The University

Proud Past. Bright Future.

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

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

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

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

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

The best is yet to come.

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

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

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

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

- The Princeton Review has named Ball State one of the best universities in the Midwest for 14 years.
- U.S. News & World Report included Ball State in its 2018 Top 100 Public Schools. Its 2017 “Best Online Programs” also ranked three graduate programs in the top 20 in the country: MBA, 12th; nursing, 13th; and education, 16th. U.S. News also ranked our online bachelor’s programs 36th.
- Ball State earned the Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching.
- Ball State received a Higher Education Excellence in Diversity (HEED) Award from Insight into Diversity in 2016, 2017, and 2018. This honor is for exemplary initiatives focusing on all aspects of diversity and inclusion, including gender, race, ethnicity, veterans, people with disabilities, and members of the LGBTQ community.
- Victory Media has named Ball State a Military Friendly School for nine years. In 2018, Victory Media also ranked our online programs 8th in the country.
- DesignIntelligence has consistently ranked our landscape architecture programs in the top 15 in the country. In 2016, the undergraduate program was 8th and our graduate program, 12th.
- Ball State students and faculty have won 70 Emmys. Our honors also include two gold Student Academy Awards.
- Since 2004, students from the Department of Theatre and Dance have been invited as national qualifiers to the yearly Kennedy Center American College Theater Festival (KCACTF), one of the nation’s premier events for collegiate theatre programs.
- The Department of Chemistry has been ranked by the American Chemical Society (ACS) as one of the largest producers of ACS-accredited chemistry majors in Indiana and in the top 10 percent in the nation in the number of graduating ACS-accredited chemistry majors.
- Ball State’s residential property management (RPM) program, one of only nine such programs in the country, offers students the opportunity to earn the National Apartment Leasing Professional (NALP) designation.
- Ball State’s School of Nursing is a National League for Nursing (NLN) Center of Excellence in Nursing Education.
- Schools Within the Context of Community (SCC) has won many national honors. The most recent are the inaugural Excellence in Faculty Community Engagement Award from the Engagement Scholarship Consortium and one of four regional W.K. Kellogg Foundation Community Engagement Scholarship Awards from the Association of Public and Land-grant Universities.
- The Ball State Career Center received a 2017 Career Services Excellence Award from the National Association of Colleges and Employers.
- Ball State is among only 26 schools in the country to make The Princeton Review’s Green Honor Roll announced in 2018. Schools on this list received a perfect score of 99, covering such issues as academics, construction, food sources, and recycling. Ball State is also on the organization’s 2017 Guide to 375 Green Colleges.
- The University earned a STARS Gold rating from the Association for the Advancement of Sustainability in Higher Education (AASHE). STARS—for Sustainability, Tracking, Assessment & Rating System—takes into account, among many other factors, social responsibility and an institution’s overall environmental stewardship.
- Ball State’s honors for providing a healthy workplace include the Health Champion designation from the American Diabetes Association, a Fit-Friendly Worksite Gold Award from the American Heart Association, and Five Star AchieveWell recognition from the Wellness Council of Indiana.
Our brand helps us tell the Ball State story with renewed passion and energy. These key brand messages convey who we are, what we do, and why it matters.

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

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

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

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

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

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

**WE FLY**
We spark intellectual curiosity. Spirited and motivated, we learn, grow, and take flight. Our faculty and staff—everyone in our community—treat students as partners, from day one. In classrooms and labs, on the athletic fields, in immersive learning projects off campus—with agility and perseverance—Cardinals fly. We are grounded in our values, lifted by our knowledge, and go confidently upward toward even greater opportunities. Ours is a simple promise: to challenge each other to excel. And with Beneficence as our guide—We Fly.
Ball State is home to seven colleges. Throughout the University, nearly 3,600 faculty and staff deliver top-notch instruction, pursue world-class research and creative endeavors, and provide exemplary service.
Ball State University’s College of Architecture and Planning (CAP) ranks among the nation’s largest and most comprehensive schools of architectural design, planning, and construction. Our world-class, fully accredited degree programs bring together five creative professions that shape the environment around us.

CAP’s innovative programs share a fundamental belief in the power of design, especially when real clients and real circumstances forge design ideas. “Hands-on” and “on-site” are two hallmarks of our degrees. Students gain substantial experience with the study and practice of community-based design and planning, complex digital architecture through digital design and manufacturing, and global travel through focused field study.

Students and faculty work with local, public, and private partners to develop sustainable solutions to issues such as affordable housing, urban and suburban growth, economic revitalization, transportation, land use, historic preservation, and energy efficiency. These projects take the form of community design workshops called “charrettes,” field assignments, applied research, technical assistance, public awareness, and participation.
Departments and Majors

Architecture
- Bachelor of Architecture (B.Arch)
- BA/BS in Architecture
- BA/BS in Environmental Design
- Master of Architecture (M.Arch)
- MS in Historic Preservation
- Certificate in Historic Preservation
- Certificate in Digital Design and Fabrication
- Certificate in Social and Environmental Justice

Construction Management and Interior Design
- BA/BS in Construction Management
- BA/BS in Interior Design
- MA/MS in Interior Design

Landscape Architecture
- Bachelor of Landscape Architecture (BLA)
- Master of Landscape Architecture (MLA)

Urban Planning
- Bachelor of Urban Planning and Development (BUPD)
- Master of Urban and Regional Planning (MURP)

Interdisciplinary Degree Program
- Master of Urban Design (MUD)

By the Numbers

4 departments
731 undergraduate students
142 graduate students
177 degrees awarded in 2016–17
64 faculty members
2 specialized labs
College of Architecture and Planning

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

CAP is built on a fundamental belief in hands-on, experiential learning to give students a feel for the power of design, confidence in their abilities, and connections to the real world.

Students gain substantial experience in the latest areas of environmental design and planning with the study of community-based design and planning, complex digital architecture through digital form and manufacturing, and nationally acclaimed domestic and foreign field studies such as CAP Italia, CAP Asia, CAP Scandinavia, and World Tour, to name a few.

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

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

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.

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

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

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

For Anna, Ball State’s engaging campus is the perfect place to pursue a career creating perfect places for others. On a tour in high school, she was inspired by the cozy, homey atmosphere on campus and student design projects she saw in the Architecture Building. Today she gives tours to future students and mentors freshmen in her college. Hands-on studio experiences, visits by accomplished graduates, and two professional internships are empowering her to achieve her dreams: developing innovative, beautiful, and healthy landscapes in urban communities.

Our vibrant campus provides the resources and amenities for students like Anna to thrive.

“When I took a campus tour of Ball State, it felt like a part of me was coming home to something. I wasn’t sure what I wanted to study yet, but I wanted to do it here.”

Class of 2019

Major: Landscape architecture
Minor: Communication studies
Hometown: Fort Wayne, IN (Bishop Luers High School)
Miller College of Business

The mission of the Miller College of Business is to provide innovative and high-quality academic programs that transform students into lifelong learners and impactful leaders. Miller College’s vision is to be a nationally recognized model for being student-centered, community-engaged, innovative, and entrepreneurial—known for its undergraduate and graduate programs through the accomplishments of its students, faculty, and alumni.

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

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

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

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

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

National recognitions include:

- The MBA program was ranked 12th in U.S. News & World Report’s 2017 “Best Online Programs.”
- The entrepreneurial management program was ranked 20th in the nation in 2017 by The Princeton Review and Entrepreneur magazine.
- In 2017, Ball State was one of only 20 universities worldwide to be designated a Global Center of Insurance Excellence by the International Insurance Society.

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

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

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

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

Sports Link, a unique program in the Department of Telecommunications, is one example. It provides major communications support for Ball State Intercollegiate Athletics and the NCAA men’s and women’s basketball tournaments. In fact, Sports Link students worked for NCAA.org to produce social media for the Final Four basketball tournament. The program has won Emmys from the Cleveland Region, part of the University’s total of 70.

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

CCIM’s outreach beyond campus includes:

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

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

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

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

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

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

CFA has an excellent and diverse student body, with students from 34 states and 18 other countries. Its programs and work by students and faculty have earned national recognition. For more than a decade, Ball State students have competed at the national level in the Kennedy Center American College Theater Festival (KCACTF). Mad World, winner of Ball State’s inaugural Discovery New Musical Theatre Festival, won several national awards from KCACTF, including Outstanding New Work, Best Musical, and Best Direction. In the School of Art, a faculty member’s ambitious short, Claire and the Keys, won more than 15 international and national awards for outstanding work in animation.

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

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

- The School of Music and the Department of Theatre and Dance’s education programs will host the Prism Project for its 11th year in 2019. Ball State students from a variety of majors will provide one-on-one support for students with special needs as they prepare and perform scenes at a capstone performance with hundreds in attendance. The Prism Project is the model for similar programs in Indianapolis, plus Connecticut, Iowa, and Louisiana.

- The School of Art’s teaching majors provide Saturday Children’s Art Classes, including a final community and family exhibition for about 200 people, and First Thursdays Arts Walk events in Muncie.

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

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

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

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

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

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

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

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

Graduate programs in the School of Nursing were ranked 13th in U.S. News & World Report’s 2017 “Best Online Programs.”

In Fall 2019, Ball State will offer Indiana’s only advanced generalist Master of Social Work to fill the need for professionals at nonprofits, community mental health centers, hospitals, community corrections institutions, and long-term care centers.

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

The Fisher Institute for Health and Well-Being is an interdisciplinary activity connector for promotion of faculty-student collaborative research and outreach efforts within and beyond COH.
The College of Sciences and Humanities (CSH) spans the physical, life, mathematical and computational sciences, the social and behavioral sciences, and the humanities. Through its majors, minors, and certificates, and by delivering three-quarters of the University Core Curriculum, CSH enhances students’ abilities to think critically, solve problems creatively, and communicate clearly.

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

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

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

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

Teachers College (TC) is committed to excellence in P–12 and adult/higher education through its student-centered and community-engaged preparation of outstanding professional educators and human service providers, supporting their induction and continuing education, promoting research and development, and influencing policy that enables high-quality educational outcomes.

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

In 2016-17, 924 TC graduates received an educator or administrator license. More than 96 percent of Ball State graduates get an “effective” or “highly effective” rating on the state-required evaluation in their first three years.

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

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

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

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

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

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.
Honors College

The Ball State University Honors College provides distinctive learning experiences for students of high academic promise and achievement, and it does this so well that its graduates are competitive with those of any other college or university. The Honors College is, and aspires to remain, the most comprehensive honors college program in Indiana and among the most comprehensive in the nation. It provides specific programming for every aspect of the academic and social growth of undergraduates, through curriculum and the Honors Living-Learning Community. In the LLC, students live together in a residence hall, interact with faculty and advisors from the Honors College, and integrate academic programming with living space, social space, and other activities and events.

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

In addition to their major and minor concentrations, students must take symposia in American contemporary civilization, global studies, and science, as well as a three-course sequence in the humanities that investigates 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. Students also can use online video workshops and other group learning experiences that will help them achieve academic success.

Each year, thousands of undergraduate and graduate students use the center’s services. These students earn higher grade point averages and report being highly satisfied with the assistance they receive.

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

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

Student Athlete Support Services
Student Athlete Support Services (SASS) coordinates advising and comprehensive academic support for student-athletes while assisting with their transition as freshmen through graduation. By focusing on integrity, accountability, transparency, and having a sense of program, SASS strives to build relationships with its stakeholders and across campus as well as communicate and report accurate and timely information, while remaining organized and centered on its mission.

SASS provides a welcoming, confidential environment that encourages students throughout their academic career, contributing to their intellectual, personal, and social development towards the completion of a Ball State degree and preparation for life. Through individual monitoring and academic counseling, workshops, and study table participation, student-athletes are challenged to become proactive, to develop time-management and study strategies, and to stretch their individual sense of responsibility and maturity.

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

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

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

The office also maintains information on voter registration and the Family Educational Rights and Privacy Act (FERPA).
Graduate School

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

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

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

Ball State’s Fall 2018 graduate enrollment is 5,724, an increase of 35 percent over the last five years.

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

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

- *DesignIntelligence* ranked the landscape architecture program 12th in the country in 2016.
- Our master’s degree in public relations is the first graduate program in the nation to receive Certification in Education for Public Relations (CEPR) by the Public Relations Society of America (PRSA).

Students have flexibility at Ball State. The dual degree policy allows students to earn two master’s degrees congruently with shared credit. The fast track degree program allows students to begin taking graduate courses as they complete an undergraduate degree program.

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

The Division of Online and Strategic Learning serves Ball State students, faculty, and staff by pursuing, developing, and providing innovative best practices in technology-enhanced teaching, learning, and service.

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

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

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

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

Notable projects include:

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

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

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

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

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

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

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

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

International Student Services strives to create an environment that enhances the academic experience of international students and scholars by providing the highest levels of knowledge and expertise in advising, immigration services, advocacy, and programming to the Ball State campus community.

Study Abroad oversees programs that provide a myriad of opportunities to explore intercultural issues outside the classroom and around the world. Study abroad opportunities—open to all Ball State students—are available in about 50 countries, ranging from 10 days to 10 months.

International Student Academic Engagement and Global Initiatives provides academic advising to at-risk students and students transitioning from intensive English Institute (IEI) to academic classes. The unit also provides administrative oversight of Ball State’s CHEPD 1+2+1 Program and partner universities in China and seeks to establish global partnerships with other universities for dual degree programs.

Intensive English Institute

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

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

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

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

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

Office of Immersive Learning

The Office of Immersive Learning:

- assists faculty with planning and implementing large-scale immersive learning and undergraduate research projects involving immersive learning strategies; this assistance includes proposal development, student recruitment, assessment tools, connecting with community partners, internal collaborators and sources of funding, and identifying research and presentation opportunities
- coordinates professional development programs encouraging faculty to incorporate high-impact, creative strategies into their classes
- serves as a communications liaison assisting faculty in connecting with campus partners that promote immersive learning strategies
Finances

General Fund
In fiscal year 2017, Ball State University closed the books in the black with a surplus of $4.9 million in the general fund. The University budgeted $355.6 million in general fund revenues and expenses. The total net position of the University increased by $2.4 million compared to the fiscal year 2015–2016. The current ratio for the University, which is calculated by dividing current assets by current liabilities, increased from 4.01 to 1 at June 30, 2016, to 4.87 to 1 at June 30, 2017. This ratio measures the University’s ability to meet short-term obligations with short-term assets. One of the most-basic determinants of clear financial health is the availability of expendable net position to cover debt should it become necessary to settle those debt obligations. The viability ratio measures the University’s ability to fund these long-term obligations. At June 30, 2017, the University’s viability ratio was 1.24 to 1. A ratio above 1 to 1 indicates that the University is able to respond to adverse conditions as well as attract capital from external resources and fund new objectives.

Construction
Since 2015, the University has completed, started construction on, or approved to begin $534.1 million in projects, including:

Completed
1. West Quad Renovation, $1.5 million
2. Brown Planetarium, $5.4 million
3. Johnson Complex Residence Hall Renovation, $75.8 million
4. Applied Technology Renovation, $12.2 million
5. Athletic Facilities, $22.7 million
6. Emens Auditorium Lobby Expansion, $5 million
7. Emens Auditorium South Lawn Improvements, $1.7 million
8. College of Architecture and Planning Bridge Project, $1.6 million
9. 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

In Design
1. Foundational Sciences Building, $87.5 million
2. New York Avenue Parking Structure, $18 million
3. North Residential Neighborhood Phase II, $60 million
4. Multicultural Center, $4 million
University Enrollment
In Fall 2018, Ball State University continued to see strong enrollment. Our 2017 and 2018 freshman classes are the most academically qualified and diverse in our history, and off-campus enrollment increased for the sixth straight year to a record high of 5,718.

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

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

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

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

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

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

Information on Career Outcomes
Students who graduated in May 2017 reported the following placement outcomes:
- 93 percent career placement rate
- 82 percent employed in their field of study
- 71 percent work in Indiana
About Muncie, Indiana

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

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

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

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

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

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

The city is also known for its outstanding dining and cultural options. Among its offerings are The Children’s Museum of Indianapolis, Newfields—A Place for Nature and the Arts, White River State Park, the Indianapolis Zoo and White River Gardens, the Eiteljorg Museum of American Indians and Western Art, the Indianapolis Symphony Orchestra, and the Murat Theatre.
Opportunity and Summary of Position

Ball State University seeks an experienced and inspiring academic and administrative leader to serve as its next dean of the College of Architecture and Planning (CAP).

Ball State’s seven academic colleges offer about 190 undergraduate majors, 130 minors, and 140 master’s, doctoral, certificate, and specialist degrees. About 1,300 faculty deliver world-class instruction, pursue cutting-edge research and creative endeavors, and provide exemplary service in the Colleges of Architecture and Planning; Communication, Information, and Media; Fine Arts; Health; Sciences and Humanities; and Business; and in the Teachers College. The University enrolls about 22,000 students on and off campus, including more than 5,700 graduate students, and has an annual operating budget of $355 million.

With Departments of Architecture, Urban Planning, Landscape Architecture, Construction Management and Interior Design, CAP has been a consistent leader over the course of its 53-year history. Given the disciplinary breadth of CAP and the expertise of the faculty, the college is uniquely positioned to build on a successful history to enhance its support of students, alumni, and the public it serves. CAP is especially poised to be a leader in addressing modern issues faced by postindustrial American cities. As a community, the college includes 64 faculty members (43 tenure track), 18 staff members, 731 undergraduate students, and 142 graduate students. CAP has an annual operating budget of approximately $5.3 million.

The next dean will be a key partner to Provost Susana Rivera-Mills, who took office in July 2018. In collaboration with fellow University leaders, deans, and faculty, the incoming dean will develop a unifying and shared vision for CAP, contribute to a new budgeting process and model, advance an institutional culture of diversity and inclusion, foster a culture of honesty, transparency and collaboration, and bolster fundraising, alumni relations, and external partnerships.

The ideal candidate will be an engaged, inspiring leader with a demonstrated commitment to Ball State’s heritage, mission, and core values. The dean 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 dean 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 provost and president in pursuit of strategic initiatives that will further strengthen the University and the community. The dean will embrace the faculty’s commitment to excellence in teaching, underscored by quality scholarship and research, and understand the connections between the two. The dean will strengthen and foster a vibrant and diverse community of students, faculty and staff, enhancing relationships with alumni, parents, community leaders, elected officials, and friends of the University.

Finally, the dean will lead by modeling character, passion, integrity, and the pursuit of knowledge. An earned terminal degree and demonstrated success in higher education administration are highly preferred. Those individuals with a master’s degree and credentials of instruction, scholarship, and research excellence that merits appointment as a tenured full professor in one of the departments of the college will also be considered.

For information on how to apply, please see “Procedure for Candidacy” at the end of this document.
The dean of the College of Architecture and Planning reports to the provost and executive vice president for Academic Affairs.

The dean serves as the chief academic and administrative officer of the college. The dean will plan, direct, and coordinate the operational, personnel, budgetary, and student activities of the college, and provide leadership and direction in the development and implementation of curricula, academic programs, and related activities. She or he will foster interdisciplinary collaborations and promote open communication within and beyond the college. The dean will facilitate departments in achieving their goals within a broad and unifying college vision. They will effectively represent the college and maintain a relationship with external constituencies, including benefactors and alumni.

Additional details on responsibilities include:

- Provide direction and leadership in the development, coordination, administration, and evaluation of academic programs and curricula;
- Ensure that the college is meeting relevant requirements and regulations relating to the needs and demands of both the University and external accrediting agencies;
- Promote and support strong faculty-student activities designed to enhance students’ total academic experience at the University on both undergraduate and graduate levels;
- Foster an atmosphere of diversity, inclusive excellence, collaboration, and transparency;
- Represent the college to the University community and other administrators and in turn represent the University administration to the college faculty;
- Supervise the operation of the Office of the Dean;
- Meet regularly with department chairpersons and program directors within the college;
- Meet regularly with the provost to discuss, evaluate, and reach decisions on matters of interest to the college;
- Participate in meetings with other deans, vice presidents, University Senate, and other individuals and groups as needed;
- Administer the budget of the college and of the Office of the Dean and develop budget plans as necessary after consultation with the college faculty;
- Allocate all resources and personnel assigned to the college and periodically evaluate the utilization and allocation of these resources and personnel;
- Direct the college’s activities relating to recruitment, selection, evaluation, and retention of faculty and staff, as well as the recruitment and retention of graduate and undergraduate students;
- Conduct regular meetings with the college faculty to consult with them on matters of interest to the college, to facilitate administration and operation of the college, and to plan activities;
- Support and promote excellence in all academic endeavors and encourage, promote, and maintain rigorous standards in the classroom, in faculty recruitment, in faculty development, and in salary, promotion, and tenure decisions;
- Support and encourage faculty interdisciplinary activities and public service and the generation of externally reputable scholarly productivity;
- Provide leadership in developing sources of external funding for college programs and activities;
- Represent the college to local, state, national, and international professional organizations and associations, and to members of the profession (especially in the state of Indiana) whose work is linked to the educational mission of the college;
- Promote and support activities and communication with parents, alumni, and other friends of the college;
- Perform other related duties as assigned.

The dean supervises an associate dean, department chairpersons, administrative assistant to the dean, and secretary to the dean.
Opportunities and Expectations for Leadership

The new dean of the College of Architecture and Planning will be asked to address the following critical leadership issues, among others:

**Develop a unifying and shared vision for the College of Architecture and Planning**
The departments within CAP, although academically diverse, have great potential to increasingly function as a cohesive unit. Some of Ball State’s colleges underwent reorganization in the past year, which has brought departments together in new ways. In the instance of CAP, construction management and interior design are recent additions. In this context, it is important that the dean understand and value all departments within the college and integrate them into a unifying and shared vision. The dean must be a visionary and able to refocus and redefine the ongoing growth and development of programs and initiatives. Within the University, the dean must be adept at collaborating with fellow deans on interdisciplinary programs, joint faculty appointments, and new academic initiatives. As a way to lead forward, the dean must engage and empower stakeholders, as well as the college’s broader community, as true partners in CAP’s success. The dean should be able to lead in challenging times and make tough decisions while communicating openly and transparently to both internal and external constituent groups.

**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 establish and implement a new budgeting process that shifts a greater portion of financial responsibility to individual academic units. The dean will help lead a transition to a more flexible, decentralized budget model that aligns resources with the College of Architecture and Planning and the broader University 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 nevertheless 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.

**Advance an institutional culture of diversity and inclusion**
Ball State places a high priority on growing a diverse and inclusive community of faculty, staff and students. The next dean will work with their colleagues and faculty to ensure a curriculum that integrates multiple voices, perspectives, and pedagogy of shared inquiry that respects all persons. The dean will ensure that enrollment policies reflect Ball State and CAP’s mission as a public University with a long tradition of serving first-generation students and students from traditionally underrepresented groups. 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. The next dean will be proactive and responsive to emergent student concerns and embrace growth in the areas of diversity and inclusion as essential to fulfilling the University’s mission.

**Foster a culture of honesty, transparency, and collaboration**
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 next dean should embrace an inclusive, team-oriented approach to managing the academic enterprise and to fostering a culture of honesty, integrity, and transparency. She or he 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 relationships in an effort to instill trust and teamwork that leads to positive results and effective decision-making.

**Bolster fundraising and steward alumni and donors**
The dean joins the college and Ball State at a time where the fundraising and alumni engagement operations are poised for even greater levels of success in support of students and faculty. Over the college’s 53-year history, many alumni have reached the highest levels of their field. As a result, the dean will inherit an alumni base and donor base with significant potential and will leverage these groups toward meeting future college and institutional goals. The support of students and faculty will come in many forms, both indirectly helping support their work as well as developing resources and infrastructure. As part of these efforts, she or he will generate financial support for CAP both through stimulating interest in the college’s programs and through personal involvement in fundraising and alumni programming. In order to make progress in this area, the dean will also enhance the external relations and public profile of the college.
Ball State University seeks a visionary scholar with impeccable credentials to collaborate with the provost in leading the University into the future. The background, skills, and qualities the successful candidate will offer, ideally, include the following:

**Minimum Qualifications**
- Minimum qualifications include a master's degree and credentials of instruction, scholarship, and research excellence that merit appointment as a tenured full professor in one of the departments of the college
- Demonstrated record of success in developing external funding or fundraising
- Proven record in academic administration
- Demonstrated commitment to diversity

**Preferred Qualifications**
- Doctoral degree
- Demonstrated success in academic administration of five years or more at the chair level or above
- Proven support of the teacher-scholar model and a record of commitment to interdisciplinarity of the design professions
- Demonstrated understanding of all programmatic areas within CAP and substantive experience in the broader professional arena

**Leadership**
- **Commitment to mission:** The ability to thrive in Ball State's environment through passionate advocacy for the University; identification with its mission and a deep understanding of its role in the broader higher education landscape
- **Commitment to excellence:** Sincere and intense appreciation for excellence in teaching, research, scholarship, creative activities, student success, and a record of recruiting and developing people and programs of the highest quality
- **Strategic vision:** Ability first to engage the community in crafting a compelling vision that builds on completed work and then to create an environment that enables the University to achieve that vision

**Management**
- **Management style:** A history of successful, progressive administrative leadership and strong human resource and financial management experience, as well as being adept at conflict resolution and negotiation
- **Budget:** A strong understanding of complex budgets and how they relate to enrollment management
- **Diversity:** A commitment to diversity and the underserved, particularly with respect to students, staff, and faculty; a record of accomplishments of individual action and institutional leadership to advance diversity and inclusive excellence in all its forms
- **Breadth:** A natural and instinctive curiosity about widely diverse intellectual and creative endeavors
- **Accreditation:** A familiarity and fluency with accreditation standards and expectations
- **Fundraising:** The capacity and capability to contribute to external resource efforts and fundraising initiatives
- **Collaborative management style:** Experience leveraging the talents of faculty and staff to design and implement initiatives that enrich the University community; a leadership style that evinces respect for others and demonstrates focus on clearly defined goals over a significant period of time; a capacity to delegate to others
The elegant 6-foot-tall bronze statue Beneficence has graced our campus since 1937, welcoming visitors, students, and alumni. Her name means the quality of performing acts of kindness and charity, and she symbolizes Ball State’s enduring values—excellence, integrity, respect, social responsibility, and gratitude. She stands in front of a half-circle of five classic columns that represent the original Ball brothers, who donated land, buildings, and funds to the University before classes started in 1918 and who have helped support the school in the decades that followed.

PROCEDURE FOR CANDIDACY

Inquiries, nominations, and applications are invited. Review of applications will begin immediately and will continue until the position is filled. For full consideration, applicant materials should be received by January 22, 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 promote and advance inclusive excellence, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent via email to Ball State University’s consultants, Zachary Smith, PhD, and Robert W. Luke at BallStateCAPDean@wittkieffer.com. Questions may also be directed to the consultants through the office of Francine Heymanson at 949-797-3503.

For further information about the search process, visit bsu.edu/cap/deansearch.

To learn more about Ball State University and the College of Architecture and Planning, visit bsu.edu and bsu.edu/cap.

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.