Proud Past. Bright Future.

For 100 years, we’ve had an unwavering belief in an education rooted in creativity, values, and intellectual curiosity. As we celebrate our Centennial, we remember 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, integrity, respect, 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.

Ball State has embarked on a strategic planning process entitled “Spreading Our Wings,” which will produce a revised mission statement (see below), a statement of enduring values, four strategic goals for 2040, and strategic imperatives that will produce measurable progress towards those goals by 2024. Our strategic planning process gathered input from faculty, staff, students, alumni, and community partners, all of whom are vital to our success. The Strategic Planning Committee is finalizing the new strategic plan in Fall 2018.

We engage students in educational, research, scholarship, 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 region, Indiana, and beyond.

—Proposed 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 14 years.
- U.S. News & World Report included Ball State in its 2018 Top 100 Public Schools. Its 2017 “Best Online Programs” also ranked three graduate programs in the top 20 in the country: MBA, 12th; nursing, 13th; and education, 16th. U.S. News also ranked our online bachelor’s programs 36th.
- 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.
- Victory Media has named Ball State a Military Friendly School for nine years. In 2018, Victory Media also ranked our online programs 8th in the country.
- DesignIntelligence has consistently ranked our landscape architecture programs in the top 15 in the country. In 2016, the undergraduate program was 8th and our graduate program, 12th.
- Ball State students and faculty have won 70 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, 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 one of four regional W.K. Kellogg Foundation Community Engagement Scholarship Awards 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 2017 Guide to 375 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 2017, Ball State University closed the books in the black with a surplus of $4.9 million in the general fund. The University budgeted $355.6 million in general fund revenues and expenses. The total net position of the University increased by $2.4 million compared to the fiscal year 2015–2016. The current ratio for the University, which is calculated by dividing current assets by current liabilities, increased from 4.01 to 1 at June 30, 2016, to 4.87 to 1 at June 30, 2017. 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, 2017, the University’s viability ratio was 1.24 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 $534.1 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. College of Architecture and Planning Bridge Project, $1.6 million
9. Whitinger Bridge Project, $2 million
10. LaFollette Pre-demolition and Reconstruction, $1.2 million
11. Geothermal Conversion, $83 million

Under Construction
1. Health Professions Building, $62.5 million
2. North Residential Neighborhood Phase 1, $90 million

In Design
1. Foundational Sciences Building, $87.5 million
2. New York Avenue Parking Structure, $18 million
3. North Residential Neighborhood Phase II, $60 million
4. Multicultural Center, $4 million
University Enrollment

In Fall 2018, Ball State University continued to see strong enrollment. Our 2017 and 2018 freshman classes are the most academically qualified and diverse in our history, and off-campus enrollment increased for the sixth straight year to a record high of 5,718.

A new Strategic Enrollment Plan will serve as a guide that will ensure we continue to enroll and retain a highly qualified and diverse student population. Part of that plan includes a new policy to make submitting standardized test scores optional for undergraduate admissions, starting with the Fall 2019 incoming class. This policy removes an unwarranted barrier for many students.

The University’s four-year graduation rate continues to grow and exceeds the state average. In addition, the University is closing the achievement gap. In 2017, our four-year graduation rate for under-represented students exceeded the statewide average by 19 percentage points.

Enrollment for Fall 2018
- 21,884 total enrollment (on- and off-campus)
- 16,166 undergraduate and graduate students enrolled on campus.
- 3,704 freshmen enrolled
- 74 percent earned the Academic Honors Diploma
- Average SAT 1600
- Average GPA 3.5
- 20 percent are from underrepresented populations
- 5,724 graduate students enrolled—4,252 are 100 percent online
- 423 international students enrolled

Ball State also administers nearly $300 million in merit- and need-based aid each year.

Retention and Graduation Rates
- Average retention rate is 80 percent
- Four-year graduation rate is 53.6 percent
- Rate has improved more than 21 percentage points in less than 10 years

Enrollment by College
(includes associate, bachelor’s, master’s, and doctoral)
- College of Architecture and Planning.................................873
- College of Communication, Information, and Media ..............2,044
- College of Fine Arts ................................................1,472
- College of Health ......................................................3,244
- College of Sciences and Humanities .................................4,637
- Miller College of Business .............................................3,405
- Teachers College .......................................................4,970

Information on Career Outcomes
Students who graduated in May 2017 reported the following placement outcomes:
- 93 percent career placement rate
- 82 percent employed in their field of study
- 71 percent work in Indiana
Our brand helps us tell the Ball State story with renewed passion and energy. These key brand 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 successful 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 grounded in 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.
College of Architecture and Planning

The nationally recognized and highly ranked 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.

CAP is built on a fundamental belief in hands-on, experiential learning to give students a feel for the power of design, 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 community-based design and planning, complex digital architecture through digital form and manufacturing, and nationally acclaimed domestic and foreign field studies such as CAP Italia, CAP Asia, CAP Scandinavia, and World Tour, to name a few.

CAP students consistently receive national scholarships. In 2018, for example, a CAP 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 found at major construction management organizations—is designed to foster teamwork. The center’s name honors the program’s strongest supporters, Diane and Robert G. Hunt, ’69 LLD ’18. He is a national leader in innovation and excellence in the construction industry.

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.

CAP students and faculty have a history of community engagement. Recent projects include:

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

Construction management students complete two internships, providing them valuable professional experience. The program consistently has a 100 percent placement rate of graduates.

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.

CAP 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.

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Miller College of Business

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.

The entrepreneurial management program has the ultimate A or F course. Seniors must present a business plan to a panel of experts. If the panel deems the plan viable, the student passes and graduates. If not, the student receives an F and doesn’t graduate.

National recognitions include:

- The MBA program was ranked 12th in U.S. News & World Report’s 2017 “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.

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.
College of Communication, Information, and Media

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 70.

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.

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.

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.

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.
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, a faculty member’s ambitious short, Claire and the Keys, won more than 15 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 Atrium Gallery, University Theatre, and Sursa Performance Hall, which features the Sursa Family Concert Organ, designed and built by Goulding & Wood.

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In addition to faculty and student artwork, the School of Art’s Atrium 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.

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 will host 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.
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 offers seven degree tracks—counseling psychology, health science, kinesiology, nutrition/dietetics, nursing, speech pathology and audiology, and social work—and has 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 will open, bringing many COH programs into one place. This contemporary teaching, research, and clinical facility will provide a unique learning environment to foster collaboration and problem-solving across the health sciences disciplines. The 165,000-square-foot building will house 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.
### College of Sciences and Humanities

The College of Sciences and Humanities (CSH) spans the physical, life, mathematical and computational sciences, the social and behavioral sciences, and the humanities. Through its majors, minors, and certificates, and by delivering three-quarters of the University Core Curriculum, CSH enhances students’ abilities to think critically, solve problems creatively, and communicate clearly.

In addition to excellent academics, the University provides premiere facilities, including a new $87.5 million Foundational Sciences Building expected to open in Fall 2021. Housing the Departments of Biology and Chemistry, this five-story, 205,000-square-foot structure will consist of six classrooms, 28 teaching and 44 research laboratories, a research library, an imaging suite, conference rooms, computer labs, collaborative space, and faculty offices.

Students of all majors are provided with a progressively deeper understanding of disciplinary and interdisciplinary content, epistemology, and methods. The college ensures its graduates have “learned how to learn” and understand the value of lifelong intellectual development as preparation for success in the private, public, and nonprofit sectors.

Faculty scholarship, often accomplished in collaboration with students, expands human knowledge and contributes to the solution of contemporary problems. Together, faculty and staff model behaviors promoting team collaboration, human respect, and engaged citizenship for students.

CSH is the University’s liberal arts college. It is developing basic and applied research and engaged public service programs to challenge both students and faculty to become innovative leaders in the expansion and application of knowledge for the benefit of humankind. The college is striving to develop alumni who embrace creative risks as they confront the rapidly changing, globally competitive world of the 21st century.

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| 1 | The Dr. Joe and Alice Rinard Orchid Greenhouse is used by the Departments of Biology, Art, and Natural Resources and Environmental Management, as well as Honors College students. The greenhouse has hosted visitors from regional schools, garden clubs, alumni groups, and more. |
| 2 | 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. |
| 3 | 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 towards 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, Natural Resources and Environmental Management, Geology, Landscape Architecture, and others. |
| 4 | 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 2016-17, 924 TC graduates received an educator or administrator license. More than 96 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 County.

As TC, along with the University, celebrates 100 years, the college has 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 complete a one-year residency at the Indiana School for the Deaf in Indianapolis. TC also offers programs specializing in autism, with course content approved by the Behavior Analyst Certification Board.

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.

National scholarships have provided opportunities for students to pursue studies, teach, perform internships, and do research in the U.K., Malaysia, India, Spain, France, Italy, Japan, Argentina, South Africa, and other countries.

The Honors College has been part of Ball State for almost 60 years. It started out as a program in 1959 and was designated as the University Honors College in 1979. Students must earn a cumulative grade point average of 3.33 or higher to graduate from the Honors College.
University College

University College is an interdisciplinary, collaborative academic unit that offers student-centered programs and services that 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 and is home to the Office of Academic Systems.

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 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, using the tools to track progress, and working with students and faculty advisors beyond the first-year experience with their freshman advisor.

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.

Academic Systems

The Office of Academic Systems is responsible for DegreeWorks and the undergraduate- and graduate-level University catalogs, general purpose classroom assignments, and the schedule of classes.

In addition, Academic Systems provides training for professional and support staff on the Banner information system. The Academic Systems staff is dedicated to providing the Ball State community with reliable support, superior training, and accurate information.

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. By focusing on integrity, accountability, transparency, and having a sense of program, SASS strives to build relationships with its stakeholders and across campus as well as communicate and report accurate and timely information, while remaining organized and centered on its mission.

SASS provides a welcoming, confidential environment that encourages students throughout their academic career, contributing to their intellectual, personal, and social development towards the completion of a Ball State degree and preparation for life. 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.

SASS will continue to develop innovative programming to assist the most at-risk students with becoming more independent learners.

Office of the Registrar

The Office of the Registrar, through collaboration, transparency, and accountability, accurately and professionally responds to inform and record information that promotes the pursuit of educational opportunities and goals, consistent with the strategic priorities of Ball State University.

The registrar’s office helps students register for classes, check grades, obtain an ID card, update personal information, request an official transcript, find information regarding academic status, apply for graduation and find information about Commencement ceremonies, learn about residency requirements, and be reinstated and re-enroll as students.

The office also maintains information on voter registration and the Family Educational Rights and Privacy Act (FERPA).
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 2018 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 2017 “Best Online Programs” ranked MBA 12th, nursing 13th, and education 16th.
- *DesignIntelligence* ranked the landscape architecture program 12th in the country in 2016.
- 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. The fast track degree program allows students to begin taking graduate courses as they complete an undergraduate degree program.

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 students, faculty, and staff by pursuing, developing, and providing innovative best practices in technology-enhanced teaching, learning, and service.

With a history of offering online programs since the 1990s—and distance courses off-campus for decades before that—Ball State is the first higher education institution in the country to earn Quality Matters’ Learner Support Program Certification. Quality Matters, known as QM, provides a nationally recognized standard of best practices for online and blended learning.

Ball State offers more than 70 online degrees and certificates. In the 2017–18 academic year, Ball State provided 712 courses in an online format, including practicums, internships, and independent studies.

Faculty have been innovators in online education. The Division of Online and Strategic Learning empowers them with tools, skills, and pedagogical support for engaging students in quality learning experiences. Faculty members, instructional designers, and technology specialists work together in the creation of exciting and meaningful online and blended courses.

The division engages in internally and externally funded research projects focused on emerging trends and practices in online and blended education. These projects engage developers, scholars, educators, administrators, learning technologists, and instructional designers to investigate, develop, support, and assess new approaches to teaching and learning in the 21st century.

Notable projects include:
- completing a $297,000 grant to create a 3-D mobile game and online learning modules for Creative Associates International
- piloting Pathways to Successful Learning, an online set of modules to teach workplace competencies to first-year students in a history class
- further developing OTTO (Open Text Tool for Online videos) as a custom learning solution

Ball State was ranked in the top 20 in the country for three graduate programs in U.S. News & World Report’s 2017 “Best Online Programs”: MBA was 12th, nursing was 13th, and education was 16th. U.S. News also ranked our online bachelor’s programs 36th. The magazine’s 2016 “Best Online Programs for Veterans” ranked graduate education 4th.

Ball State Online was named No. 8 among universities offering all-online programs by Victory Media. This was the second year of the numerical ranking. We have been named Military Friendly every year since 2009—a designation given to less than 15 percent of more than 8,800 schools nationwide.

In Fall 2018, Ball State enrolled 5,037 online only students, an increase of 44 percent over four years. Eighty-four percent of that population are graduate students. Additionally, the University offers more than 300 online summer courses to help undergraduates stay on track.
Rinker Center for International Programs

The Rinker Center for International Programs is Ball State’s resource for international study and activities. With the support and engagement of faculty, students, and the local community, Rinker Center is at the heart of Ball State’s commitment to international teaching and learning.

Each year, Ball State hosts more than 400 international students and scholars from approximately 70 different countries. From admissions to orientation to cultural acclimation, the Rinker Center facilitates students’ and scholars’ experiences at Ball State.

The Rinker Center comprises four teams: International Recruitment and Admissions, International Student Services, Study Abroad, and International Student Academic Engagement and Global Initiatives.

International Recruitment and Admissions helps students understand immigration and admission information and guidelines and apply for admission to Ball State, and it provides information about application dates and deadlines, costs and tuition, and housing. In January 2019, recruitment of international students will become the responsibility of the Division of Enrollment Planning and Management.

International Student 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.

Study Abroad oversees programs that 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 Student Academic Engagement and Global Initiatives provides academic advising to at-risk students and 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

The mission of the Intensive English Institute is twofold, with both elements having equal importance.

One goal is to facilitate international students’ progress in English proficiency and the knowledge of U.S. culture necessary for success in academic course work in the United States. The IEI aids students in the acquisition of English for students to begin their course work as soon as possible.

The second purpose is to encourage the development and research of best practices in language teaching and learning. Therefore, participation in classroom-based research, inquiry, and reflection is encouraged for all IEI faculty. Additionally, the IEI provides University students, in appropriately related graduate programs, opportunities for hands-on teaching experience and practical training in a supportive environment.

IEI projects have also reached beyond campus. The TESOL Methodology Training for Iraqi Fulbright Scholars and Applied Linguistics and TESOL Training for Lebanese Fulbright Scholars hosted two cohorts, one with four Iraqi Junior Faculty Fulbright scholars in linguistics/teaching English as a foreign language and the other with four Lebanese Fulbright scholars in applied linguistics and teaching English to speakers of other languages. Scholars were provided a project-based professional development program and presented with an innovative, interactive forum for meeting their individual goals while enabling them to bring these experiences to their own classrooms.

With mentoring between Ball State faculty and the visiting scholars, modeling best-practice teacher-training, and encouraging creative, immersive problem-solving, this project equipped the scholars with the tools needed to build capability to replicate its success in their home universities.

Office of Immersive Learning

The Office of Immersive Learning:

• assists faculty with planning and implementing large-scale immersive learning and undergraduate research projects involving immersive learning 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 strategies into their classes
• serves as a communications liaison assisting faculty in connecting with campus partners that promote immersive learning strategies
Athletics

Fifteen of the 19 varsity sports teams finished the Spring 2018 semester with a cumulative GPA at or above 3.0. Thirty-two student-athletes recorded a perfect 4.0 GPA in the Spring semester, while 148 student-athletes qualified for the dean’s list. More than 100 student-athletes earned their diplomas in the 2017–18 academic year.

On the field, Ball State has earned six MAC regular season championships, 13 MAC West Division titles and three MAC Tournament trophies spanning the last five 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.

Five sports have competed in national postseason tournaments the last five years—men’s basketball (CIT), men’s tennis (NCAA), women’s basketball (WNIT), women’s tennis (NCAA), and women’s volleyball (NIVC). Meanwhile, football appeared in the 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.

Student-athletes and coaches completed more than 2,000 hours of community service during the 2017–18 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.
Overview and Summary of the Position

Ball State University seeks an experienced leader and manager to serve as its next vice president for Business Affairs and treasurer. Located in Muncie, Indiana, Ball State University serves approximately 22,000 graduate and undergraduate students across seven academic colleges with 190 undergraduate areas of study. Ball State offers 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 a Community Engagement Classification from the Carnegie Foundation and serves as one of Indiana’s public research institutions while remaining committed to empowering graduates to have fulfilling careers and meaningful lives.

At Ball State University (“the 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 student body, it strives to ensure that Ball State University 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 vice president for Business Affairs and treasurer provides leadership, management, and oversight of all activities within the Business Affairs division and serves as treasurer and chief financial officer of the University. The vice president reports to the president, serves as a key member of his leadership team, and provides advice and counsel on all administrative, business, human resources, and financial matters affecting the institution. The vice president for Business Affairs and treasurer provides direct supervision to the associate vice president for Business and Auxiliary Services, associate vice president for Human Resources, associate vice president for Facilities Planning and Management, and associate vice president and university controller.

Ball State University seeks a highly motivated and entrepreneurial financial leader with the vision, experience, and management capabilities necessary to advance and strengthen the University’s Business Affairs division. The ideal candidate will possess a proven track record as a strategist with direct oversight experience for a variety of financial, facility, auxiliary, and human resource planning functions in a similarly complex organization. The vice president will set high expectations for performance and accountability, be a superb communicator with exceptional change management skills, and work collaboratively and transparently with colleagues in a spirit of partnership and fiscal responsibility. The vice president will respect shared governance and be an advocate for an environment that promotes inclusive decision-making, best practices, respect, and a sense of community across the University.

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 Business Affairs and Treasurer

The vice president for Business Affairs and treasurer reports to the president of the University.

The vice president provides overall direction and leadership to, and coordinates the operational, budgetary, and personnel activities of, all units within Business Affairs. The vice president reports to, and counsels with, the president on matters pertaining to these areas and their functions. The vice president also serves as the treasurer and chief financial officer of the University and works in cooperation with the other University officers and University governance.

Specific responsibilities include:

- **Provide leadership for and oversee activities including short- and long-range plans for Business Affairs, which include Business and Auxiliary Services, Human Resources, the campus master plan, new construction and major renovation projects, and the physical plant. Maintain overall direction and administration of the operational, budgetary, payroll, and employee benefit responsibilities of the university controller and business services on a university-wide basis.**

- **Work closely with the Office of the Chief Strategy Officer to assist in writing, monitoring and executing the various University budgets, including the general fund and auxiliary budgets.**

- **Serve as a member of the President’s Cabinet and University officer.**

- **As treasurer of Ball State University: Identify long-term obligations of all areas in Business Affairs and the University as needed to develop financing plans and strategies to address all business and facility obligations. Execute the preparation of debt financing proposals, working with individuals in the financial markets and legal counsel, in making arrangements and administering agreements. Prepare and analyze accounting records and bond accounts to ensure sound overall financial management of the University. Carry out responsibilities on behalf of the Board of Trustees in the conduct of University matters such as executing legal obligations and authorizing contracts. As needed, assist the vice president for governmental relations in obtaining state approvals for board directed initiatives, new capital projects, repair and rehabilitation requests, and conducting other items of University business. Carry out the responsibilities for the investments and safekeeping of University funds and trust investments, including the VEBA and OPEB 115 trusts Perform other business-related responsibilities as assigned by the president and/or Board of Trustees.**

- **Review, approve, and participate in the development and implementation of programs, policies, and procedures pertaining to the units of Business Affairs and the University.**

- **Direct and coordinate official University business and budgetary and financial functions related to Business Affairs and assure adherence to federal, state, and local laws and regulations in these activities.**

- **Assist as needed with Indiana Commission for Higher Education members and committees of the State Legislature, State Office of Management & Budget, State Auditor’s office, and officers of other state universities in the planning and execution of official University business activities within Business Affairs and other University areas as requested by the president.**

- **Participate in activities of University and external boards, committees, and councils on behalf of Business Affairs and/or the University as requested by the president.**

- **Coordinate the planning and activities of Business Affairs with the other areas of the University through regular meetings and on-going communication.**

- **As needed, work with the University’s chief strategy officer, associate vice president and chief budget officer, and vice president for governmental relations to assist with the development of the University’s biennial budget requests.**

- **For Business Affairs direct reports, assign and review work, orient and train, and make decisions in all areas related to supervision, including but not limited to interviewing and selection, compensation, discipline, performance appraisal, and training and career development of personnel.**

- **Perform other related duties as assigned.**
Serve as key leader to help implement new strategic plan

In 2018, Ball State embarked on a strategic planning process entitled *Spreading Our Wings*, which produced a revised mission statement, a statement of enduring values, five strategic goals for 2040, and strategic imperatives that will produce measurable progress toward those goals by 2024. The strategic planning process gathered input from vital members of the Ball State family, including faculty, staff, students, alumni, and community partners.

The vice president for Business Affairs and treasurer (VPBAT) is a close partner to President Mearns and will be a top ambassador overseeing the successful rollout of the strategic plan, *Destination 2040: Our Flight Path*, especially as it relates to the key functions and portfolio of responsibilities supported by this position. The VPBAT will be expected to bring a long-term vision and forward-thinking perspective to the division as it looks beyond budget cycles to support and advance the University’s mission goals and strategic imperatives as the plan is implemented. In addition to serving as the University’s treasurer, the VPBAT will provide input and expertise to ensure the University’s operations, infrastructure, facilities, and human capital are running smoothly, efficiently, and productively.

Ensure the financial stability of the institution with transparent leadership

As a result of sound budget management and fiscal prudence, Ball State University is in a strong financial position. The president, provost, vice presidents, and other senior leaders welcome a strong and collaborative partner and advisor to guide the institution’s finances and business affairs activities. The next VPBAT will be an individual who is energized by the future opportunities at Ball State and thrives in a dynamic organizational environment, with the motivation and enthusiasm to move initiatives forward with efficiency and effectiveness. The VPBAT will be a highly valued University leader and an active participant in cabinet-level strategy discussions, decision-making, and direction-setting, and have significant experience managing and presenting to governing boards on organizational finance and business affairs activities. Furthermore, the VPBAT will join a campus community that values a culture of transparency, collaboration, and open communication. The VPBAT should be willing to partner closely with all campus constituents in supporting the campus’ mission and vision, and to ensure the long-term financial and operational sustainability of the institution.

Maintain facilities and infrastructure to support campuswide goals and objective

Ball State’s physical plant is positioned well for the future. The institution prides itself on a long history of facilities management success. The University has over $300M in capital projects underway, including a new health professions building, foundational sciences building, two residence halls, and a multicultural center. Like most
public higher education institutions, however, deferred maintenance, growth, and space demands require a multiyear vision and prudent management. A key priority for the incoming VPBAT will be to work closely with the associate vice president of facilities management and planning to develop and maintain universal capital facilities goals that maximize and leverage current and future space inventory. Ball State seeks a leader who can engage the entire community in strategic conversations about usage, renovation, redesign, and best and highest deployment of facilities and technology that fairly allocates and manages costs effectively while leveraging assets. The University’s strategic plan and ability to fulfill its mission in the current resource environment will depend on operational excellence, smart business decisions, and strategic choices as it relates to facilities and infrastructure going forward.

**Manage effective business operations for the future needs of the campus**

Ball State has grown significantly in size and complexity over the past several decades while retaining a personal, relational culture that values individual contributions. Existing policies, procedures, and systems that were appropriate for a smaller, simpler organization are no longer sufficient to support the University’s strategic vision and plans or the current regulatory environment. The VPBAT will be responsible for reviewing policies, procedures, and systems in an effort to analyze, improve, and scale up business operations to meet and anticipate the needs of a public research, community-engaged university. The VPBAT must use influence and a relationship-based approach to changing perceptions and behaviors across the University.

**Provide transformational leadership to campuswide human capital and talent management programming**

One of the five goals in the *Flight Path* strategic plan is for our University to be distinguished for institutional effectiveness and inclusive excellence and for having a positive and vibrant culture of faculty and staff wellbeing. A significant function of the VPBAT portfolio is to provide leadership to and management over campuswide human resources (HR) strategies and operations. The incoming vice president will be responsible for cultivating, developing, and stewarding a strong, innovative, and forward-looking HR team that is committed to the human capital success of the University. As the campus prepares to take on a number of new initiatives driven by the new strategic plan, the VPBAT will work in close partnership with the associate vice president for human resources to develop and support a system to recruit, develop, and retain diverse, experienced, and successful professionals, including faculty and staff, to ensure the University as a whole competes for top talent and continues on a trajectory of growth and success.

**Work closely with the chief strategy officer and the provost to implement a new budget model across campus**

Ball State is in the process of developing a new incentive-based budget model designed to give individual colleges and units more control over their respective resources and the application of those resources toward the achievement of strategic outcomes. The timing of the implementation of the new budget model is ongoing and will be an important administrative change with the implementation of the new strategic plan. The new budget model calls for innovative approaches to leadership and the effective deployment of resources while shifting more responsibility and accountability to the academic and administrative leaders across campus.

The budget function is presently included in the VPBAT’s portfolio. Effective July 1, the president intends to reassign this responsibility to the chief strategy officer. The new chief strategy officer has relevant experience managing the budget function, including leading a university’s transition from a centralized budget model to an incentive-based model. It will be critically important for the incoming VPBAT to work closely with the chief strategy officer on the budgeting process and ensure a close partnership between the two administrative leadership functions.

If the successful candidate has comparable budgetary experience in this respect, the president may reconsider this decision and maintain the budget function in the VPBAT’s portfolio.
Qualities, Qualifications, and Characteristics

Strong candidates will have the following qualities, qualifications, and characteristics:

• A bachelor’s degree is required; a master's degree is preferred.

• A minimum of 10 years of executive-level administrative experience and at least five years of successful business affairs and finance experience at progressive levels of management and leadership responsibility in a comprehensive university.

• Successful management of a large, highly complex organization, including responsibility for multiple functions related to finance, capital planning, and human resource administration; experience with complex budget management preferred.

• Proven experience relative to strategic business planning.

• Demonstrated experience implementing best practices and continuous business improvements to enhance operational functioning, efficiencies, and productivity.

• Demonstrated ability to develop positive internal and external relations with multiple stakeholders, ideally including working with broad constituencies that may include institutional governing boards and committees, legislators, business executives, deans, faculty, and staff.

• Record of significant leadership and accomplishment in planning, managing, and implementing major business and financial operations; human resources; and a familiarity with major construction, renovation, and maintenance programs, facilities management, capital construction, and campus master planning.

• Substantive evidence of success in overseeing an entity’s financial processes with expertise in the preparation of complex, detailed financial analyses to provide a complete picture of operations.

• Ability to lead effectively across divisions, using collaboration and persuasion to guide decision-making and influence critical operations; a proven team player, with the ability both to advocate and to partner with others as well as skill as a negotiator; and experience reviewing and realigning systems, policies, and personnel.

• Ability to gain and maintain the trust of the university and communicate clearly and effectively with all university constituents on all matters reporting to this office.

• Excellent analytical, problem solving, decision making, organizational, leadership, presentation, interpersonal skills, and outstanding oral and written communication skills.

• Commitment to educational goals and ethical values, desire to contribute to educational leadership at a large public university, and the ability to contribute effectively to an educational community that operates on transparent decision-making and widespread dissemination of information.

• Demonstrated history of creating and supporting a workplace committed to being people-centered by fostering collaboration, teamwork, creativity, diversity, equity, and inclusion.

• The highest standards for personal and professional excellence and unquestionable integrity.
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, 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 school 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 May 10, 2019. Candidates should provide, as three separate documents, a curriculum vitae, 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, and Kim Brettschneider at BallStateVPBusiness@wittkieffer.com.

Items that cannot be emailed can be sent to:
Ball State University
Vice President for Business Affairs and Treasurer
C/O Witt/Kieffer
Attention: Francine Heymanson
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.