VICE PRESIDENT FOR ENROLLMENT PLANNING AND MANAGEMENT

LEADERSHIP PROFILE

BALL STATE UNIVERSITY
The University

Proud Past. Bright Future.

For more than 100 years, we’ve had an unwavering belief in an education rooted in creativity, values, and intellectual curiosity. As we celebrated our Centennial, we remembered how our University has served Muncie, the state of Indiana, and the nation.

We were founded on the beneficence and tenacity of the Ball brothers, who gave back to the community that gave them so much. They purchased the land and buildings of a defunct institution and donated them to the State of Indiana. This gift became the Indiana State Normal School Eastern Division, which opened in 1918 to meet Indiana’s need for more and better teachers.

To recognize the Ball family’s generosity, the Indiana General Assembly changed the institution’s name to Ball Teachers College in 1922 and then Ball State Teachers College in 1929. By the 1960s, the regional teachers college had begun to attract faculty from outside the Midwest. In 1965, the Indiana General Assembly renamed the college Ball State University, acknowledging its phenomenal growth in enrollment and facilities, the variety and quality of its educational programs and services, and the anticipation of the broader role it would play in the state’s future.

What began as a teachers college has grown into a world-class University with highly respected programs in education, architecture, business, communications, fine arts, sciences, humanities, and the health professions.

Symbolized by the statue Beneficence, our enduring values—excellence, innovation, courage, integrity, inclusiveness, social responsibility, and gratitude—guide us today and will endure as we enter a bright future.

Ball State is committed to ensuring that all members of the campus community are welcome through our practice of valuing the varied experiences and worldviews of those we serve. We strive to attract and retain a diverse faculty, staff, and student body and promote a culture of respect and civil discourse as evident in our Beneficence Pledge.

The best is yet to come. Destination 2040: Our Flight Path establishes Ball State University’s ambitious goals for our second century. This strategic plan was designed with input from faculty, staff, students, alumni, community partners, and benefactors. It provides a strategic framework with five long-term goals for 2040 and a small set of strategic imperatives to be executed by 2024.

We engage students in educational, research, and creative endeavors that empower our graduates to have fulfilling careers and meaningful lives enriched by lifelong learning and service, while we enhance the economic and social vitality of our community, our state, and our world.

—Ball State University Mission Statement
National Recognition for Ball State University

Ball State is designated a Doctoral University: Higher Research Activity by The Carnegie Classification of Institutions of Higher Education. Respected organizations have recognized the University’s academic programs, cutting-edge facilities and technology, and commitment to sustainability. Here is a sampling:

• The Princeton Review has named Ball State one of the best universities in the Midwest for 15 years.
• Ranked by U.S. News & World Report among its 2019 and 2020 top 100 public universities in the country. Its 2019 “Best Online Programs” also ranked two graduate programs in the top 20 in the country: MBA and nursing were 13th. Education was 38th. U.S. News also ranked our online bachelor's programs 25th.
• Ball State earned the Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching.
• Ball State received a Higher Education Excellence in Diversity (HEED) Award from Insight into Diversity in 2016, 2017, and 2018. This honor is for exemplary initiatives focusing on all aspects of diversity and inclusion, including gender, race, ethnicity, veterans, people with disabilities, and members of the LGBTQ community.
• Named a Military Friendly School for 10 years by veteran-owned Viqtory. In 2019, Viqtory also ranked our online programs seventh in the country.
• In 2019, DesignIntelligence gave high marks to three Ball State programs. Among schools of similar size, interior design was No. 3, landscape architecture was No. 12, and architecture was No. 13.
• Ball State students and faculty have won 74 Emmys. Our honors also include two gold Student Academy Awards.
• Since 2004, students from the Department of Theatre and Dance have been invited as national qualifiers to the yearly Kennedy Center American College Theater Festival (KCACTF), one of the nation’s premier events for collegiate theatre programs.
• The Department of Chemistry has been ranked by the American Chemical Society (ACS) as one of the largest producers of ACS-accredited chemistry majors in Indiana and in the top 10 percent in the nation in the number of graduating ACS-accredited chemistry majors.
• Ball State’s residential property management (RPM) program, one of only nine such programs in the country, is among only a few that offers students the opportunity to earn the National Apartment Leasing Professional (NALP) designation.
• Ball State’s School of Nursing is a National League for Nursing (NLN) Center of Excellence in Nursing Education.
• Schools Within the Context of Community (SCC) has won many national honors. The most recent are the inaugural Excellence in Faculty Community Engagement Award from the Engagement Scholarship Consortium and C. Peter Magrath Community Engagement Scholarship Award from the Association of Public and Land-grant Universities.
• The Ball State Career Center received a 2017 Career Services Excellence Award from the National Association of Colleges and Employers.
• Ball State is among only 26 schools in the country to make The Princeton Review’s Green Honor Roll announced in 2018. Schools on this list received a perfect score of 99, covering such issues as academics, construction, food sources, and recycling. Ball State is also on the organization’s 2018 Guide to 399 Green Colleges.
• The University earned a STARS Gold rating from the Association for the Advancement of Sustainability in Higher Education (AASHE). STARS—for Sustainability, Tracking, Assessment & Rating System—takes into account, among many other factors, social responsibility and an institution’s overall environmental stewardship.
• Ball State’s honors for providing a healthy workplace include the Health Champion designation from the American Diabetes Association, a Fit-Friendly Worksite Gold Award from the American Heart Association, and Five Star AchieveWell recognition from the Wellness Council of Indiana.
**Finances**

**General Fund**
In fiscal year 2018, Ball State University closed the books in the black with a surplus of $5.8 million in the general fund. The University budgeted $372.4 million in general fund revenues and expenses. The current ratio for the University, which is calculated by dividing current assets by current liabilities, increased from 4.87 to 1 at June 30, 2017, to 4.94 to 1 at June 30, 2018. This ratio measures the University’s ability to meet short-term obligations with short-term assets. One of the most-basic determinants of clear financial health is the availability of expendable net position to cover debt should it become necessary to settle those debt obligations. The viability ratio measures the University’s ability to fund these long-term obligations. At June 30, 2018, the University’s viability ratio was 1.06 to 1. A ratio above 1 to 1 indicates that the University is able to respond to adverse conditions as well as attract capital from external resources and fund new objectives.

**Construction**
Since 2015, the University has completed, started construction on, or approved to begin $549.1 million in projects, including:

**Completed**
1. West Quad Renovation, $1.5 million
2. Brown Planetarium, $5.4 million
3. Johnson Complex Residence Hall Renovation, $75.8 million
4. Applied Technology Renovation, $12.2 million
5. Athletic Facilities, $22.7 million
6. Emens Auditorium Lobby Expansion, $5 million
7. Emens Auditorium South Lawn Improvements, $1.7 million
8. R. Wayne Estopinal College of Architecture and Planning Bridge Project, $1.6 million
9. Whiting Bridge Project, $2 million
10. LaFollette Pre-demolition and Reconstruction, $1.2 million
11. Geothermal Conversion, $83 million
12. Health Professions Building, $62.5 million

**Under Construction**
1. North Residential Neighborhood Phase 1, $90 million
2. New York Avenue Parking Structure, $18 million
3. Foundational Sciences Building, $87.5 million
4. North Residential Neighborhood Phase II, $60 million

**In Design**
1. Multicultural Center, $4 million
2. Athletics Indoor Practice Facility, $15 million
Our brand helps us tell the Ball State story with renewed passion and energy. These key messages convey who we are, what we do, and why it matters.

**Ball State University is the one to watch.**
Propelled by an innovative, immersive approach to education and guided by clear and enduring values, Ball State is on the minds and in the hearts of every potential student, elected official, and community leader. We are a source of pride for our alumni and our community.

**There is more to Ball State University than you may think.**
While we are proud of our roots as a Teachers College, we have grown far beyond them. Ball State is a world-class University. Our students and alumni are designing extreme weather shelters, providing animation for major motion pictures, holding key positions in major media and news organizations, and winning songwriting competitions, to name just a few.

**We are Beneficence. We live Beneficence.**
We live the Beneficence Pledge because it is the right thing to do and it is intrinsic to our ultimate educational goal: to propel students to fulfilling careers and meaningful lives. We are committed to excellence, honesty and integrity, social responsibility, gratitude, and respect for the inherent worth of every member of our community.

**We empower students and faculty to fly. And they love it.**
We empower faculty, staff, and students because responsibility is assumed. We encourage them to take risks because we believe failure is a step closer to success. We insist faculty and students be learning partners because we understand the quest for knowledge and greater understanding is a shared experience. They are given freedom and flexibility, and are expected to be engrossed and persistent. We know flying is challenging, but it’s also exhilarating. So we foster a culture that believes in students, faculty, and staff, and we demand they believe in themselves.

**Our campus is our canvas.**
Place matters, and that is particularly true on our beautiful campus—our size, our people, our culture, and our amenities. Our perfect size is one of the reasons students choose us.

**We’re about more than educating students. We’re about serving our neighbors, near and far.**
At Ball State, we graduate scholars who are changing the world. And we’ve dedicated our University to do the same.

**WE FLY**
We spark intellectual curiosity. Spirited and motivated, we learn, grow, and take flight. Our faculty and staff—everyone in our community—treat students as partners, from day one. In classrooms and labs, on the athletic fields, in immersive learning projects off campus—with agility and perseverance—Cardinals fly. We are guided by our values, lifted by our knowledge, and go confidently upward toward even greater opportunities. Ours is a simple promise: to challenge each other to excel. And with Beneficence as our guide—We Fly.
Academics

Ball State is home to seven colleges. Throughout the University, nearly 3,600 faculty and staff deliver top-notch instruction, pursue world-class research and creative endeavors, and provide exemplary service.
R. Wayne Estopinal College of Architecture and Planning

The nationally recognized and highly ranked R. Wayne Estopinal College of Architecture and Planning (CAP) brings together professional degree programs in architecture, landscape architecture, urban planning, interior design, and construction management plus interdisciplinary education in historic preservation, real estate development, and urban design at both the undergraduate and graduate levels.

Estopinal College is built on a fundamental belief in hands-on, experiential learning to give students a feel for the power of design and planning, confidence in their abilities, and connections to the real world. Students gain substantial experience in the latest areas of environmental design and planning with the study of sustainability, community-based engagement, complex digital fabrication and 3D modeling, and nationally acclaimed domestic and foreign field studies such as CAP Italia, CAP Asia, CAP Scandinavia, and World Tour, to name a few.

Estopinal College students consistently receive national scholarships. In 2018, for example, an Estopinal College student, along with a student from the College of Sciences and Humanities, each received a Udall Scholarship, two of only 50 awarded across the country. They are among 12 Ball State students to earn the Udall since 2005. Faculty members also earn national recognition. In 2016, Professor of Architecture Rod Underwood was named by DesignIntelligence as one of the nation’s 25 exemplary educators in architecture.

The 2,500-square-foot Hunt Center—a space transformed into an office environment like those found at major construction management organizations—is designed to foster teamwork. The center’s name honors the program’s strongest supporter, Robert G. Hunt, ’69 LLD ’18. He is a national leader in innovation and excellence in the construction industry.

Estopinal College is committed to sustainability. The Center for Energy Research/Education/Service (CERES) has received awards from the U.S. Department of Energy, the National Wildlife Federation, AIA, Sustainable Buildings Industry Council, and the State of Indiana for its innovative programs and projects in environmental education.

Estopinal College students and faculty have a history of community engagement. And Ball State’s new Center for Civic Design is expanding on Estopinal College’s existing community engagement with the city of Indianapolis, its neighborhoods, and beyond. Recent projects include:

- A nature playscape outdoor learning environment that was designed and built for Muncie Head Start.
- The ecoREHAB design-build studio that rehabilitates existing houses in Muncie while using and following green and sustainable building practices.

Ball State CAP: INDY is the only Indianapolis-based higher education initiative focused on the comprehensive planning, design, and building of physical communities, including cities, towns, neighborhoods, and places.

1. The interior design program is accredited by the Council for Interior Design Accreditation, which less than one-third of interior design programs have, and the National Association of Schools of Art and Design.

2. Estopinal College has embraced online education. CAP 200 Fundamentals of Design Thinking continues to be one of the very few distance education courses in the nation that has been successful at replicating design review processes entirely online.

3. All of the college’s programs require internships, providing valuable professional experience that ensures Estopinal College grads are “practice-ready.” The construction management program consistently has a 100 percent placement rate of graduates.
The mission of the Miller College of Business is to provide innovative and high-quality academic programs that transform students into lifelong learners and impactful leaders. Miller College’s vision is to be a nationally recognized model for being student-centered, community-engaged, innovative, and entrepreneurial—known for its undergraduate and graduate programs through the accomplishments of its students, faculty, and alumni.

Miller College has enjoyed annual undergraduate enrollment growth for several years; its largest majors are accounting, finance, and marketing. The college boasts an innovative curriculum in business analytics—the only standalone undergraduate program in the region—and its social media command center is one of a handful in the country. The logistics and supply chain major, which requires student internship experience, achieved 100 percent placement at graduation.

Ball State’s residential property management (RPM) program, one of only nine such programs in the country, is supported by the National Apartment Association. Students—typically sophomores and juniors—have the opportunity to earn the National Apartment Leasing Professional (NALP) designation.

Allegré, Ball State’s popular student-operated restaurant, gives students an opportunity to learn everything from food preparation and presentation to restaurant management.

The apparel design program is accredited by the National Association of Schools of Art and Design.

National recognitions include:
- The MBA program was ranked 13th in *U.S. News & World Report’s* 2019 “Best Online Programs.”
- The entrepreneurial management program was ranked 20th in the nation in 2017 by *The Princeton Review* and *Entrepreneur* magazine.
- In 2017, Ball State was one of only 20 universities worldwide to be designated a Global Center of Insurance Excellence by the International Insurance Society.

Alumni and donor engagement is a top priority. Miller College seeks to engage alumni and business leaders to sponsor site visits, experiential learning projects within and outside of courses, and to provide internships.

Miller College is accredited by AACSB International and was the first state-supported institution in Indiana to hold separate AACSB accreditation for the accounting program. (Computer technology, hospitality and food management, residential property management, fashion merchandising and apparel design, and career and technical education are not accredited by AACSB.)

The Center for Professional Selling is one of only 29 full member schools with the University Sales Center Alliance. The center’s annual Sales Career Fair is one of the largest in the country.

The bachelor of science in economics program has been accepted into the CFA (Chartered Financial Analyst) Institute University Recognition Program. This status is granted to institutions whose degree programs incorporate at least 70 percent of the CFA Program Candidate Body of Knowledge and emphasize the CFA Institute’s code of ethics and standards of practice.
The College of Communication, Information, and Media (CCIM) creates challenging educational experiences that prepare students for careers as ethical practitioners and scholars. CCIM redefines the intersection of communication and technology while emphasizing the importance of human interaction.

CCIM’s vision is to produce graduates who are leaders and entrepreneurs at heart. They will procure the best jobs prior to graduation and will know how to adapt quickly to a diverse and ever-changing global job market to ensure successful careers.

Sports Link, a unique program in the Department of Telecommunications, is one example. It provides major communications support for Ball State Intercollegiate Athletics and the NCAA men’s and women’s basketball tournaments. In fact, Sports Link students worked for NCAA.org to produce social media for the Final Four basketball tournament. The program has won Emmys from the Cleveland Region, part of the University’s total of 74.

The speech and debate teams have a tradition of success. In 2017, the speech team was crowned the Indiana Forensic Association State Champions for the ninth year in the last decade and won 17 of the 20 individual state titles at the championship tournament. In 2018, Ball State set an all-time record in winning the National Educational Debate Association (NEDA) National Championship Debate Tournament. This was the fifth consecutive national tournament win for the team.

CCIM’s outreach beyond campus includes:

- Two communication studies classes engaged in a project called Community Career Building. Students prepared disadvantaged members of the Muncie community for employment interviews. The career fair community partner was the Muncie Public Library.
- Students in the Center for Information and Communication Sciences (CICS) were involved with the Rural Broadband Working Group (RBWG), created by the lieutenant governor. Their efforts impacted every county in Indiana, with two legislative bills becoming law based on the research put forward to the RBWG.

The Department of Journalism is accredited by the Accrediting Council on Education in Journalism and Mass Communications (ACEJMC)—a rigorous academic review that occurs once every six years. Only one-in-four journalism programs is nationally accredited.

The Center for Information and Communication Sciences is successfully attracting women and minorities to careers in technology—a perennial “best place to work,” Genesys, has hired more than 20 CICS graduates, many of them women and minorities.

CCIM recently sponsored the National Forensics Association Tournament. More than 1,200 participants traveled to campus to compete over four days. They represented 86 universities, gave over 8,000 speeches, and brought more than $2 million to the local economy. Ball State finished seventh.

A Ball State journalism student was part of a Pulitzer Prize-winning team for work she did while still in school. Student media have also earned national recognition, including Pacemaker awards from the Associated Collegiate Press.
**College of Fine Arts**

The mission of the College of Fine Arts (CFA) is to promote awareness, appreciation, and expertise in the fine arts among students, the University community, and the public. Students and faculty members act as advocates for the arts in a variety of ways, ranging from education and performance to exhibition and consultation. The College of Fine Arts seeks to build on a legacy of strength across the fine and performing arts, helping Ball State University become a magnet destination for students, artists, and audiences from across the country and around the world.

CFA has an excellent and diverse student body, with students from 34 states and 18 other countries. Its programs and work by students and faculty have earned national recognition. For more than a decade, Ball State students have competed at the national level in the Kennedy Center American College Theater Festival (KCACTF). Mad World, winner of Ball State’s inaugural Discovery New Musical Theatre Festival, won several national awards from KCACTF, including Outstanding New Work, Best Musical, and Best Direction. In the School of Art, two short films created by faculty members have won more than 38 international and national awards for outstanding work in animation.

Ball State also has some of the state’s finest venues for the performing and visual arts. Clustered in the heart of the campus, these facilities provide modern teaching, learning, performance, and exhibition environments. The facilities include the David Owsley Museum of Art, the Ned and Gloria Griner Art Gallery, University Theatre, and Sursa Performance Hall, which features the Sursa Family Concert Organ, designed and built by Goulding & Wood.

In addition to providing first-rate shows, concerts, and exhibitions, CFA faculty and staff engage with the community. Here are two examples:

- The School of Music and the Department of Theatre and Dance’s education programs hosted the Prism Project for its 11th year in 2019. Ball State students from a variety of majors will provide one-on-one support for students with special needs as they prepare and perform scenes at a capstone performance with hundreds in attendance. The Prism Project is the model for similar programs in Indianapolis, plus Connecticut, Iowa, and Louisiana.
- The School of Art’s teaching majors provide Saturday Children’s Art Classes, including a final community and family exhibition for about 200 people, and First Thursdays Arts Walk events in Muncie.

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Music for All Summer Symposium, the nation’s largest summer camp for instrumental music students and teachers, held its ninth event at Ball State in 2019. The School of Music’s recognition as a top destination for music education and performance was key to establishing this partnership with Music for All.

The Department of Theatre and Dance presents the Discovery New Theatre Festival each Spring. Students help review and screen submissions, choose finalists, and work with writers, directors, actors, and other festival personnel. One selected new work is later workshopped and produced by the department’s students.

The David Owsley Museum of Art has more than 11,000 works of art and a gallery space that exceeds 26,500 square feet. Open seven days a week, it is a gateway to the world of art for the campus and community, with a collection from around the world, spanning ancient history to modern times.

In addition to faculty and student artwork, the School of Art’s Ned and Gloria Griner Art Gallery recently hosted an exhibition from metals artist and alumna Stacey Lee Webber. Her artwork was included in the 40 Under 40: Craft Futures exhibition at the Smithsonian Renwick Gallery, highlighting outstanding young artists in the field of crafts.
College of Health

The College of Health (COH) opened in Fall 2016, bringing together multiple health-related disciplines and establishing Ball State’s leadership in this vital field while setting its students apart in the job market.

The college has seven academic units—counseling psychology, social psychology, and counseling; kinesiology; military science (ROTC); nursing; nutrition and health science; social work; and speech pathology and audiology—and 14 clinics, centers, and labs.

COH embraces an innovative, collaborative, and interprofessional environment for learning, discovery, and engagement. The learning environment is shaped by core content that enhances understanding of health and well-being throughout the life span. Discovery occurs across health-related disciplines and readily engages students and faculty in a collaborative manner. The commitment to interprofessional development and community engagement unites faculty and students while strengthening educational programs and serving the needs of the region, state, and nation.

In Fall 2019, the new $62.5 million Health Professions Building opened, bringing many COH programs into one place. This contemporary teaching, research, and clinical facility provides a unique learning environment to foster collaboration and problem-solving across the health sciences disciplines. The 165,000-square-foot building houses classrooms, laboratories, offices, a resource hub, simulation labs/suites, and clinical spaces.

The programs in COH have a distinguished history at Ball State. The Human Performance Lab is internationally renowned for studying exercise and its effects on human physiology. Ball State’s doctorate in audiology is the country’s oldest existing four-year program and the bachelor of social work (BSW) program is the oldest accredited undergraduate program in Indiana and the largest.

Faculty in COH’s departments have attracted competitive federal funding such as grants from the National Institutes of Health, U.S. Department of Defense, NASA, and the Centers for Disease Control. Numerous programs have contributed to the cultural environment and health and wellness of the community through services and events, including the Adult Physical Fitness Program, health screenings, nutrition assessments, and pediatric gait screenings.

Graduate programs in the School of Nursing were ranked 13th in U.S. News & World Report’s 2019 “Best Online Programs.”

Ball State offers Indiana’s only advanced generalist master of social work to fill the need for professionals at nonprofits, community mental health centers, hospitals, community corrections institutions, and long-term care centers.

Seventy percent of the licensed certified speech language pathologists in Indiana are Ball State graduates.

The Fisher Institute for Health and Well-Being is an interdisciplinary activity connector for promotion of faculty-student collaborative research and outreach efforts within and beyond COH.

Athletic Training Treatment and Rehabilitation Lab

The new Health Professions Building
The Charles W. Brown Planetarium has 148 seats and a 52-foot-diameter dome, making it the largest in Indiana. The state-of-the-art projector can simulate a night sky with 10 million stars, and its audience can take a virtual trip through space—they can “fly” through Saturn’s rings, land on Mars, or travel to distant stars and galaxies.

Ball State’s Field Station and Environmental Education Center, comprised of six properties totaling 425 acres, provides hands-on learning and observation of nature and encourages exploration of natural processes by students of all ages. Our research activities are directed toward understanding human impact on ecological processes and communities, and we share our resources and data. The center is a collaboration of the Departments of Biology; Environmental, Geological, and Natural Resources; Landscape Architecture; and others.

The Dr. Joe and Alice Rinard Orchid Greenhouse is used by the Departments of Biology; Art; and Environmental, Geological, and Natural Resources, as well as Honors College students. The greenhouse has hosted visitors from regional schools, garden clubs, alumni groups, and more.

Partnering with Old National Bank in Indianapolis, the Bowen Center for Public Affairs at Ball State University conducts the annual Hoosier Survey to provide Indiana policymakers with a measure of public opinion on current issues facing our state and nation. The results are delivered to every member of the Indiana General Assembly at the beginning of the calendar year so that lawmakers can gauge public views about issues they are likely to face in the coming session.
Teachers College
Teachers College (TC) is committed to excellence in P–12 and adult/higher education through its student-centered and community-engaged preparation of outstanding professional educators and human service providers, supporting their induction and continuing education, promoting research and development, and influencing policy that enables high-quality educational outcomes.

TC aspires to transform bright, ambitious learners into educational leaders who are sensitive and responsive to diversity and the contextual foundations of teaching, learning, and human development.

In 2017–18, 581 TC graduates received an educator or administrator license. A total of 96.6 percent of Ball State graduates get an “effective” or “highly effective” rating on the state-required evaluation in their first three years.

TC faculty and students have made an impact on their community outside campus. One example is Muncie P3. Faculty and students partner with a local elementary school with low-income students to provide after-school enrichment, weekend field trips, and a three-week summer program to help them meet a state standard of reading proficiently before fourth grade.

During the past nine years, the project has garnered nearly $2.5 million in support from the Indiana Department of Education, Ball Brothers Foundation, and the United Way of Delaware and Henry Counties.

As TC, along with the University, celebrated 100 years in 2018–19, the college launched several new certificate and degree programs at the undergraduate and graduate levels that will meet the needs of an ever-changing job market.

The Department of Special Education has the only deaf education teacher-training program in Indiana. Students may elect to complete a one-year residency at the Indiana School for the Deaf in Indianapolis. TC also offers programs in Applied Behavior Analysis with an emphasis in autism spectrum disorder.

Schools Within the Context of Community (SCC) has earned national recognition, including the inaugural Excellence in Faculty Community Engagement Award from the Engagement Scholarship Consortium in 2018, and it was one of four regional winners of the 2018 W.K. Kellogg Foundation Community Engagement Scholarship Award from the Association of Public and Land-grant Universities.

Started in 2009, SCC is a partnership between Teachers College, Longfellow Elementary School, Huffer Memorial Children’s Center, Buley Community Center, and Muncie’s Whitely neighborhood. During and after school, Ball State students and professors supplement the work of Longfellow teachers, and students are matched with community mentors and attend events such as dinners, athletic competitions, and church services.
Honors College

The Ball State University Honors College provides distinctive learning experiences for students of high academic promise and achievement, and it does this so well that its graduates are competitive with those of any other college or university.

The Honors College is, and aspires to remain, the most comprehensive honors college program in Indiana and among the most comprehensive in the nation. It provides specific programming for every aspect of the academic and social growth of undergraduates, through curriculum and the Honors Living-Learning Community. In the LLC, students live together in a residence hall, interact with faculty and advisors from the Honors College, and integrate academic programming with living space, social space, and other activities and events.

The Honors College provides the high-impact educational experiences defined and described by the Association of American Colleges & Universities.

In addition to their major and minor concentrations, students must take symposia in American contemporary civilization, global studies, and science, as well as a three-course sequence in the humanities that investigates the great ideas of literature, science, philosophy, politics, and the fine arts. Other work includes at least two colloquia specially developed by honors faculty to focus on critical issues in their areas of expertise.

Demanding courses, stimulating discussions, international study, and research projects challenge students’ intellect and enhance their education, which culminates with a senior thesis or creative work—an in-depth project that showcases their knowledge and creativity. Distinctive opportunities for self-expression, leadership, and service prepare them for graduate school, a professional career, and life.

Honors College students have received prestigious national scholarships, including the Benjamin A. Gilman International Scholarship, Boren Scholarship, Cultural Vistas Fellowship, Hollings Scholarship, grants from the Fulbright U.S. Student Program, Udall Undergraduate Scholarship, and Critical Language Scholarship. For several scholarships, including the Udall, Cultural Vistas Fellowship, and U.K. Fulbright Summer Institute, Ball State is among the most successful institutions in the country.
University College

University College is an interdisciplinary, collaborative academic unit that offers student-centered programs and services to enhance students’ success. The college fosters productive academic habits for students through personalized academic advising, peer tutoring, and other academic support services. The college also coordinates the University Core Curriculum.

Academic Advising

The mission of Academic Advising is to provide all the academic pieces needed to complete every student’s journey, from their first registration in college to the day they apply for graduation and look ahead to applying the expertise gained from choices they have made. Academic advisors in the Freshman Advising Center and the Upper Division Advising Center seek to help students make those choices in the best way possible by opening the possibilities of the University’s programs, putting a plan for graduation in place, helping students plan schedules, and using the tools to track progress.

Learning Center

The Learning Center offers free tutoring in mathematics, writing, and many of the other courses that are part of the University Core Curriculum. Students also can use online video workshops and other group learning experiences that will help them achieve academic success. Each year, thousands of undergraduate and graduate students use the center’s services. These students earn higher grade point averages and report being highly satisfied with the assistance they receive.

Student Athlete Support Services

Student Athlete Support Services (SASS) coordinates advising and comprehensive academic support for student-athletes while assisting with their transition as freshmen through graduation. Through individual monitoring and academic counseling, workshops, and study table participation, student-athletes are challenged to become proactive, to develop time-management and study strategies, and to stretch their individual sense of responsibility and maturity.
Graduate School

Graduate study at Ball State supports the University’s mission by seeking to develop the intellectual breadth and specialized training necessary for careers in teaching, in research, and in the professions. Graduate programs emphasize the knowledge, methods, and skills needed for scholarly teaching, problem solving and original research, creative inquiry and expression, and intellectual leadership to prepare responsible civic and professional leaders for our community, the state, the nation, and the world.

The problems facing society require new knowledge and new ways of using existing knowledge. To meet these challenges the University provides, through its graduate programs, an atmosphere that fosters scholarship and creative activity.

The Graduate School promotes student success in a variety of ways: providing a thorough orientation for new students, constantly examining graduate curriculum and policies via the Graduate Education Committee (GEC), maintaining rigor in graduate education, and via increases in graduation rates.

Ball State’s Fall 2019 graduate enrollment is 5,724, an increase of 35 percent over the last five years.

The master of applied behavioral analysis, for those who help children and adults on the autism spectrum and with related developmental disabilities, has shown phenomenal growth. With a national shortage and strong market demand, program enrollment has increased 152 percent in five years to nearly 3,000 enrolled students.

Ball State’s graduate programs have earned national attention, such as:

- U.S. News & World Report’s 2019 “Best Online Programs” ranked MBA and nursing 13th, and education 38th.
- DesignIntelligence ranked the landscape architecture program 24th in the country in 2018.
- Our master’s degree in public relations is the first graduate program in the nation to receive Certification in Education for Public Relations (CEPR) by the Public Relations Society of America (PRSA).

Students have flexibility at Ball State. The dual degree policy allows students to earn two master’s degrees congruently with shared credit.

Ball State offers more than 140 graduate programs on campus, at centers in Indianapolis and Fishers, and online.
Division of Online and Strategic Learning

The Division of Online and Strategic Learning serves Ball State by implementing best practices in teaching, learning, and student support services for online, blended, and on-campus courses and programs. Two driving forces have been at the heart of the division’s work:

1) delivering quality and innovative online programs, especially to students who are place-bound and cannot attend our main campus
2) contributing to the University’s bottom line by serving a growing adult market

Ball State began offering its first all-online degree in 1999—a master’s in nursing—and today offers more than 70 online degrees and certificates to more than 5,000 students every year.

Our faculty have long been innovators in online education. The division is a centralized resource for instructional design and consultation for online, face-to-face, and blended learning, as well as assistance with tools, skills, and pedagogical support for engaging students in quality learning experiences. Faculty members and instructional consultants work together in the creation of exciting and meaningful experiences. For instance, Faculty Learning Communities allow instructors to explore in depth pedagogical issues such as adult learning and community engagement. And our Active Learning Academy provides intense training to help faculty more actively involve students in their learning.

Support for online learners is at the heart of the division’s operation. The unit uses a proactive advising/recruiting model for online programs. It employs a team of dedicated advisor/recruiters who are trained in best-practices for recruiting and retaining adult learners. This approach helped Ball State become the first higher education institution in the country to earn Quality Matters’ Learner Support Program Certification.

Also included within the division is Ball State’s Dual Credit program, which serves approximately 1,200 high school students from 30 Indiana high schools with on-site and online courses.

U.S. News & World Report’s 2019 “Best Online Programs” ranked two Ball State graduate programs in the top 20 in the country: MBA and nursing were 13th. Education was 38th. U.S. News also ranked our online bachelor’s programs 25th.

Ball State Online is No. 7 on the Military Friendly list among universities offering all-online programs by Viqtory Media. We have been named Military Friendly every year since 2009—a designation given to less than 15 percent of more than 4,000 colleges nationwide and based on input from veterans and surveys of participating institutions.

In Fall 2019, Ball State enrolled approximately 5,100 online-only students, an increase of more than 40 percent over the past five years. The majority of these are graduate students seeking master’s degrees. In the 2018–19 academic year, Ball State provided 727 courses in an online format, including practicums, internships, and independent studies.
The Rinker Center for International Programs is Ball State’s resource for international study, services and activities. With the support and engagement of faculty, students, and the local community, the Rinker Center is at the heart of Ball State’s commitment to international teaching and learning.

In 2019–20, the Rinker Center for International Programs provides services and programs for 464 international students and scholars from 63 different countries. From preparing international student and scholar travel documents to orientation to acculturation, the Rinker Center facilitates student and scholar experiences at Ball State.

The Rinker Center for International Programs comprises four units: Study Abroad (SA), International Services (IS), Academic Engagement and Global Initiatives (AEGI), and the Intensive English Institute (IEI). These units each serve both academic and administrative internationalization goals for the University. Although each unit approaches the mission from various perspectives, their combined engagement provides for a robust and recursive experience for domestic and international students, scholars, and faculty on the Ball State University campus.

Study Abroad
- Study Abroad supports all aspects of domestic students to engage in and Ball State faculty to develop, credit-bearing, high impact, international experiences.
- Study Abroad programs provide a myriad of opportunities to explore intercultural issues outside the classroom and around the world.
- Study abroad opportunities—open to all Ball State students—are available in about 50 countries, ranging from 10 days to 10 months.

International Services
- International Services provides all aspects of F-1/J-1/H-1B document processing, orientation, cultural engagement activities, employment authorization, F-1 and J-1 student compliance, and support for all international scholars.
- International Services strives to create an environment that enhances the academic experience of international students and scholars by providing the highest levels of knowledge and expertise in advising, immigration services, advocacy, and programming to the Ball State campus community.

Academic Engagement and Global Initiatives
- Academic Engagement and Global Initiatives supports all aspects of partnerships with international universities as it relates to bringing international students and scholars to campus.
- Academic Engagement and Global Initiatives assists students transitioning from the Intensive English Institute (IEI) to academic classes.
- The unit also provides administrative oversight of Ball State’s CHEPD 1+2+1 Program and partner universities in China and seeks to establish global partnerships with other universities for dual degree programs.

Intensive English Institute
- Intensive English Institute supports ESL-only and conditionally admitted international students.
- The mission of the Intensive English Institute is to facilitate international student progress in English proficiency and the knowledge of U.S. culture necessary for success in academic coursework in the United States.

The Rinker Center for International Programs seeks to be a catalyst for global understanding and a collaborative partner for international education. We are a recognized facilitator for international initiatives within Ball State University and the greater global community, and we serve as a ready resource for campus and community stakeholders.

Office of Immersive Learning
The Office of Immersive Learning:
- assists faculty with planning and implementing large-scale immersive learning and undergraduate research projects involving community engagement strategies; this assistance includes proposal development, student recruitment, assessment tools, connecting with community partners, internal collaborators and sources of funding, and identifying research and presentation opportunities
- coordinates professional development programs encouraging faculty to incorporate high-impact, creative practices into their classes
- serves as a communications liaison assisting faculty in connecting with campus partners that support immersive learning strategies
- assists the Offices of the Associate Provost for Faculty Affairs and Professional Development and Institutional Research and Decision Support with assessment and evaluation for immersive learning at the course, program and University levels
Athletics

Nearly 74 percent of Ball State student-athletes finished the 2019 Spring semester with a cumulative GPA better than 3.0, while more than 40 percent posted a mark of 3.5 or better for the term. Fifty-five student-athletes recorded a perfect 4.0 GPA in the Spring semester, while 175 student-athletes qualified for the dean’s list. More than 80 student-athletes earned their diplomas in the 2018–19 academic year.

On the field, Ball State has earned 11 MAC regular season championships and five MAC Tournament trophies spanning the last 10 years. These successes include women’s tennis making its first ever appearance at the NCAA Championships in 2016, softball notching a 6–3 victory over No. 21 Notre Dame in the 2015 NCAA Regional opener, and baseball capturing the 2014 MAC regular season title with a 22–4 conference record.

Eight sports have competed in national postseason tournaments since 2009–10—men’s basketball (CIT), men’s golf (NCAA), men’s tennis (NCAA), women’s basketball (WNIT), softball (NCAA), women’s tennis (NCAA), and women’s volleyball (NCAA, NIVC). Meanwhile, football appeared in the 2012 St. Petersburg Bowl and 2014 GoDaddy Bowl.

Individually, Regan Lewis placed 10th in the high jump at the 2018 NCAA Championships, and golfer Timothy Wiseman qualified to compete as an amateur at the 2018 U.S. Open. Baseball pitcher Drey Jameson was selected in the first round of the 2019 Major League Baseball Draft by the Arizona Diamondbacks.

Student-athletes and coaches completed more than 2,000 hours of community service during the 2018–19 academic year. Two Ball State student-athletes earned NCAA Postgraduate Scholarships following the 2017–18 year—Alyssa Heintschel, soccer, and Carley Shannon, field hockey.
About Muncie, Indiana

With a population of about 70,000, Muncie is a dynamic midsize city 55 miles northeast of Indianapolis. Consistently ranked by realtor.com as the No. 1 most affordable college town and described by several national studies as a typical American community, Muncie offers the advantages of larger cities without the hassles and costs of living in major metropolitan areas.

Ball State’s cultural venues—including Emens Auditorium, Sursa Performance Hall, the David Owsley Museum of Art, the Charles W. Brown Planetarium, the Dr. Joe and Alice Rinard Orchid Greenhouse, and The Marilyn K. Glick Center for Glass—provide ample opportunities for arts and entertainment. The campus and surrounding community benefit from thought-provoking art exhibitions, top-flight theatrical performances, prominent speakers, and visits by well-known musical acts.

Muncie is home to many unique attractions including Minnetrista and Oakhurst Gardens, the National Model Aviation Museum, and Cardinal Greenway—a recreational trail for athletes of all kinds. The Muncie Symphony Orchestra offers first-rate programs featuring nationally known artists, and the Muncie Civic Theatre produces plays for all audiences. Downtown Muncie offers a lively arts scene along with shops and dining.

For outdoor enthusiasts, Prairie Creek Reservoir is a 1,252-acre man-made lake surrounded by 3,000 acres of rolling hills. The lake is stocked with a variety of fish. Boat docks are available, and a beach provides a popular summer swimming spot. Residents also have easy access to big cities. Muncie is about an hour away from Indianapolis. Other cities within a few hours of driving include Chicago, Cincinnati, Dayton, Detroit, Louisville, and St. Louis.
Indianapolis

Indianapolis, the capital of Indiana, is the 12th-largest city in the United States. Located on land set aside for a state capital in the early 19th century, it was modeled after Washington DC, with streets radiating outward from the seat of government. Although it is not situated on a navigable body of water, the city's central location—in relation to the state and to much of the country—has made it an important transport and distribution center since the 19th century.

Since the 1970s, Indianapolis, home to the NFL Colts and the NBA Pacers, has established a reputation as a sports center by constructing major athletic and visitor facilities and energetically promoting itself as a venue for a wide variety of amateur sporting events. The city has hosted the NCAA Division I men's and women's basketball championships and the 2012 Super Bowl. However, its most famous athletic event remains the Indianapolis 500, held annually at the Indianapolis Speedway.

The city is also known for its outstanding dining and cultural options. Among its offerings are The Children's Museum of Indianapolis, Newfields—A Place for Nature and the Arts, White River State Park, the Indianapolis Zoo and White River Gardens, the Eiteljorg Museum of American Indians and Western Art, the Indianapolis Symphony Orchestra, and the Murat Theatre.
About Enrollment Planning and Management at Ball State University

This Fall, Ball State University entered year two of a five-year campuswide Strategic Enrollment Planning initiative, which will foster long-term enrollment and fiscal health for the institution by developing realistic and quantifiable enrollment goals and aligning the University’s mission, current state, and changing environment. As a result of coordinated and innovative recruitment strategies, Ball State received nearly 28,000 applications for Fall 2019 admission and welcomed the largest, most academically well prepared, and most diverse freshman class in the University’s 101-year history.

As part of this plan, the new Division of Enrollment Planning and Management was established in January 2019. Ball State University’s total enrollment of more than 22,500 is a record, with nearly 15,900 attending on campus. Students come from every state, two U.S. territories, 60 countries, and every Indiana county. Out-of-state students make up about 23 percent of enrollment, and students from traditionally under-represented populations comprise about 19 percent. The University enrolls more than 420 international students.

Off-campus enrollment increased for the seventh consecutive year to a record high of 6,572. The Strategic Enrollment Plan guides us as we continue to enroll and retain a highly qualified and diverse student population. This includes a new policy to make submitting standardized test scores optional for undergraduate admission. The increase in the diversity of our freshman class is evidence of how our test-optional policy removes an unwarranted barrier for some bright, ambitious students.

The profile of the Ball State Class of 2024 (4,034 full-time students) included 38 percent men and 62 percent women; 23 percent diversity (African American, Hispanic, Native American, and two or more races); an average SAT score of 1156; an average high school GPA of 3.53; and 76.4 percent of the class having earned the Academic Honors Diploma.

The University’s four-year graduate rate continues to grow and exceeds the state average. In addition, the University is closing the achievement gap. Ball State exceeds state averages with on-time graduation rates for African-American, Hispanic, and low-income students.

Retention and Graduation Rates
The retention rate for Ball State students is 75.6 percent, with a four-year graduation rate of 54.8 percent. As a testament to Ball State’s continued success, this rate has improved more than 21 percentage points in less than 10 years.

Tuition and Financial Aid
Ball State University administers nearly $300 million in both merit- and need-based financial aid each year to thousands of students. More than four out of every five Ball State students are awarded some form of merit- or need-based financial aid. Additional information about tuition and room and board rates may be found at bsu.edu/tuition.
### Overview and Summary of the Position

Ball State University seeks a strategic, innovative, and collaborative leader to join a vibrant campus community and serve as the vice president for enrollment planning and management (VPEPM).

Located in Muncie, Indiana, Ball State University serves more than 22,500 graduate and undergraduate students across seven academic colleges with about 120 undergraduate programs. Ball State offers more than 140 master’s, doctoral, certificate, and specialist degrees, many of them ranking among the best in the nation. Originally founded to meet the need for more and better teachers, Ball State has earned the Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching and serves as one of Indiana’s public research institutions while remaining committed to empowering its graduates to have fulfilling careers and meaningful lives.

At Ball State University, diversity is an integral part of its identity. Success depends on the University’s efforts to cultivate inclusivity within its pedagogical, scholarly, and creative pursuits. Community is an inherent and crucial aspect of such efforts at local, national, and international levels. As the University recruits and trains a diverse administration, faculty/staff, and study body, it strives to ensure that Ball State students are prepared to engage and succeed in increasingly diverse environments. Ball State will be a place recognized for its positive climate—one where all stakeholders know that their contributions to the mission of the University are essential to success.

The new enrollment leader will be presented with a significant opportunity to build upon Ball State’s institutional momentum and overall support for enrollment management. In 2018, Ball State became the first four-year public university in Indiana to make standardized tests optional for admission. This Fall, the University welcomed a record 22,541 students to campus, including the largest, most academically qualified, and most diverse freshman class in the institution’s 101-year history. As student interest in a Ball State education continues to grow, the VPEPM will harness this sense of innovation and extend it to all areas of University enrollment. Reporting to the president, the VPEPM works collaboratively across the University and oversees the departments of admission (undergraduate, graduate, and international), undergraduate orientation, admissions operations and technology, financial aid, and the registrar.

Leading a new era of enrollment management, the VPEPM will be a highly visible and collaborative leader willing to set ambitious goals and take calculated risks. The successful candidate will embrace Ball State’s values and its mission at the intersection of quality outcomes and a continued commitment to access and affordability. The VPEPM will demonstrate proven experience in developing and executing a strategic enrollment management plan; the foresight to predict and respond to the changing forces that impact enrollment; and the technical skill necessary to guide recruitment and financial aid efforts, data analysis, and systems utilization. A record of commitment to attracting and serving a diverse student body is essential.

For information on how to apply or to submit nominations, please refer to the section “Procedure for Candidacy” at the end of this document.
The Role of the Vice President for Enrollment Planning and Management

Enrollment management is among the highest priorities of Ball State’s administration, and the vice president for enrollment planning and management will be afforded the opportunity to develop further a cohesive division and imagine the strongest possible enrollment future for the University. The following positions report to the VPEPM: associate vice president for enrollment planning and management; assistant vice president for admissions, enrollment planning and management; executive director of systems technology and reporting; assistant vice president and executive director of financial aid and scholarships; and administrative coordinator.

Major strategic duties include:
1. Promote the mission of Ball State and the success of its students.
2. Implement a plan for enrollment that is data informed, reflects the institution’s priorities, and appropriately involves University stakeholder groups.
3. Collaborate with the president and other senior leadership to set enrollment goals that are aspirational and contribute to a stronger institution.
4. Proactively advance the University’s diversity objectives with the overall goal of attracting more students who are excited, challenged, and engaged by the opportunities at Ball State.
5. Work closely with academic leadership and the vice president for marketing and communications to develop, implement, and evaluate enrollment marketing plans and strategies designed to attract and retain all students.
6. Regularly reassess effectiveness of recruitment activities and financial aid programs and make appropriate adjustments to lead an effort that is continuously proactive and responsive to market forces and University needs.
7. Provide the vision for a state-of-the-art records management and registration operation, empowering the registrar to assess strategies and tactics needed to provide excellent service to prospective and current students in a rapidly changing technological environment.
8. Develop further a strategic and collaborative admission/recruitment effort that leverages and optimizes need and merit aid to shape the class envisioned by the University and its schools and colleges.
9. Serve as a strategic partner in support of institutional persistence and retention goals.

Operational oversight duties include:
1. Provide visionary leadership and support for a division of 84 staff.
2. Ensure delivery of quality, student-oriented enrollment services by coordinating the functions of admissions, undergraduate orientation, admission operations and technology, financial aid, and the registrar.
3. Manage an institutional financial aid budget of more than $40 million, developing and monitoring division and department budgets.
4. Routinely analyze data to shape enrollment directions and make appropriate adjustments to an integrated and strategic enrollment effort.
5. Regularly assess the effectiveness of recruitment activities and make appropriate adjustments in response to market forces and University needs.
6. Monitor and work collaboratively with financial aid staff to ensure that institutional aid resources are allocated fairly among both new and returning students.
7. Communicate regularly with academic leadership to broaden enrollment initiatives, inform progress, and share results.
8. Work with academic units and deans to develop plans to meet the enrollment goals of each school, college, and program; to develop key messages; and ensure accuracy of message.
Opportunities and Expectations for Leadership

Guide the execution of an inclusive and ambitious plan for enrollment

Successful enrollment will be an important component to securing Ball State’s bold institutional ambitions. The VPEPM has the opportunity to profoundly shape the reputation and strength of Ball State by bolstering its ability to attract and retain a remarkable student body. The University’s strategic plan Destination 2040: Our Flight Path states, “Our comprehensive enrollment management strategy engages colleges, academic departments, and the entire campus in the recruitment, retention, and success of all of our students.” The Ball State community seeks to employ a forward-thinking, innovative, and opportunistic enrollment management strategy that aligns with Ball State’s mission and vision as set forth in its strategic plan. The VPEPM will work with the president, senior leadership, deans, faculty, and staff to execute an integrated and comprehensive enrollment plan that is backed by sound data and technology. This opportunity is ideal for an energetic and collaborative enrollment leader who is excited about change and helping move an institution into a new era of enrollment success.

Bring the recently formed division together

Previously, enrollment was within the Division of Student Affairs and Enrollment Services. A goal of Ball State’s strategic plan was to create a stand-alone enrollment operation. In addition to taking enrollment out of Student Affairs and changing the reporting line to the president, the division has been reconfigured to include admission for undergraduate, graduate, and international students. Considerable thought has been given to the ideal enrollment structure, and the VPEPM will assume leadership for a division that has recently come together under a dynamic vision for recruitment, enrollment, and retention. The new enrollment leader will further this integration, forming a division that is highly collaborative, unified, optimistic, opportunistic, forward-looking, innovative, and strategic. The new leader will seize the opportunity to further collaboration between all of the areas within the enrollment division, enhancing enrollment outcomes while effectively harnessing data and technology.

Grow enrollment across Ball State’s student populations (undergraduate, graduate, transfer, and international)

For public institutions such as Ball State, tuition is an essential complement to state support, yet maintaining affordability and broad access to the unique learning possible in a research environment is a core value for the University. The VPEPM’s primary responsibility will be to recruit a student body of the size, diversity, and quality expected of the Ball State community. Effective forecasting and consistent enrollment from year to year—along with a long-range view—will aid the University’s planning and budget effort.

The new VPEPM will benefit from recent gains and innovations that include enacting a test-optional admission policy; approving modest tuition increases, particularly compared to Ball State’s peers; and implementing the State CRM. These changes have led to record applications to Ball State. However, given the shifting demographic trends in Indiana and the competitive environment within the state, the VPEPM must constantly explore traditional and cutting-edge ways to expand enrollment. While the VPEPM will explore all possibilities for enrollment growth, he or she will pay particular attention to expanding further into new Indiana markets; better yielding transfer students; and identifying synergies between undergraduate, graduate, and international recruitment.

Engage with the colleges in support of specific enrollment goals

Ball State is in the process of moving to an incentive-based budget model with the current year serving as a shadow year and full implementation expected in the next fiscal year. As the University moves toward this new budgeting model, individual colleges will have enhanced expectations on their ability to enroll, retain, and graduate students. It is expected that this will lead to growing interest among the colleges in recruitment and enrollment planning. The VPEPM will partner with individual units to establish local enrollment projections, goals, and responsibilities that are aligned with the overall enrollment plan for Ball State. Ultimately, the VPEPM will be expected to bring a greater level of synergy and common purpose to all enrollment activities, developing a structure and set of processes that is collaborative, responsive, and receptive to feedback.
Qualities, Qualifications, and Characteristics

Strong candidates will have the following personal and professional characteristics:

• **Innovative approach:** A genuine enjoyment in leading, managing, and implementing large-scale innovation.

• **Vision:** An entrepreneurial outlook and eye to new possibilities and emerging challenges.

• **Collaborative leadership:** The ability to develop and manage relationships with a diverse array of partners.

• **A thorough understanding of enrollment management concepts:** Demonstrated ability to develop and implement successful enrollment strategies and initiatives as well as significant professional experience managing the complex interplay of marketing and recruitment strategies, enrollment goals, yield, and financial aid.

• **Ability to leverage financial aid and other resources:** Knowledge of the strategic use of financial aid and the ability to leverage resources to achieve enrollment goals.

• **A record of commitment to a diverse and multicultural university:** A history of creating a respectful environment that embraces all individuals and proven experience recruiting students from diverse backgrounds.

• **Demonstrated ability to creatively promote an institution to achieve superior levels of enrollment performance:** Proven success in innovative thinking and risk-taking combined with excellent execution of both complex and routine admission recruitment strategies.

• **Technological savvy:** The ability to understand the potential value of technological innovations that can best support the processes within admission, financial aid, and the registrar.

• **Mature communication skills:** Strong speaking and writing skills, and the ability to articulate a vision effectively and transparently to all constituencies, including prospective students and their families, enrollment staff, faculty, administrative partners, alumni, trustees, and the public.

• **Strong analytical capacity:** The ability to produce forward-looking strategic plans and budgets that link expenditures to outcomes and assess the effectiveness of how recruitment and financial aid funds are employed to achieve enrollment goals.

• **National and international perspective:** The knowledge and ability to employ information on national and international trends in higher education and on developments in competitor institutions effectively in planning.

• **Personal qualities:** Excellent interpersonal, communication, management, problem solving, and decision making skills.

• **Academic credentials:** A master’s or terminal degree from an accredited college or university is required. A master’s or terminal degree in higher education administration or closely related field is preferred.
The elegant 6-foot-tall bronze statue Beneficence has graced our campus since 1937, welcoming visitors, students, and alumni. Her name means the quality of performing acts of kindness and charity, and she symbolizes Ball State’s enduring values—excellence, innovation, courage, integrity, inclusiveness, social responsibility, and gratitude. She stands in front of a half-circle of five classic columns that represent the original Ball brothers, who donated land, buildings, and funds to the University before classes started in 1918 and who have helped support the institution in the decades that followed.

Inquiries, nominations, and applications are invited. Review of applications will begin immediately and will continue until the position is filled. For full consideration, applicant materials should be received by October 18, 2019. Candidates should provide, as three separate documents, a resume, a letter of application that addresses the responsibilities and requirements described in the Leadership Profile, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent via email to Ball State University’s consultants, Zachary A. Smith, PhD, Amy Crutchfield, and Andrew Bowen at: BSU_VPEPM@wittkieffer.com.

Items that cannot be emailed can be sent to:

Ball State University
Vice President for Enrollment Planning and Management
C/O Witt/Kieffer
Attention: Paula Verace
2015 Spring Road, Suite 510
Oak Brook, IL 60523

For more information about Ball State University, visit bsu.edu.

Ball State University is an equal opportunity/affirmative action employer that is strongly and actively committed to diversity within its community. Women, minorities, individuals with disabilities, and protected veterans are strongly encouraged to apply. All qualified applicants will receive equal consideration for employment without regard to race, color, religion, sex, national origin, age, disability, protected veteran status, or any other legally protected status. 840419-19 mc