

Criterion Five—Resources, Planning, and Institutional Effectiveness

The institution's resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities. The institution plans for the future.

Core Component 5.A.

The institution's resource base supports its current educational programs and its plans for maintaining and strengthening their quality in the future.

Resources are the lifeblood of a university, and Ball State University procures, develops, and uses its fiscal, human, physical, and technological wherewithal to provide a high-quality educational experience and accomplish its strategic goals. Furthermore, resource planning for the future is a continuous and integrated activity tied intricately to the institution's strategic planning goals.

Subcomponent 5.A.1.

The institution has the fiscal and human resources and physical and technological infrastructure sufficient to support its operations wherever and however programs are delivered.

Overall, Ball State's financial resources are sufficient, but they could be aligned better. Human resources are very lean, based on benchmarking with other institutions. The technological infrastructure is second to none, and the Enterprise Resource Planning (ERP) initiative will enhance the university's operational systems to meet future needs. Lastly, the physical assets of the campus are constantly reviewed and have undergone extensive modernization during the past decade in response to the institution's evolving needs.

Fiscal Resources

Ball State's annual operating budget is approximately \$300 million, and state appropriations for operations fund about 40 percent of this budget. All categories of state appropriations together represent approximately 25 percent of total institutional revenue. The state's appropriations include line-item funding to support Ball State's "The Entrepreneurial University" initiative to recruit high-quality students, provide an innovative curriculum, and promote economic development. The university also continues to rely on a variety of other funding sources, including tuition and fees paid by students, external support for research and scholarly activities in sponsored programs (grants, contracts, in-kind contributions, etc.), and private gifts and donations.

Economic Challenges—Perhaps the greatest threat to resource planning is the volatility of external economic conditions. The 2007–2009 recession created financial challenges for Ball State, just as it did for higher education in general. As a state-assisted institution, the university has faced decreased financial support from the Indiana legislature. Overall, Ball State's annual compound growth rate in state appropriations was 0.3 percent since 2000–01, and it has dropped 6.1 percent since 2008–09.

In December 2009, the state cut its 2009–2011 biennial budget appropriation to higher education by

BALL STATE UNIVERSITY Self-Study Report for Continuing Accreditation 2013 DRAFT

Prepared for the Higher Learning Commission of the North Central Association of Colleges and Schools

\$150 million, and Ball State's portion was \$15.2 million. To meet this challenge, the university devised an internal campaign to inform and solicit input from all employees. The process was transparent, widely accepted, and helpful in finding cost savings. This plan to meet the target cuts "reflected Ball State's commitment to academic excellence and the need to invest in its future, while being mindful that the uncertainty of future appropriations demands careful cost containment."

The state's 2009 appropriation cut was followed by another reduction of 4.2 percent for the 2011–12 fiscal year. Additional means for generating cost savings were found. This decision-making process again placed the highest priority on protecting and enhancing the quality of Ball State's educational experience and moving forward in achieving the goals of the university's strategic plan.

Favorable Factors—On a more positive fiscal note, Indiana has weathered the recession better than many states. The Hoosier state's gross domestic product (GDP) grew at a faster rate than the national average, tax receipts have increased, and a budget surplus exists. At the same time, the university's astute financial planning and performance was rewarded in November 2010 with a bond rating upgrade from A+ to AA- by *Standard & Poor's*.

Another significant event was the conclusion of the highly successful Ball State Bold capital campaign, which raised a record \$210.8 million in support of university programs. Bold was "the most ambitious and successful [development] campaign in the university's history." The public phase of the campaign was kicked off in September 2008 and officially wrapped up on June 30, 2011.

Given the relative financial stringency of the recent past, Ball State continues to adhere to its goal of "maintaining the quality of the students' educational experience...[as] the highest priority in the decision-making process." In an interview on December 21, 2011, Randy Howard, vice president for business affairs and treasurer, emphasized the importance of maintaining an excellent academic experience for students. According to Howard, resources to support academic and nonacademic operations are sufficient, but the university is "running in a very lean fiscal environment" in terms of higher education in the United States generally and in Indiana specifically.

Human Resources

Ball State's human capital is dedicated to carrying out the institution's mission. During the 2011–12 fiscal year, the university had 2,832 full-time employees, including:

- 938 full-time tenured, tenure-track, and non-tenure-track faculty members. About 70 percent of them are in tenure-line positions, and 30 percent are in non-tenure positions. Nearly 90 percent of tenured and tenure-track faculty hold terminal degrees in their disciplines.
- 1,894 full-time staff and service employees in six categories: administrative staff, professional staff, technical/paraprofessional staff, clerical/secretarial, skilled crafts, and service/maintenance. The staff and service employee population has been consistent over time and plays a significant role in supporting and facilitating Ball State's educational programs.

To deliver on its mission and strategic goals, Ball State maintains a low student-to-faculty ratio (18:1), and about 97 percent of classes are taught by faculty, not graduate students. In fact, senior faculty teach many freshman courses. A number of faculty also serve a crucial role as mentors for interdisciplinary

BALL STATE UNIVERSITY Self-Study Report for Continuing Accreditation 2013 DRAFT

Prepared for the Higher Learning Commission of the North Central Association of Colleges and Schools

student teams in the university's signature immersive learning experiences.

Ball State's diligent efforts to manage its resources as efficiently as possible have been recognized by external organizations. In a report from the Center for College Affordability and Productivity, Ball State was recognized for generating a lower level of staffing per student than the average public university. In addition, the Goldwater Institute reported that Ball State's administrative growth rate was one of the lowest in the United States.

Physical Resources

Widely admired for its attractiveness and traditional collegiate feel, Ball State's 731-acre campus includes 106 academic, administrative, auxiliary, and residential buildings valued at more than \$1 billion. Eleven residence hall complexes and two apartment communities house about 7,550 students on campus. Ball State also has slightly more than 400 additional acres of research property and maintains two outreach centers in the Greater Indianapolis area—one at Meridian and Maryland streets downtown and one in the Saxony development in Fishers.

These physical resources are an essential component of the institution's strategic goals to "improve the university community's quality of life" (*Strategic Plan 2007–2012*, Goal 4) and "invest in an increasingly vibrant and integrated university community" (*Strategic Plan 2012–2017*, Goal 3). These goals focus on providing a vital and accommodating campus atmosphere—one that supports and enhances learning, scholarship, institutional effectiveness, and quality of life. To this end, Ball State is committed to the continuous development and expansion of the campus through construction of new facilities and renovation of existing ones.

Master Planning—Since the original campus core was laid out in 1922, Ball State has maintained long-term master plans for campus development. The most recent, the 1982 Rundell Ernstberger Plan, was updated in 1991 and 2001, and several projects are ongoing, in development, or in planning. Over the years, expansion and growth have been accommodated primarily by acquiring land adjacent to and/or near the campus in a strategic, far-sighted manner. These acquisitions are made without state funding. The university has a reserve for further campus development that can fund the purchase of new land, but it most likely will be used for continuing the development of infrastructure on existing university property.

Strategic Support—Ball State's building and renovation program is designed to support developments in teaching and technology, enhance campus safety and the physical environment, and promote a sense of community. During the past 10 years, the university has constructed or renovated more than 400,000 square feet of instructional facilities, increasing the total plant value by more than \$150 million. More than \$100 million has been invested in the renovation of existing facilities, with a majority of resources going toward classroom buildings.

One example of a new facility that supports teaching and emerging technology is the David Letterman Communication and Media Building, a \$21 million complex that serves four academic departments and houses Indiana Public Radio. With 75,000 square feet of classrooms, faculty offices, and studio suites—including a \$1 million postproduction complex—this facility advances transformative learning experiences by providing students and faculty with the latest media production and postproduction

BALL STATE UNIVERSITY Self-Study Report for Continuing Accreditation 2013 DRAFT

Prepared for the Higher Learning Commission of the North Central Association of Colleges and Schools

technology. In 2009, the facility won an Emmy Award for technical achievement. The building was dedicated by *CBS Late Show* host David Letterman, a Ball State alumnus, in September 2007.

Other academic facilities constructed or renovated since Ball State's 2004 accreditation include:

- Marilyn K. Glick Center for Glass (new)
- Music Instruction Building/Sursa Performance Hall (new)
- Art and Journalism Building (new)
- A. Umit Taftali Center for Capital Markets and Investing (new)
- Teachers College Building (renovation)
- North Quadrangle Building (renovation)
- David Owsley Museum of Art (renovation/expansion)
- Edmund F. and Virginia B. Ball Honors House (renovation)

Other campus facilities constructed or renovated since 2004 include:

- Student Recreation and Wellness Center (new)
- Kinghorn and Park Residence Halls (new)
- DeHority and Studebaker East Residence Complexes (renovation)
- L.A. Pittenger Student Center (renovation)
- McKinley, Riverside, and Neely Avenues (renovation)

Meeting an objective in *Education Redefined: Strategic Plan 2007–2012*, the David Letterman Communication and Media Building, Student Recreation and Wellness Center, Park Hall, and DeHority Complex were designed in accordance with national Leadership in Energy and Environmental Design (LEED) standards and have been certified by the U.S. Green Building Council. Certification is pending for Kinghorn Hall. LEED certification verifies that a building was designed and constructed using strategies that address such standards as sustainable site selection, energy and water efficiency, materials selection, and indoor environmental quality.

Among a number of other noteworthy achievements related to Ball State's beautiful and efficient campus, three are deserving of special mention, and a fourth has received international attention:

- **Disability Access**—For many years, Ball State has been a leader in accommodating the needs of students with disabilities. These efforts are coordinated and facilitated by the Office of Disabled Student Development. In 2010, the university was selected by disabilityfriendlycolleges.com as one of 75 colleges that exceed the guidelines of the Americans with Disabilities Act. Ball State was recognized for its “accessible shuttle service, adaptive physical education program, disability friendly residence halls and housing, academic mentorship and wheelchair repair service.”
- **Street Improvements**—Renovation projects along McKinley, Riverside, and Neely avenues brought major safety and beautification improvements to the main travel corridors through the campus. New medians, sidewalks, traffic signals, and bus pullouts were installed to facilitate pedestrian safety and improve traffic flow. In addition, the university's signature pedestrian crossing—the Scramble Light—celebrated a \$14 million facelift in November 2011.

BALL STATE UNIVERSITY Self-Study Report for Continuing Accreditation 2013 DRAFT

Prepared for the Higher Learning Commission of the North Central Association of Colleges and Schools

- **Recreation Center**—To improve the health and fitness of students, faculty, and staff, the \$40 million Student Recreation and Wellness Center opened its doors in August 2010 and recorded nearly 870,000 visits within its first year. The center received a 2012 Outstanding Sports Facilities award from the National Intramural-Recreational Sports Association. The 400,000-square-foot facility includes a suspended track, arena football-size indoor turf field, five-court gymnasium, three-level fitness area, multipurpose activity rooms, food service, and gathering areas. The Outdoor Pursuits Center features a 35-foot rock climbing wall and offers clinics, equipment rental, and trips for outdoor activities such as whitewater rafting, forest backpacking, bike tours, climbing, and fishing.
- **Geothermal System**—Ball State continues to be revolutionary and responsible by building the nation’s largest ground-source, closed-loop district geothermal energy system, benefiting both the economy and the environment. When fully operational, the system will heat and cool 47 campus buildings and replace four aging coal-fired boilers, saving \$2 million in operating costs annually and cutting the university’s carbon footprint almost in half. Phase 1 went online in spring 2012, and the system was dedicated in conjunction with Ball State’s ninth Greening of the Campus international conference. The ambitious project has attracted visitors from as far away as Turkey and Japan and has garnered national attention from *The New York Times*, *The Chronicle of Higher Education*, *Christian Science Monitor*, National Public Radio, the White House Blog, and the General Services Administration Blog.

The geothermal project exemplifies Ball State’s long-standing commitment to sustainability, which has been recognized by the National Wildlife Federation, International Sustainable Campus Network, Association for the Advancement of Sustainability in Higher Education, Great Lakes Association of College and University Housing Officers, and *Kiwi* and *Sierra* magazines. In 2010, the university received Second Nature’s Climate Leadership Award and the Hoosier Environmental Council’s Technology Innovator of the Year award. Ball State was the only public institution in Indiana listed in The Princeton Review’s *Guide to 322 Green Colleges: 2012 Edition*. In addition, President Jo Ann Gora is one of the 12 founding members of the leadership circle who signed the American College and University Presidents Climate Commitment.

Technological Resources

Ball State’s technological infrastructure is aligned well with the university’s strategic plan goals, the top one of which is to “provide distinctive, high-quality educational experiences.” Our high-speed wireless and wired networks link students, faculty, classrooms, labs, residence halls, and offices campuswide. While nearly 99 percent of students have their own computers, the university has one of Indiana’s largest libraries, which houses about 400 public-use computers. In addition, Ball State has its own public television and radio stations. More information about campus technology including infrastructure data, library data, and related websites is available in the Ball State Fact Book.

The Office of Information Technology (OIT) is the primary unit charged with providing and supporting technology, communication, information, and collaborative services to Ball State faculty, students, and staff in the pursuit of excellence in teaching, learning, and research. Through its six subunits, OIT supports the university’s mission by developing advanced infrastructure, promoting universal access to technology resources, providing support for the development of quality digital content, and offering programs to enhance the teaching and learning skills of faculty, students, and staff. In keeping with

BALL STATE UNIVERSITY Self-Study Report for Continuing Accreditation 2013 DRAFT

Prepared for the Higher Learning Commission of the North Central Association of Colleges and Schools

Strategic Plan 2007–2012, which states that “Ball State University will continue to be a best-practice institution in the innovative use of instructional and information technology,” OIT prioritizes projects that develop areas of innovation. Such projects completed recently include:

- **Information Technology Reorganization**—The information technology area has undergone major reorganization the past few years to focus on online learning, immersive learning, and emerging technology initiatives. Prominent examples include creation of the Emerging Technologies and Media Development subunit and the contribution of staff and resources to the iLearn initiative. Consolidation and standardization of resources also played a key role in creating the Unified Technology Services subunit, a one-stop support venue for all students, faculty, and staff. In addition, resources for all data, voice, and video communications have been combined into the Unified Communications group within the Information Technology Services subunit.
- **Enterprise Resource Planning (ERP)**—Ball State initiated an aggressive implementation of the Ellucian Banner (formerly SunGard) system in fall 2010. This effort encompasses all academic and administrative functions of the university, from preadmission to alumni. This effort replaces Ball State’s homegrown student systems and out-of-date financial and advancement systems, incorporating new business processes for workflow, analytics, document imaging, and several other ancillary systems and processes.
- **Information Systems Security**—The Information Systems Security subunit works to ensure the university’s various systems are protected, will not be violated by tampering, illegal access or destruction, and will recover from disasters. This subunit responds immediately to any possible security problems.
- **Vendor Partnerships**—Ball State has partnered with Apple Inc. for the past several years to offer discounted hardware and software to students, faculty, and staff. The university is also part of the Microsoft Corporation Enrollment for Education Services agreement (formerly the Microsoft Campus Agreement) for volume licensing of commonly used Microsoft software. Lenovo has also been a Ball State preferred partner for six years, offering discounted hardware to students, faculty, and staff.

Subunits within the Office of Information Technology are Emerging Technologies and Media Development, Hybrid Design Technologies, University Teleplex, University Libraries, Information Technology Services, and Unified Technology Support.

Emerging Technologies and Media Development—This subunit is primarily responsible for maintaining an awareness of emerging technologies that could be applied to education and rapidly implementing those technologies on an experimental basis. The entire unit is structured to operate in a collaborative manner with diverse skill sets all under one administrator. Additionally, Emerging Technologies is supported by Ball State’s Digital Corps, an elite group of highly skilled student employees who work closely with the professional staff of this subunit. Together they have contributed to a wide variety of campus initiatives, including pioneering mobile app development and online learning initiatives.

Hybrid Design Technologies—HDT supports the design and production of virtual, immersive, and interactive environments and develops innovative immersive solutions for cultural heritage, museums, arts, teaching, and learning. This subunit and Ball State’s Institute for Digital Intermedia Arts engage

BALL STATE UNIVERSITY Self-Study Report for Continuing Accreditation 2013 DRAFT

Prepared for the Higher Learning Commission of the North Central Association of Colleges and Schools

artists, scholars, designers, educators, scientists, and technicians in exploring the intersections between the arts, science, and technology. Scholarly, creative, and pedagogical projects investigate virtual reality, human computer interface, visualization, and 3-D simulation. Projects are developed in partnership with international clients, investigating the forefront of discourse in emergent media design.

University Teleplex—This multimedia resource for faculty, staff, and students provides technical support services such as video production, immersive learning opportunities, DVD development, web streaming, digital graphics, video-on-demand delivery to on- and off-campus locations via the web, distance learning via the Internet, engineering repair and system design, and audiovisual delivery and distribution. The Teleplex also includes the public broadcasting stations WIPB-TV and Indiana Public Radio, which serve communities throughout east central Indiana. Consistent with Ball State’s strategic goals, Teleplex staff collaborate with faculty, staff, and students to enhance excellence in undergraduate and graduate learning and to ensure Ball State is a best-practice institution in the innovative use of instructional and information technology.

University Libraries—Ball State’s libraries provide students, faculty, staff, and community users with access to resources that satisfy informational needs related to and consistent with the university’s teaching curriculum, research mission, and service programs. The main facility, Alexander M. Bracken Library, has more than five acres of assignable floor space (321,800 gross square feet) and houses 1.5 million books, periodicals, digital resources, DVDs, CDs, microforms, software, government publications, maps, manuscripts, music scores, archival records, and electronic databases. With seating for more than 2,264 simultaneous users, the building includes 48 individual scholar study carrels, five study rooms, 10 large and three small conference rooms, and numerous lounges. Videoconferencing capabilities are available in two of the large conference rooms.

A recent addition to Bracken Library, the Helen B. and Martin D. Schwartz Special Collections and Digital Complex, connects students and faculty to numerous digital media assets and special collections and serves as a digital newsstand, providing access to international media, broadcasts, podcasts, and multimedia. Smaller branch libraries are located in the Architecture Building and Cooper Science Complex. The latter serves the university’s science departments with selected periodicals, dedicated online resources, monographs, and reference materials.

Information Technology Services—ITS provides vital behind-the-scenes support of applications, computing, development, e-mail, networking, operations, voice, and video conferencing services. This subunit’s groups include Business Operations, Enterprise Computing Operations, Information System Services, ITS Special Services, and Unified Communications. ITS takes pride in collaborating with the campus community, using new innovative technologies to meet the university’s strategic goals and objectives. ITS provide services to students, faculty, staff, and external businesses.

Unified Technology Support—UTS offers a variety of services that align with its theme “Help, Learn, Fix, and Create.” Major components include:

- **Concierge Desk** with knowledgeable and courteous full-time and student staff in the Tech Center inside Bracken Library
- **Desktop support** with local service providers (LSPs) to assist faculty and staff with their

BALL STATE UNIVERSITY Self-Study Report for Continuing Accreditation 2013 DRAFT

Prepared for the Higher Learning Commission of the North Central Association of Colleges and Schools

- university-owned computer equipment and network connections
- **General computer and specialty labs** available for students, faculty, and staff to use for on-campus computing
- **Hardware repair services** for faculty, staff, and student computers
- **Instructional classroom support services** for faculty incorporating technology into classrooms. Faculty, staff, and students can check out audiovisual equipment and laptops through Equipment and Projectionist Services
- **Technology HelpDesk**, a single point of contact for students, faculty, and staff with problems or questions about technology-related issues
- **Technology Store**, which provides information and assistance with computers, software, and other technology products

Subcomponent 5.A.2.

The institution's resource allocation process ensures that its educational purposes are not adversely affected by elective resource allocations to other areas or disbursement of revenue to a superordinate entity.

Ball State's educational purposes are adequately funded, and the university does not allocate resources to noneducational purposes to the detriment of its academic objectives. Ball State budgets its programs in accordance with provisions in the university's strategic plan, and funds are allocated to existing programs in response to objectives developed by units throughout the institution. *Education Redefined: Strategic Plan 2007–2012* established an emphasis that Ball State would adopt an "entrepreneurial approach to learning, scholarship, and civic engagement." The first goal of the 2012–2017 strategic plan is to "provide a distinctive educational experience, from undergraduate to graduate, traditional to online, where theory and knowledge are tested through practical application."

In practice and by definition, Ball State has no noneducational purposes. All of the vice presidential areas—academic affairs; business affairs; student affairs; enrollment, marketing, and communications; information technology; and university advancement—directly or indirectly support the academic purposes of the university. Likewise, the Ball State University Foundation, while a separate entity from the university, nevertheless supports the institution's educational objectives. The university also maintains the Ball State Innovation Corporation, a technology transfer unit within the Sponsored Programs Office, but the activities of this unit in commercializing intellectual property developed by Ball State students, faculty, and staff are closely aligned with the institution's academic purposes.

Although adequate resources are allocated to Ball State's strategic plan objectives, greater resources could always be used. Future state support is uncertain due to changes in the university funding formula and the unstable nature of Indiana's economy. Value-added enhancements to the university's academic mission are supplemented with funds from the Ball State Bold capital campaign and external grants.

Subcomponent 5.A.3.

The goals incorporated into mission statements or elaborations of mission statements are realistic in light of the institution's organization, resources, and opportunities.

BALL STATE UNIVERSITY Self-Study Report for Continuing Accreditation 2013 DRAFT

Prepared for the Higher Learning Commission of the North Central Association of Colleges and Schools

The mission statements and goals in the three strategic plans that have guided Ball State since the university's last accreditation review have been realistic in consideration of the institution's organization, resources, and opportunities. In *Education Redefined: Strategic Plan 2007–2012*, four specific initiatives were outlined:

- offering relevant immersive learning opportunities to each undergraduate student
- attracting, retaining, and enrolling a more selective and diverse student body
- increasing the number of nationally recognized faculty and academic programs
- promoting a vibrant and supportive campus atmosphere

Immersive Learning—While the results of these initiatives are ongoing, the strategic plan has enabled Ball State to pursue clarity of purpose and avoid distraction and disruption to its long-term aims. For example, 1,019 immersive learning projects (interdisciplinary student-faculty teams developing tangible solutions to problems for community partners) have been undertaken since 2007, with the involvement of 16,416 students. In the view of the university's officers, administration, and faculty, these immersive learning opportunities “differentiate Ball State from other colleges and universities.”

Academic Profile—For the second initiative, the university has raised the academic profile of its undergraduate student body by increasing the percentage of freshmen participating in the Honors College (now nearly 9 percent), raising the SAT scores of new students (now averaging about 1,590), and admitting more students who earned the Indiana Academic Honors Diploma or its out-of-state equivalent in high school (now more than 63 percent). The recruitment of more highly qualified and better prepared students has resulted in improved retention rates for Ball State students, with the university now retaining nearly 80 percent of its freshman students.

National Recognition—Ball State also continues to show progress in achieving national recognition for its faculty and academic programs. Several programs—including architecture, educational leadership, entrepreneurship, and nursing—continue to enjoy national rankings after several years in the spotlight, while other programs—accounting, finance, landscape architecture, music, theatre, journalism, and telecommunications to name a few—have earned recent national recognitions. Ball State has been recognized by such publications as *U.S. News & World Report*, *The Chronicle of Higher Education*, and *The Princeton Review* for the effectiveness of its programs. At the same time, the university's initiative in geothermal energy technology has attracted national and international attention from the scientific community.

Vibrant Campus—Finally, Ball State has made great strides in its objective to promote a vibrant and supportive campus environment. The university has renovated or is in the process of renovating several residence halls, including a new home for Honors College students. New construction has included two more residence halls and the long-needed Student Recreation and Wellness Center. Funds for these projects are managed separately from the academic budget. Ball State has also continued to modernize its athletic facilities through philanthropic gifts, including renovations to the football stadium—renamed Scheumann Stadium in honor of Ball State alumnus John Scheumann, a former football player and benefactor of the university—and construction of the Briner Sports Complex for women's soccer, field hockey, and track and field.

BALL STATE UNIVERSITY Self-Study Report for Continuing Accreditation 2013 DRAFT

Prepared for the Higher Learning Commission of the North Central Association of Colleges and Schools

Subcomponent 5.A.4.

The institution's staff in all areas are appropriately qualified and trained.

Ball State's hiring process requires minimum qualifications for all positions, and background and reference checks are performed for all new appointees. National searches are conducted for all faculty and other key positions. Once employed, faculty, professional staff, and other personnel have a variety of training options available both on campus and externally.

University Human Resource Services offers a robust training program that provides opportunities for employees to build skills specific to their job responsibilities. Its Learning and Development educational sessions are geared toward professional and staff employees but are open to all employees and students. Topics include problem solving, using Excel, grant writing, and training employees.

Roll Out the Red—Occasionally, special programs and projects are instituted for training across the scope of the university on fundamental issues. In 2008–09, for example, Ball State implemented an intensive training program, Roll Out the Red, under the overall coordination of University Human Resource Services. The program focused on improving customer service in the university's various units. Comments from external constituents such as parents and members of the local community had indicated that Ball State's customer service effort needed improvement. Randy Howard, vice president for business affairs and treasurer, stated: "We targeted this area and developed the Roll Out the Red program. This involved training all employees of the university in customer service concepts."

Faculty Development—Faculty also have a wealth of training opportunities. For example, most first-year faculty members are paired with an experienced faculty mentor, who meets with them throughout their first year on campus and helps to orient them to university policies and practices. Faculty who wish to obtain specialized training to improve their teaching may work closely with Ball State's Office of Educational Excellence (OEE). This office publishes a faculty development newsletter, hosts webinars where faculty may observe a particular educational innovation in use at other colleges and universities, and sponsors workshops and seminars to help faculty adapt educational technology to the classroom, such as an ongoing series in which faculty who teach large sections (75 to 220 students per class) learn how to use iClickers in their teaching. OEE also helps to foster dialogue between faculty who are searching for new and innovative ideas and concepts that will help them improve their teaching.

Subcomponent 5.A.5.

The institution has a well-developed process in place for budgeting and for monitoring expense.

Ball State's budgeting process encompasses all vice presidential areas: academic affairs; business affairs; student affairs; enrollment, marketing, and communications; information technology; and university advancement. Budgets are monitored at the departmental level as well as the vice presidential and university levels. Variances in budgets are investigated, and appropriate actions are taken.

Each of Ball State's vice presidents has a staff member responsible for budgetary matters who works closely with the Office of University Budgets. These individuals monitor the vice presidents' budgets and track their expenditures. Each academic college also has a director of finance and budget person who is responsible for monitoring and tracking budgeted expenditures. These college directors report directly

BALL STATE UNIVERSITY Self-Study Report for Continuing Accreditation 2013 DRAFT

Prepared for the Higher Learning Commission of the North Central Association of Colleges and Schools

to the university's budget office. Monthly financial reports are available online to review monthly transactions and compare year-to-date balances to budgeted amounts.

Budget Development

Each year, the university's budget plan is developed using, among other factors, projected enrollment, projected state appropriations, and projected external funding levels. In 2003, the budget process was made more transparent and inclusive by providing the college deans an opportunity to formally present their annual needs and requirements to the provost and vice president for academic affairs and the director of university budgets to establish a budget plan for their respective colleges for the upcoming year. In addition, the provost and the other vice presidents formally present their needs and requirements to the president.

The budget process for 2010–11 and 2011–12 was modified from prior fiscal years because of significant midyear reductions in state appropriations.

Budget Process 2010–11

On December 22, 2009, President Jo Ann Gora sent an e-mail to all Ball State employees titled "Budget Update and Planning Process," which described the reduction in state funding proposed by the governor for the 2010–11 fiscal year and encouraged faculty and staff to participate in the budgeting process by submitting suggestions to an e-mail account established specifically to receive budget-related comments (budgplan2010@bsu.edu). The president also provided the link to a website created to provide updates on the process. Students were encouraged to submit suggestions through the Student Government Association website. Each vice president was also tasked with brainstorming ideas for systematic reductions in expenses or growth in revenues in their own areas or across the campus. A deadline of January 29, 2010, was set for all suggestions and submissions. Based on the comments submitted, 20 categories were identified by the President's Cabinet for further consideration.

A campuswide forum was held on February 17, 2010, to explain the background issues, define Ball State's strategy, propose a timeline, and present the categories of expense reductions or revenue enhancements being considered. The university's strategy included three primary goals:

- preserve the educational experience of students
- maintain the momentum of the strategic plan
- recognize that people are the key to these goals

After further deliberations by the President's Cabinet and discussions with various governance committees, the collective bargaining unit, and other campus groups, 11 specific areas of reductions in expenses and/or increases in revenue were selected for further consideration. A second campuswide forum was held on March 16, 2010, to discuss these recommendations.

Several of the proposals provided savings and/or increased revenues for future years. In addition to these recommendations, decisions were made by the president and the vice president for business affairs and treasurer—in consultation with the responsible areas on campus—as to the proposed changes for salaries and wages, health care costs, utility costs, student financial aid, and funding for

BALL STATE UNIVERSITY Self-Study Report for Continuing Accreditation 2013 DRAFT

Prepared for the Higher Learning Commission of the North Central Association of Colleges and Schools

strategic plan initiatives. It was decided that student tuition, which had been approved on a two-year basis in the prior year's budgeting process, would not be changed to address the state funding reduction. The final budget plan was recommended to Ball State's Board of Trustees on March 19, 2010, for action on certain individual items, and the board approved the plan on May 7, 2010.

Budget Process 2011–12

Ball State received a reduction in state funding again in the 2011–2013 biennium. Due to this cut and the fact that the state appropriation amount was not known until the legislature adjourned on April 29, 2011, the university's 2011–12 budget process was slightly altered from a normal year. The vice presidents, including the provost and vice president for academic affairs, were asked to provide specific details of how they would cut their 2011–12 budgets by an additional 2 percent. The vice presidents were also asked to present two programs/projects/needs most important to their area that were unfunded or underfunded.

The vice presidents met with their direct reports to formulate plans for budget reductions and/or reallocations within their areas or departments. Recommendations approved in the previous year that provided savings or increased revenue in 2011–12 were rolled into the budget plan. Each vice president reviewed these items to verify that savings were still achievable and to make any necessary changes. All of the budget proposals were presented to the president, vice president of business affairs and treasurer, associate vice president for business affairs and assistant treasurer, and director of university budgets, who discussed them and developed a budget plan incorporating the proposals that related to the strategic plan and merited funding.

In addition to the vice presidents' proposals, discussions relating to other critical funding issues—including student tuition and fees, salary and wages, health care, utilities, and so on—were held based on data received from throughout the campus, and decisions were made as to the appropriate changes to include in the budget plan. The 2011–12 budget plan was presented to Ball State's Board of Trustees on June 16, 2011, and was approved at that meeting.