewards private gifts from thousands of alumni and friends to support the university’s mission, students, faculty, and programs. All advancement functions of development, alumni association, advancement services, and the foundation are housed in one highly integrated unit.

Since its founding in 1951, the foundation has become a vital financial partner for the university, providing more than $357 million in support for programs and buildings. Future gifts such as bequests, life insurance policies, property, and life income plans have grown to more than $96 million.

In 2015, the foundation received an investment return of 3.4 percent, which is significantly above the 70/30 benchmark return of -1.74 percent. The average five-year annual return is 10.8 percent, and the average 20-year return is 7.9 percent.

Alumni Association

Ball State has more than 170,000 alumni. The Ball State University Alumni Association provides the most direct means for graduates to develop and maintain a lasting relationship with the university. In addition to making generous gifts, alumni spend countless hours visiting with prospective students, hiring recent graduates, encouraging fellow alumni to become involved in programs that advance the university, and working in governing roles for the association to assure continued quality programs.
Beyond the management of a complex academic enterprise, the next president of Ball State University will be encouraged to place particular emphasis on several strategic imperatives that will continue to strengthen the university and add value to its students, faculty, staff, and community.

1. Develop a new strategic plan that defines and articulates a long-term vision.

Ball State’s current strategic plan was approved by the Board of Trustees in 2012 and presents initiatives for 2012–2017. A new president arriving on campus offers the appropriate opportunity to work with the board to determine what the next chapters of Ball State’s success will look like. There is a shared sense of excitement about Ball State’s potential, and faculty, staff, trustees, and community members are eager to be engaged in defining its road map to future success. The president will build upon this enthusiasm and the wealth of expertise and talent among Ball State’s constituents to forge and articulate a strong strategic vision for the university’s future.

Over the years, Ball State has expanded its programs significantly to include a wide range of traditional liberal arts and professional degree programs. With limitations on state resources, shifts in student demographics, and a competitive higher education environment, it will be critical that Ball State take a hard look at its academic programs and structure to ensure that they are both reflective of the university’s mission and meet the current and prospective demands of its students and the State of Indiana. This will require a necessary and ongoing prioritization of resources to ensure that there is an alignment between aspirations and infrastructure.

Other areas of pressing nature that might be considered under this plan include:

- Internal and external programs that capitalize on an entrepreneurial culture to improve operational efficiency and effectiveness on campus and community impact throughout the state of Indiana
- The role and funding model of the intercollegiate athletics program
- Key initiatives that will enhance Ball State’s student and faculty diversity, particularly as Indiana’s demographics change in the future
- The future direction of Ball State’s highly successful online and distance education program and its proper balance with campus-based instruction for traditional students
- The implementation of Ball State’s recently-approved campus master plan, which reflects the commitment of resources to support future university priorities
- Building upon and promoting Ball State’s significant achievements with respect to sustainability

A thorough and thoughtful planning initiative will enhance the academic excellence, cocurricular programs, and overall reputation of Ball State.

2. Define and communicate a more distinctive identity for Ball State University.

Over recent years, Ball State University has built—on its own merits—a strong reputation for academic quality, community engagement, and the student experience. This enhanced image has been celebrated by its core stakeholders (faculty, students, staff, alumni, and its immediate community partners) but needs to further penetrate broader constituencies in the interest of continued growth in enrollment, philanthropic fundraising, public support, and regional/statewide/national recognition.

While most of its stakeholders acknowledge Ball State’s size and prominence within Indiana, it does not currently convey an associated brand that accurately reflects the value of the educational product.

As an extension of the strategic planning initiative, the president should spearhead a plan to ascribe more distinctiveness to Ball State. Once this strategy is finalized, a renewed Ball State brand and identity will directly support the goal of strategically positioning the university as a “destination” school for first-time and transfer students who will be successful in meeting the academic rigor of Ball State programs. It will also enhance Ball State’s standing with its key external constituents and funders.

3. Serve as Ball State University’s “champion” in outreach and advocacy.

The president is looked to as the “face and voice” of Ball State University in representing its interests to external partners. The university’s success in building its reputation and resources is directly impacted by the effectiveness of its external advocacy and communications—with the legislature, the governor and state administration, the private sector, donors, and leaders in key Indiana communities such as Indianapolis and Fort Wayne. This outreach will need to be further intensified in the future, as public resources become tighter and the expectations of these internal and external stakeholders become sharper.

The next president will need to convey to all stakeholders a clear and enthusiastic personal embrace of Ball State. To succeed, the president must possess knowledge of the university’s strengths and potential, and have the ability to communicate these strengths to others. Beyond the overall positive reputation of the university, there are other unique and attractive characteristics of Ball State, such as the campus’ commitment to immersive learning, sustainability initiatives, and athletic successes.

The president must be able to navigate the Indiana political landscape and build positive working relationships with elected officials and community/business leaders. He or she must continue to strengthen bridges to the local Muncie and Delaware County communities by engaging actively
4. Sharpen Ball State University's enrollment strategy.
In light of intensifying competition from other universities in Indiana and from surrounding states, the new president will be expected to ensure sustainable enrollment levels (and associated revenues) through a focused enrollment management strategy. The State of Indiana's funding formula for higher education has recently shifted in emphasis from front-end enrollment to degree and certificate completion. In addressing this, Ball State has raised its student admissions standards, which has benefited student retention/completion but has also resulted in lower on-campus enrollment. The accompanying revenue loss has been offset in part through increased tuition from off-campus distance learning programs.

In light of this, the president must work with the board and senior leadership team to develop an enrollment plan that maximizes the value of Ball State University to the citizens of Indiana. Such a plan will address appropriate admissions standards for student quality, the targets for in-state and out-of-state students, and the role of off-campus distance learning programs, and will provide for the alignment of on-campus housing and the university’s budget with projected enrollment.

5. Build and steward Ball State University’s resources.
Benefiting from the strong financial condition of the State of Indiana and strong financial management, Ball State currently enjoys a historically high rating from the independent financial rating services. Nonetheless, in light of limitations on state appropriations for public higher education and the desire to keep tuition increases at a minimum, the new president will be expected to generate new revenue streams that will be critical to maintaining the quality of Ball State academic and cocurricular programs, the depth of its faculty and staff expertise, and the attractiveness of its facilities. The university has been modestly successful in fundraising over the past decade (its endowment has now reached about $220 million) but the time is right for a much more intensive effort to instill a culture of philanthropy and raise significantly more private funds.

With Ball State poised to celebrate the centennial anniversary of its 1918 founding, the time is right for the university to leverage this prominent milestone as a means of drawing attention and funds to its second century. The next president will support this goal by dedicating significant time and energy to personally cultivating and stewarding current and future donors. With an alumni base of nearly 200,000, there is significant untapped capacity among the Ball State University “family,” and the new president will lead the planning necessary to build increased annual giving (only 7–8 percent of alumni currently contribute).

In this endeavor, the president will benefit from a unified Ball State Foundation, which recently combined alumni and development programs into a single, alumni- and donor-serving advancement enterprise. It is important to emphasize, though, that while the foundation operates under a separate board and administrative structure, the Ball State president will drive fundraising priorities, and as the true “fundraiser in chief,” will be held accountable for the university’s activities and results in this area.

6. Strengthen relationships and partnerships with key internal Ball State constituents.
In terms of personal engagement and visibility, the president must be equally attentive to the university’s internal communities and convey a personal and visible commitment to building a holistic culture that unites students, faculty, staff, trustees, and other governance units in support of the common mission of ensuring Ball State’s future success. Capitalizing on the enthusiasm created by his or her arrival, the new president must seize the opportunity to establish new partnerships characterized by civility and trust.

A particularly important relationship to be cultivated will be that between the president and the Board of Trustees. Ball State is well-served by a board that has significant local autonomy and authority, and comprises well-respected and successful community/business leaders—all of whom have a personal connection to Ball State and are committed to the university’s future. The new president and board leadership should work together diligently to ensure that this passion is appropriately channeled through properly balanced roles and responsibilities. This will require the president to very quickly establish personal/professional credibility with the board, understand its needs and expectations, and implement proper planning and communications protocols that strengthen this partnership on an ongoing basis.
Ball State University’s president first and foremost embraces, embodies, and champions its values. The ideal candidate for the position must therefore appreciate the history, culture, and spirit of this distinctive university. It is essential that the president convey a passion for Ball State’s character and as Ball State’s “face and voice,” the willingness to enthusiastically communicate the university’s strengths and priorities.

Ball State’s president must demonstrate a servant-leader style and managerial approach that emphasizes clear and open communication, a team orientation, and the ability and willingness to delegate authority and to hold people accountable. The next president must combine these attributes with creativity, the ability to assess and undertake calculated risk, a tolerance for ambiguity and nuance, optimism, and a sense self-confidence, humility, and humor. Like most effective leaders, Ball State’s president will possess a great deal of the following judgment necessary to superb leadership.

The ideal candidate for Ball State’s presidency will have demonstrated both a talent and an enthusiasm for fundraising, including personal and social skills—and a passion about Ball State’s mission—to cultivate financial support and partnerships in the private sector.

**Presidential Qualities and Qualifications**

**Professional Qualifications**

**Academic Credentials**
A PhD or other terminal degree is preferred. In lieu of a terminal degree, candidates should have a demonstrated record of successful executive leadership and comparable credentials and/or experience sufficient to warrant the respect and complete confidence of the academic community.

**Financial Acumen**
Experience in managing the financial and budgeting operations of a complex unit or organization is a prerequisite for this position. Prior financial management experience will provide the foundation for effectively managing all major business aspects of the university.

**Fundraising**
Raising resources is critical to the growth and progress of Ball State, the president must play a key role in this process. In fact, an estimated 25–30 percent of the president’s time will be spent in the fundraising arena. The president provides overall direction to the strategies to cultivate and raise necessary funds. The president will have demonstrated both a talent and an enthusiasm for fundraising, including the personal and social skills—and a passion about Ball State’s mission—to cultivate financial support and partnerships in the private sector.

**Community Involvement**
Ball State must constantly be sensitive to its community presence and image, and the president must have a high level of involvement and visibility in the area. The president’s work in the community is a must, given Ball State’s role as the leading employer in Muncie. This carries a special obligation for the university—through its president—to play a central role in the economic and community development of the region. The president must be personally engaged in the appropriate community organizations and causes. Past experience in community, organization, or nonprofit boards would be indicators that the new president would continue such initiatives in this position.

**Advocacy**
As a public institution, Ball State’s fortunes are regularly impacted by how its external stakeholders perceive its value to Muncie, Delaware County, and the state of Indiana. Ball State’s president must present the political acumen and “street smarts” to position the university effectively and positively with political, business, and civic leaders.

**Higher Education Issues, Economics, and Trends**
The president should be fluent in the current and emerging topics in higher education, particularly those that are relevant to a public regional comprehensive university like Ball State. This acumen should include working knowledge of changing university financial models, enrollment trends, intercollegiate athletics (ideally Division I), and instructional delivery technologies and methodologies.

**Marketing and Promotion Experience**
Much of the university’s future success will be based on its expanded brand image and self-promotion. The new president must lead the charge to continue enhancing the university’s reputation not only locally but nationally as well. A key part of driving the university’s strategic direction will be its external marketing efforts. Experience in overseeing a promotion or marketing campaign that propelled an organization forward would be beneficial to the new president.

**University Governance**
Working knowledge of governance practices is essential, and having that experience in a university setting would be preferred. Working with and being familiar with boards and how they operate can be learned rapidly once the president is in the position, but having that knowledge in advance would help the new president to develop a collaborative partnership with Ball State’s Board of Trustees.

The president should possess the ability to balance the strong executive leadership needed to ensure that decisions are made in a timely and fair manner with sensitivity to the culture of shared governance, tenure, and academic freedom at Ball State. This includes seeking appropriate input for major decisions; reaching out to faculty, staff, and students and encouraging their engagement in
campus matters; and conveying a collaborative leadership style.

**Information Technology**
In today’s world of rapid technological advances and applications, a working knowledge of the direction and possibilities of information technology would be very useful in steering advances and shaping communications at Ball State. While this is primarily at an oversight level, some personal knowledge of technology and social media applications and trends would be beneficial.

**Personal Attributes**

**Academic Excellence**—Commitment to an environment where teaching and student success remain the top priority, with strong research and scholarship integrated into that agenda.

**Executive Disposition**—Conveying an image that is consistent with Ball State’s values; demonstrating the qualities, traits, work ethic, high energy, and demeanor that command leadership respect.

**Enhanced Communications**—Ability to present ideas and messages in a cogent fashion, whether in one-on-one, small group, or large audience forums. Can inspire, energize, and enthuse audiences. Also demonstrates thoughtful and reflective listening skills.

**Progressive Thinking and Behavior**—Conveying an entrepreneurial strategy that encourages new ways of approaching problems and opportunities, and a willingness to foster and incite change in organizations, practices, and culture. Can encourage change in a diplomatic—not confrontational—fashion.

**Drive for Results**—Setting high goals for personal and group accomplishment; using measurement methods to monitor progress toward goal attainment; tenaciously working to meet or exceed those goals while deriving satisfaction from the process of goal achievement and continuous improvement.

**Valuing Diversity**—A demonstrated commitment to diversity, inclusion, equity, and international education and the ability to articulate a strong rationale for their importance to effective learning at Ball State.

**Student Orientation**—A commitment to keeping students at the center of the Ball State’s programs and operations, with their academic and holistic development being the ultimate goal.

**Authenticity**—A genuineness which engenders trust, encompasses integrity and self-confidence, but conveys humility. A person who takes his or her role very seriously but not himself or herself.

**Visibility and Approachability**—A willingness and interest in regularly being “out and about” through attendance at campus academic, cultural, and athletic events, with an equal investment of time spent externally in the Muncie community. A high level of comfort in encouraging—and accepting—insights, feedback, suggestions (and criticism!) from a myriad of Ball State stakeholders.

**Personal Values**—A leader who exhibits and embodies integrity, collegiality, leadership development, support of scholarship, and enthusiasm. A leader who values participating in a campus community that honors tradition, embraces intelligent growth, and reflects the collegiality, respect, mutual support, and warmth of a family. Above all, a servant leader who has the courage and conviction to make the necessary decisions in a compassionate way to ensure Ball State’s long-term success.
Procedure for Candidacy

Witt/Kieffer is assisting Ball State University with its recruitment of a new president. The presidential selection process is governed by the Ball State University Board of Trustees. The board has appointed the Presidential Search Committee comprising an appropriately diverse mix of Ball State stakeholders. The search committee will oversee the initial recruitment and evaluation of candidates, and the board will make the final appointment. The search will provide full confidentiality to all candidates throughout the entire process.

Review of candidates will begin in early fall 2016. For fullest consideration, applicant materials should be received by September 23, 2016. Application materials should include a letter addressing how the candidate’s experiences match the position requirements, a current CV, and contact information for at least five references (references will not be contacted without the prior knowledge and approval of the candidate).

Confidential inquiries, nominations, and application materials should be directed to:

John K. Thornburgh and Elizabeth K. Bohan
Witt/Kieffer
BallStatePresident@wittkieffer.com

For more information about Ball State University, visit bsu.edu.

Ball State University is an equal opportunity/affirmative action employer that is strongly and actively committed to diversity within its community. Women, minorities, individuals with disabilities, and protected veterans are strongly encouraged to apply. All qualified applicants will receive equal consideration for employment without regard to race, color, religion, sex, national origin, age, disability, protected veteran status, or any other legally protected status.

The elegant 6-foot-tall bronze statue Beneficence has graced our campus since 1937—welcoming visitors, students, and alumni. Her name means the quality of performing acts of kindness and charity, and she symbolizes reaching out, selflessly giving back, and sharing the treasure of knowledge. Affectionately called “Benny,” she stands in front of a half-circle of five classic columns that represent the original Ball brothers, who donated land, buildings, and funds to the university before classes started in 1918 and who have helped support the school in the decades that followed.