



**BALL STATE
UNIVERSITY**

W E F L Y



POSITION PROFILE
Associate Vice President for
People and Culture
September 2022

In partnership with Summit Search Solutions, Inc.





ABOUT BALL STATE UNIVERSITY

Proud Past. Bright Future.

Ball State University's nearly 3,600 faculty and staff deliver excellent instruction, pursue world-class research and creative endeavors, and provide exemplary service to approximately 20,000 graduate and undergraduate students across seven academic colleges with about 190 undergraduate programs. Ball State offers more than 140 certificates and master's, doctoral, and specialist degrees, many of them ranking among the best in the nation. Originally founded to meet the need for more and better teachers, Ball State has earned a Community Engagement Classification from the Carnegie Foundation and serves as one of Indiana's public research institutions while remaining committed to empowering its graduates to have fulfilling careers and meaningful lives.

For 103 years, Ball State has had an unwavering belief in an education rooted in creativity, values, and intellectual curiosity. The institution was founded on the beneficence and tenacity of the Ball brothers, who gave back to the community that gave them so much. 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, Ball State's enduring values—excellence, integrity, inclusiveness, innovation, courage, social responsibility, and gratitude—guide the University today and will endure as it enters a bright future. These values were front and center in the 2018 legislation to assign control of Muncie Community Schools to the University. This partnership has to date led to stabilization of enrollment and finances and many instances of collaboration between the schools and the University.

The best is yet to come.

[Destination 2040: Our Flight Path](#) establishes Ball State University's ambitious goals for the second century. This strategic plan was designed with input from faculty, staff, students, alumni, community partners, and benefactors. It provides a strategic framework with five long-term goals for 2040 and a set of strategic imperatives to be executed by 2024. Goal #5 (Institutional and Inclusive Excellence) highlights the desire for Ball State to differentiate itself as an employer of choice by strengthening human resources (people and culture) practices that tie to recruitment, professional and career development, retention, and employee well-being. There is passion and commitment from the President and the leadership team as well as support from a dedicated Board committee called the Employee Development and Wellbeing Committee.

“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 community, Indiana, and our world.”

~Ball State University Mission Statement

THE POSITION

Associate Vice President for People and Culture

Ball State University is seeking an innovative leader to continue the evolution of Human Resources into one that is focused on the people that work there and the special culture that exists. The continued transformation to a re-imagined department in which human resources is a thought-partner in problem-solving and is a “best practices” model of a people and culture enhancing department.

Ball State’s mission is to empower its students to have fulfilling careers and meaningful lives. The University seeks to build its reputation as an employer of choice by strengthening human resources (people and culture) practices that tie to recruitment, professional and career development, retention, employee well-being, and more. This commitment is outlined in Goal 5 of the current strategic plan. The **Associate Vice President for People and Culture (AVPPC)** will be well-supported by the President, university leadership, as well as by the Board’s dedicated committee – the Employee Development and Wellbeing Committee.

The AVPPC reports to the Vice President for Business Affairs and Treasurer and serves as the University’s Chief Human Resources Officer. The AVPPC provides strategic leadership to the Department (currently called Human Resources) in service to the University’s administrators, faculty, and staff and will lead, build, and maintain a customer service-oriented human resources function that focuses on talent acquisition, employee development, employee well-being, benefits, compensation, and employee/labor relations, guided by the University strategic plan and enduring values. The AVPPC will lead the efforts to develop human resources from a largely administrative and compliance-oriented function toward a re-imagined department in which human resources is a thought-partner in problem-solving and is a “best practices” model of a people and culture enhancing partner.

In our strategic plan, we define inclusiveness as a commitment “to respect and embrace equity, inclusion, and diversity in people, ideas, and opinions.” At Ball State University, diversity is an integral part of our identity. More than accepting difference, we honor and celebrate the diversity of experiences, perspectives, backgrounds, and unique identities of the people in our workforce. BSU offers a non-discriminatory environment that is open, fair, and inclusive for all individuals across distinctions of race, religion, sexual orientation, gender identity, national origin, socio-economic status, ethnicity, age, physical ability, or medical condition. The success of the University depends on the presence, representation, and inclusion each person brings to our community. [Click here](#) to learn more and to review the inclusive excellence plan.

Core Areas of Focus:

- **Culture and Values** – partnering with the Associate Vice President for Inclusive Excellence, and the Associate Provost for Faculty Affairs and Professional Development, and the President’s Cabinet, to develop a plan to create a culture of engaged, value-driven employees.
- **Transformation** – continue the pursuit of excellence in a department focused on service, data-informed decision making, strategic partnerships, and collaboration.
- **Talent Acquisition** – lead the redesign and implementation of the talent acquisition process for the University to attract and retain a high-quality, engaged workforce.
- **Talent Management** – lead the development of a comprehensive plan to retain and develop employees, including performance management, coaching, training and development.
- **Inclusive Excellence** – In collaboration with the Associate Vice President for Inclusive Excellence continue the development and maintenance of a diverse and inclusive culture.

Other Duties and Responsibilities:

- Lead the continued transformation of human resources toward strengthening the University’s practices that strengthen the recruitment, development, and well-being of its employees, while maintaining excellence in core administrative functions and compliance functions.
- Provide strategic leadership and guidance; establish goals, policies, and general programs for HR.
- Provide ongoing development and mentoring for staff within the unit.
- Serve as a visionary for the department as it moves to being a more responsive unit sensitive to environmental change and shifting priorities for employees.
- Manage and coordinate university labor relations, including labor negotiations, grievance and arbitration management, and workers’ compensation.

- Oversee the University's EEO/Affirmative Action work and collaborate with the Office of Inclusive Excellence on diversity recruitment and retention goals.
- Oversee the administration of the ADA policies and procedures.
- Direct and monitor the payroll function of the University; the administration of the University's benefits programs; and oversee the employee health and wellness initiatives.
- Manage, oversee, develop, and maintain responsibility for learning and development programs and activities for professional staff, and collaborate with the Associate Provost for Faculty Affairs and Professional Development on programs for faculty.
- Oversee the implementation and management of HR technology systems, including the selection process for a new talent management system.
- Serve as a key member of the Business Affairs leadership team.

Required Qualifications:

- Bachelor's degree from a regionally accredited institution.
- Minimum of 10 years of human resources management/leadership experience.
- Solid knowledge of best practices in all facets of HR, with the ability to develop and utilize HR data and metrics in decision making.
- Experience in enhancing employment and search practices to enable Ball State to recruit and employ top talent as well as diverse talent.
- Demonstrated experience in change management.
- Demonstrated capability in adapting and innovating HR practices and solutions.
- Demonstrated experience implementing HR policies and procedures using technology that improves operations, including HRIS, performance management systems, and payroll systems.
- Excellent communication skills - written, verbal and interpersonal - and an ability to tailor communication style to diverse audiences.

Preferred Qualifications:

- Knowledge of the higher education sector is preferred.
- HR certifications are a plus (SPHR, GPHR).
- Master's degree from a regionally accredited institution.

Key Competencies:

- Knowledge of best practices in people and culture in a large organization or institution.
- Demonstrated skills in facilitating change.
- Experience in developing and nurturing an environment that fosters inclusive excellence.
- Demonstrated skill and ability to create a shared vision for the human resources function and lead and inspire staff to execute the commitment to the University and its constituencies.
- Ability to be empathic and engaging - one who listens well, is responsive, solutions-focused, and results-oriented.
- Strong personal integrity, fairness, and credibility to gain the trust and commitment of individuals at all levels of the organization.
- Demonstrated success at cultivating strong relationships with internal and external stakeholders and creating partnerships at all levels within the organization to achieve results.

Why Consider the Opportunity?

- **Transformation.** This leader will spearhead the efforts to enhance Ball State's reputation as an employer that cares about culture, people, and employee well-being.
- **Support and visibility.** Significant institutional support for this transformation exists beginning with the Board through the president, provost, and throughout the leadership team. The Deans and the Colleges are also engaged and highly supportive. There will be dedicated opportunities for strategic interface with the president, executive leadership, and the Board.
- **Vision.** Bring knowledge of best practices and vision to help re-imagine the human resources function.
- **Collaboration.** The AVPPC will work closely with Associate Vice President for Inclusive Excellence to further the University's inclusive excellence goals and plans.
- **Location.** Muncie, Indiana boasts a low cost of living, a vibrant arts and cultural scene, and a revitalized riverfront downtown. Housing remains affordable in the greater Muncie area.

A man with a beard, wearing a red jacket and a VR headset, is looking forward. He is holding a VR controller in his right hand. The background is a virtual environment of a grand, classical building with a large archway and columns. A person in a white shirt and blue jeans is standing in the distance, looking at the building. The scene is lit with a greenish tint.

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 sports fields, in immersive learning projects – with agility and perseverance – Cardinals fly. We are grounded in our values, lifted by our knowledge, and go confidently upward toward ever greater opportunities. Ours is a simple promise: to challenge each other to excel. And with Beneficence as our guide – We Fly.”

MORE ABOUT BALL STATE

Finances

In each of the last two fiscal years, notwithstanding the extraordinary challenges presented by the pandemic, the University generated a surplus in its operating budget. These resources, coupled with federal relief funds, provide the University with the capacity to make significant investments in strategic priorities. The current annual operating funds budget is approximately \$380 million.

Construction

The State of Indiana and the University have significantly invested in the campus's physical infrastructure, since 2015, the University has completed, started construction on, or approved to begin \$621 million in projects. These projects have allowed the University to maintain its beautiful campus and invest in strategic priorities, including:

- Health Professions Building, \$62.5 million
- Foundational Sciences Building, \$87.5 million
- North Residential and Dining Building, \$150 million
- Multicultural Center, \$4 million
- Geothermal Conversion, \$83 million

University Enrollment

Ball State University's total enrollment for Fall 2021 of approximately 20,000 students exceeded pandemic-adjusted projections, with more than 15,251 attending on campus. Students come from every state, 41 countries, and every Indiana county. Out-of-state students make up about 21% of enrollment, and students from traditionally under-represented populations comprise more than 22%. The off-campus enrollment is 5,165 students.

The profile of the Ball State Class of 2024 (3,278 full-time students) included 38% men and 62% women; 23% diversity (African American, Asian, Hispanic, Native American, Pacific Islander, and two or more races); an average SAT score of 1173; an average high school GPA of 3.55; and 65% of the class having earned the Academic Honors Diploma.

The University's four-year graduate rate exceeds the state average and, the institution exceeds state averages with on-time graduation rates for African American, Hispanic, and low-income students.

Athletics

As a member of the NCAA Division I-FBS, Ball State competes in the Mid-American Conference. To learn more about Ball State University's thriving Athletics Program, [click here](#).

National Recognition

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:

- In July 2018 Ball State received national recognition for its historic partnership to transform Muncie's education system with legislation for the University to assume oversight of the school district.
- The *Princeton Review* has named Ball State one of the best universities in the Midwest for 18 years.
- Ranked by *U.S. News & World Report* among its 2021 Top 100 public universities in the country. Its 2021 "Best Online Programs" also ranked four graduate programs in the Top 20 in the country: Curriculum and Instruction (6th), Educational Administration (15th), and MBA and Nursing (tie for 17th). *U.S. News* also ranked its online bachelor's programs 39th.
- Ball State earned the Community Engagement Classification from the *Carnegie Foundation for the Advancement of Teaching*.
- Ball State has received a Higher Education Excellence in Diversity (HEED) Award from *Insight into Diversity* for six years running. 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.
- Named a Military Friendly School for 12 years by veteran-owned *Viqtory*. In 2019, *Viqtory* also ranked the online programs seventh in the country.
- Ball State students and faculty have won 54 regional Emmy® Awards and 29 NATAS Student Production Awards from the Lower Great Lakes Chapter of the National Academy of Television Arts and Sciences.
- Ball State is considered an environmentally responsible school and is featured in *The Princeton Review Guide to Green Colleges: 2021 Edition*.
- 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.



ABOUT INDIANA

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.

To learn more about Muncie, Indiana:

Visit Muncie: <https://www.visitmuncie.org/> City of Muncie: <https://www.cityofmuncie.com/>





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 Motor Speedway.

The city is also known for its outstanding dining and cultural options. Among its offerings is 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.

[Click here](#) to learn more about Indianapolis.



PROCEDURE FOR CANDIDACY

Confidential review of applications will begin immediately and will continue until the position is filled; parties are encouraged to apply by **October 19th, 2022**. Please submit your resume, a cover letter outlining your interest in and suitability for this position, and a diversity statement (500 words maximum) that responds to the following statement:

At [Ball State University](#), inclusiveness and freedom of expression are a part of our enduring values and inform all of our efforts. We encourage applicants to familiarize themselves with our [Inclusive Excellence Plan](#) to learn more about our commitment and to identify how you might contribute to these efforts. In your application, please describe how you would contribute to the development of a diverse and inclusive culture at Ball State University.

To apply online, go to: <https://theapplicantmanager.com/jobs?pos=su321>

To make recommendations or for more information:

Kristen Farha

Senior Consultant
Summit Search Solutions, Inc.
Direct: 316-650-0069
kfarha@summitsearchsolutions.com

Jan Asnicar

Senior Consultant
Summit Search Solutions, Inc.
Direct: 913-339-8928
jasnicar@summitsearchsolutions.com

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. If you have any questions about the University's Affirmative Action efforts, please contact the Employee Relations and Affirmative Action Office at 765-285-1845.



[Summit Search Solutions, Inc.](#) is a boutique executive search firm dedicated to serving the education and nonprofit sectors nationwide. Summit has a team of experienced recruiting consultants in strategic locations across the country including California, Kansas, Maryland, New York, North Carolina, and Utah.