DEAN LEADERSHIP PROFILE
Ball State University seeks a visionary, innovative leader committed to making a transformational impact on education and education systems to serve as the next dean of its Teachers College.

The dean will enable, support, and advocate for faculty in their scholarly pursuits and inspire curricular, pedagogical, and programmatic innovation, all of which are defining characteristics of the Teachers College standard of excellence.

Consistently ranked among the best schools of education in the nation, Teachers College prepares teachers, counselors, psychologists, technologists, principals, superintendents, researchers, and other education professionals in curriculum development and special education. The college transforms bright, ambitious learners into educational leaders who are sensitive and responsive to diversity and the contextual foundations of teaching, learning, and human development.

The next dean will develop a unifying and shared vision for Teachers College. The dean will work with campus leaders to implement a new budget model for the college; foster a culture of honesty, transparency, and collaboration; actively strengthen a culture of diversity and inclusion and commitment to social justice; and enhance community engagement, fundraising, and thought leadership. In particular, the dean will play a critical role supporting Ball State’s groundbreaking partnership with Muncie Community Schools.

Teachers College enrolls nearly 5,000 students in undergraduate and graduate degree and certificate programs on campus and online across six departments. For more than 100 years, the college has prepared educators across Indiana through student-centric learning experiences while enabling faculty to conduct high-impact research that is advancing the field of education.

The college directly oversees Burris Laboratory School, a public K–12 school, and the Indiana Academy for Science, Mathematics, and Humanities, a residential public high school for gifted and talented juniors and seniors from across the state.

The ideal candidate will have demonstrated intellectual leadership in the field of education, a substantial record of scholarship or impact, strong visibility in the education community, and the capacity to exercise leadership in educational transformation.

To nominate a candidate or express personal interest, please see “Procedure for Candidacy” on page 12.
About Teachers College

Teachers College has a century-long legacy of preparing educators across Indiana through student-centric learning experiences. It is home to groundbreaking research advancing the field of education. The college has launched several new undergraduate and graduate degree and certificate programs on campus and online to meet the changing needs of both the job market and adult learners.

The college includes two public schools: Burris Laboratory School, a K–12 school for approximately 650 students that provides a model clinical setting for preservice teachers at Ball State; and the Indiana Academy for Science, Mathematics, and Humanities, a residential high school for approximately 300 gifted and talented juniors and seniors from across the state of Indiana.

As Ball State University’s Educator Preparation Provider (EPP), Teachers College is accredited through the Council for the Accreditation of Educator Preparation (CAEP) Continuous Improvement (CI) model at the initial preparation level and is accredited at the initial and advanced preparation level through the Indiana Department of Education (IDOE). Full accreditation has been granted through 2025.

Education with Impact

Teachers College 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.

Our college faculty, staff, and students make an indelible impact on their surrounding communities through our graduate and undergraduate programs. They play an integral role in the University’s partnership with Muncie Community Schools, providing support and student enrichment both in and outside the classroom. In 2017–2018, Ball State University was the largest provider of teacher preparation candidates in Indiana with 293 program completers. More than 92 percent of Ball State University graduates received an “effective” or “highly effective” rating on the state-required evaluation in their first three years.

Teachers College students are engaged through programs such as Schools Within the Context of Community, which immerses preservice teacher candidates in a historically African-American neighborhood. Matched with community mentors who serve as cultural ambassadors, students participate authentically in the life of the community, enabling them to enact culturally responsive pedagogy. The program has received national awards as an exemplary model of community-engaged teacher preparation, including the C. Peter Magrath Community Engaged Scholarship Award, a W.K. Kellogg North Central Community Engagement Scholarship Award, and the American Association of Colleges for Teacher Education’s Best Practice Award in Support of Multicultural Education and Diversity.

Through the Muncie P3 program, faculty and students partner with a local elementary school serving a significant population of low-income students to provide after-school enrichment, weekend field trips, and a three-week summer program to help them meet a state standard of reading proficiently before fourth grade. During the past nine years, the project has garnered nearly $2.5 million in support from the Indiana Department of Education, Ball Brothers Foundation, and the United Way of Delaware and Henry Counties.
Role of the Dean and Opportunities and Expectations for Leadership

Reporting to the provost and executive vice president for Academic Affairs, the dean serves as the chief academic and administrative officer of Teachers College and is responsible for the development, modification, and administration of academic programs; financial resources; and personnel necessary to advance the goals of the college.

The next dean will advance the mission and strategic plan of Teachers College, providing transformational leadership of one of the largest and most complex academic units at Ball State while serving as an academic colleague to some of the most renowned scholars at the University and in their respective fields.

The dean will be passionate about and committed to engaging a dynamic community of faculty, students, and staff to address the most pressing challenges in education today. The dean will promote and facilitate innovative teaching, learning, and rigorous research in the college; enable, support, and advocate for faculty in their scholarly pursuits; and inspire curricular, pedagogical, and programmatic innovation that engages graduate and undergraduate students in meaningful ways, ensuring that these remain defining characteristics of the Teachers College standard of excellence.

The next dean of Teachers College will be expected to:

• Develop a unifying and shared vision for Teachers College

A reorganization of multiple Ball State colleges in 2017, including Teachers College, has brought departments together in new ways. In this context, and to be an effective champion for the college, the dean must recognize and celebrate the value of each of its distinctive components, including every department, center, clinic, and lab; Burris Laboratory School; and the Indiana Academy for Science, Mathematics, and Humanities—uniting them with a shared vision. The dean must be able to understand and advocate for each unit individually and facilitate opportunities for collaborations among them to the benefit of the college, the community, and the field. The dean will advance a strategic plan for Teachers College in alignment with the University’s strategic plan, Destination 2040: Our Flight Path.

• Work with campus leaders to implement a new budget model for the college

The incoming dean will be expected to work with the provost and other campus leaders to implement a new budgeting process that shifts a greater portion of financial responsibility to individual academic units.

Ball State and Muncie Community Schools

In May 2018, the Indiana General Assembly adopted unprecedented legislation (IC20-23-18) regarding the status and operation of the Muncie Community Schools (MCS). At the same time, the General Assembly granted MCS “all administrative and academic flexibility to implement innovative strategies” and directed MCS to submit an “academic innovation and financial viability plan” by June 30, 2020. Under the auspices of this legislation, a historic partnership between MCS and Ball State University has been formed as an opportunity to reimagine our education system, using an innovative cradle-to-career community-based model, with integrated and collaborative support from business and professional sectors, nonprofit service providers, and community foundations.

The next dean of Teachers College will have the opportunity to play a singular role in supporting this partnership by strengthening and fostering a vibrant and diverse community of faculty, staff, and students and enhancing relationships with alumni, community and industry leaders, elected officials, and others closely associated with the college. The dean will model character, passion, integrity, and the pursuit of knowledge, collaborating with key MCS stakeholders to maximize this unique opportunity to transform an educational system.
The dean will help lead a transition to a more flexible, decentralized budget model that aligns resources with Teachers College and the broader University strategic plan. The deans and faculty welcome a new, more clearly defined budget plan with greater measures of accountability and strategic focus; nevertheless, it will require a significant campus- and college-wide paradigm shift away from past traditions, systems, and processes. The incoming dean should be an experienced change manager and academic administrator capable of projecting, managing, and leveraging resources in a way that incentivizes innovation, philanthropy, creativity, and ultimately, student success.

• **Actively strengthen a culture of diversity and inclusion and commitment to social justice**

The dean is expected to advance an institutional culture of diversity, equity, and inclusion. These are not only core values of the college, they demonstrate a commitment to advancing the historic role of education in a democratic society—that of cultivating a citizenry prepared to fulfill its ethical and civic duties that sustain democracy as a way of life. The next dean will work with colleagues and faculty to ensure curricula that integrate multiple voices, perspectives, and pedagogy of shared inquiry that respects all persons. The dean will support processes for hiring, developing, and retaining faculty and staff—particularly faculty of color—who reflect the increasing diversity of Ball State students. They will continue the University’s efforts to be an inclusive community and to foster further integration and collaboration in support of diversity and inclusiveness across campus offices and constituencies, including the diversity of ideas and free speech.

• **Foster a culture of honesty, transparency, and collaboration**

Ball State’s campus culture is respectful, collegial, and collaborative, reflecting its enduring values. Faculty and staff take a genuine interest in high-quality teaching and learning outcomes, research, and the success of the student body. The next dean should embrace an inclusive, team-oriented approach to managing the academic enterprise and to fostering a culture of honesty, integrity, and transparency. They will model open dialogue and communication around the decision-making process and work in close partnership with the faculty, deans, and other campuswide constituents. At the same time, the dean must be capable of making timely, principled decisions in the best interest of the college. A high priority should be placed on building productive, collaborative, and constructive relationships in an effort to instill trust and teamwork that leads to positive results and effective decision-making.

• **Enhance community engagement, fundraising, and thought leadership**

Teachers College is a major part of the University’s presence, contribution, and influence in the Muncie community. The dean will seek to establish and strengthen mutually beneficial partnerships with community partners and organizations including Ball State’s new community-wide partnership with Muncie Community Schools. The dean will steward the college’s signature role in that partnership to improve academic outcomes and operational performance while enhancing the learning experiences of Ball State students. The dean plays a critical role in attracting external financial support for the college, particularly to support student and faculty needs as well as innovative initiatives at the college and unit levels. The dean must also be an effective advocate for Teachers College, its mission, and the field of education by seizing opportunities to serve as an influential resource for government leaders in Indiana and a thought leader on the national and global stage.
Professional Qualifications and Personal Qualities

The dean of Teachers College should embody Ball State’s strongly held teacher-scholar model, embracing the faculty’s commitment to both excellence in teaching and high-quality scholarship. The ideal candidate will have demonstrated intellectual leadership in the field of education, a substantial record of scholarship or impact, strong visibility in the education community, and the capacity to exercise leadership in educational transformation.

Additional qualifications, qualities, and characteristics include the following:

- Commitment to student, faculty, and staff success, and to Ball State’s enduring values: excellence, innovation, courage, integrity, inclusiveness, social responsibility, and gratitude

- Proven ability to conceive, implement, and foster a shared vision; ability to imagine new possibilities for the college and develop strategic directions for the future as well as the organization-wide energy to execute and deliver on the vision

- Commitment to transparency and partnership with stakeholders through shared responsibility; ability to engage faculty, staff, and undergraduate and graduate students in decision-making, and the ability to generate consensus; and a history of collaborations across academic disciplines

- Record of commitment to and leadership on issues of inclusion, diversity, equity, free speech, and the capacity and willingness to advance inclusive excellence

- Ability to interact and communicate effectively with a broad range of constituents; ability and inclination to listen to and learn from others; and excellent relationship management skills

- Capacity for and commitment to community engagement, and a record of positive impact on underserved communities

- Commitment to advancing current graduate programs and developing innovative educational opportunities at both the graduate and undergraduate level

- Ability to represent Teachers College and articulate its mission and vision compellingly to internal and external audiences; the drive and capacity to enhance the college’s public presence, impact, and reach

- Record of success managing a complex academic enterprise or demonstrable potential to do so; experience with appointment, evaluation, and promotion of personnel, processes, and procedures; prior success leading or supporting faculty recruitment, retention, and development efforts that enhance academic and inclusive excellence

- Familiarity with educator and school service personnel certification and experience with regulatory and accrediting agencies

- Sophisticated ability to manage resources and complex budgets in a decentralized environment, adjusting operational decisions based on college and unit variances; capacity to develop, implement, and administer policies and procedures that support institutional mission and goals

- Ability and willingness to play a signature role in fundraising efforts, with demonstrable success in, or potential for, securing external funding

- Ability to make timely, balanced, courageous, data-informed decisions

- Advanced degree in education or a relevant and related field

- Capacity for change management; agility, flexibility, tolerance for ambiguity, and experience managing organizational change
The University

Proud Past. Bright Future.

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

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

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

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

Symbolized by the statue Beneficence, our enduring values—excellence, innovation, courage, integrity, inclusiveness, social responsibility, and gratitude—guide us today and will endure as we enter a bright future. Ball State is committed to ensuring that all members of the campus community are welcome through our practice of valuing the varied experiences and worldviews of those we serve. We strive to attract and retain a diverse faculty, staff, and student body and promote a culture of respect and civil discourse as evident in our Beneficence Pledge.

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

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

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

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

- The Princeton Review has named Ball State one of the best universities in the Midwest for 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 6th 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 2018, Ball State University closed the books in the black with a surplus of $5.8 million in the general fund. The University budgeted $372.4 million in general fund revenues and expenses. The current ratio for the University, which is calculated by dividing current assets by current liabilities, increased from 4.87 to 1 at June 30, 2017, to 4.94 to 1 at June 30, 2018. This ratio measures the University’s ability to meet short-term obligations with short-term assets. One of the most-basic determinants of clear financial health is the availability of expendable net position to cover debt should it become necessary to settle those debt obligations. The viability ratio measures the University’s ability to fund these long-term obligations. At June 30, 2018, the University’s viability ratio was 1.06 to 1. A ratio above 1 to 1 indicates that the University is able to respond to adverse conditions as well as attract capital from external resources and fund new objectives.

Construction
Since 2015, the University has completed, started construction on, or approved to begin $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. Whiting 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
3. New York Avenue Parking Structure, $18 million

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

Freshman enrollment for Fall 2019 is trending upward after setting a new record number of undergraduate applications. More than 27,000 high school seniors have applied for enrollment at Ball State this Fall, and confirmations are strong. This year’s potential freshman class continues the tradition of having strong academic profiles. The diversity of the incoming class has increased from last year as well. This trend is evidence of how our test-optional policy removes an unwarranted barrier for some bright, ambitious students.

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

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.

- 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)

- R. Wayne Estopinal 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
The State

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 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.
Procedure For Candidacy

All inquiries, nominations, and applications are invited. Review of applications will begin immediately and will continue until the position is filled. For fullest consideration, applicant materials should be received by September 27, 2019. Candidates should provide, as four separate documents, a curriculum vitae, a letter of application that addresses the responsibilities and requirements described in the Leadership Profile, a diversity statement describing ability to advance and promote inclusive excellence and freedom of expression, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates.

Applicant materials should be sent via email to Ball State University's consultants, Philip Tang and Andrew Bowen, at BallStateTCDean@wittkieffer.com. Questions may be directed to the consultants at 630-575-6975.

To learn more about Ball State University and Teachers College, visit bsu.edu and bsu.edu/teachers.

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.