



Criterion II

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

Chapter 5: *Financial Resources, Physical Facilities, and Support Services*

Introduction

The effective use and management of financial resources, physical facilities, and support services at Ball State University enables the institution to accomplish its purposes. The university's budget planning and allocation processes, management of fiscal resources, and use of physical facilities and other services successfully support teaching and learning. Ball State also has addressed the concern raised by the 1993 reaccreditation team that "the library budget has not kept pace with the increased set of operations and acquisitions, leading to reductions in services to faculty and students in order to maintain collection development."

Organization of Financial Resources to Support Teaching and Learning

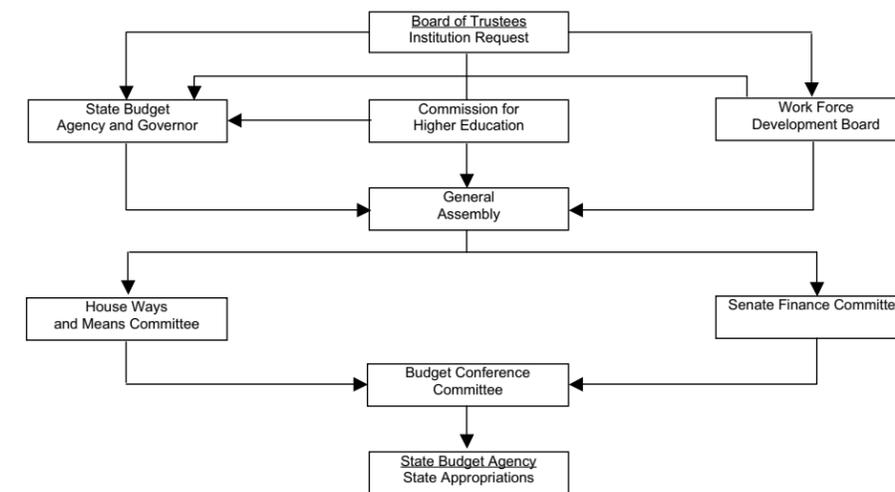
Legislative Request Process

Indiana does not use a general funding formula, as is the case in some states. The Indiana system is one of institutional cooperation: the state universities cooperate in their efforts to gain approval of their programs and endorsement of their appropriations requests from the Indiana Commission for Higher Education (ICHE); the Work Force Development Board (WFDB), formerly the Vocational Technical Board; the State Budget Agency and the governor; and the Indiana General Assembly.

Table 5.1 on the next page outlines the legislative budget review and appropriations process for Indiana. The institution budget request is developed within the planning process described in Chapter 11 of this report. An important and recently implemented component of this planning process is the consideration of recommendations from the Financial and Budgetary Affairs Committee of the University Senate.

After approval by Ball State's Board of Trustees, the institutional budget goes to the State Budget Agency, the governor, and ICHE. Portions of the budget request related to vocational and technical programs also are sent to the WFDB. All of these bodies make recommendations to the House Ways and Means Committee and the Senate Finance Committee of the Indiana General Assembly. The Budget Conference Committee reconciles differences between the budget appropriations developed by the House Ways and Means Committee and the Senate Finance Committee. This budget appropriation then goes to the floors of the House of Representatives and the Senate of the Indiana General Assembly for approval.

Table 5.1: State of Indiana Legislative Budget Review and Appropriations Process



Financial Reporting and Control

Ball State's financial statements are prepared on an accrual basis with the following exceptions: interest on student loans is recorded only when received; bond interest expense is recorded when paid; and gifts and grants are reported when received. These exceptions are common practice in colleges and universities. The university's annual financial report is available to the public.

Internal financial reports are prepared monthly and are available to appropriate budgetary heads via the Web. These reports compare expenditures and encumbrances to budgeted amounts for each budgetary unit. The Office of the Director of University Budgets monitors expenditures and initiates action when appropriate.

The Indiana State Board of Accounts audits Ball State's financial statements each year, and internal audits are performed regularly. The State Board of Accounts also issues an annual report to comply with the requirements of the Office of Management and Budget's Circular A-133 relating to federal awards. The federal audit report contains a section titled "Audit Results and Comments." Here the State Board of Accounts makes recommendations concerning areas covered by the audit.

When the audit process is complete, the auditors address a report to Ball State's Board of Trustees. The State Board of Accounts conducts an exit conference regarding the general audit with the university's financial officers and a separate exit conference for the federal audit with the vice president for business affairs and treasurer, associate vice president of finance and assistant treasurer, director of contracts and grants, director of

GIR 24: It makes available upon request information that accurately describes its financial condition.

GIR 19: It has an external financial audit by a certified public accountant or a public audit agency at least every two years.



scholarships and financial aid, and director of auditing. The results of these conferences and the information reported in the “Audit Results and Comments” section of the federal awards report are used to improve the institution’s accounting and financial control systems. The two most recent audits are available as Exhibit 7 in the resource room.

Internal Budgeting Processes

Internal budgeting processes have become more inclusive in recent years, primarily as a result of the campuswide participation in developing Ball State’s current strategic plan. In general, unit budgets are based upon anticipated enrollment, anticipated state appropriations, and anticipated levels of external funding. In keeping with the goal of making budget planning and management more open and inclusive, a new budget hearing process was instituted in 2003 in which the provost and vice president for academic affairs and the director of university budgets met with each collegiate dean to review the college’s needs and establish a budget for the next fiscal year. The deans used cost-per-credit-hour analysis and other historical expenditure data to arrive at their proposed budgets for the upcoming year. In addition, the vice presidents, associate provosts, and assistant provost participated in budget hearings at the senior administrative level.

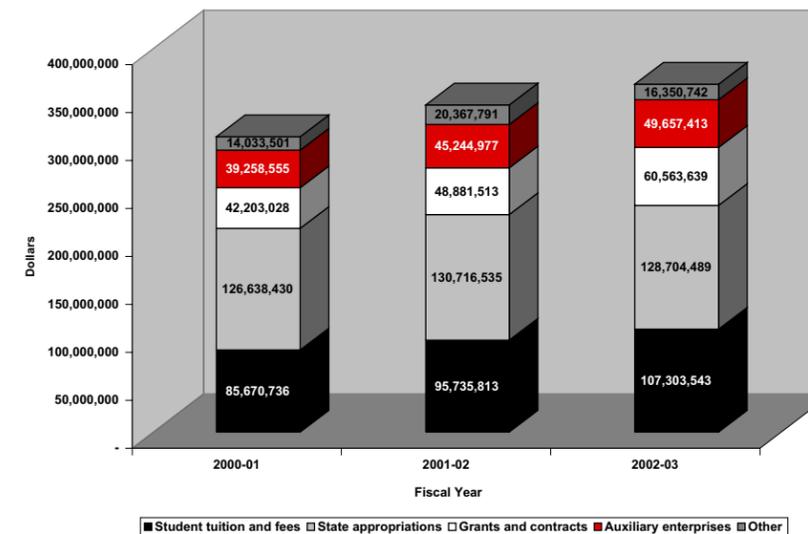
Ball State’s commitment to budgetary processes that support its goals and objectives is reflected in the institution’s response to recent fiscal challenges. The general economic downturn led to significant revenue shortfalls for the state of Indiana in recent years, resulting in lower-than-anticipated state support for higher education. This situation has required the university to rely less on state appropriations and to find alternative sources of revenue to adequately fund its strategic goals and objectives.

One dramatic example is a new \$1,000 fee increase for all new students beginning in fall 2003. Revenue from this fee, approved by the Board of Trustees in September 2002, will provide funding for objectives of the university’s strategic plan. Specifically, the university has mapped out a plan to allocate these resources to support additional student financial aid, maintaining and enhancing the excellence of the freshman experience, attracting and retaining high-quality faculty, expanding graduate student support by involving graduate assistants in freshman courses, strengthening applied research, and additional library collections funding. Another example of the university’s commitment to funding strategic initiatives was the introduction of a temporary student technology fee effective in the spring semester of 2002. This fee, initiated when the state did not reauthorize past grant funds earmarked for technology support, directly supports student access to technology and other critical aspects of the strategic plan.

Analysis of Revenue

Ball State has four primary sources of revenue: state appropriations, student tuition and fees, grants and contracts, and auxiliary enterprises. Investment income, miscellaneous student fees, and sales/services revenue supplement these major sources. Table 5.2 below summarizes the current fund revenue by source from the past three fiscal years ended June 30 of 2001, 2002, and 2003.

Table 5.2: Sources of Current Fund Revenue by Type, Past Three Years



Because of its lower-than-anticipated revenues, the state withheld payment of the June 2002 installment of its 2001–02 appropriation to the university, a reduction of \$10.6 million in expected cash receipts for the year. The amount was received in November 2002, and the state withheld the November 2002 monthly payment. The revenue was recognized as of June 30, 2002, due to the legislature’s intent to pay that installment in the future. Because of budget constraints, the state did not reauthorize payment of a \$4.5 million university technology grant, which led Ball State to initiate a student technology fee effective in the spring semester of 2002. The university technology grant was not reauthorized prior to June 30, 2003.

The university implemented a \$1,000 student fee for all new full-time students beginning in the fall semester of 2003. The revenue from the new student fee is to provide funding for Ball State’s strategic plan for 2001–2006. Strategic plan initiatives to be funded are additional student financial aid support, freshman experience support,

GIR 21: Its financial practices, records, and reports demonstrate fiscal viability.



attract and retain faculty support, graduate student support for undergraduate programs, applied research support, and library collections support.

The reduction in cash received from the state appropriation has been subsidized by increasing student fees over the past two years. State appropriations decreased from \$130.7 million in 2001–02 to \$128.7 million in 2002–03, and the percentage of the total current fund revenue from this source has declined from 39.1 percent in 2001–02 to 36 percent in 2002–03. Ball State has successfully offset the impact of declining state support by increasing other sources of external support, including research grants, sponsored programs, and gifts to the university. The institution has maintained a stable student–faculty ratio, has avoided reductions in tenure-line positions, has continued to move forward with capital projects for instructional facilities, and has been able to make high-quality technology available to students and faculty.

The significant rise in auxiliary revenue in 2001–02 was caused by an increase in Ball State’s room-and-board rates coupled with an increase in the occupancy rates for the residence halls. Also, \$4 million was received from the VEBA Trust, an external trust fund established for funding retiree health care. This transfer was necessary to provide funding to support the deficit in the university’s health care plans. Ball State continues to search for other revenue sources through partnerships with local governmental agencies and businesses to provide adequate funding for the future.

Analysis of Expenditures

Table 5.3 on the next page shows Ball State’s current fund expenditures in dollars by function for the past three fiscal years ending June 30 of 2001, 2002, and 2003. The university expenditures are classified into two main categories: educational and general, which pertain to the university’s academic mission and include related support services, and auxiliary.

Instruction expenditures increased from \$115.4 million in 2001–02 to \$129.4 million in 2002–03, reflecting the university’s priority on continued support of classroom education. Scholarships and financial aid increased from \$28.4 million in 2001–02 to \$31.8 million in 2002–03 to assist deserving students with an opportunity to attend the university.

Analysis of Debt

Table 5.4 on the next page presents the university’s long-term institutional indebtedness to outside parties for the past 10 years. This debt consists of revenue bonds and student fee bonds. Ball State’s revenue bond rating of AAA has not changed from the prior year.

Table 5.3: Expenditures by Function, Past Three Years

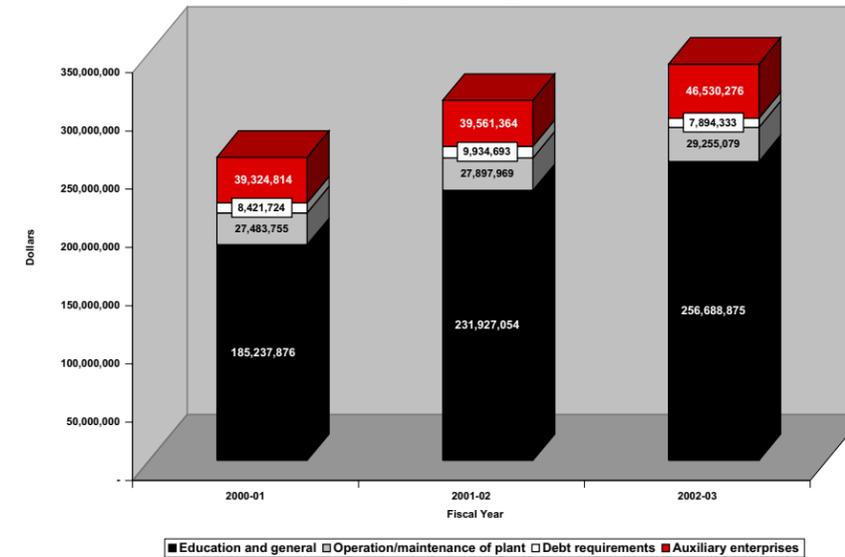
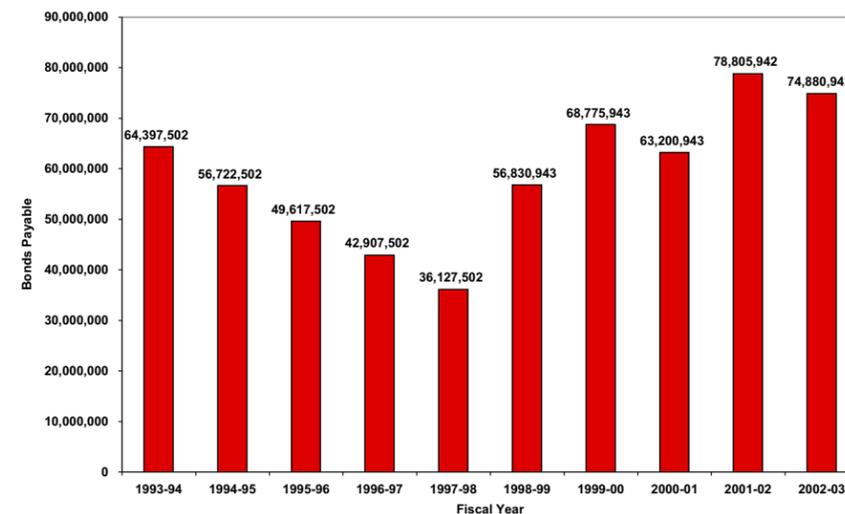


Table 5.4: Institutional Indebtedness, Past 10 Years



GIR 20: Its financial documents demonstrate the appropriate allocation and use of resources to support its educational programs.



The amount of the debt increased between 2001 and 2002 due to the issuance of Ball State University Student Fee Bonds, Series K, on December 12, 2001. The Series K bonds were issued in the amount of \$21.97 million to finance the construction of the Music Instruction Building. The university also has been authorized to issue bonds in the amount of \$21 million to finance the construction of the Communication and Media Building, but these bonds have not yet been issued.

Physical Facilities and Campus Environment to Support Teaching and Learning

Ball State is recognized for its beautiful residential campus with outstanding educational facilities. The oldest campus structure, the Administration Building, marked its centennial anniversary in 1999. During the past century, the campus has grown to include 1,045 acres with 62 academic and administrative buildings, 11 residence hall complexes, five auxiliary buildings, and two parking structures. The total building area is now more than 6 million square feet. In response to planned program needs, Ball State continues to develop land adjacent to the present campus as well as satellite facilities in downtown Muncie and the Indianapolis area.

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. Recently completed buildings include the 200,000-square-foot Art and Journalism Building (2002), the Football Training Facility (2002), the Alumni Center (1998), and the Shafer Tower (2003). Construction of the \$20 million Music Instruction Building is expected to be complete by fall 2004, and work has begun on a new 600-space parking structure to serve visitors and commuters to the south end of the campus.

More than \$100 million has been invested in the renovation of existing facilities, with a majority of resources going toward classroom buildings. Examples include the renovation of laboratories in the Cooper Science Complex, classrooms and distance learning facilities in the Teachers College Building, and the complete renovation of the Fine Arts Building. These sizable investments reflect the university's commitment to creating and maintaining a premier campus environment for teaching and learning.

Long-Range Campus Development

Ball State's campus development plan has evolved through the years and was most recently

updated in 2001 by architect/planner Rundell Ernstburger Associates. This study outlines the development of the north and east areas of campus, defines the needs for campus parking and pedestrian circulation, provides guidelines for campus landscape development, emphasizes the need for maximizing existing space, and presents a vision for a new east academic quadrangle. The university's 2003–05 legislative request (Exhibit 53 in the resource room) details Ball State's short-term facilities needs and outlines a 10-year future building program.

Academic Facilities

Ball State has exceptional academic facilities to support its mission. As discussed in Chapter 7 of this report, the university has built upon its solid foundation in core education programs by offering new learning opportunities outside the classroom through the use of technology, student teaming, and organized out-of-class experiences. At the same time, global computer connectivity, more hands-on activities, and interdepartmental teaching collaborations have enriched students' traditional class time. These pedagogical changes have required greater classroom flexibility, access to technology, and spaces that simulate real-world work environments.

Many of Ball State's recent academic facility improvement projects have focused on both the quality of the total learning environment and the adequacy of unstructured learning spaces. The new Art and Journalism and Music Instruction Buildings and the renovated Ball Communication Building and Cooper Science Complex laboratories offer spaces for informal out-of-classroom contacts and student team activities. These four projects alone are providing 98 new classrooms or lab spaces plus 25 renovated science classrooms.

In addition, wireless Internet access is now available across the campus. Ball State currently has more than 175 "e-classrooms" featuring full integration of computer, Internet, and VIS capabilities. Another 225 technology-enhanced rooms have features ranging from cable television to VIS to ceiling-mounted projectors for laptop connectivity. An estimated 98 classrooms have been equipped with an Ethernet jack. The Transmission Control Protocol/Internet Protocol (TCP/IP) allows access to a video file server from a faculty member's office or a classroom. The Media Lab operated by Ball State's Teleplex has eight nonlinear digital video editing bays, as well as four conventional editing bays open to any faculty member, staff member, or student who wishes to produce an instructional project. The lab also distributes all kinds of electronic field production gear, including digital video cameras, lighting, audio equipment, tripods, and professional accessories for location shooting.



Since Ball State's last reaccreditation evaluation, the university has increased and optimized its use of classroom and laboratory space as shown below in Tables 5.5 and 5.6.

**Table 5.5: Ball State University Instructional Space
1993 vs. 2003**

Type of Space	Year	Number of Rooms	Number of Stations	Avg. Stations per Room	Total Area (Sq. Ft.)
Classrooms	1993	154	7,599	49.3	118,118
	2003	153	7,568	49.6	121,176
Laboratories	1993	117	3,486	29.7	129,168
	2003	138	3,940	33.6	161,598
Special Purpose Laboratories	1993	150	varies	—	86,145
	2003	241	varies	—	138,407
Auditoriums	1993	4	1,558	389.5	16,772
	2003	5	2,158	431.6	27,122

**Table 5.6: Ball State University Space Utilization
1993 vs. 2003**

Category	1993	2003
Academic/Administrative Area (A/A) per Student	103.5 sq. ft.	111.2 sq. ft.
A/A plus Auxiliary Space per Student	223.8 sq. ft.	231.7 sq. ft.
Weekly Average Classroom Utilization	35.5 hours	36 hours
Classroom Occupancy (when in use)	66.39 percent	60.09 percent

These data indicate that Ball State has the physical facilities to maintain its instructional mission and that the university makes good use of this capacity. In addition, the institution's classroom occupancy measure, when looked at with the average utilization measure, indicates that Ball State is in a good position to accommodate increased enrollment.

Land and Research Stations

Ball State owns and maintains a number of outlying properties used for field research and environmental education. These properties total approximately 400 acres and offer a mix of old-growth forest, wetlands, farmland, and various wildlife habitats. Ball State's Field Station and Environmental Education Center supports the care of these facilities and their use in the multidisciplinary environmental learning programs. The university also owns rural acreage used for public television and radio broadcasting towers and equipment.

Administrative Space and Faculty Offices

In general, Ball State has adequate and well-situated administrative and office space. Since the 1993 reaccreditation assessment, new building projects such as the Art and Journalism Building, the Alumni Center, and the Football Training Facility and the renovation of facilities such as the Administration Building and Lucina Hall have provided exceptional new office space and have allowed the expansion of office space in other campus buildings.

Residential Housing and Dining Facilities

Ball State currently has the capacity to house 6,292 college students in university residence halls as well as 300 high school students attending the Indiana Academy for Science, Mathematics, and Humanities. In addition, there is space for more than 900 students and family members of students in 581 apartments in the Scheidler and Anthony apartment complexes. Residential facilities total 1.8 million square feet of available space.

More than 600,000 square feet of residence hall space has been renovated during the past 10 years, and all dining service locations except one have been renovated into state-of-the-art facilities. Consultants have worked with campus officials to outline a housing and dining renovation/building plan for the next 15 years (Exhibit 48 in the resource room).

Ball State's commitment to offering a high-quality living experience on campus has led to national recognition in this area. Based on an annual national survey of guidance counselors, Kaplan's 2003 edition of *The Unofficial, Unbiased Insider's Guide to the 320 Most Interesting Colleges* lists Ball State among 27 schools for having the top residence programs for freshmen.

All residence halls are smoke-free environments and are linked to the Freshman Connections learning community program. Six living environments are dedicated to special living options—honors, wellness, substance-free living, environmental awareness, communications interest, and international interest. Fitness rooms and technology labs are available in each residence hall complex, common areas feature wireless Internet access, and there are high-speed Internet connections in all rooms.

The Office of Housing and Residence Life has experienced continuously high occupancy levels, with some years in an overflow situation. Campus occupancy has improved dramatically over the past three years as a result of the Premium Plan, a two-year housing and dining contract that freezes the rate for two academic years. The plan also provides additional incentive features, including preferred parking,



bonus dining dollars, and early arrival options. Table 5.7 below shows the number of occupants for the past five years.

Table 5.7: Housing and Residence Life Occupancy Levels
(number of students)

Academic Year	Residence Halls	Apartments	Total
1998-99	5,446	1,001	6,447
1999-00	5,238	1,059	6,297
2000-01	5,361	1,036	6,397
2001-02	6,092	1,058	7,150
2002-03	6,256	1,072	7,328

Recreation, Wellness, Physical Education, and Athletic Facilities

The university supports recreation and wellness services, physical education curricula, and athletic programs by providing and maintaining high-quality facilities. Recent sports facility improvement projects include renovating the Field Sports Building's floor and lighting systems, adding air-conditioning and relighting Irving Gymnasium, renovating the Lewellen Aquatic Center locker rooms, and renovating Ball Gymnasium. New facilities include an artificial turf playing field for women's field hockey and soccer and the \$6 million Football Training Facility and expanded stadium seating.

Other Facilities

Ball State is fortunate to have many other facilities on and off campus that support the university's mission. These facilities play an important role in defining Ball State's image, building a sense of community, and supporting the university's commitment to public service. Such facilities include the L. A. Pittenger Student Center, Multicultural Center, Museum of Art, Emens Auditorium, E. B. and Bertha C. Ball Center, Alumni Center, College of Architecture and Planning (CAP) Indianapolis Center, Muncie Urban Design Studio, and Hamilton Southeastern School Extended Education Site.

Campus Safety

University Police, a division of the Department of Public Safety, provides full police and security services throughout the Ball State campus and the area immediately surrounding the campus, including security protection at more than 160 special events annually. The department employs 31 full-time law enforcement officers who are trained and certified by the Indiana Law Enforcement Academy and who receive ongoing training in enforcement, investigative, and security procedures. The department is a member of the North Central Indiana Law Enforcement Training Council, the Indiana Crime Prevention

Practitioners Association, and the International Association of Campus Law Enforcement Administrators.

Ball State has a standing interdepartmental crisis team charged with coordinating the university's response to any situation that significantly threatens the health and welfare of multiple members of the university community, causes operational disruption, or renders physical and environmental damage. This team has published a protocol that outlines the university's plan for organizing resources in the event of a crisis (web.bsue.edu/ur/crisisprotocol) and has developed both online and print publications for the campus community providing guidelines for responding to a variety of emergencies (www.bsue.edu/web/ur/responseguidelines). The crisis team works closely with emergency response, law enforcement, and medical agencies in Delaware County to ensure a coordinated response to any emergency situation.

Ball State's Office of Facilities Planning and Management promotes campus safety, accessibility for individuals with disabilities, and environmental stewardship. Many campus renovation projects, including those in the Administration Building, Studebaker West Residence Halls, and West Quadrangle Building, have rectified serious fire safety and disability access concerns. New facilities such as the art department's classrooms have been carefully designed to protect students from environmental pollutants and other safety hazards. In the past decade, significant improvements to the heating and cooling plant have resulted in a net reduction in Btu-per-square-foot energy consumption while significantly increasing the area of air-conditioned building space.

Transportation and Parking

Ball State maintains an excellent campus bus system that links residential facilities and remote parking lots to the academic campus. These free shuttles, as well as the city buses that circulate through and around the campus, offer convenient student transportation.

In the next few years, the city of Muncie will be undertaking a \$10 million road and pedestrian safety project along the Ball State campus portions of McKinley and Riverside Avenues. The new construction will support efficient vehicular movement through the campus and provide safer pedestrian crossing points.

The Office of Parking Services, a division of the Department of Public Safety, is responsible for the regulation and enforcement of all university parking lots. Ball State uses a zoned parking system. All lots have signs at the entrances stating the type of permit required and the enforcement hours. Vehicles must display a corresponding permit during the enforcement hours and must be in a marked parking space at all times.



GIR 18: It provides its students access to those learning resources and support services for its degree programs.

Over the past decade, Ball State's parking permit registrations (other than commuter permits) have increased from 5,211 in 1993 to a current total of more than 7,000. At the same time, the development of new core-campus buildings and courtyards has reduced the number of spaces and pushed the lower-cost surface parking lots to the periphery. Recognizing the need for more high-density parking structures, the Board of Trustees approved a fee increase to finance the construction of a new 600-space facility on the southeast side of the campus. In addition, a task force regularly reviews parking needs and options and participates in creating a long-term physical and financial plan for parking services.

Academic Resources to Support Institutional Purposes

Ball State has a variety of resources that provide strong support for its academic and other purposes. The University College provides academic support services for students through its Learning Center, described in Chapter 8 of this report, and provides instructional support for faculty as described in Chapter 9. The following section focuses specifically on information technology service areas that enable the university to accomplish its institutional purposes.

Information Technology

The Office of Information Technology (OIT), which includes University Libraries, the Teleplex, and University Computing Services, provides the necessary infrastructure, tools, resources, support, and services for technology-enhanced teaching, learning, research, and fiscal operations at Ball State. Specifically, the 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. Detailed reports of the activities in the units comprising the OIT are available in Exhibit 60 in the resource room. The following sections present a synopsis of the resources these units contribute to support Ball State's institutional purposes.

In keeping with the university's strategic plan, which states that "Ball State University will continue to be a best-practice institution in the innovative use of instructional and information technology," the OIT prioritizes supporting projects that develop areas of innovation. Such projects have included:

iCommunication Initiative: A \$20 million grant from Lilly Endowment Inc. is enabling Ball State to develop infrastructure, expertise, and support for the creation, assessment, management, and distribution of digital media content at the local, national,

and global levels. Details are available online at www.bsu.edu/communication.

Vision 2006 Technology Initiative: The university is deeply involved in this Muncie and Delaware County project that will use the power of advanced information technologies to drive local economic and community development. Details are available online at www.muncietechtoday.com/CTI/Index/index.asp.

Teachers College PT3 Project: This grant project is focused on preparing tomorrow's teachers by moving toward performance-based assessment for certification and by integrating the use of technology—particularly digital technology—into teaching and learning processes and activities. Details are available online at www.bsu.edu/teachers/grants.

Apple and Microsoft Partnerships: Ball State has teamed with Apple Computer to offer discounted hardware/software to students, faculty, and staff. The university and Microsoft Corporation have entered into an agreement for volume licensing of commonly used Microsoft software. Details are available online at www.bsu.edu/technology.

University Libraries

The Alexander M. Bracken Library, consisting of 321,800 gross square feet, houses the majority of the university's 1.5 million volumes and providing seating for more than 2,000 simultaneous users. The building contains 48 individual study carrels, five study rooms, 10 large and three small conference rooms, and numerous lounges.

Other University Libraries facilities on the campus include the Architecture Library and Architecture Slide Collection, both located in the College of Architecture and Planning, and the Science–Health Science Library, housed in the Cooper Science Complex. These locations make critical materials readily available to students and faculty involved in studio and laboratory work.

Library personnel are sufficient to carry out the unit's mission and to support the overall mission of the university. A detailed report of the personnel is available in Basic Institutional Data Form D (Appendix BID).

Services: University Libraries Public Services provides specialized professional assistance in Archives and Special Collections, Educational Resources, Geospatial Center and Map Collection, Government Publications, and the Music Listening Center. The Technical Services area assesses the University Libraries' collections and maintains—in virtually all formats—the high quality of information resources. This area also ensures Ball State's compliance with changing licensing agreements and copyright laws. Library Information Technology Services supports the public and technical services by applying



technologies to release library personnel from operational tasks performed more efficiently by machines; by maintaining and developing the SIRSI Unicorn system, an integrated online catalog; and by providing on-campus and off-site access to information on CD-ROMs, local servers, the Web, and other venues. An expanded listing of services may be found online at www.bsu.edu/libraries/ahafner/itag092503.pdf.

Assessment: Student surveys conducted by the Office of Academic Assessment and Institutional Research include questions about library facilities and services, and the responses to these questions typically are quite favorable. For example, about 85 percent of the freshmen and sophomores who respond to their respective year-end surveys indicate use of and satisfaction with Bracken Library. Graduating seniors responding to the annual Senior Survey consistently report even stronger use and satisfaction (Exhibit 58 in the resource room). When asked about library services, nearly 100 percent of these respondents say they used the facilities during their undergraduate years, and almost 95 percent indicate satisfaction with the services provided. Graduate students who complete the Graduate Student Exit Survey report views quite similar to those of the seniors (see Exhibit 42 in the resource room).

Effective Utilization of Library Resources: Within the University Libraries budget, major expenditure patterns coincide favorably with average ratios generally expected for research libraries: 60 percent for personnel, 30 percent for acquisitions, and 10 percent for operations. A concern expressed by the 1993 reaccreditation visit team was that “the library budget has not kept pace with the increased cost of operations and acquisitions, leading to reduction in services to faculty and students in order to maintain collection development.” During the past decade, Ball State’s support for library acquisitions has increased approximately 21 percent, as can be seen in Table 5.8 on the next page.

Despite escalating costs for periodicals and books, University Libraries has found budgetary relief through the creative and innovative use of technologies to decrease general operating expenses, allowing these funds to be applied to collections development. For example, University Libraries has digitized unique collections; offered electronic document delivery, including the assumption of copyright royalty fees; and canceled print subscriptions to items where long-term online access is assured.

Overall, the quality of Ball State’s library collections is very good. The cooperative efforts of the library and the teaching faculty have produced collections that meet and often exceed the needs of students and researchers as well as standards imposed by discipline-specific accrediting agencies such as the National Council for Accreditation of Teacher Education and the AACSB—The International Association for Management Education. The collections undergo routine and continuous evaluation. Comparisons with

**Table 5.8: Bracken Library Acquisitions
10-Year Summary of University Support
(amount in dollars)**

Fiscal Year	University Support
1993–94	1,545,045
1994–95	1,515,964
1995–96	1,590,825
1996–97	1,686,407
1997–98	1,733,718
1998–99	1,713,125
1999–00	1,808,394
2000–01	1,846,800
2001–02	1,870,500
2002–03	1,870,262
10-Year Total	\$17,181,040
10-Year Average	\$1,431,753.33

published surveys and evaluations of other collections, such as those found in the Association of College Research Libraries’ *College and Research Libraries* journal and in departmental accreditation reviews, consistently demonstrate that Ball State’s library collections rank at or above national averages in currency and scope.

University Libraries is a net lender, which is indirect evidence of the strength of its collections. More library materials are borrowed from Ball State than are borrowed by Ball State, an indication that University Libraries is able to meet the majority of needs for most local users without resorting to external sources. Furthermore, as a designated Indiana Resource Library, University Libraries serves as a major resource for more than 80 libraries in a 12-county area.

Ball State’s library collections are developed in close collaboration with faculty to ensure appropriate support is available for classroom instruction and to promote the wise use of resources. Each fiscal year, the provost and vice president for academic affairs allocates funds to the dean of University Libraries, who makes allocations to each college. In turn, the dean of each college allocates resources to the departments within the college. Department chairs and library representatives assume responsibility for determining the character of the holdings in their discipline by making judgments according to curricular and research needs. More than 50 percent of the University Libraries acquisitions budget is under departmental control, making departmental faculty full partners in collections development activities.

External funding has assisted University Libraries in meeting unit goals. Efforts to enhance private support of University Libraries began in 1982, when the total extramural funding available to the dean was \$12,108 in three Ball State University

University Libraries is a net lender, which is indirect evidence of the strength of its collections....As a designated Indiana Resource Library, University Libraries serves as a major resource for more than 80 libraries in a 12-county area.



Foundation accounts. Today University Libraries has five designated and five endowed foundation accounts as well as a nonfoundation trust. Total library endowments exceed \$1.1 million. A total of \$1 million in nonendowed funding has been raised, and more than three quarters of that amount has been expended to supplement state funding.

In addition to the budget management efforts described above, University Libraries has been able to maintain relatively strong collections by monitoring efficiencies of operational accounts and moving resources to collection development. As the cost of resources continues to increase and the university continues to expand its program offerings, University Libraries will continue to successfully interact with administrators and faculty to establish priorities.

Teleplex

Ball State's Teleplex is a multimedia resource for faculty and staff, providing technical support services such as video production, CD-ROM and Web site development, digital graphics, instructional design services, centralized video-on-demand delivery to classrooms through the Video Information System (VIS), distance learning via satellite and the Internet, engineering repair and system design, and audiovisual delivery and distribution. The Teleplex also includes the operation of the public broadcasting stations WIPB-TV and Indiana Public Radio, which serve communities throughout east central Indiana. Consistent with the goals of Ball State's strategic plan, Teleplex staff collaborate effectively with faculty to enhance excellence in undergraduate and graduate learning and to continue to ensure that Ball State is a best-practice institution in the innovative use of instructional and information technology.

The Teleplex administers the Indiana Higher Education Telecommunication System (IHETS), which allows Ball State to deliver approximately 30 different courses per semester to more than 300 reception sites in Indiana. The Teleplex also supports the delivery of online courses, which are growing in number due to the creation of new distance learning courses and the migration of existing satellite television courses and correspondence courses to the Internet. These online courses are increasingly using instructional video that can be delivered via the Internet or CD-ROM. Teleplex staff also support the production of noncredit courses offered by Ball State's Center for Organizational Resources. These courses, utilizing a combination of online resources and CD-based video, are produced locally, hosted on the Ball State Blackboard servers, and marketed to human resource professionals across the country. They have provided a model for integrating CD-based video and online learning activities.

The Teleplex's production and engineering areas serve a wide variety of clientele and provide both direct classroom support and indirect support for faculty. Although the

primary mission of the production area is the direct support of classroom teaching, this unit also provides some video services to create promotional materials for the university and provides video and multimedia support for WIPB-TV and its corporate services. The area offers assistance in audio/video system design, equipment selection, and equipment installation and repair.

The Teleplex conducts client review sessions upon completion of all major productions. The producer/director, production staff, supervisors, and account representative (if applicable) sit down with the client to review the project and process. In addition, the Teleplex is developing a peer review evaluation process to allow staff members to share techniques and ideas while gaining valuable peer thoughts on quality, imagination, and professionalism.

University Computing Services

University Computing Services has established and maintains the computing infrastructure for the entire university. UCS develops and manages a wide variety of innovative technologies that directly impact almost every aspect of teaching and learning at Ball State. This unit also supports essential business functions of the university, including data-processing functions and administrative information systems. Basic Institutional Data Form E (Appendix BID) provides detailed information concerning UCS planning, organization, policies, facilities, functions, personnel, budget, and outcome assessment.

Services provided by UCS are separated into several functional areas:

Academic Support Matrix: This area includes the following interrelated groups: application development, help desk, distance education, lab management, training, and local service providers. Working together, the interrelated groups provide high-quality support for teaching, learning, and research.

MicroLAN Support Services: This group provides technical support and training to faculty and staff in areas such as microcomputer hardware and software, networking, multimedia, and Internet-related applications.

Faculty and Staff Training: This area provides custom-designed information technology training for faculty and staff, offered throughout the year on a noncredit, no-fee basis. This area also provides Desk Call, a program of one-on-one, topic-specific assistance given at the client's desk. All instruction is based on UCS-supported products.

General Computer Labs: This group supports 14 general-purpose computer labs, including two 24-hour facilities and one computer-based testing lab. Campus computer labs are equipped with approximately 600 Macintosh and Windows computer systems equipped with a variety of peripherals. Six high-end graphics labs house software for



3-D, animation, and time-based media; multimedia; and global information system (GIS) and other high-end scientific computing software. Ball State's computer-to-student ratio is 1:6, much better than the national average of 1:15.

Help Desk: This service provides a single point of contact for faculty, students, and staff when they are faced with computer-related questions or problems.

Information Systems and Client Services: This area provides development, support, and management of the university's academic and administrative computing needs, including university-wide course management software, Web publishing services, and campus e-mail systems.

Research and Design: Consultation and data analysis services are available to faculty, staff, and students and include assistance with research design, instrumentation and survey construction, techniques of data collection and entry, and statistical analysis and interpretation.

Security: This group works to ensure the university's various systems, including the central computer infrastructure, are protected and will not be violated by tampering, illegal access, or destruction. This group responds immediately to any possible security problems.

Systems Technology: This group provides services such as installation of new server hardware, installation of operating system components, operating systems analysis and maintenance, server hardware maintenance, implementation of new technologies, university-wide user account management, and overall planning and direction of the university's e-mail, file sharing, Web publishing, Web development, and database systems.

Networking: This area provides planning, deployment, management, and support for the Ball State network, which includes technologies such as traditional Ethernet, Fast Ethernet, Gigabit Ethernet, ATM OC-3, ATM OC-12, and wireless technologies.

Procurement: This area provides services for technology equipment orders, which are investigated, purchased, received, and distributed as requested by colleges, departments, and other administrative units.

Evaluation with Respect to Criterion II

Institutional Strengths

Ball State maintains a safe and resource-rich learning environment. Instructional and auxiliary facilities are well maintained and used efficiently to achieve the institution's purposes. Several new buildings and renovations within existing buildings have been designed to provide state-of-the-art facilities.

Although in recent years the university has faced reductions in state appropriations in terms of purchasing power, Ball State has been a good steward of its resources during this period of declining state support. The university has successfully offset the impact of the state's fiscal crisis by increasing other sources of revenue, including student fees, research grants, sponsored programs, and gifts. The institution has been able to maintain a stable student-to-faculty ratio, avoid reductions in tenure-line positions, continue to move forward with capital projects for instructional facilities, and make high-quality technology available to students and faculty.

Ball State's strategic plan calls for resources to be allocated in support of its goals. The university has targeted budget growth in student financial aid, student services that promote retention and achievement, faculty salaries, research support, graduate assistantships, and library acquisitions. With funds generated by a special tuition increase for all new students effective in fall 2003, Ball State hopes to achieve these budgetary goals within the next five years.

Another strength is the university's commitment to creating an environment that will develop notable learners among our students and highly regarded teacher-scholars among our faculty. Ball State and the state of Indiana have made a major investment in technology, and the return on this investment has included greater productivity and enhanced teaching by faculty as well as multiple opportunities for students to use technology in all phases of their education and college experience. As a consequence, Ball State students will graduate with the requisite skills to function in an information era where almost everyone will need basic computer knowledge and advanced proficiencies in their discipline.

Concerns and Future Challenges

The uncertainty of the economy remains a major concern to the university. Internal budget allocation in support of the strategic plan is predicated on two important assumptions: that state appropriations will keep pace with increased costs in the coming years, and that enrollment is at least stable. Annual increases in the cost of higher education and the need for institutions to pass these costs along to families via tuition and fee increases will continue to challenge Ball State with respect to maintaining optimal enrollment. Likewise, if economic recovery at the state and national levels does not occur as expected, a potential challenge will be the need to respond to budget cuts through the realignment of university resources. In addition, as Ball State increases its links with local agencies and businesses as called for in the strategic plan, it will be a continuing challenge to define and provide facilities that support these outreach activities.