The Centennial Commitment:
Embracing the Ball State Legacy
of Beneficence
and Entrepreneurship

President Paul W. Ferguson

February 6, 2015

From: David Alan Robillard
First Things First:
Thanks and Appreciation!
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“How are we the best that we can be so that we are really transforming ourselves and us…as we this journey

August, 2014
“As the higher education world begins to more broadly embrace our long-held values (and success with graduate preparedness and affordability), Ball State must perform even better to stay ahead of the pack.”

“While this is no easy task, President Ferguson will provide the collaborative leadership (more evolutionary than revolutionary) critical to our success.”

*Rick Hall, Chair, Ball State Board of Trustees*

*Fall, 2014*
Outline of Our Conversation Today

- Snapshot Highlights of the University: A Healthy State of the University in 2014-2015.
- The Strong, Historical Foundation/Framework for Evolutionary Growth and a new, Refreshed Vision and Strategic Plan for Ball State.
- Administrative Changes to Achieve the Vision
- New Initiatives to Facilitate the Vision.
Snapshot of Ball State University: Student Success

- Students: 20,655*
  - Undergraduates: 16,415 (79 %)
  - Graduate Students: 4,240 (21%)
- Percentage of Hoosier students: (84.7%)
Snapshot of Ball State University: Student Success

Ball State 4-year Graduation Rate
Snapshot of Ball State University: Student Success

Retention Rate

![Graph showing retention rate from 2005-06 to 2013-14](image-url)
Snapshot of Ball State University:
Student Success

Overall Degree Completions
- Doctoral: 11
- Masters: 303
- Bachelors: 294

High-Impact Degrees
- Masters: 21
- Bachelors: 26

On-Time Degrees
- Total On-Time Degrees: 230

At Risk Degrees
- Total At Risk Degrees: 318
$250,000 in-kind commitment to Muncie Vision 2016
Over 11,000 students contributed over 350,000 hours to about 350 agencies/groups in the local community
In the past 6 years, 100+ immersive learning projects in Delaware County
In the past 2 years, 700+ other outreach projects in Delaware County
Carnegie Reclassification as a “Community Engaged University.”
Snapshot of Ball State University: Financial Health and Impact

- $450 million budget; $220 million in payroll
- BSU Net Position
  - University Net Position $995 M
  - VEBA and OPEB 115 Trusts $242 M
  - BSU Foundation $236 M
  - Grand Total $1.47 B
- BSU is in the Top 20% nationally of Financially Sustainable Universities (Bain & Co. and Sterling Partners, 2012).
- Current Bond Rating. High Grade: Aa3 (Moody's), AA- (S&P).
Snapshot of Ball State University: Financial Health and Impact

- Staffing: 29.8%
- Health care: 15.6%
- Energy: 32.0%
Snapshot of Ball State University: Financial Health and Impact

- State Share through Appropriations
- Student Share through Fees
- Other Revenue
Snapshot of Ball State University: Financial Health and Impact

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 Millions

FY 2009  
FY 2010  
FY 2011  
FY 2012  
FY 2013  
FY 2014  
2015 Budget

- New Vice President for Business Affairs Hired.
- New Athletics Director Hired.
- New Vice President for Governmental Relations Hired.
- Charles W. Brown Planetarium Open
- Cardinal Campaign Goal Surpassed ($ 20.6M).
Snapshot of Ball State University: Pending Business Almost Completed

- Botsford/Swinford Residence Hall (Johnson A) Renovation (Spring 2015)
- Campus Master Plan (2015 Discussions)
- McKinley Commons (est. Spring 2017)
- Biennial Budget Developed and Presented to ICHE and Legislature (*in progress*).
Biennial Budget Submission: Current Status

- Operating Appropriation
  - ICHE: 3.1%
  - GOV: 2.0%

- Line Items
  - The Entrepreneurial University*
    - ICHE: $5.2 M
    - GOV: $5.0 M

- Capital Request
  - Repair and Rehabilitation
    - ICHE: $5.3 M
    - GOV: $4.8 M
  - STEM and Health Professions Bldg.
    - ICHE: $62.5 M
    - GOV: $62.5 M
“As individuals, the brothers were all men of intelligence, determination, and persistence. As a team, they proved to be a formidable assemblage of executive talent.”

“By acting as they did, when they did, F.C. Ball, E.B. Ball, and G.A. Ball kept alive the prospect of higher education in Muncie.”

_Edmonds and Geelhoed, 2001_
Beneficence, affectionately called “Benny,” is Ball State's institutional icon. She symbolizes the generosity of the five Ball brothers whose land donation to the state of Indiana allowed Ball State to flourish.
Foundation for a Refreshed Vision and Strategic Plan

Ball State University is where Beneficence Motivates the Spirit of Entrepreneurship

The Ball State “Niche”
Ball State University is where promoting the good in and of others occurs in a learning environment of creativity, nurtured risk, and success.
“Part of what we are offering is a kind of environment where smart, animated, creative people can flourish. We don’t create the minds, we don’t tell them what to think, but we create space where they can flex those minds, grow those minds, take intellectual and creative risks and where they can develop minds that can sense and create opportunities. Where they can develop a sense of what’s possible when they engage, collaborate, share, get passionate, and work hard at something they love.”

Tim Berg, Assistant Professor of Honors Humanities
"We're going to exchange the outdated "breadth first, depth later" model for one that more closely mirrors our students' actual experience in their everyday lives.

No longer are faculty simply the experts charged with imparting a body of knowledge in a big lump of immutable information. We are, rather, scholars and working professionals, impassioned by our fields...the best way to teach our students is to MODEL our passions for our work, and SHARE it with our students from the very beginning.

We should work alongside our students as entrepreneurs, primed to confront and investigate the BIG QUESTIONS together – only then will we truly be 21st century teachers."

Jennifer Blackmer, Director of Immersive Learning
Current Vision:

Our vision is to become recognized for being relentlessly focused on learning outcomes, embracing and solving today’s greatest educational challenges, providing bright and curious students a holistic learning experience that occurs in and out of the classroom, and bringing fresh and pragmatic thinking to the problems facing communities, businesses, and governments in Indiana and beyond.
A Potential Vision:
We aspire to be the model of the most student-centered and community-engaged of the 21st Century public research universities, transforming entrepreneurial learners into impactful leaders-committed to improving quality of life for all.
Entrepreneurial learning is the point at which thinking (about ideas and interests) meets making (context and things); it is a vision that promotes students finding their expressive voice, exploring new ways to learn, new ways to serve, and for them to embrace learning as a continuous, life-long experience beyond the classroom.”

“Practitioners and educational policy-makers must become entrepreneurs as well by scaling up the innovative ideas and practices; thinking about different ways of doing business, that optimally enable students’ learning in the 21st Century.”
“If the typical 20\textsuperscript{th} Century learning institution was a steamship plodding along at consistent speed on a set course, the 21\textsuperscript{st} Century institution should be a white water raft moving quickly with the ability to traverse whatever direction or waves the environment dictates.”

Adapted from John Seely Brown, \textit{Cultivating the Entrepreneurial Learner in the 21\textsuperscript{st} Century}. 2012.
Traditional vs. Entrepreneurial University Environments

Students

• Easily guided and passive in the educational environment
• Take advantage of “pushed” services
• Require highly-structured curriculum, extra-curricular activities
• Do not shape knowledge with peers or faculty members
• Disengage and absorb as primary learning strategy

• Empowered
• Interdisciplinary-focused and self-assembled
• Connected to a broader world (through service learning, internships, volunteerism)
• Learn through collaboration (peers and faculty members)
• “Pull” services and learning
Traditional vs. Entrepreneurial University Environments

Faculty Members

- Rely on lecture and “sage on the stage” delivery of learning
- Disregard new developments in pedagogy, technology and engagement
- Highly discipline-focused
- Operate as an individual contractor
- De-emphasize the connected world and limit interdisciplinary activity

Entrepreneurial Members

- Learn collaboratively with peers and students
- Embrace risk and expect failure
- Engage in lifelong learning, inside and outside of academic discipline
- Form interdisciplinary connections for teaching, scholarship and service
- Engage in professional development
- Identify with the collective (i.e., department, college, university)
Traditional vs. Entrepreneurial University Environments

Leaders

• Advocate for an individual unit rather than integrating for a comprehensive solution
• Discipline-focused
• Limited engagement with professional development for leadership
• Limited trust and delegation

Entrepreneurial University Environments

• Solve problems from a collective, institutional perspective, avoiding silos
• Commitment to professional development
• Recognize expertise – trust and delegate where appropriate
• Hold self and others accountable
• Embrace risk and expect failure
• Emphasize the connected world
Current Examples at Ball State: The Entrepreneurial University

New, Innovative Degree Programs

- Ph.D., Environmental Science
- MS, Emerging Media Design and Development
- MS, Software Engineering
- BS, Logistics/Supply Chain Management
- BS, Business Analytics
- BS, Sustainability
Current Examples at Ball State: The Entrepreneurial University

Learning

- Unified Media Lab
- SportsLink
- Digital Corps
- PolyArch
- Millers Scholars, Medallion Scholars
- Cabaret and Showcases in Theatre and Dance
Examples at Ball State: The Entrepreneurial University

Immersive Learning Projects

- **Stance** (Undergraduate Philosophy Journal)
- **Fine Focus** (Undergraduate Microbiology Journal)
- **The Broken Plate** (Undergraduate Literary Journal)
- **Prism** (Performing Arts for Special Needs)
- **The Circus in Winter**
- **Freedom Bus** (VBC)
- **Schools Within the Context of Community** (TC)
Examples at Ball State: The Entrepreneurial University

Administrative and Professional Development

- Consolidations for Improvements in Efficiency and Service (Sponsored Programs)
- New College of Health (Academic Plan)
- New Faculty Academy
- iLearn, Quality Matters
Core Leadership Values/Skills Necessary

- Inclusive and Visionary Leadership; Collaborative and Supportive: Servant Leadership.
- Discerning and Decisive in the Best Interests of Ball State.
- Inspired and Empowered Management and Development of Talent; De-centralized Decision-Making within an Appropriate Chain of Command.
- Creative and Entrepreneurial; Energetic (Can we create/manage a “space” for entrepreneurial learners to play and succeed?).
- Objective Measures of Excellence Defining Ball State Among Peers.
- Agile, Nimble, and Technologically Gifted.
The Centennial Commitment (18 by ‘18)

- New Focus and Organization of *Advancing Indiana* into 3 Major Goals/Themes with 18 Primary Outcomes
  - Student-Centered
  - Community-Engaged
  - Model of the 21st Century Public Research University
1. Promote Student Success (10,11,13).
2. Provide Extraordinary Student Life Experiences (69,70-74,76).
3. Provide Innovative and Entrepreneurial Education (9,26).
5. Enhance Post-Graduation Career Preparation (32,34,35).
Community-Engaged


7. Build Relationships with all Partners of the Indiana Higher Education System to Enhance Student Access and Success (4,12,47,106).

8. Enhance Cultural Value and Quality of Life in Delaware County (68,79-81).

9. Establish a Strategic Statewide Impact by Development of Statewide Community Engagement Plan (93,94,97,98).

Model 21st Century Public Research University

11. Enhance Philanthropy to Ball State (6, 75).
12. Define and Support Strategic National Peer Recognition of Ball State’s Faculty and Signature and Emerging Academic Strengths (31, 48-52).
13. Enhance the Role and Impact of Graduate Education (33).
14. Enhance the Research Profile (103-105).
15. Enhance Recognition as a National Model for Sustainability (82-85).
Model 21st Century Public Research University (cont.)

16. Provide a High Quality Work-Life Environment for Faculty and Staff (86-92).


Administrative Changes to Achieve The Vision (In Progress)

- Unified Office of Sponsored Programs.
- Unified Advancement Enterprise.
- New Vice President for Government Relations and Community Engagement Leading Re-design.
- New Interim Vice President for Enrollment, Marketing and Communications leading Organizational and Brand Re-design.
- Unified/Re-design, Office of General Counsel.
- New Athletics Director.
- New Vice President for Business Affairs.
- New, Integrated College of Health
New Initiatives to Achieve the Vision: Strategic Use of Funds

- Strategic/Comprehensive Enrollment Management Plan to Enhance Academic Quality and Revenue Growth
- Academic Excellence Grants Program ($3M)
- Faculty Development/Travel Grants (>50%)
- Faculty, Staff Salary Assessment
- Ball State Centennial Student Endowed Fellowships
- Capital Enhancement Funds
New Initiatives to Achieve the Vision: Enhanced Leadership and Communication

- New, Strategic Planning Leadership Team
  - Integration of Campus Constituencies, Administration, and Respected Thought Leaders
  - Guide *18 by ‘18* Optimization, Implementation, and Monitoring
  - Chaired by the President

- President’s Roundtable and Forums
  - Regular Conversations between Faculty, Staff and Students with the President on Current Issues of Interest
“...the Universities provide each new generation of leaders, educated, influenced, and shaped within a culture of the campus. It is this emerging community-analytical and affirming, critical and creative, inclusive and inquiring, engaged and enabling—*that will be the new University*. And it is this *University* that must be challenged and enabled to play an increasingly influential role in the creation of the future.”

“If you’re a self-sacrificing giver, you’ll find plenty of insights for ascending from the bottom to the top of the success ladder…. if you currently lead toward taking, you may just be tempted to shift in the giver direction, seeking to master the skills of this growing breed of people who achieve success by contributing to others…. But if you do it only to succeed, it probably won’t work.”

*Give and Take, Adam Grant*