

GIR 4: It has legal documents to

confirm its status: not-for-profit.

for-profit, or public.

#### Criterion II

The institution has effectively organized the human, financial, and physical resources necessary to accomplish its purposes.

# Chapter 4: Organizational Structure

### Introduction

Ball State University maintains strong relationships with governing agencies in the state of Indiana and relies upon an effective internal organizational structure to accomplish its mission and purposes. Important relationships include those between the university and its Board of Trustees, the Indiana Commission for Higher Education, and the Indiana legislature. The university's organizational structure encompasses decision-making processes and the self- governance system. The institution has effectively responded to a concern raised by the 1993 reaccreditation team that stated, "The inconsistent and less-than-effective use of the governance system may hinder the realization of the university's goals and objectives."

# **Indiana Commission for Higher Education**

The Indiana Commission for Higher Education (ICHE) was created in 1971 by an act of the Indiana General Assembly and signed into law by then Governor Edgar Whitcomb. A copy of the Indiana statute establishing the commission is included in this report (Appendix 4.1). The commission is a 14-member public body created to

- define the educational missions of public colleges and universities
- plan and coordinate Indiana's state-supported system of post-high school education
- review budget requests from public institutions and the State Student Assistance Commission
- approve or disapprove for public institutions the establishment of new programs or expansion of campuses

The governor appoints 12 members, each representing a congressional district, to serve four-year terms. The 1990 legislature added positions for one student and one faculty representative who are appointed by the governor for two-year terms. The commission is not a governing board, but rather a coordinating agency that works closely with Indiana's public and independent colleges. Detailed information on the Indiana Commission for Higher Education may be found on the Web at www.che.state.in.us.

Ball State's government relations staff attends all ICHE meetings and works continuously with the commission concerning university programs and budget requests. The relationship between ICHE and Ball State is generally positive, supportive, and collaborative. The commission is the final authority for approving new programs, and Ball State representatives work closely with the commission's staff throughout the approval process for any new program, communicating directly with the commissioner and various members of the commission to discuss potential changes in academic program offerings.

ICHE only makes recommendations with respect to the university's budget requests. While the government relations staff seeks the commission's support for budget requests, it works most closely with members of the state legislature to accomplish the university's budgetary goals. The legislative process as it relates to university budget preparation and management will be described in detail in Chapter 5 of this report.

## **Ball State University Board of Trustees**

The Ball State University Board of Trustees is a nine-member public body created to

- manage, control, and operate Ball State
- borrow money, issue bonds, and let contracts
- prescribe conditions for admission
- grant degrees and issue diplomas or certificates
- set fees, charges, fines, and penalties
- e define the duties of and provide compensation for faculty and staff of the university
- receive and administer all donations, bequests, grants, funds, and property that are given or provided to the university
- possess all the powers in order to effectively operate the affairs of Ball State

A copy of the Indiana statute creating the Ball State University Board of Trustees is included in this report (Appendix 4.2). This statute also documents the university's tax-exempt status.

The governor appoints all nine members of the Board of Trustees. Six are to be appointed as at-large members, two as alumni of Ball State, and one as a Ball State student. The current board members are:

Frank A. Bracken Attorney, Ball Associates

Corporate Management, Ball Corporation

(a progression of positions)

B.A. in Government and Industrial Relations,

Carleton College

J.D., University of Michigan

Indianapolis, Indiana

Thomas L. DeWeese Attorney and Partner, Cross, Marshall, Shuck,

DeWeese, and Cross

B.S. in Marketing and Master of Business Administration,

Ball State University J.D., Indiana University

Muncie, Indiana

Ceola Digby-Berry Psychologist and Owner, Associates of Mental Health

> B.A. in Social Welfare, California Baptist College M.A. in Guidance and Counseling, Ball State University

Ph.D. in Counseling Psychology, Ball State University

Muncie, Indiana

GIR 5: It has a governing board that possesses and exercises necessary legal power to establish and review basic policies that govern the institution.

GIR 8: Its governing board authorizes the institution's affiliation with the commission.

GIR 6: Its governing board includes public members and is sufficiently autonomous from the administration and ownership to assure the integrity of the institution.



Hollis E. Hughes Jr. President and CEO, St. Joseph County United Way

B.S. in Education and M.A. in Sociology and Psychology,

Ball State University South Bend, Indiana

Kimberly S. Hood Jacobs Freelance Journalist

Former News and Special Features Reporter

B.S. in Telecommunications, Ball State University

Indianapolis, Indiana

B.A. in Architecture, Ball State University

Fort Wayne, Indiana

Gregory A. Schenkel President and CEO, Indy Partnership

(privately funded, not-for-profit organization dedicated to strengthening the economic growth of

the central Indiana region)

B.S. in Political Science, Ball State University

Indianapolis, Indiana

Jeffrey H. Smulyan Chairman of the Board, Emmis Communications

B.A. in History and Telecommunications,
University of Southern California
J.D., University of Southern California

Indianapolis, Indiana

Kyle M. Mitchell Major: Special Education

Minor: Landscape Architecture

Fishers, Indiana

Ball State's Board of Trustees elects from its members a president, vice president, secretary, and assistant secretary. The current officers are Thomas DeWeese, president; Frank Bracken, vice president; Greg Schenkel, secretary, and Hollis Hughes, assistant secretary. These officers comprise the Executive Committee, the only committee of the board. Most business is handled by the board as a whole rather than by the Executive Committee. The board appoints a treasurer who is not a board member. Thomas J. Kinghorn, Ball State's vice president for business affairs, currently serves as treasurer and is responsible for the receipt, custody, accounting, and proper protection of all funds due and accruing to the university.

The Board of Trustees is subject to Indiana's Open Door Law. All decisions are made in public meetings, but four topics can be discussed in an executive session:

- \*\* strategy with respect to the initiation of litigation or litigation that is either pending or has been threatened specifically in writing, and such matters as are protected by the attorney-client privilege
- status with respect to individuals over whom the board has jurisdiction
- strategy with respect to the university's purchase of real property
- strategy with respect to collective bargaining

The board typically meets six to eight times per year. The usual schedule includes an executive session in the morning that involves all of the board members, university officers, and the university attorney, followed by the public meeting in the afternoon. In addition, the board conducts a retreat each year in October that provides an opportunity for more complete discussions of certain items of interest to the board. No action is taken at this retreat.

Ball State's senior administrators work closely with the trustees to keep them informed of activities and issues of importance at the university, both during and between meetings. Standing agenda items at each board meeting include reports from the university president and from the chair of the University Senate. A variety of other reports are provided as needed, and the trustees are provided with thorough information about any action items on the agenda.

The Board of Trustees and the university president collaborate effectively in decision making. One significant action that has had a dramatic impact upon the university was the decision to raise admission standards for students entering in the fall semester of 1998. This decision, made as the state moved to establish a community college system, illustrates the ability of university leadership and board members to work together to take strategic action to protect and enhance the institution. Other important actions taken by the board since the last reaccreditation team site visit include the following:

- approved a \$1,000 fee increase for all new students effective in the fall semester of 2003 (September 26, 2002)
- approved a new university policy on conflict of interest and conflict of commitment (May 3, 2002)
- approved the extension of health care benefits to same-sex domestic partners (December 14, 2001)
- approved Ball State's sponsorship of charter schools in Indiana (September 21, 2001)
- approved closing the university for the celebration of the Martin Luther King Jr. holiday effective in the fall semester of 2001 (September 21, 2001)
- approved the Ball State University Strategic Plan 2001–2006, which included new mission and vision statements (September 21, 2001)
- approved the construction of a \$22.5 million Music Instruction Building (July 20, 2001)
- approved the appointment of Dr. Blaine A. Brownell as Ball State's 12th president (April 21, 2000)
- approved the establishment of pretax flexible spending arrangements for health and dependent care (March 24, 2000)

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GIR 7: It has an executive officer designated by the governing board to provide administrative leadership for the institution.

- approved the construction of the \$32.5 million Art and Journalism Building (December 18, 1999)
- approved a \$16.8 million construction/renovation project to improve the Fine Arts Building, West Quadrangle Building, and Cooper Science Complex (December 18, 1999)
- did not approve new evaluation procedures for administrators (December 19, 1997)
- noted that the university completed a \$3 million reallocation process (January 28, 1994)

Minutes of the board meetings from 1993 through the present are available on a CD in the resource room (Exhibit 17).

Board members have demonstrated their commitment to the university by taking their official duties seriously, studying materials to keep abreast of the issues, and attending a number of campus activities, many of which involve students and faculty. In most years, trustees have attended the Association of Governing Boards annual meeting with trustees from other colleges and universities.

## Administrative Organization

Ball State's president is appointed by the Board of Trustees and is responsible for the general administration of the university. He is supported by five senior officers whose responsibilities are described briefly below.

The provost and vice president for academic affairs is the chief academic officer and second-ranking executive officer of the university. She provides overall leadership and direction for the academic program of the university.

The vice president for business affairs and treasurer is concerned with all business and financial affairs of the university, including budgeting, accounting, human resource services, auxiliary and service enterprises, and buildings and grounds. Government relations also is under the purview of this vice president.

The vice president for information technology and executive assistant to the president is responsible for providing leadership in the use of technology to enhance teaching and learning and to support the administrative functions of the university. He also is the liaison to Ball State's Board of Trustees.

The vice president for student affairs and enrollment management provides leadership for enrollment planning and for those services related to the out-of-class growth and development of students from preenrollment through commencement.

The vice president for university advancement is responsible for all development, fundraising, alumni relations, and external communications activities on behalf of the university and maintains a close relationship with the Ball State University Foundation to ensure the activities of the foundation and the university are coordinated.

Administrative charts for the university and each vice presidential area are included in this report (Appendix 4.3). Vitae for the president and each vice president are available as Exhibit 95 in the resource room.

## **Administrative Decision Making**

The president of Ball State meets weekly with the institution's senior staff, which includes the university's five vice presidents, associate vice president for governmental relations, and two associate provosts.

The president also meets approximately four times a year with Ball State's Administrative Group, which comprises the vice presidents, associate and assistant vice presidents, associate and assistant provosts, deans, directors of administrative and service units, and the chair of the University Senate. Department chairpersons occasionally are invited to participate in these meetings, especially when the topics presented have direct relevance to the daily work of the faculty. Administrative Group meetings provide information that enables administrators to engage their units in effective and coordinated decision making.

Ball State's seven academic colleges are administered by deans and associate or assistant deans. The deans meet regularly with the provost and with their department chairs. In addition to the seven colleges, the Graduate School, University College, Honors College, and School of Extended Education are part of the academic affairs vice presidential area. The administrative leaders of these 11 units plus the dean of University Libraries meet on a monthly basis as the Council of the Deans. All of these meetings serve to coordinate planning within and across units so that the university can effectively accomplish its purposes. Details of the planning process used to achieve institutional purposes are provided in Chapter 11 of this report.

## **University Governance**

The university's administrative and policy-making structures are a complex and vibrant system that functions well in meeting the changing needs of Ball State. All aspects of the system are constantly scrutinized for improvement, and changes are made whenever a better approach is found. The area that will receive the most concentrated work in the next several years is a new proposed governance model that will restructure the current University Senate to make it even more effective and to build stronger links with the Student Senate and the Staff Council. The following sections provide information about the functions of and interactions among various governing groups on campus.



### **University Senate**

Ball State's University Senate is the principal agency for the formation of educational policy and policies affecting the state and well-being of faculty, professional personnel, and students. The senate's constitution, which outlines its rights and responsibilities, is available as Exhibit 23 in the resource room. The University Senate advises the president and the Board of Trustees and has primary responsibility for decisions on matters of educational policy subject to review and action by the president and board. The University Senate may delegate such tasks and activities to its councils and committees. A flow chart outlining the standing councils and committees of the University Senate is included in this report (Appendix 4.4).

The level of awareness within the institution of the University Senate's important role is high. Effective communications through e-mail and the Web help ensure all members of the university community are aware of the active items in the governance system as well as the agenda, time, and place for each meeting. Open gallery seating is available at each meeting, and use of this seating is encouraged.

During the past three years, the university community has engaged in extensive discussions about changing the governance structure to make it even more effective. A task force was convened to bring forth alternate governance models for consideration. These proposals were discussed widely in the Student Government Association, academic departments, and open forums within the colleges. The University Senate has endorsed a conceptual model for a new governance system, and a special task force appointed by the senate is in the process of drafting a new constitution. A document summarizing the process required for adoption of the new governance system is included in this report (Appendix 4.5).

Over the past decade, Ball State has made great strides in using its governance system more consistently and effectively to achieve its goals. One good example of the more consistent use of governance to achieve university goals is the enfranchisement of contract faculty to serve as senators. Although it has been common practice at the department and college levels for contract faculty to vote in unit matters, this was not the case in the University Senate until recently. The inclusion of 23 percent of the instructional workforce in governance matters at the university level is an important indicator of the priority placed upon giving a voice to each major constituent group engaged in furthering the institution's goals.

Three other recent examples provide evidence of the effective use of governance and the cooperation that exists among governance groups in addressing university goals. First, representatives of each of the major governing bodies on campus—the University Senate, Student Senate, and Staff Council—were actively involved in the search for and selection of the new president in 2000. Second, the decision to declare Martin Luther King Jr. Day an official university holiday was the result of collaboration between the University Senate, Student Senate, Board of Trustees, and university administrators. Finally, representatives from the University Senate served as members of the Strategic Planning Task Force convened by President Brownell in 2000, and the chair of the University Senate currently serves on the Strategic Planning Assessment and Implementation Team.

As these examples show, the University Senate functions well, but the issue of the amount of faculty voice in decisions regarding educational policy and policies affecting the state and well-being of the faculty and professional personnel at the university continues to be discussed, as does the speed with which the senate acts. The Governance Committee, one of the University Senate's six standing committees, meets regularly to monitor and study on a continuing basis all aspects of the governance system and to make recommendations aimed at ensuring its smooth and effective operation. The membership of the Governance Committee is widely representative, and its actions are brought directly to the University Senate.

#### **Student Government Association**

The mission of the Student Government Association (SGA) is to achieve effective leadership and representation in order to enhance students' lives. This mission is accomplished through the organization's dedication to being a student voice on university issues every day in every possible forum. The SGA organizational chart, constitution, bylaws, and election code are available as Exhibit 82 in the resource room.

The Student Senate is the legislative body of the SGA. A total of 54 student senators are elected each year. These senators are responsible for researching and developing legislation that reflects student interests with respect to a wide range of campus issues. The resolutions passed by the Student Senate are forwarded to the University Senate or to the president of the university for consideration and action.

Consistent with the values expressed in Ball State's mission statement, the SGA encourages leadership development in its representatives. The SGA Executive Board holds biannual retreats where advanced leadership training is conducted, and the SGA sponsors representatives to attend professional development seminars throughout the country. Student senators have opportunities to develop administrative and leadership skills, learn parliamentary procedure, and understand the university governance system.



The SGA serves as a liaison between students and university governance. It is formally linked to the University Senate in a variety of ways. The president, vice president, and president pro tempore of the Student Senate are members of the University Senate, along with five students elected at large by the student body. Student representatives appointed by the SGA president and approved by the Student Senate serve as members of the two most powerful committees of the University Senate—the Agenda Committee and the Governance Committee. Students also serve on other University Senate committees, including the Campus Life Council, which usually is chaired by a student. The president and directors of the SGA make recommendations to University Senate committees.

#### Staff Council

The role of Ball State's Staff Council is to offer advice, recommendations, and assistance to university officers in the formation or change of institutional policies affecting staff personnel and service personnel affiliated with staff personnel (hereafter referred to as staff personnel). Staff personnel are those employees holding regular full-time positions who have successfully completed their probationary period. The Staff Council's constitution, which describes its rights and responsibilities, is provided as Exhibit 80 in the resource room. One of the suggested changes to the university governance structure is to foster a closer working relationship between the University Senate and the Staff Council.

The Staff Council comprises one elected member for every 35 staff employees or major fraction thereof; currently there are 18 members. The council also includes an ex officio, nonvoting representative appointed by the university president. The Staff Council forwards recommendations to the senior staff for consideration for action by the Board of Trustees.

A collective bargaining unit that works in collaboration with Human Resource Services governs Ball State's service personnel. Service personnel therefore are not represented in the University Senate or the Staff Council. The service personnel bargaining unit is described further in Chapter 6 of this report.

## **Evaluation with Respect to Criterion II**

#### **Institutional Strengths**

Effective collaboration among internal administrative and governing bodies and between Ball State and external governing agencies provide a strong foundation upon which the institution carries out its mission. The relationship between the university and ICHE and the Indiana legislature is one of open communication, mutual trust, and cooperation, even

in this time of fiscal constraint. Likewise, collaboration between the university officers and the Board of Trustees is effective. Board members have demonstrated their commitment to the university by taking their official duties seriously and by carefully studying various materials to keep abreast of campus and higher education issues.

Ball State's administrative organization complements the goals and purposes of the university. Administrative leaders are well qualified and work collaboratively with one another. The president of the university is an effective and cordial leader who is engaged with the faculty, professional personnel, and students. The president's relationship with the University Senate is positive.

### **Concerns and Future Challenges**

Ball State's University Senate, Staff Council, and Student Government Association continue to address various issues and concerns that come forward from their constituents and pass the legislation necessary to resolve the concerns. Further, the discussions to improve the effectiveness of the university governance system continue with spirited debate among the faculty, professional personnel, and students, with all groups having the best interests of the university in mind.

The major challenge facing Ball State with regard to organizational structure is a smooth transition to the new University Senate model. This transition must be accomplished so university business can continue to move through the current system until the new system is approved by the Board of Trustees and becomes fully operational. The plan by which the conversion will take place will help ensure an efficient transition.