

**COMMISSION FOR HIGHER EDUCATION**  
Friday May 14, 2010

**DISCUSSION ITEM A1 & 2:**     **Ball State University – Indiana Academy for Science,  
Mathematics and Humanities; The Entrepreneurial University**

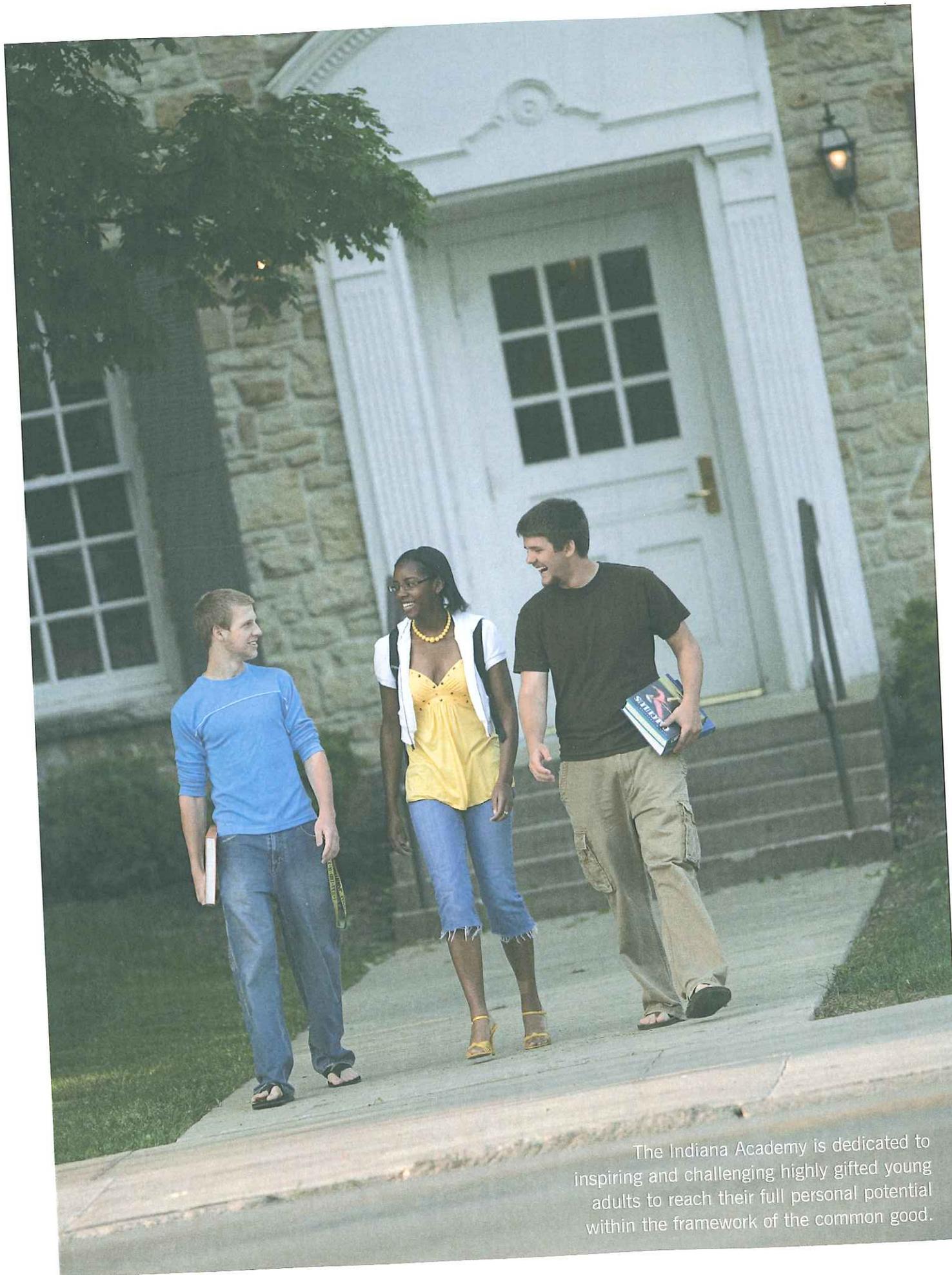
**Staff Recommendation**             For discussion only.

**Background**                         As part of the biennial budget process, the Commission makes recommendations on the so called higher education line items. The Commission is taking time during this off-budget year to take a closer look at the several line items in the budget than is typically possible during the busy budget session. This review will cover Ball State University's Indiana Academy for Sciences, Mathematics and Humanities

**Supporting Document**             *2009-2011 Biennial Budget Request from Ball State University.*

..... LINE ITEM REQUEST : BALL STATE UNIVERSITY  
INDIANA ACADEMY : STATE BUDGET REQUEST  
: 2009-2011 BIENNIUM  
:

GIFTED + TALENTED



The Indiana Academy is dedicated to inspiring and challenging highly gifted young adults to reach their full personal potential within the framework of the common good.

# GENERAL SUMMARY

## INDIANA ACADEMY FOR SCIENCE, MATHEMATICS, AND HUMANITIES

Founded in 1988 by the Indiana General Assembly, the Indiana Academy for Science, Mathematics, and Humanities has been nationally recognized as a premier educational institution for **gifted and talented** students. Two purposes are central to its mission:

- Residential High School—The Indiana Academy serves as a public residential high school—the only one in the state—for 300 gifted and talented juniors and seniors from across Indiana. The academy provides a physical, intellectual, and social environment in which students with exceptional academic ability can thrive in an appropriately exceptional learning community.
- Statewide Outreach Center—Through various outreach programs, the Indiana Academy strives to stimulate and enable vitality in educational programs for academically gifted secondary students and teachers. The academy serves Indiana as a statewide center for gifted education so students throughout the state can have access to the programs and resources appropriate to their abilities. The Indiana Academy offers the latest advances in interactive telecommunications technology, the development and dissemination of innovative curricula, applied research in gifted education, and in-service education of teachers.

Located on the Ball State University campus, the Indiana Academy is accredited by the Indiana Department of Education and by the North Central Association of Schools and Colleges through the University Schools. It is a member of the National Association of College Admission Counseling (NACAC) and complies with the NACAC Statement of Principles of Good Practice.

## ACADEMY PHILOSOPHY

The Indiana Academy for Science, Mathematics, and Humanities is operated by Ball State University as a school devoted to the education of students who demonstrate extraordinary intellectual ability and a commitment to scholarship. The academy's philosophy originates from the proposition that a society in which fairness is a prime concern ordinarily tries to provide educational opportunities appropriate to the expressed ability and potential development of as many sorts of citizens as possible. It expects that its graduates will subsequently function as good citizens, discharging their public—as well as private—responsibilities with distinction. As a consequence of its enabling legislation and basic philosophy, the Indiana Academy is dedicated to inspiring and challenging highly gifted young adults to reach their full personal potential within the framework of the common good.

## ACADEMY CURRICULUM

The curriculum of the Indiana Academy for Science, Mathematics, and Humanities is designed to enable its students to understand the past, investigate the present, and plan the future. Traditional liberal arts and sciences are emphasized in required course work, and individual inquiry and discovery are stressed through elective studies, independent study, and research and practical experience.

The resulting harmony of rigor, challenge, and inspiration in the study of our scientific and cultural heritage, combined with the freedom to explore new horizons of knowledge, produces an intellectual environment in which students learn to think creatively, communicate clearly, and act responsibly in an increasingly complex global society.

Methods and materials for instruction are selected for the promise they show in both exciting the imagination and disciplining the mind. Tradition is blended with innovation. Lectures and discussions in both advanced-level Indiana Academy courses and university-level courses are combined with seminars, colloquia, independent study and research, and apprenticeships with researchers and practitioners in various professions.

A retrospective look at the academy's history is needed as it readies itself to prepare Indiana's students and educators for the future. The Indiana Academy is:

- Proud to have graduated more than 2,000 students, with virtually 100 percent attending four-year colleges and universities across the United States. Each year, academy graduates are offered more than \$1 million in college scholarships.
- Serving Indiana school corporations with an extensive and expanding distance education program.
- Annually hosting outstanding educators for a year of teaching and research at the academy and Ball State.
- Showing continued growth in its series of workshops and electronic field trips for students and teachers throughout Indiana and across the nation.

## OUTCOMES AND BENEFITS

Continued funding for the Indiana Academy for Science, Mathematics, and Humanities will result in the following benefits for students, teachers, and school corporations throughout Indiana:

- Preparing students for the increased role in the global community in the areas of math, science, and humanities.
- Partnering Indiana students and educators with experts and professionals in various fields through interactive media.
- Enhancing curriculum in urban and rural school corporations by offering Advanced Placement courses with interactive labs, foreign languages, and electronic field trips statewide.
- Increasing the level of technological proficiency among students and faculty.
- Improving instructional effectiveness of Indiana teachers and instructional programs through the use of extensive Web-based resources developed by the academy's Office of Outreach Programs.
- Continuing the development of multimedia instructional materials for dissemination to Indiana schools.
- Broadening the scope and depth of research opportunities for students and faculty across the state through the use of technology.
- Providing the services needed for students to successfully master the content in each of the courses.

## CONTINUED SUPPORT

To continue this outstanding record of helping Indiana's secondary gifted and talented students and educators fulfill their learning potential, the Indiana Academy for Science, Mathematics, and Humanities requests continued support of current programs. This support will create distance learning courses, electronic field trips, and professional development opportunities that are instructive and interactive for students and faculty throughout Indiana.

Summary I

SUMMARY OF 2009-11 LINE ITEM REQUEST  
FOR BALL STATE UNIVERSITY

INDIANA ACADEMY FOR SCIENCE, MATHEMATICS AND HUMANITIES

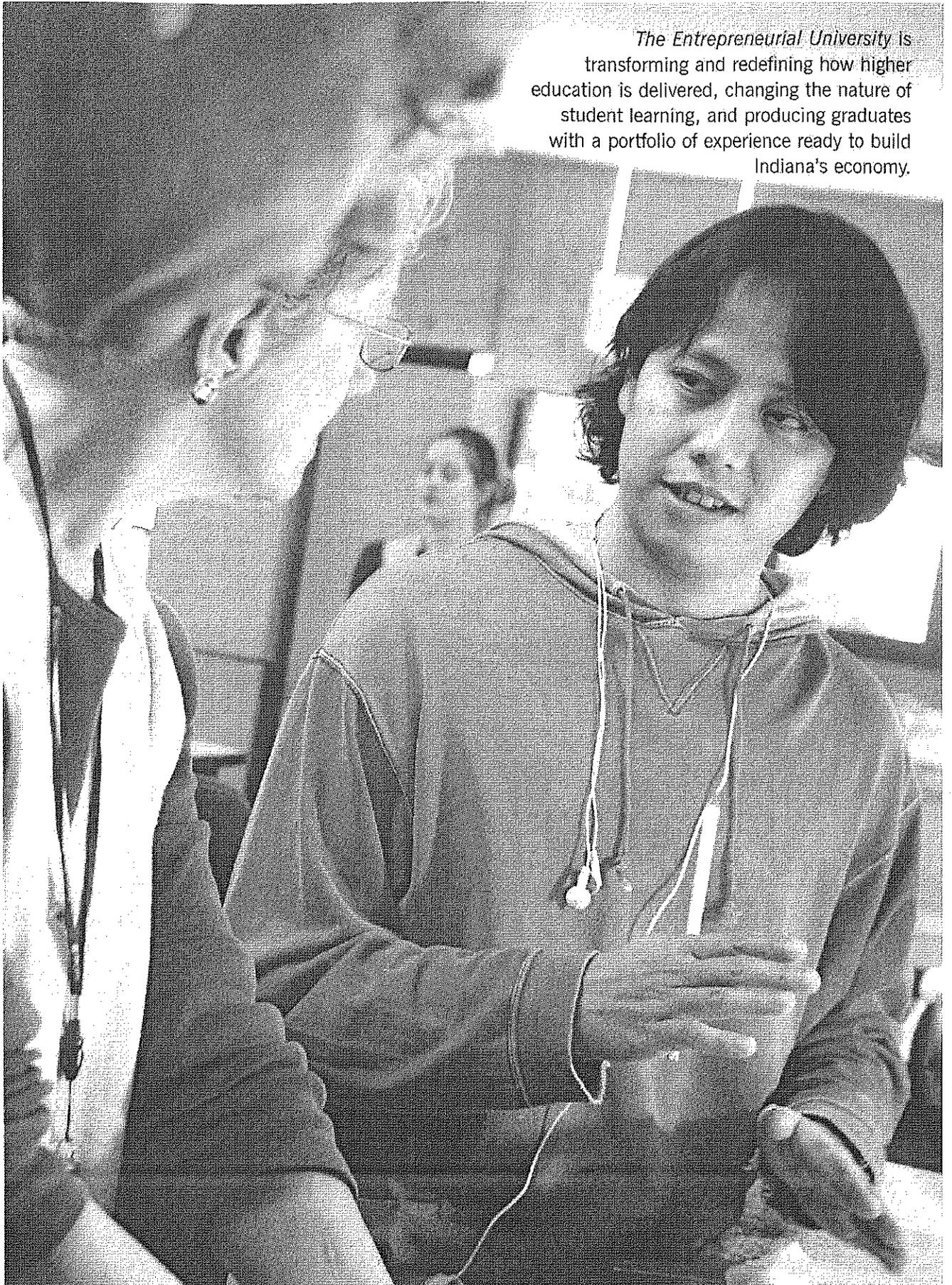
	2008-09 Budget Total (\$)	2009-10 REQUEST		2010-11 REQUEST		TOTAL BIENNIIUM (\$)
		CHANGE (\$)	(%)	CHANGE (\$)	(%)	
<u>EXPENDITURE BUDGET CHANGES</u>						
<u>I. BASE ADJUSTMENTS</u>						
A. Operating - Base Adjustment - A	\$ -	\$ 315,834		\$ -	0.0%	\$ 315,834
<u>II. MAINTENANCE OF BASE PRICE INFLATION</u>						
A. Personal Services	\$ 4,316,028	\$ 129,481	3.0%	\$ 4,445,509		\$ 4,578,874
B. Supplies and Expense	2,734,172	82,025	3.0%	2,816,197		2,900,683
SUBTOTAL PRICE INFLATION	\$ 7,050,200	\$ 211,506	3.0%	\$ 7,261,706		\$ 7,479,557
<u>III. QUALITY IMPROVEMENT</u>	\$ -	-	0.0%	\$ -	0.0%	\$ -
<u>TOTAL EXPENDITURE BUDGET</u>	\$ 7,050,200	\$ 527,340	7.5%	\$ 7,577,540	2.9%	\$ 7,795,391
<u>INCOME BUDGET</u>						
I. STATE EDUCATION FUNDING FORMULA	\$ 2,024,255	\$ -	0.0%	\$ 2,024,255	0.0%	\$ 4,048,510
II. STATE APPROPRIATIONS	4,451,913 - A	527,340	11.8%	4,979,253	0.0%	5,197,104
III. OTHER INCOME	574,032	-	0.0%	574,032	0.0%	1,148,064
<u>TOTAL INCOME BUDGET</u>	\$ 7,050,200	\$ 527,340	7.5%	\$ 7,577,540	2.9%	\$ 15,372,931

Note A : Base adjustment to restore State Appropriations funding to budget level approved by the 2001 Legislature.

LINE ITEM REQUEST : BALL STATE UNIVERSITY  
THE ENTREPRENEURIAL : STATE BUDGET REQUEST  
UNIVERSITY : 2009-2011 BIENNIUM

PEOPLE + IDEAS

*The Entrepreneurial University is transforming and redefining how higher education is delivered, changing the nature of student learning, and producing graduates with a portfolio of experience ready to build Indiana's economy.*



## THE ENTREPRENEURIAL UNIVERSITY

Initially funded by the Indiana General Assembly in 2007, *The Entrepreneurial University* initiative is transforming and redefining how higher education is delivered, changing the nature of student learning, and producing graduates with a portfolio of experience ready to build **Indiana's economy**. It focuses on Ball State University's entrepreneurial vision of being a national model of excellence for challenging, learner-centered academic communities that advance knowledge while improving Indiana's economic vitality and quality of life. We are requesting \$5 million in additional quality improvement appropriations for *The Entrepreneurial University* for the 2009–2011 biennium.

The road map to achieving this ambitious vision is the objectives that support the learning, scholarship, engagement, and community goals of *Education Redefined: Strategic Plan 2007–2012*. And Ball State's people and ideas, appetite for innovation and success, and dedication to creativity and collaboration are turning the vision into a legacy.

*The Entrepreneurial University* is a collaborative venture reflecting the collective contributions of a variety of campus groups. It builds on and enhances the institution's existing platform of increasing admission standards, pervasive and cutting-edge technology, and ever-growing immersive learning offerings. This initiative defines the university's commitment to:

- Recruit students who are better prepared academically.
- Provide an improved, distinctive, and immersive curriculum and academic experience.
- Deliver measurable outcomes to ensure academic excellence and economic improvement.

## BETTER-PREPARED STUDENTS

Ball State University is working to attract and retain better-prepared students. This objective means recruiting a student body that has high ability, motivation, and intellectual curiosity. The university seeks to admit students who have completed a rigorous high school curriculum that prepares them for the academic challenges they will encounter both inside and outside the classroom at Ball State. Students who demonstrate dedication, a commitment to excellence, and an aptitude to be leaders, innovators, and even entrepreneurs are ready to take creative risks, experiment, and meet the high standards set for them by the university's faculty. They are more likely to see their education through to completion—to graduation and beyond—and enter the job market with the ambition and drive that will spark innovation and entrepreneurship, two essential ingredients for rejuvenating Indiana's economy.

Over the past several years, Ball State has been redefining its academic profile and raising its admission standards, becoming more selective and thereby improving the university's retention and graduation rates (see "Student Success" on page 17). Today Ball State is enrolling its most **academically gifted** freshman classes, with the average three-part SAT score up to 1,561 and 51 percent of admitted students having completed the Indiana Academic Honors Diploma or its equivalent from other states. All new students are required to have completed the Core 40 high school curriculum.

This line item/quality improvement initiative challenges the university to raise the bar even higher so bright, energetic, creative, and success-oriented students can be catalysts for excellent academic programs at Ball State and economic growth for Indiana.

### REQUEST SUMMARY THE ENTREPRENEURIAL UNIVERSITY

This initiative to redefine Ball State University's curriculum will help strengthen Indiana's economic future. It will prepare graduates for high-wage careers, develop ties to Indiana communities, equip graduates for community leadership responsibilities, and allow all qualified undergraduates to benefit from the transformative effect of rigorous, out-of-class, immersive learning experiences while in college. This request sets objectives in three areas:

- Better-prepared students
- Better curriculum and educational experience
- Better outcomes

Ball State seeks continued line-item funding for this initiative as established in the 2007–2009 biennium plus an additional quality improvement appropriation for 2009–2011.

**Total request: \$5 million**

## BETTER CURRICULUM AND EDUCATIONAL EXPERIENCE

A hallmark of Ball State University's distinctive academic approach is the incorporation of relevant, intense, immersive learning experiences that extend and apply what students learn in the classroom. Already, these creative and collaborative activities are found in every academic college and in special centers on campus, but the opportunities must be expanded to meet our objective of having every qualified student participate in at least one of these experiences. Students who participate in these activities graduate with more than a transcript: they leave with a portfolio of experiences that make them better prepared to succeed and contribute positively in the current and future economy.

Immersive learning is an intensified form of experiential learning. In immersive learning activities, students work together—often across disciplines—on real-life projects that often require the use of Ball State's cutting-edge technology. These projects usually involve a faculty mentor and outside partners, resulting in a tangible product or service for an Indiana business, organization, or community. Many are focused on economic development, community development, or quality-of-life advancement for cities and towns across the state (see "Contribution to Indiana's Economy" on page 18). Through these experiences, students build technical, leadership, teamwork, communication, and problem-solving skills that will make them more competitive in today's global, knowledge-based, and technology-driven economy.

Ball State's focus on immersive learning provides a critical advantage when students enter the job market. Employers routinely give preference to new graduates who have internship, immersive learning, and other hands-on experience. Studies show 60 percent of the students who gain practical experience in traditional internships are hired by the firms for which they worked and earn above-average starting salaries. By gaining field experience and making connections to Indiana employers and communities, students who participate in these immersive learning opportunities are more likely to secure high-wage employment and to remain in the state after graduation, supporting the goals of Indiana's strategic **economic development** plan.

## BETTER OUTCOMES

Ball State University's focus on academic excellence will lead to student and faculty success and productivity as demonstrated through high graduation and retention rates, recent graduates' annual incomes and new business development, the number of nationally ranked and recognized academic programs, and the generation of intellectual capital necessary for the state's economy. This will be the legacy of *The Entrepreneurial University*. Admitting better-prepared students, providing excellent academic programs with immersive learning opportunities, and supporting students with amazing faculty and resources will yield a workforce that can excel in the global marketplace, boost the state's per capita income, and move Indiana into a more competitive position in the nation's economy (see "Student Success" on page 17).

Ball State's strategic plan defines the time frame for achieving this vision by 2012, but the momentum is already building rapidly. (See the accompanying *Strategic Plan 2007–2012 Year One Progress Report* or visit [www.bsu.edu/strategicplan](http://www.bsu.edu/strategicplan).) With a number of nationally ranked programs, strong retention and graduation rates, and thousands of successful, enterprising graduates across the country today, Ball State is well on its way to emerging as a distinctive, innovative, and **academically excellent alternative** in Indiana's public higher education system.

## INVESTMENT + REWARD

Doing what is necessary to achieve the objectives of *The Entrepreneurial University* is financially intensive, from developing the breadth of programs needed to guarantee access to collaborative, immersive learning experiences for all qualified students to providing exceptional technological tools while attracting and retaining talented faculty.

Ball State University's academically distinctive teaching and learning environment demands a low student-to-faculty ratio in order for most classes to be taught by professors rather than graduate students while keeping class sizes small. Salaried faculty members also must be available to individual students and work extensively with small groups of students on creative projects that can last a full semester or a full academic year, all while conducting applied research and public service. At the same time, extensive

personnel and expensive equipment are required to fully provide and sustain market-responsive academic programs, state-of-the-art technology applications, personalized student services, nationally competitive research centers, and comprehensive outreach and economic development programs.

But the return on the investment is dynamic. By keeping the best high school graduates in the state, a skilled workforce, new intellectual capital, new business enterprises, better communities, stronger community leadership, and a globally competitive, revitalized economy are outcomes that support the state's strategic economic development plan. Continued commitment to and full investment in this line item/quality improvement initiative will ensure long-term dividends for both Indiana's **entrepreneurial university** and Indiana's revitalized economy.

OUTCOME MEASURES THE ENTREPRENEURIAL UNIVERSITY	
<ul style="list-style-type: none"><li>■ Continue to require that 100 percent of admitted freshmen achieve the Core 40 diploma.</li><li>■ Achieve 80 percent of admitted freshmen having reached the highest level of high school preparation, an Indiana Academic Honors Diploma or equivalent, by 2012.</li><li>■ Guarantee all qualified students will have immersive learning opportunities by 2012.</li><li>■ Offer an entrepreneurship minor to all students by 2012.</li><li>■ Guarantee all students will be able to create digital resumes/portfolios of curricular and cocurricular experiences by 2012.</li></ul>	<ul style="list-style-type: none"><li>■ Maintain the university's preeminent standing in wireless technology and digital technology research.</li><li>■ Accelerate growth in research funding to match the state's economic development plan of 10 percent annually.</li><li>■ Grow Building Better Communities initiatives by 10 percent annually.</li><li>■ Guarantee to K-12 school corporations the high quality of graduates from the Ball State Teachers College.</li><li>■ Increase the freshman retention rate to 80 percent by 2012.</li><li>■ Increase the six-year graduation rate to 60 percent by 2012 and 65 percent by 2015.</li></ul>

Summary I

SUMMARY OF 2009-11 LINE ITEM REQUEST  
FOR BALL STATE UNIVERSITY

THE ENTREPRENEURIAL UNIVERSITY

	2008-09		2009-10		2010-11		TOTAL BIENNIIUM (\$)
	Budget Total (\$)	CHANGE (\$)	REQUEST (%)	Total (\$)	CHANGE (\$)	REQUEST (%)	
<u>EXPENDITURE BUDGET CHANGES</u>							
I. BASE ADJUSTMENTS	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -
II. MAINTENANCE OF BASE PRICE INFLATION	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -
A. Personal Services	-	-	0.0%	-	-	0.0%	-
B. Supplies and Expense	-	-	0.0%	-	-	0.0%	-
SUBTOTAL PRICE INFLATION	\$ -	\$ -		\$ -	\$ -		\$ -
III. QUALITY IMPROVEMENT	\$ 1,000,000	5,000,000	0.0%	\$ 6,000,000	\$ -	0.0%	\$ 6,000,000
TOTAL EXPENDITURE BUDGET	\$ 1,000,000	\$ 5,000,000	500.0%	\$ 6,000,000	\$ -	0.0%	\$ 6,000,000
<u>INCOME BUDGET</u>							
I. STATE APPROPRIATIONS	\$ 1,000,000	\$ 5,000,000	0.0%	\$ 6,000,000	\$ -	0.0%	\$ 6,000,000
II. OTHER INCOME	-	-	0.0%	-	-	0.0%	-
TOTAL INCOME BUDGET	\$ 1,000,000	\$ 5,000,000	500.0%	\$ 6,000,000	\$ -	0.0%	\$ 6,000,000