Ball State University State Budget Request 2013-2015 Biennium

Commission for Higher Education Presentation October 19, 2012



Quality

Ball State University: An increasingly selective institution, focused primarily on a high-quality undergraduate experience for Hoosiers



Why the Emphasis on Immersive Learning?

- Hart Research Associates Employers top two emerging educational practices that prepare college students for success:
 - A significant project that demonstrates their depth of knowledge
 - An internship or community based field project to connect classroom learning with real world experience.
- Battelle 2012 Study
 - Indiana's education issue is not quantity Indiana places in the upper half of states both in college entry and completion and confers baccalaureate degrees at a rate higher than the national average.
 - Experience matters; internships and real world learning experiences create a better work-ready college graduate.



Quality Experience Impacts Indiana

- Immersive Learning cited by peers in national publications
 - Often leads to career decisions and employment offers
- An Entrepreneurial Focus for all students
 - Indiana's dependency on entrepreneurial businesses
- Recognized as a national leader in New and Emerging Media
 - A growing part of the Indiana economy

U.S. News & World Report ranks Ball State 8th among "up-and-coming" colleges and universities for 2011

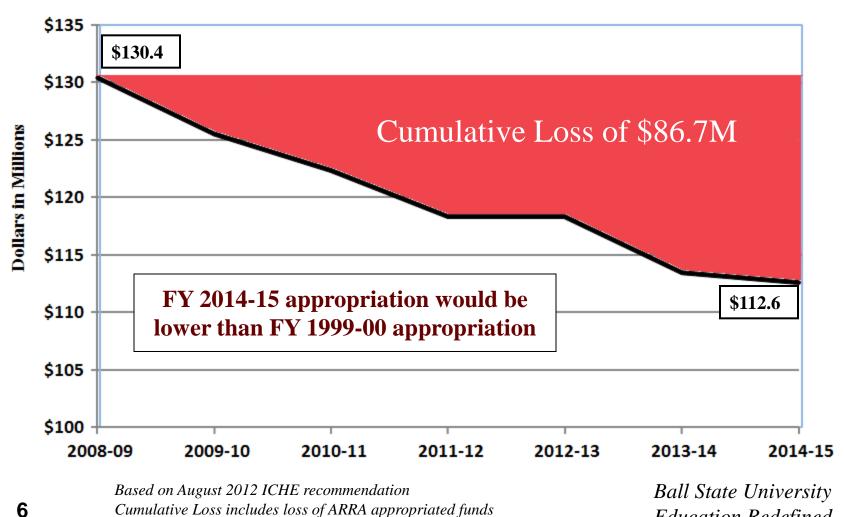


Deep Cuts to BSU Appropriations

- □ 2009-11 Biennium Cuts: **\$15.3M**
- 2011-13 Biennium Cuts: \$11.8M
- □ 2013-15 ICHE Proposed Biennium Cuts: \$11.4M
 - Ball State expenditures are already well below Indiana peers
 & national averages in areas like salaries, health care,
 administrative staffing, and energy consumption
 - Lean organizations are harder to cut

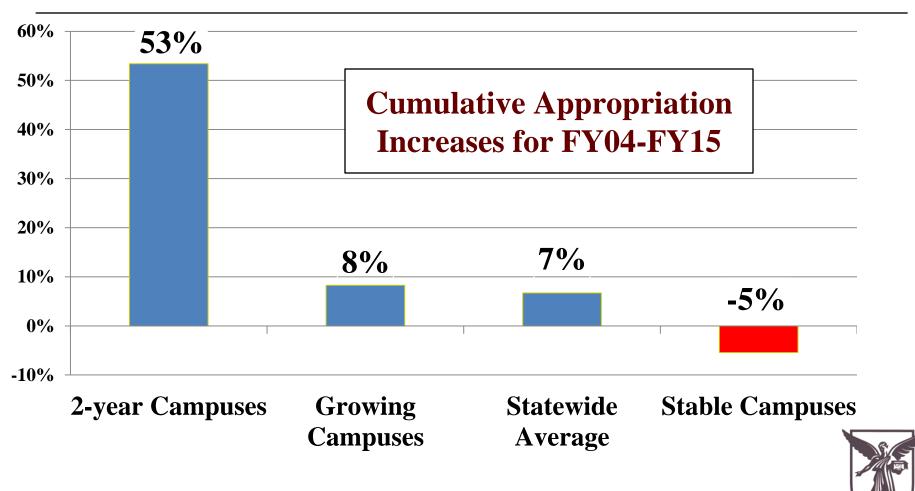


State Operating Appropriations FY 2008-09 to FY 2014-15

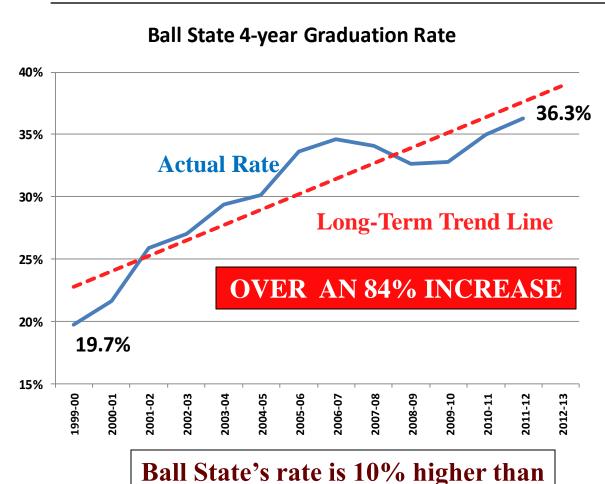


Education Redefined

Funds Flowing to 2-Year Campuses



Long-Term Improvement in Graduation Rates



the MAC and national average

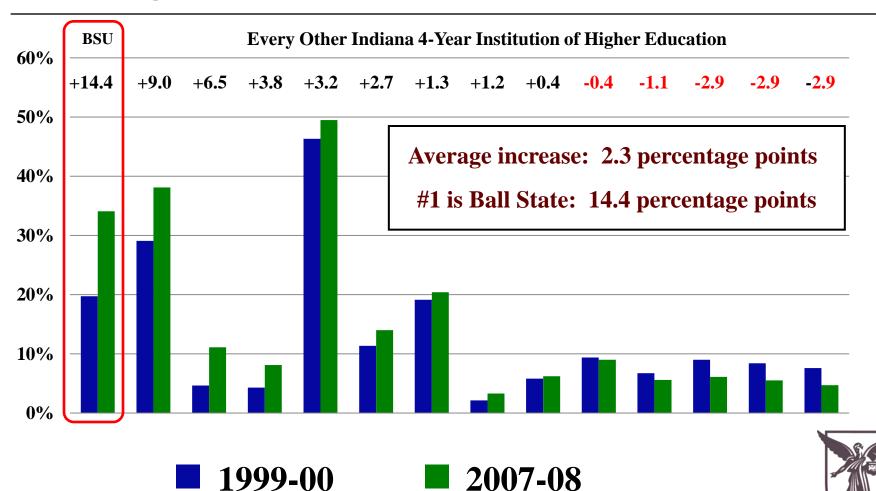
Chronicle of Higher Education recently reported that Ball State had the 6th highest long-term improvement in 6-year graduation rates of any public, research university in the nation:

San Diego State
Georgia State
Temple University
University of Pittsburgh
Ohio State University
Ball State University

Ball State University Education Redefined



Change in 4-Year Graduation Rates

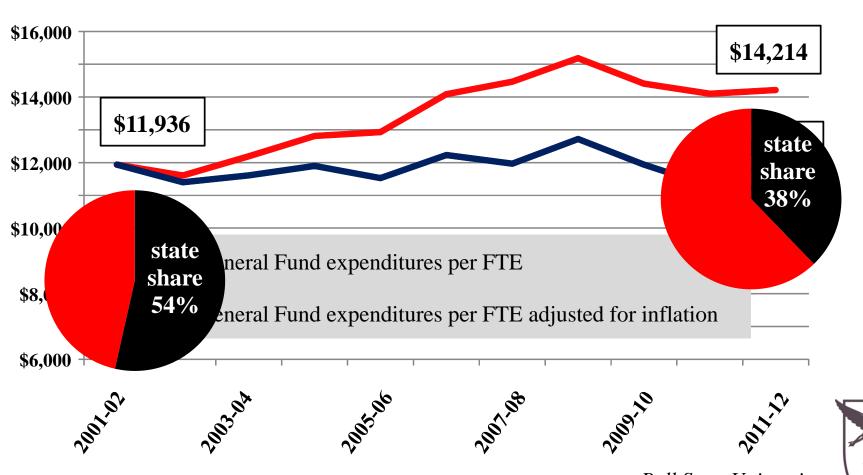


"Value" Initiatives From our 5-Year Strategic Plans

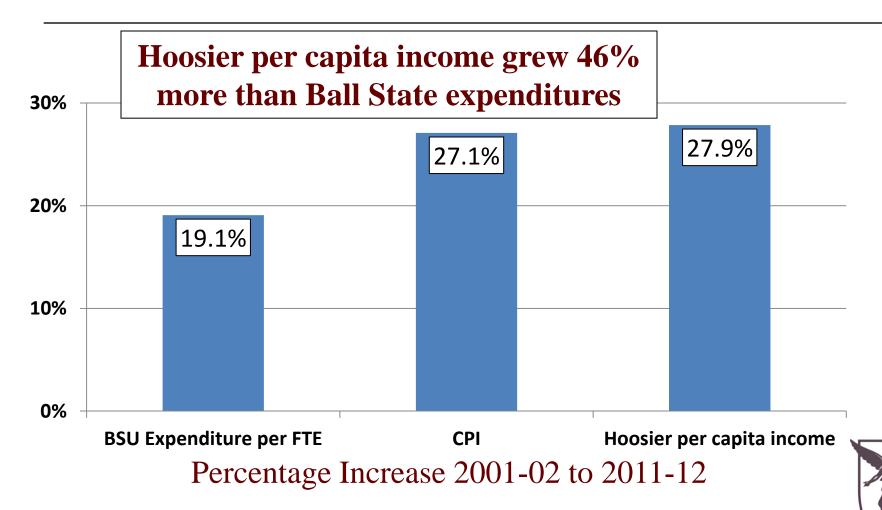
- Free tutoring to all students
- Removed scheduling impediments
- Reduced minimum credit hours for degree from 126 to 120
- □ Degree in Three program graduate in three years
- Career counseling starting the freshman orientation
- Restructured tuition students can take more hours for less money with Online and summer options
- Completion Scholarship for graduating in four or fewer years
- Financial penalty for credit hours over 144
- **Think 15** initiative



BSU Expenditures in Context



Ball State Expenditures Compared to CPI and Hoosier Income



Student Debt – Impact and Issues

What is the impact?

- Average Ball State student borrows \$19,248
 - Approximately one-third of our students have no debt at graduation
 - Higher education is an investment not a purchase

What are the issues and what actions can be taken?

- Public policy actions to consider:
 - Percentage of tuition borne by student versus state
 - Share of state higher education dollars going to private versus public schools
- Institutional actions to consider:
 - Continue to control and reduce expenses
 - Educate/inform students on the issue



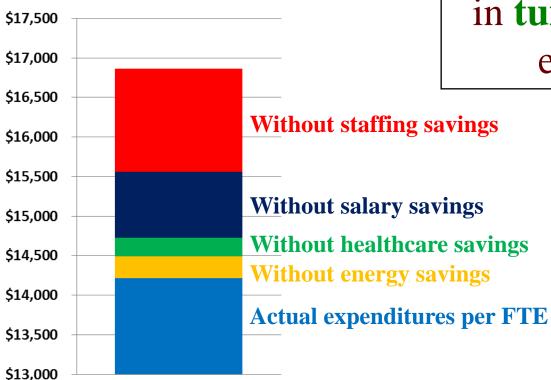
Actions Taken to Reduce/Contain Costs

- Implemented hiring freeze/delays
- Limited salary increases
- Reduced pension contributions
- Restructured health care benefits
- Reduced overtime costs
- Decreased maintenance costs
- Reduced funding for travel
- Delayed repair/rehabilitation projects
- Implemented geothermal project
- Joined several purchasing consortiums
- Educated more students without adding additional space
- Increased space utilization

- Generated additional external resources
- Restructured tuition
- Reduced minimum credit hours for most degrees
- Conducted academic program reviews
- Implemented print management policy
- Renegotiated labor contract
- Accelerated wellness initiative
- Increased summer usage of campus
- Reduced hardware and software licensing expenses
- Reduced energy expenses through conservation and operations

Actions Saved Significant Resources

FY 2011-12 Expenditures Per FTE (Actual and Without Savings)



Actions result in \$2,648 in tuition savings for every student



Alignment

- ICHE's August 10 meeting at BSU
 - Highlighted significant alignment between Ball State's and the Commission's current strategic plans
- Ball State's new 2012-17 strategic plan will soon be finalized
 - Over 100 measurable performance indicators
 - Most are directly aligned with "Reaching Higher Achieving More"





Preparation



- Ensure high-quality dual credit courses are available
 - Achieve 50% growth in dual credit
- Improve the feedback loop between colleges and employers
 - Administer annual employer survey regarding readiness of graduates
- Reform educator preparation programs
 - Work with current and future K-12 educators to strengthen their ability to attract
 and prepare students for STEM degrees and careers
 - Attract higher quality teachers by increasing academic requirements
- Share relevant data with K-12
 - Improve charter school success and cross-pollinate best practices





Smarter Pathways



Promote on-time degree maps

 Every student will be provided an on-time graduation map supported by mobile technology alerts

Limit total credit requirements

✓ Most programs **reduced credit hours from 126 to 120** (approximately 85% of students)

Institute early and ongoing career advising

- ✓ Advising starts in freshman summer orientation
- ✓ Fall workshop to help undecided students choose careers





Student Incentives



Promote on-time graduation

- Increase four-year graduation rate to 50%
- ✓ \$500 Completion Scholarship
- ✓ Reduced cost/free on-line courses
- ✓ Reduced Summer tuition
- ✓ Penalties for excessive hours

Promote completion

- Increase graduate students by 20%
- Increase six-year graduation rate to 65%

Emphasize student preparation and completion

Increase the number of at-risk students that graduate by 20%





Continuous Efficiency



- Ensure optimal efficiency in employee health care
 - Increase average participation in substantive wellness initiatives to 18%
- Prioritize and reallocate resources to high-demand academic programs
 - Increase science, technology, engineering, and math (STEM) degree offerings
 - Increase the total number of graduates with high-impact degrees by 50%
 - Create a well researched academic plan; invest in strategic academic offerings
- Relentlessly pursue opportunities to create efficiencies
 - **Reduce costs** by maintaining and improving efficiencies in critical budget areas like health care, energy, and administrative staffing (Institutionally Defined Productivity Metric)
 - Complete the geothermal project





Innovative Models



Increase opportunities for flexible and accelerated learning

- Increase fully on-line student enrollment by 35%
- Introduce two new bachelor's degree programs and four new graduate degree programs for fully on-line delivery
- Have 50% of on-campus students **take at least one on-line course** by graduation
- Complete two new 2+2 agreements with community colleges where the last two years would be offered on-line

Promote research-based instructional practices

- All departments will implement assessment processes that utilize technology to collect and analyze data
- Redesign courses with high D/F/W rates to promote student achievement





Return on Investment



- Seamless transfer between the state's two-year and four-year campuses
 - Increase number of transfer students by 50%
 - Increase the number of 2+2 articulation agreements from 11 to 17
- Ensure that quality is pervasive
 - Provide every undergraduate student with an opportunity to participate in an immersive learning project
 - Conduct alumni and employer surveys to aid in curriculum development
 - Achieve 55 nationally ranked or recognized programs



Key Points

- Aligned with the Indiana Commission for Higher Education strategic plan
- Achieved significant long-term improvement in 4-year graduation rates
- Focused on college affordability by controlling growth in expenses and operating efficiently
- Current performance funding primarily rewards quantity **Ball State's**: 1) **differentiation** towards **quality**; and 2) **size/degree offerings** relative to our peers, **makes it impossible to earn meaningful funding**

Caught in the middle and need your help

