PROVOST AND EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

Leadership Profile
The next provost and executive vice president for Academic Affairs of Ball State University will be an engaged, inspiring leader with a demonstrated commitment to Ball State’s heritage, mission, and core values. The provost will advance those values by building on the university’s traditions and strengths, actively seeking consensus among all its constituencies, and exercising superb management and decision-making skills. The provost will communicate effectively with both internal and external constituencies, articulating clearly and passionately Ball State’s mission and strategic aspirations. She or he will work effectively with the president in pursuit of the strategic initiatives that will further strengthen the university and the community.

The provost will embrace the faculty’s commitment to excellence in teaching, underscored by quality scholarship and research, and understand the connections between the two. The provost will strengthen and foster a vibrant and diverse community of students, faculty, and staff, enhancing relationships with alumni, parents, community leaders, elected officials, and others closely associated with the university. Finally, the provost will lead by modeling character, passion, integrity, and the pursuit of knowledge.

The provost’s principal duties are to:

- articulate and advance the mission and core values of Ball State University
- lead a dynamic academic enterprise
- ensure that the university pursues and achieves excellence in its academic endeavors, including but not limited to quality undergraduate and graduate academic offerings, regional and national recognition of scholarly and creative activities of the faculty, and the achievement and success of its students
- work closely and collaboratively with the leadership and governance units of Ball State, regularly reviewing and refining Ball State’s strategies for continued success

### Academic Colleges and Units Reporting to the Provost

- College of Architecture and Planning
- Miller College of Business
- College of Communication, Information, and Media
- College of Fine Arts
- College of Health
- College of Sciences and Humanities
- Teachers College
- Graduate School
- Honors College
- University College
- Office of Entrepreneurial Learning
- Division of Online and Strategic Learning
- John H. Schnatter Institute for Entrepreneurship and Free Enterprise
- Office of Research Integrity
- Rinker Center for International Programs
- University Libraries
- Virginia B. Ball Center for Creative Inquiry

**Woodworth and DeHority Complexes**
Our History
Ball State’s tradition of innovation and entrepreneurship is rooted in the late 19th century, when Muncie business leaders envisioned a local college to help boost the city’s development. Among the visionaries were Frank C. Ball and his brothers, young New York industrialists who moved to Muncie looking to expand their glass container business. A small, private teacher training school opened in 1899.

After the community’s efforts to sustain the college failed, the Ball brothers purchased the land and buildings of the 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.

In recognition of the Ball family’s generosity, the Indiana General Assembly changed the school’s name to Ball Teachers College in 1922 and then Ball State Teachers College in 1929. The winged statue Beneficence stands on the campus as a tribute to the family and a symbol of the university’s enduring values: excellence, integrity, respect, social responsibility, and gratitude.

Growing a University
By the 1960s, the regional teachers college had begun to attract faculty from outside the Midwest, and students sought majors in areas such as business, architecture, and other emerging disciplines. Enrollment and funding surged with national trends, and new facilities and degree offerings were added.

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.

Building the Future
Today, Ball State’s education innovation continues to shine through numerous expansions and additions of degree offerings, technological resources, immersive learning opportunities, research, community outreach projects, and state-of-the-art facilities. These investments are preparing bright students to take advantage of current and emerging job opportunities, meet society’s most pressing needs, and serve their neighbors, near and far.

As a public research university, we focus on students and high-quality, relevant educational outcomes. Disciplinary knowledge is integrated with application. We do this in a manner that fundamentally changes students, researchers, and our external partners, who look to the university for guidance. We transform information into knowledge, knowledge into judgment, and judgment into action that addresses complex problems.

—Ball State University Mission
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 13 years.
- 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 and 2017. 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.
- Ball State received a Higher Education Excellence in Diversity (HEED) Award from Insight into Diversity in 2016 and 2017. 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.
- Ball State students and faculty have won 66 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.
- The University Professional & Continuing Education Association bestowed the Division of Online and Strategic Learning a UPCEA Strategic Innovation in Online Education Award in 2014.
- Ball State is among only 24 schools in the country to make The Princeton Review’s Green Honor Roll announced in 2017. 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.
- U.S. News & World Report named Ball State programs to its 2015 “Best Online Programs for Veterans”: No. 7 in graduate education, No. 14 in MBA, No. 22 in graduate nursing, and No. 29 in bachelor’s programs.
- Campus Technology honored Ball State with two Innovator Awards in 2015. The Achievements app was recognized in the student systems and services category while The Traveler was honored in the education futurist category. The Traveler also was named the large organization winner in the PACT Wayfinding App Challenge.
- Ball State’s honors for providing a healthy workplace include Health Champion designation in 2016 from the American Diabetes Association, a November 2014 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 $447.8 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, $10.2 million
6. Emens Auditorium Lobby Expansion, $5 million

Under Construction
1. Health Professions Building, $62.5 million
2. Athletic Facilities, $8.1 million
3. Emens Auditorium South Lawn Improvements, $1.7 million
4. College of Architecture and Planning Bridge Project, $1.6 million
5. Whitinger Bridge Project, $2 million
6. LaFollette Pre-Demolition and Reconstruction, $1.2 million
7. Geothermal Conversion, $83 million

In Design
1. Foundational Sciences Building, $87.5 million
2. North Residential Neighborhood Phase 1, $90 million
University Enrollment

In fall 2017, Ball State University reached its highest enrollment in the institution’s history. Undergraduate applications are at an all-time high along with record-breaking graduate enrollment. The university’s four-year graduation rate continues to grow and exceeds the state average. In addition, the university is closing the achievement gap by graduating minority students at rates exceeding the state’s.

Enrollment for Fall 2017
• 22,513 total enrollment (on and off campus)
• 16,825 undergraduate and graduate students enrolled on campus.
• 4,002 freshmen enrolled
• 72 percent earned the Academic Honors Diploma
• Average SAT 1609
• Average GPA 3.5
• 20 percent are from underrepresented populations

• 5,509 graduate students enrolled—just over 4,060 are online
• 454 international students enrolled

Ball State also administers about $286 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 increased nearly 19% over the last six years
• Exceeds the state average by 11 percentage points in seven years

Enrollment by College
(includes associate, bachelor’s, master’s, and doctoral)

College of Architecture and Planning...782
College of Communication, Information, and Media.........2,148
College of Fine Arts.........................1,437
College of Health........................3,530
College of Sciences and Humanities..................4,837
Miller College of Business.................3,248
Teachers College..........................4,976

Information on Career Outcomes
Students who graduated in May 2015 reported the following placement outcomes:
• 93 percent employed within six months of graduation
• 81 percent employed in their field of study
• 74 percent work in Indiana
About Muncie, Indiana

With a population of about 70,000, Muncie is a dynamic midsize city 55 miles northeast of Indianapolis. Ranked by realestat.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, Indianapolis Museum of Art and adjacent gardens and nature park, White River State Park, the Indianapolis Zoo and White River Gardens, the Eiteljorg Museum of American Indians and Western Art, Indianapolis Symphony Orchestra, and the Murat Theatre.
Ball State is home to seven colleges. More than 3,300 faculty members 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, nationally acclaimed domestic and foreign field studies such as CAP Italia, CAP Asia, CAP AmericanoSur, World Tour, and CAP Downunder, to name a few.

CAP students consistently receive national scholarships. In 2016, for example, a CAP student received the Udall Scholarship, one of only 50 awarded across the country. It was the 10th time since 2005. Faculty members also earn national recognition. Last year, 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. Construction management had a 100 percent placement rate of graduates this year. The center’s name honors the program’s strongest supporters, Diane and Robert G. Hunt, ’69. He is a national leader in innovation and excellence in the construction industry.

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.

CAP 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.

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.
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 life-long 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 over the last five years; its largest majors are accounting, business administration, 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 is 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” and 14th in the magazine’s 2015 “Best Online Programs for Veterans.”
- Public Accounting Report’s 2015 survey of accounting professors ranked our undergraduate accounting program seventh in the nation among those of similar size and the master’s program, 15th.

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 Center for Professional Selling is one of only 28 full member schools with the University Sales Center Alliance. The center’s annual Sales Career Fair is the largest of its kind 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.
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 66.

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. The debate team won the team championship at the 2016 and 2017 National Educational Debate Association’s (NEDA) National Tournament.

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 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.

Student media have earned national recognition. In 2016, for example, Ball Bearings received an Online Pacemaker Award from the Associated Collegiate Press. The Ball State Daily News won 50 Gold Circle awards from the Columbia Scholastic Press Association.
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 the 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 more than 30 states and 10 foreign 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 beautiful Atrium 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 just two examples:

• The School of Music, in partnership with the Department of Theatre and Dance, will host the Prism Project for its 10th year in early 2018. 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, Iowa, Louisiana, and Connecticut.

• The School of Art provides Saturday Children’s Art Classes, including a final community and family exhibition for 160–200 attendees, and First Thursdays arts walk events in Muncie.

Music for All Summer Symposium, the nation’s largest summer camp for instrumental music students and teachers, will hold its eighth event at Ball State in 2018. The School of Music’s recognition as a top destination for music study and performance was key to establishing this partnership with Music for All.

The David Owsley Museum of Art has more than 10,000 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. It has a collection from around the world, spanning ancient history to modern times.

The Department of Theatre and Dance presents the Discovery New Theatre Festival each May. 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.

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.
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 offers seven degree tracks—counseling psychology, health science, kinesiology, nutrition/dietetics, nursing, speech pathology and audiology, and social work—and has 14 clinics, centers, or 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.

The programs in COH have a distinguished history at Ball State. The School of Nursing, for instance, is designated as a National League for Nursing Center of Excellence, and its graduate programs were ranked 13th in U.S. News & World Report’s 2017 “Best Online Programs.”

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.

Priorities

The Ball State Board of Trustees in July 2015 approved a new $62.5 million Health Professions Building which broke ground in September 2017. This contemporary teaching, research, and clinic facility will provide a unique learning environment to foster collaboration and problem-solving across the health sciences disciplines. The opening of COH also did the following:

• established an infrastructure that promotes interprofessional educational (IPE) and practice (IPP) opportunities for students and faculty within the college; this will include curricular, clinical, research, and community engagement elements
• established the Fisher Institute for Health and Well-Being as an interdisciplinary activity connector for promotion of faculty-student collaborative research and outreach efforts within and beyond COH
• established an infrastructure that serves to streamline memoranda of understanding with external partners that serve as clinical placement sites, as well as to leverage these relationships for mutually beneficial activities such as collaborative research, clinical faculty appointments, and philanthropic support
• established a new collegiate identity that promotes COH’s mission, vision, and core values
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.

Students 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 in 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 prudent risk as they confront the rapidly changing, globally competitive world of the 21st century.

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.

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.

Ball State’s Field Station and Environmental Education Center, comprising 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, Natural Resources and Environmental Management, Geology, Landscape Architecture, and others.

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.

Teachers College 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 Teachers College graduates received an educator or administrator license. More than 98 percent of Ball State grads get an “effective” or “highly effective” rating in 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 eight years, the project has garnered nearly $2 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, nears 100 years, the college plans to launch several new certificate and degree programs at the undergraduate and graduate levels—with several others on the drawing board—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) received the 2017 Best Practice Award in Support of Multicultural Education and Diversity from AACTE (American Association of Colleges for Teacher Education) and the 2016 Christa McAuliffe Excellence in Teacher Education Award from the American Association of State Colleges and Universities (AASCU). 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 or 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 through 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 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. Student 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 in its mission.

SASS provides a welcoming, confidential environment that encourages students throughout their academic career, contributing to their intellectual, personal, and social development toward 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, 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, constant examination of graduate curriculum and policies via the Graduate Education Committee (GEC), maintaining rigor in graduate education, and via increases in graduation rates.

Ball State set a record graduate enrollment of 5,509 students in fall 2017, up 10.5% from last year.

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 158 percent in four years to nearly 2,000 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.
- Public Accounting Report’s 2015 survey of accounting professors ranked the master’s accounting program 15th in the nation among those of similar size.

Overall graduate student enrollment has increased more than 16 percent since 2010. Ball State offers more than 140 graduate programs on campus, at centers in Indianapolis and Fishers, and online.

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.
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, and students can choose from about 400 online undergraduate and graduate courses. Some of those programs also include live, face-to-face courses at Ball State’s Indianapolis and Fishers centers.

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’s research engages in internally and externally funded research projects focused on emerging trends and practices in online, hybrid, 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 soft skills 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 fourth.

The division was a recipient of the 2014 UPCEA Strategic Innovation in Online Education Award from the University Professional & Continuing Education Association for having “set and met innovative goals focused on online education and been strategic in the planning, development, implementation, and sustainability in line with the institutional mission.”

In fall 2017, the university surpassed its five-year goal of 35 percent FTE growth in adult, off-campus, online learners, with 3,889 graduate and 781 undergraduate students enrolled in one of approximately 70 online degree and certificate programs. Additionally, 66 percent of on-campus students chose to take an online class in the 2016-17 academic year.
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’ experience 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.

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 more than 60 countries, ranging from 10 days to 10 months.

International Student Academic Engagement and Global Initiatives is a new administrative unit whose primary focus will be to provide for 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 (IEI) 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 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 success in their home universities.

Office of Entrepreneurial Learning

The Office of Entrepreneurial Learning:

• assists faculty with planning and implementing large-scale immersive learning and undergraduate research projects involving entrepreneurial 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, entrepreneurial strategies into their classes

•serves as a communications liaison assisting faculty in connecting with campus partners that promote entrepreneurial learning strategies
Create a shared academic vision and develop and execute a strategic plan
Ball State’s commitment to high quality teaching as well as undergraduate and graduate education has evolved and strengthened from its original founding as a teachers college nearly 100 years ago. As evidenced by a committed, hard working and student-focused faculty, teaching serves at the forefront of the academic enterprise. Now as Ball State nears its centennial celebration in 2018, it will be critical for the campus to develop a well-defined vision and strategic plan that balances innovative teaching pedagogies, research, and a continued focus on community engagement. In partnership with the president and executive leadership team, the incoming provost will collaborate with and engage the academic affairs in an inclusive and transparent process that unifies the academic enterprise around the university’s strategic plan that will shape the institution’s future identity and purpose.

Implement new budgeting process and model
Currently, Ball State’s financial position is strong. The incoming provost will be expected to work with campus leaders to establish a new budgeting process that shifts a greater portion of financial responsibility to individual academic units. The Office of the Provost will help lead a transition to a more flexible, decentralized budget model that aligns resources with the university’s strategic plan. Although the deans and faculty welcome a new, more clearly defined budget plan with greater measures of accountability and strategic focus, it will no less require a significant campuswide paradigm shift away from past traditions, systems, and processes. The incoming provost should be an experienced change manager and academic administrator capable of managing and leveraging resources in a way that incentivizes innovation, entrepreneurialism, philanthropy, creativity, and, ultimately, student success.

Fill key positions and build academic leadership team
President Geoffrey S. Mearns assumed his role as Ball State’s 17th president in May 2017. With stable leadership at the executive level, the incoming provost will have the opportunity to evaluate, assess, and identify the optimal structure of the provost’s office in order to most effectively address university priorities and the expanding demands of the provost’s role. Many current academic leadership personnel hold “interim” or “acting” titles. Once on board, the next provost will have a unique opportunity to mold and shape her or his academic leadership team by prioritizing key recruitments and building out a more permanent organizational structure, including at the vice provost and dean level.

Foster a culture of honesty, transparency, and inclusion
Ball State’s campus culture is respectful, collegial, and collaborative. Faculty and staff take a genuine interest in high quality teaching and learning outcomes, research, and the success of their student body. The new provost should embrace an inclusive, team-oriented approach to managing the academic enterprise and foster a culture of honesty, integrity, and transparency. The provost will model open dialogue and communication around the decision-making process and work in close partnership with the faculty, deans, and other campuswide constituents. A high priority should be placed on building productive, collaborative, and constructive staff relationships in an effort to instill trust and teamwork that leads to positive results.
Ball State University’s provost must embrace the ideals and values of this distinctive institution. As the chief academic officer, it is essential this person have the experience, judgment, and skills to lead a large and complex enterprise. The ideal candidate for Ball State’s provost will meet the professional qualifications and possess the skills to meet the position expectations.

Academic Credentials
A PhD or other terminal degree is required.

Academic Excellence
Commitment to an environment where teaching and student success remain the top priority with strong research and scholarship supporting that agenda. Recruit, retain, and promote top faculty who will maintain high standards of excellence.

Executive Leadership
Set high goals for personal and group accomplishment; use measurement methods to assess progress toward goal attainment. Provide leadership in the development and implementation of the university’s next strategic plan. Demonstrate leadership that is consistent with Ball State University’s values, as well as demonstrating the qualities, traits, work ethic, high energy, and demeanor that command leadership respect.

Value Diversity
A demonstrated commitment to diversity, inclusion, and equity, and the ability to articulate a strong rationale for their importance to effective learning at Ball State University. Actively support the recruitment and retention of a diverse faculty and staff.

Student Centered
A commitment to keeping students at the center of the university’s programs and operations, with their academic and holistic development being the ultimate goal.

Innovation
Developing an entrepreneurial strategy that encourages new ways of approaching problems and opportunities. A willingness to evaluate and change organizational practices that will foster an innovative culture.

Financial Acumen
Experience in managing the financial and budgeting operations of a complex unit. In collaboration with the president and the college deans, develop a budget model that provides flexibility and responsibility for allocating resources to align with strategic goals.

University Governance
Working knowledge of governance practices is essential. The provost must have the ability to balance the strong executive leadership needed to ensure that decisions are made in a timely and fair manner with sensitivity to the culture of shared responsibility, tenure, and academic freedom at Ball State University. This includes seeking appropriate input for major decisions; reaching out to faculty, staff, and students and encouraging their engagement in campus matters; and embodying a collaborative leadership style.

Enhanced Communications
Ability to present ideas and messages in a cogent fashion. Deliver messages in a way that inspires, energizes, and excites audiences. Also demonstrates thoughtful and reflective listening skills. A high level of comfort in encouraging and accepting insights, feedback, and suggestions from a myriad of university stakeholders.

Higher Education Issues and Trends
Be fluent in the current and emerging topics in higher education, particularly those relevant to a public research university like Ball State University. This acumen should include working knowledge of changing university financial models, enrollment trends, and instructional delivery technologies and methodologies.
Procedure for Candidacy

Witt/Kieffer is pleased to be supporting Ball State University in its search for a new provost and executive vice president for Academic Affairs.

Suggestions of candidates, comments, and questions about this search may be directed to:

**Zachary A. Smith, PhD**  
949-797-3531  
zsmith@wittkieffer.com

**Philip Tang**  
410-779-1250  
ptang@wittkieffer.com

**Robert W. Luke**  
781-564-2620  
rluke@wittkieffer.com

The administrative assistant for this search is:

**Eden Stroud**  
630-575-6154  
estroud@wittkieffer.com

When writing or forwarding information about this search, please send via email to:  
**BallStateProvost@wittkieffer.com**

Items that cannot be emailed can be sent to:

**Provost and Executive Vice President for Academic Affairs**  
**Ball State University**  
C/O Witt/Kieffer  
Attention: Zachary A. Smith, PhD, Philip Tang, and Robert Luke  
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.

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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 reaching out, selflessly giving back, and sharing the treasure of knowledge. Affectionately called “Benny,” 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.