



2015

SUSTAINABILITY report

BALL STATE UNIVERSITY





photo by Strategic Communications

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FOREWORD

This is the sixth annual [Sustainability Report](#) of Ball State University. Primarily, the report covers the fiscal year from July 1, 2014 through June 30, of 2015; henceforth noted as FY 2015. As noted, some data covers the 2015 calendar year. The fifth report covered July 1, 2013 through June 30, 2014.¹ These reports demonstrate the university's policies, practices, and performance relative to sustainability goals and stakeholder concerns.

Similar to previous reports, the 2015 Sustainability Report is prepared 'in accordance' with the Core Option of the [G4 Global Reporting Initiative Guidelines](#) (GRI).² The "GRI is an international independent organization that helps businesses, governments and other organizations understand and communicate the impact of business on critical sustainability issues such as climate change, human rights, corruption and many others."³

During the creation of this report, the GRI organization approved and began transitioning to G4 Standards, which "feature a modular, interrelated structure, and represent the global best practice for reporting on a range of economic, environmental and social impacts"⁴ This report aligns with G4 Guidelines not the G4 Standards. Ball State did not seek external assurance for the report; however, an internal review was conducted by several Ball State administrators. The GRI Content Index is available in Appendix A.

REPORTERS

The Ball State 2015 Sustainability Report was developed by a team of eight undergraduate students during the Fall Semester of 2016 for ID 495: Reporting the Sustainability Performance of Ball State class credit. These students comprise a wide range of disciplines and interests. Former reports were also compiled by Ball State students for immersive learning class credit. Dr. Mary Annette Rose, Associate Professor of Technology, served as the faculty mentor. During the semester, the team met twice a week to collect, organize, synthesize, and report university data according to GRI G4 Guidelines.

As in previous reports, "our mission was to demonstrate the impact of the university on the environment, society, and economy in hopes of providing stakeholders with information that will facilitate sound decision-making that will enable future generations to thrive."¹

Any questions regarding the content of this report should be directed to Dr. Mary Annette Rose at arose@bsu.edu.

MEET THE TEAM

ACKNOWLEDGEMENTS

Front Row
(Left to Right)

Michele Whitehair

Major: Journalism
(News)
Minor: Professional
Writing

Austin Scherer

Major:
Telecommunications
(Sales and Promotions)
Minor: Spanish

Richard Meagher

Major: CAP First Year
Student

Courtney Castleman

Major: Architecture
Minor(s): Sustainability
and Landscape
Architecture

Back Row
(Left to Right)

Mary Annette Rose

Associate Professor of
Technology

Quintin Thompson

Major: Political Science
and Philosophy

Andrea Lengerich

Major: Natural
Resources
and Environmental
Management
Minor: Geography

Breanna Heath

Major: Magazine
Journalism
Minor:
Telecommunications

Sarah Martin

Major: Finance
Minor: Economics



2015 Sustainability Reporting Team, photo by Robbie Mehling

ACKNOWLEDGEMENTS

A significant portion of the reporting process included gathering data, for which Ball State University employees played a significant role and with out their support, we would not have been able to achieve the quality of reporting that the university has come to expect. The employees contributed to the success and validity of the report by providing needed information and feedback. We would like to acknowledge the following individuals for providing the utmost assistance: Interim President Terry King, James Lowe, Julie Hopwood, Robert Koester, Cindy Miller, William Knight, Melissa Rubrecht, Mike Planton, Kimberly Miller, Kevin Kenyon, Roger Hassenzahl, Sue Weller, Randy Sollars, Karen Adkins, Lisa Garner, Lisa Bevans, Sali Falling, Gayla Brasher, Peggy Weis, Delaina Boyd, Carlos Mata, and Anthony Rench.



A MESSAGE FROM THE PRESIDENT

Interim President Terry S. King, photo by Strategic Communications

BIOGRAPHY

Terry S. King received his PhD from the Massachusetts Institute of Technology in Chemical Engineering in 1979. He began his professional academic career in 1982 at Iowa State University in the Department of Chemical Engineering.

By 1990, Dr. King was promoted to professor and assumed the responsibility of department chair which he held for 7 years. By the time his 15 years at Iowa State concluded, he had conducted research leading to over 150 peer reviewed publications and invited presentations. He also holds three patents and received grants primarily from the Department of Energy and the National Science Foundation. Dr. King's award-winning research is centered on chemical and physical aspects of catalysis and nanotechnology.

Subsequent to his years at Iowa State, Dr. King served 9 years as the Dean of the College of Engineering at Kansas State University. Under his leadership the college engaged in several successful diversity and development initiatives.

In 2006, Dr. King joined Ball State University as Provost and Executive Vice President for Academic Affairs. Over these 10 years, he has led the university's strategic planning process and its academic long-range planning.

A MESSAGE FROM INTERIM PRESIDENT TERRY S. KING

September 20, 2016

At Ball State University, we have intentionally focused on building a culture of sustainability in an entrepreneurial environment. As an example, this year marks the tenth anniversary of Ball State University as one of the 12 founding members of the American College and University Presidents' Climate Commitment (ACUPCC). Today, the ACUPCC is a network of over 650 institutions committed to reducing greenhouse emissions through strategic planning, implementation, measurement, monitoring and reporting. It is this kind of forward thinking, measured risk-taking and early adoption to new ideas that captures the very essence of our entrepreneurial spirit and that has established Ball State University as a national model for sustainability leadership.

The Ball State University Global Reporting Initiative (GRI) Sustainability Report is yet another outstanding illustration of our entrepreneurial spirit, combining both our strength in sustainability leadership and our excellence in immersive learning. Funded by a Ball State University Provost's Immersive Learning Grant, our Building Better Communities (BBC) Fellows have created the sixth annual Ball State University GRI Sustainability Report under the leadership of Dr. Mary Annette Rose, Associate Professor of Technology. Through this process, Dr. Rose has guided this talented and passionate student-team in an immersive learning journey that has simultaneously enriched our students' educational experience through real world application of the GRI principles, while ensuring and advancing Ball State University's commitment to sustainability by measuring our impact on the economy, environment and society.

By participating in the Global Reporting Initiative (GRI), Ball State University continues our practice of transparency and accountability with our students, staff, faculty and administrators, as well as our external constituents and stakeholders. The GRI reporting principles, clearly define our organization, including our profile, shared governance structure, strategic planning, and stakeholder engagement. The report also makes reference to indicators from the Association for the Advancement of Sustainability in Higher Education's (AASHE) Sustainability Tracking, Assessment and Rating System (STARS) Report.

The two reporting frameworks support the continuous assessment of our ongoing sustainability initiatives and provide critical information for future strategic planning. As a publicly available document, the Ball State University GRI Sustainability Report illustrates Ball State University's deep commitment to building a culture of sustainability within our own community and providing an innovative sustainability model and resource for like institutions of higher education.

In 2015, Ball State University continued to garner national attention for our excellence in sustainability leadership. For example, Ball State University became one of ten original signatories of the Climate Leadership Steering Committee to expand the Climate Leadership Commitments to include the new Resilience Commitment. Ball State University also established the *President's Working Group on Sustainability* to examine the possibility of achieving a goal of carbon neutrality by 2030 (previously set at 2050). A goal that I have since approved and have now tasked the *President's Sustainability Working Group* to create a BSU Carbon Neutrality by 2030 Strategic Plan. This is particularly timely, as we address the challenges associated with serving our community through campus growth and reducing our carbon footprint. Yet another issue we embrace with an entrepreneurial spirit and an intent to model sustainable solutions for like institutions of higher education.

Also, among the numerous sustainability accomplishments of 2015, are the significant steps taken to complete our ground-source geothermal project in spring 2017, completing the installation of the nation's largest geothermal energy system, and allowing Ball State University to cease burning coal and decrease our annual carbon emissions by nearly one-half. It is through these substantive and collective efforts that our community displays our deep commitment to sustainability and preserving the excellence of Ball State University for future generations.

Thank you for joining with me in celebrating Ball State University's culture of sustainability in our uniquely entrepreneurial environment.

TERRY S. KING, Ph.D.
Interim President
Ball State University



INTRODUCTION

ORGANIZATIONAL PROFILE

Ball State University is a state-assisted institution of higher education with the main campus located at 2000 West University Avenue in Muncie, Indiana 47306, USA. Commonly referred to as Ball State or BSU, the university has two satellite operations in Fishers and Indianapolis, Indiana.

Sporting Charlie Cardinal as its mascot⁵ with cardinal red and white as the colors of the school,⁶ Ball State ranks as #562 in Forbes Top Colleges and #199 in Public Colleges.⁷ Ball State is rated as a public research university and is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools (NCA).⁸ Offered degrees at Ball State as of January 1, 2015, include 4 Associates, 210 Bachelors, 87 Masters, 2 Specialist, and 16 Doctoral degrees.⁸ Concentrations and programs may fall under the same degree program at Ball State but are recognized by the NCA as their own degree type.⁹ Furthermore, students may take the option to create their own major so long as it falls within accreditation guides. Between 2013 and 2015, associate degrees offered dropped from seven to four.⁸

To benefit a variety of student needs, degrees and certificates were available through online, distance education, and on-campus classes. Ball State had 48 departments,⁹ and 62 centers and institutes.¹⁰ The university was comprised of seven academic colleges:¹¹

- College of Applied Sciences and Technology
- College of Architecture and Planning
- College of Business (Miller College of Business)
- College of Communication, Information, and Media
- College of Fine Arts
- College of Sciences and Humanities
- Teachers College

**SEPTEMBER 23, 2015
THE BALL STATE BOARD OF
TRUSTEES APPROVED THE
CONCEPT AND STRUCTURE OF
A NEW COLLEGE OF HEALTH¹²**

OTHER ACADEMIC PROGRAMS OVERSEEN BY THE PROVOST:¹³

- Graduate School
- Honors College
- Rinker Center for International Programs

SCHOOL OF EXTENDED EDUCATION:¹³

- Building Better Communities
- Online and Distance Education
- University College

GOVERNANCE

Ball State University governance is established on three tiers. The highest tier is the Board of Trustees, which, among other responsibilities, provides oversight for the operation of the university and grants degrees and diplomas.¹⁴ The second tier of governance is comprised⁹ of the President, and the President's Cabinet and Office of the President.¹⁵ The final tier is comprised of three democratic organizations: the University Senate, Staff Council, and the Student Government Association (SGA).¹⁶

"The nine members of the Board of Trustees are appointed by the governor of Indiana."¹⁴ Six positions are filled by members appointed at large, one position is filled by a full-time student, and two positions are filled by Ball State alumni.¹⁴ Appointments are typically four-year terms,¹⁶ with the exception of the student position, which is a two-year term.¹⁹ The Board of Trustees is responsible for establishing the overall direction and policies regarding finances, risk management, operations, and compensation. Minutes for each board meeting are available online.¹⁸

Under the umbrella of the President is the Office of the President, which is responsible for achieving the goals of the university and the president. Along with the Office of the President is the President's Cabinet, which "serves as the senior management team for the president" and is comprised of the five Vice Presidents from across the university, the Director of Athletics, and CEO/President of the Ball State Foundation.¹⁹

The third level of governance is the University Senate,²⁰ Staff Council,²¹ and Student Government Association (SGA).²² The University Senate has two Senate standing committees--Senate Agenda Committee and Senate Governance and Elections Committee--and is comprised of Campus Council, Faculty Council, and University Council.²⁰ Campus Council considers policies and practices related to students, their interests and concerns. Faculty Council considers academic policies and faculty issues while University Council develops policies regarding research and assessment. Staff Council's role is "to render advice, make recommendations, and provide assistance to University Officers in the formation or change of University policies affecting regular, full-time staff personnel, and service personnel."²¹

Comprised completely of students, SGA "is a student-run organization that serves as the voice of Ball State students by advocating student concerns to faculty, administration, and the community, as well as to other students."²² SGA also appoints students to various University Senate committees.

COMMITMENTS TO SUSTAINABILITY

Ball State has long been a leader in economic, environmental, and social sustainability. In 2001, Ball State's Council on the Environment (COTE) was created.²³ The council is made up of representatives from each of the university's colleges, vice presidential areas, the student body, and the Muncie community. COTE's goals included providing an open space for the discussion of environmental issues and concerns related to the campus, increasing awareness of sustainability concerns, motivating sustainable practices in campus operations, and promoting outreach and education in relation to sustainability.²³

A sustainability statement was adopted by COTE in 2002, and subsequently endorsed by senior staff, academic deans, and the University Senate before being formally adopted by the Board of Trustees in 2003 (see p. 11).²⁴ This statement denotes the university's goals and plans to encourage sustainability.

A charter member of the Sustainability Tracking Assessment and Rating System (STARS),²⁵ Ball State is also active in the Association for the Advancement of Sustainability in Higher Education (AASHE).

Former President Jo Ann Gora was one of the original 12 university presidents to sign the American College and University Presidents' Climate Commitment (ACUPCC) in 2006 which was originally celebrated at the Association for the Advancement of Sustainability in Higher Education (AASHE) conference that year.²⁶

In September 2008, President Gora appointed a Ball State University Climate Action Task Force to formulate a Climate Action Plan what would achieve carbon neutrality by 2050.²⁷ The development of this plan was influenced by the university's decision to decommission its four coal-fired boilers and to supply the campus with geothermal heating and cooling.²⁸

In May 2014, President Gora signed the Alliance for Resilient Campuses (ARC). This Alliance, "mobilize(s) colleges and universities to create individual and collective institutional resilience, to be full partners in community resilience efforts and to be essential leaders in a strategic, national response."²⁹ As a signatory, the university agrees to evaluate risks and vulnerabilities posed by changing climatic conditions and serve as a leader in developing strategies to adapt efficiently and effectively.

Under President Paul Ferguson's lead, Ball State became a signatory to the Second Nature Climate Leadership Commitment Program.³⁰ The program involves three commitments: the Carbon Commitment, the Resilience Commitment and an individual, institutional Climate Commitment which integrates carbon neutrality and climate resilience.³⁰ Second Nature defines resilience as, "the ability to survive disruption and to anticipate, adapt, and flourish in the face of change."³¹ The Second Nature Commitment sets up a framework to plan and implement changes that can be made on a campus. The resilience planning framework includes four major steps: resilience assessment, future scenarios, climate impact and vulnerability assessment, and decisions options and actions.



Chill Plant & Smoke Stacks, photo by Michele Whitehair



North Quad in the Fall, photo by Michele Whitehair

BALL STATE SUSTAINABILITY STATEMENT²⁴

VISION:

Ball State University seeks to be a campus where:

- All students, faculty and employees are provided opportunities to become literate in the environmental, social and economic interactions of human and biophysical systems.
- Such opportunities are made available through strong undergraduate and graduate programs, as well as professional-specialization, faculty development and staff training offerings that provide diverse opportunities for learning.
- Collaborative faculty and student research on related issues is encouraged and supported.
- Development of university leadership and expertise is seen as a continuous, participatory process of learning that contributes to local and regional sustainability efforts, fostering links with other institutions.
- Understanding and concern for sustainability issues provide the foundation for a dynamic sense of campus cohesion and community.
- The University's practices reduce both the consumption of materials and energy and the emission of pollutants to their lowest levels possible, without decreases in the level of education, scholarly work, and services provided.

COMMITMENT:

We, the Ball State University community, affirm our commitment to protect and enhance the environment through our learning, research, service and administrative operations. We seek to foster a community that sustains ecological systems and educates for environmental awareness, local action, and global thinking. We seek to incorporate environmental principles and environmentally responsible practices as fundamental and integrated components of all BSU operations and programs. Our fundamental principles are to:

- Incorporate environmental concerns as a significant priority in university decision making.
- Seek alternative practices and procedures to minimize negative impacts on the environment.
- Conserve natural resources and restore environmental quality.
- Protect the biodiversity of our region and serve as a living laboratory and habitat for local species.
- Consider the social, economic and environmental impacts of Ball State University's operational policies and foster a participatory process in developing these policies.

Our decisions and actions will be guided by the University's Mission Statement, reflective of the University's resources, and informed by the University's Strategic Plan. As a learning institution, we recognize that planning for sustainability will be an evolving practice.

MISSION

Ball State as a model 21st century public research university will:

- Transform entrepreneurial learners into impactful leaders
- Enhance philanthropy to Ball State
- Define and support strategic national peer recognition
- Enhance the role and impact of graduate education
- Enhance the research profile
- Enhance recognition as a national model for sustainability
- Provide a high-quality work-life environment
- Implement impactful academic, research, and outreach programs

Review and implement best practices in university management.³²

STRATEGIC PLANNING

Led by President Paul W. Ferguson, the Ball State Board of Trustees approved a refocused strategic plan called [*The Centennial Commitment \(18 by '18\)*](#) in 2015.³³ Under this plan, Ball State "aspires to be the most student-centered and community-engaged of the 21st century public research universities, transforming entrepreneurial learners into impactful leaders—committed to improving the quality of life for all."³³

Grounded in the university's previous strategic plan, Advancing Indiana, [*The Centennial Commitment*](#) refocuses and extends 18 major goals for the university to accomplish by 2018, the university's 100th anniversary.³³ The goals included commitments to increase excellence in three areas, including employment conditions, services and resources, and prepared graduates.

FINANCES

Included in the 2015 financial report for Ball State were the financial activities of Ball State University, Burris Laboratory School, and the Indiana Academy for Sciences, Mathematics, and Humanities.³⁴ Also included within the report were the separate financial statements of the Ball State University Foundation, a not-for-profit corporation that collects and invests donations for the benefit of Ball State. Other available reports include Retiree Benefits and histories of Ball State's finances. Please refer to the Economic section (p. 21) for further overview of the financial status of the university.

EDUCATIONAL SERVICES

The supply chain of Ball State matches those similar patterns of other higher education institutions. It focuses on the quality of the graduates, broad diverse learning, research outcomes, community service, and measuring the performance of the system.

The university provided educational services to 20,655 undergraduate and graduate students in FY 2015.³⁵ This represents a small increase in the total student population since FY 2014 when enrollment was at 20,503 (Figure G4-1).³⁵

A majority of the student population, 82% in FY 2015 and 82.9% in FY 2014, hailed from Indiana.³⁶ While Ball State is internationally relevant, international enrollment decreased from 854 international students in FY 2014 to 801 in FY 2015.³⁷

With award winning programs, such as Freshman Connections using a common reader for incoming freshman, the retention rate of first-time degree-seeking undergraduate students remained fairly steady with a retention rate of 81.5% in fall of 2014.³⁸

Strong emphasis has been placed by the university and the State of Indiana on students graduating within four years. In doing so, however, the base credit requirements for a major diploma was reduced by six credit hours down to 120 credit hours in 2012.³⁹

Leading public universities in Indiana, Ball State has experienced the largest five-year increase in graduation rates for undergraduate students completing their degree in four years⁴⁰ with a five-year change of +15.0%.⁴¹ As shown in Figure G4-2, on-time completion for degree-seeking undergraduate students increased from 32.5% to 47.4% between students beginning in Fall 2006 and those who started college in Fall 2011.⁴¹

CHANGES IN OPERATIONS

President Paul W. Ferguson began his service as Ball State's 15th president in August 2014 and served throughout 2015.⁴² In January of 2016, President Ferguson resigned offering no explanation for this abrupt departure.⁴² "Rick Hall, chairman of the Board of Trustees, described the resignation as a 'mutual decision' with the university"⁴² Upon receipt of the resignation, the Board of Trustees appointed Provost Terry King as Interim President.⁴²

Former President Ferguson was seemingly favored by students and faculty and his resignation leaves many questions. Assured by many that the Centennial Commitment will continue in full effect,⁴² the university then began the search for a new president.

EMPLOYEES

Providing comprehensive educational programming to oncampus and offcampus students required a workforce with a broad array of skills. In FY 2015, Ball State employed 2,994 full-time and 419 part-time employees.^{43 & 44} Faculty comprised the largest employment type accounting for 32.8% of full-time and 54.1% of part-time employees; see Figure G4-3 for a breakdown by employment type and status.

As noted in G4-4 for Fall 2015 data, the percentage of women employees was significantly larger for 3 of 7 employment types, including Clerical and Secretarial (93%), Service and Maintenance (59.8%), and Professional (50.1%).⁴⁵

In FY 2015, there were 642 regular, full-time employees covered by a collective bargaining agreement all of which are represented by the American Federation of State, County, and Municipal Employees.⁴⁶

FIGURE G4-1 TOTAL STUDENT ENROLLMENT, FY 2015³⁵

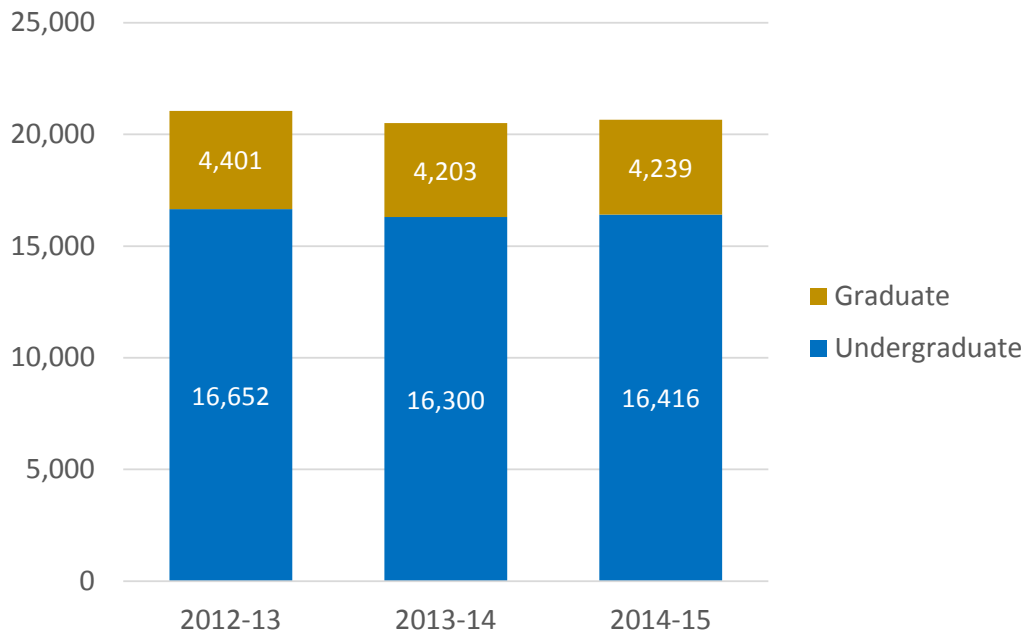


FIGURE G4-2 DEGREE COMPLETION IN 4 YEARS BY FIRST-TIME DEGREE-SEEKING UNDERGRADUATES⁴¹

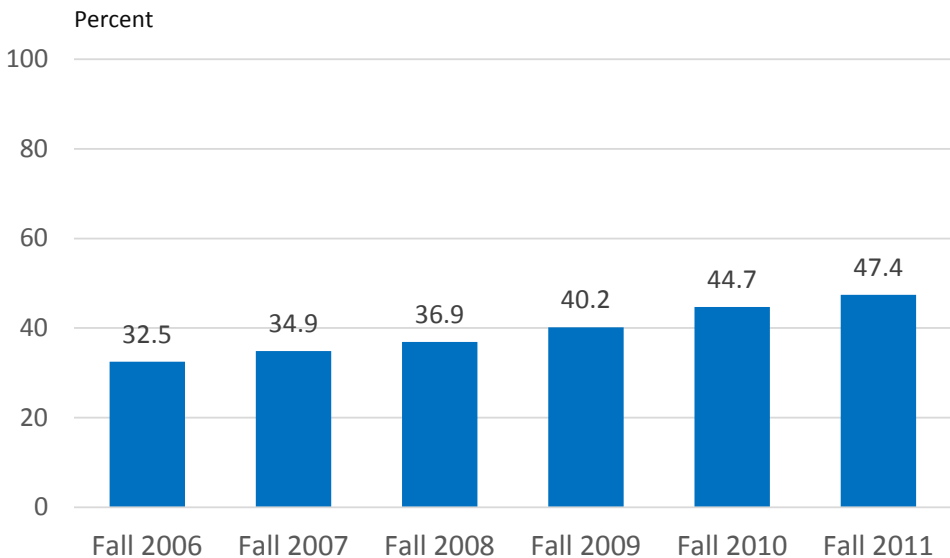
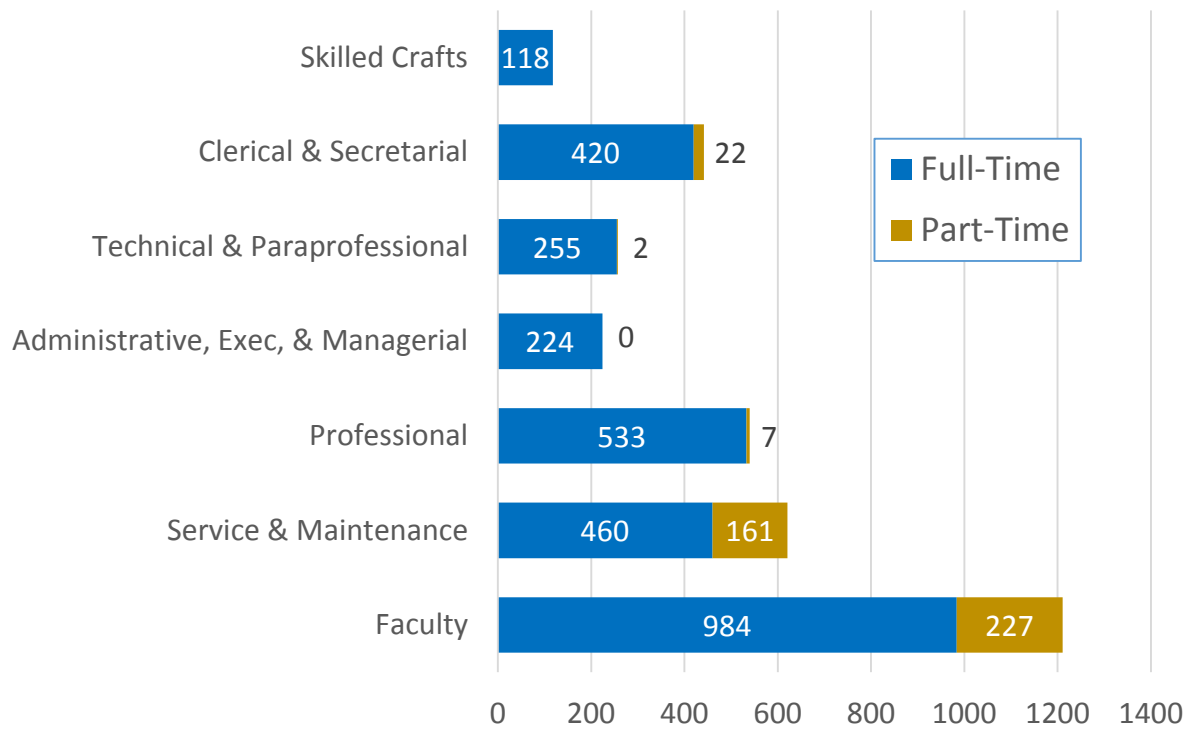
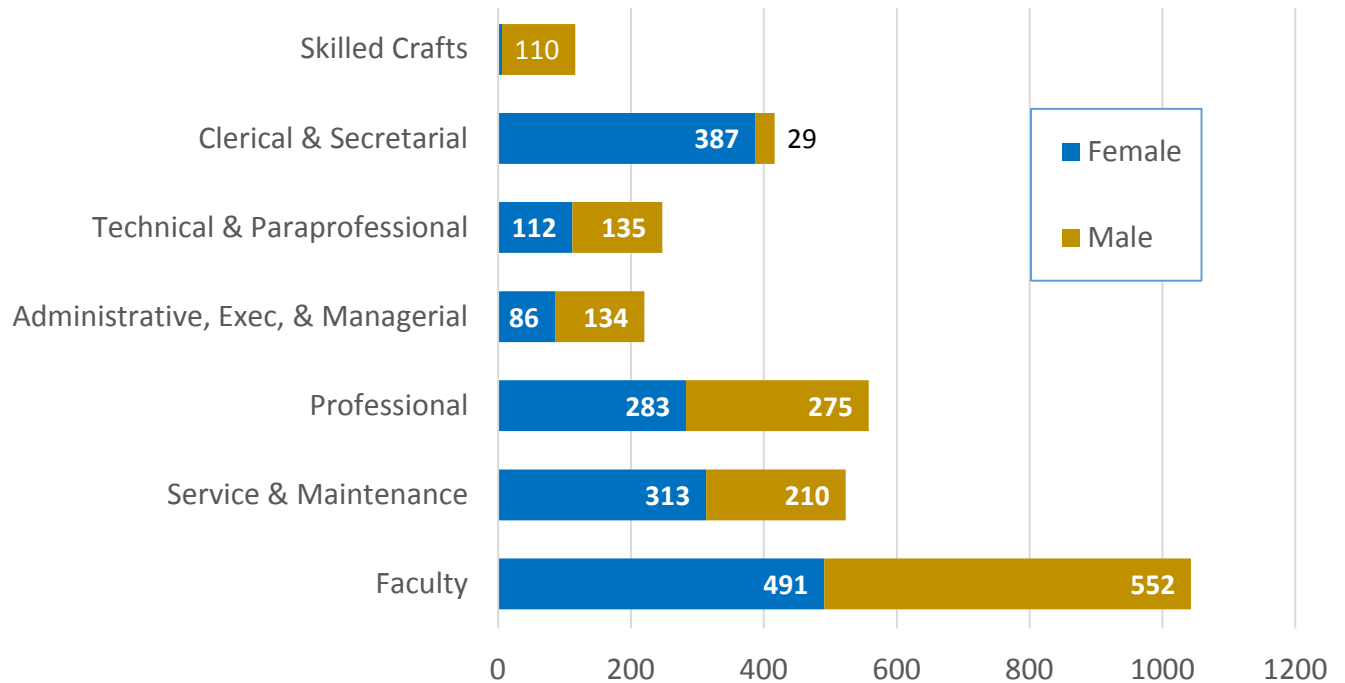


FIGURE G4-3 FULL-TIME AND PART-TIME EMPLOYEES BY TYPE, FY 2015^{43 & 44}FIGURE G4-4 FULL-TIME EMPLOYEES BY GENDER, FALL 2015⁴⁵

FACILITIES AND HOUSING

Ball State University encompasses over 1,000 acres and about 120 buildings³⁴ (see Figure G4-5). With an aging infrastructure, several key facilities were replaced or renovated in FY2015. Ball State has worked to implement the largest district-scale geothermal heat-pump-chiller heating and cooling system in the country. "Construction expenditures for the system during fiscal year 2014-2015 totaled \$12.0 million."³⁴ For more information on the financial opportunities created by transacting carbon credits resulting from the geothermal system, see page 25.

In the Spring of 2015, the renovation of Botsford/Swinford Residence Hall in the Johnson Complex came to completion. The newly renovated building welcomed students in Fall 2015 with "new mechanical, electrical, and plumbing systems, a prominent new entry, and the addition of approximately 140 new beds. Approximately \$8.5 million was spent on the project in fiscal year 2014-2015."³⁴

Shortly after the completion of the Botsford/Swinford renovation, the neighboring Schmidt/Wilson Residence Hall, also part of the Johnson Complex, was taken offline for complete renovation similar to that of Botsford/Swinford. The renovation of Schmidt/Wilson included replacement of the mechanical, electrical, and plumbing systems, as well as the installation of passenger elevators, and living-learning features dedicated to the Theatre, Dance, and Design departments. During FY 2015, about \$2.1 million was spent on the design and demolition phases of Schmidt/Wilson.³⁴

As the third major component of the University's Central Campus Academic Renovation and Utilities Improvement project, the Applied Technology Building underwent renovation. Over \$7.5 million was spent on this renovation in FY 2015.³⁴

In 2013, the *Cardinal Commitment: Developing Champions* capital campaign committed to raising \$20 million.⁴⁷ The fund raising goals were for the investment in new and upgraded amenities and facilities for Ball State student-athletes. The university announced the successful conclusion of the campaign on January 2015, surpassing the goal with \$20.6 million.⁴⁷ In FY 2015, nearly \$2.5 million was spent on improvements to these athletic facilities, including new artificial turf fields, dugouts, and support buildings.³⁴



Bell Tower, photo by Strategic Communications



David Owsley Museum of Art, photo by Strategic Communications



David Letterman Building, photo by Strategic Communication



Chill Plant and Smoke Stacks, photo by Michele Whitehair

G4-5 KEY FEATURES OF BALL STATE'S INFRASTRUCTURE^{34 & 48}

INTRODUCTION



REPORTING PROCESS

One of the first steps in the process of creating the GRI Sustainability Report was assembling the team and defining the stakeholders of Ball State. Because Ball State is publicly funded and often reaches out to the community to engage different partners, the university's scope of influence involves a variety of groups; those impacted by activities at Ball State and those who were directly invested in university activities, include:

- Taxpayers
- Students
- Faculty and staff (part-time, full-time, student workers)
- Board of Trustees
- Indiana Commission for Higher Education
- Residents of Delaware County and Muncie
- Businesses and organizations operating in Indiana
- Parents of students
- Alumni
- Families of faculty and staff

Given that the team had both a limited amount of time to create the report, and a limited understanding of the complexities of the university, stakeholder groups covered in this report are those who were directly affected by the university and were accessible on the main campus or within Muncie, Indiana.

To begin data gathering, the team identified key stakeholders for different indicators and reached out to them to request reports, information, and interviews. A standard protocol was decided upon for reaching out to stakeholders and introducing them to the team, the project, and the plan to request information from them.

The team divided the aspects among themselves and began requesting information from stakeholders. The team also identified a protocol for labeling and storing information received for the report.

Key stakeholders like Interim President Terry King, Associate Vice President for Business Affairs and Auxiliary Services Julie Hopwood were engaged and interviewed by team members. As information and interviews came in, team members reviewed, interpreted, and summarized the materials.

Numerous interviews and reports were provided to the team to analyze for the report. The content in this report is therefore limited to the availability of stakeholders, reports and information.

MATERIAL ASPECTS

This report includes information about aspects (issue, policies, and practices) and performance indicators that are deemed sufficiently important (material) because of their significant impact on the economy, environment and society or their influence on decision makers. Aspects reported as material include energy consumption, emissions, occupational health and safety, effluents and waste, employee training and education, biodiversity, water, community engagement, suppliers and the supply chain, changes in operations, customer health, safety and privacy, and employment. Each of these were found to affect the individual stakeholders within Ball State, as well as the university as an institution. A complete list of material aspects, indicators and their boundaries can be found in Appendix A.

STAKEHOLDER ENGAGEMENT

Despite time constraints, the reporting team strove to engage with a variety of internal stakeholder groups to better understand what impacts they considered to be important. The team conducted six interviews with internal stakeholders, attended organizational meetings of the Council on the Environment and reviewed meeting minutes of the Board of Trustees. In addition, team members attended local events, such as the Beneficence Dialogue sponsored by the Council on Diversity and Inclusion.

To engage external stakeholders, the team served as an exhibitor during the Living Lightly Fair,⁴⁷ an annual sustainability fair for citizens of East Central Indiana.

The following concerns were identified by stakeholders during this process:

Faculty:

- Reducing the pay gap between men and women
- Promoting awareness of sustainable urban agricultural practices
- Although Ball State's Undergraduate Education Committee approved a Major in Sustainability in January of 2015, the university has not advanced a request for approval to the Indiana Commission for Higher Education
- Staffing of the Academy for Sustainability
- Reducing the risk of flooding in university buildings
- Reducing the carbon footprint of the university
- Installing a campus-wide composting program
- Offering incentives to encourage commuters to share rides and parking passes

Staff:

- Reducing waste from one-use plastic bottles
- Enhancing recycling awareness
- Increasing locally-sourced food
- Reducing the use of cleaning fluids
- Managing invasive species to protect native plants and animals
- Replacing dead and infested ash trees with native plantings

Council on the Environment:

- Proposed Resolution for Sustainability Art on Campus
- Resolution for Water Treatment Facilities in New Buildings
- Resolution for Bicycle Pumps on Campus & in the Village
- Resolution to Restrict New Construction on Campus
- Resolution to Reach Carbon Neutrality by 2030
- Resolution to Support the Mounds Greenway Proposal

Community of Muncie and Delaware County:

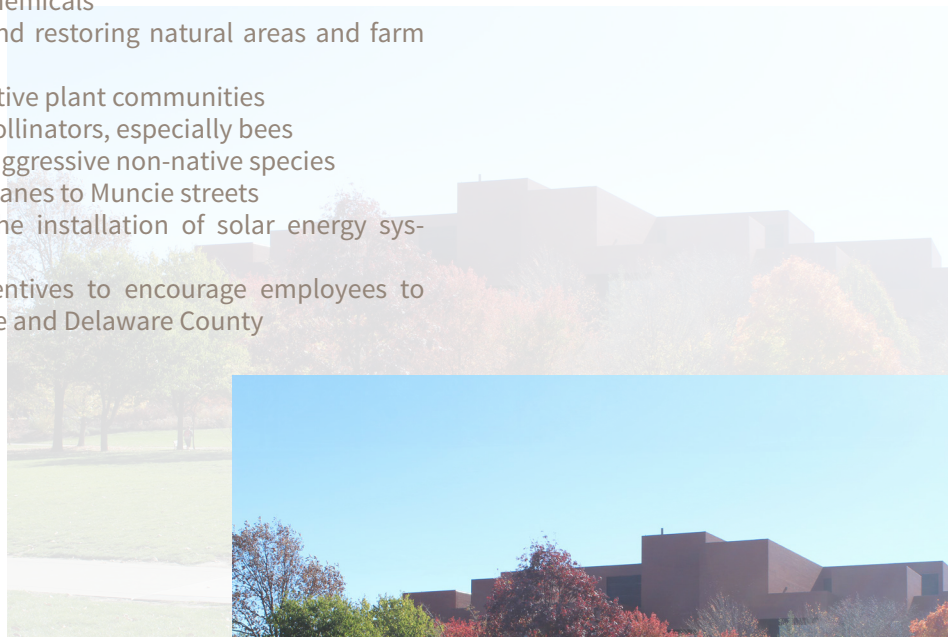
- Promoting recreational opportunities around green spaces
- Protecting the Whiter River from a planned dam
- Environmental justice as it relates to exposure to hazardous chemicals
- Protecting and restoring natural areas and farm land
- Restoring native plant communities
- Protecting pollinators, especially bees
- Eradicating aggressive non-native species
- Adding bike lanes to Muncie streets
- Promoting the installation of solar energy systems
- Offering incentives to encourage employees to live in Muncie and Delaware County

Ball State Energy Action Team (BEAT), a student organization:

- Conserving electrical energy
- Increasing the volume of materials collected for recycling
- Enhancing the water quality of the White River

Students:

- Increasing the hourly wage to that considered to be a living wage
- Beautifying Muncie and reducing litter
- Adding new bike lanes and adding more bike racks
- Diversifying the faculty and student body
- Cultural sensitivity
- Sensitivity training for faculty and staff
- Inclusivity
- More access to mental health services
- Promoting awareness of student diversity
- Divesting from any university foundation holdings in fossil fuel stocks



LIVING LIGHTLY FAIR 2016

On September 17, 2016, the reporting team participated as an exhibitor at the 10th Annual Living Lightly Fair⁴⁹ on the campus of the Minnetrista Cultural Center in Muncie, Indiana. The Fair attracted about 2,360⁵⁰ attendees from across east central Indiana, predominantly citizens of Muncie and Delaware County, Ball State students, faculty and staff, as well as parents of Ball State students. During the fair, the reporting team engaged attendees who passed by their booth, asking them to share concerns and accolades about Ball State University's impact on the community. Responses were recorded on sticky notes and attached to sections of a large solar panel that were segmented by categories, including social (n=18), economic (n=7), and environmental (n=24). All responses were publicly viewable during the fair.

LIVING LIGHTLY FAIR

A RESOURCE FAIR FOR CITIZENS OF EAST CENTRAL INDIANA TO LEARN "PRACTICAL WAYS TO LIVE MORE SUSTAINABLY AND SAVE MONEY AND RESOURCES FOR THEMSELVES AND FUTURE GENERATIONS."⁴⁷

Figure G4-6 depicts the compiled responses showing the most frequently occurring words and phrases in larger fonts. Among the concerns identified by Living Lightly Fair attendees were:

- Lack of green transportation options, foot-friendly and bike-safe pathways
- Reducing waste, promoting composting, and recycling
- Lack of community gardens and a desire for edible landscaping, fruit trees and pollinator- friendly landscaping on campus
- Lack of transparency
- Equity issues, e.g., faculty wages, sexism, and racism
- Parking services and ticketing of cars parked on campus

Attendees also noted the following positive impacts:

- Overall community engagement and involvement of Ball State students, faculty, and staff in community initiatives
- Providing educational opportunities to community members, specifically tutoring in the Roy C. Buley Community Center and the Motivate our Minds (MOMs) program
- Permaculture initiative and gardening volunteers from Ball State

FIGURE G4-6 COMPILED COMMENTS OF LIVING LIGHTLY FAIR ATTENDEES





ECONOMIC

ECONOMIC VALUE

As a public institution, supplier of education, and as the top employer in Delaware County, there are many stakeholders who rely on the economic sustainability of Ball State University. This portion highlights key aspects related to the economic conditions of Ball State during the fiscal year running July 1, 2014 through June 30, 2015 (FY 2015).

The FY 2015 garnered positive economic returns for the university. However, as seen by Figure EC-1 and Table EC-1, Ball State's economic value retained¹ (revenue - expenses) has had a negative trend since 2013. Despite this negative trend, the university still proves to be an economically sound organization that responsibly and effectively allocates funds in a forward-thinking manner.

REVENUE GENERATED

Operating revenues are generated from the sale of goods or services provided by the university. Tuition and fees, housing, dining, and athletics are the primary sources of Ball State's operating revenue. Federal, state, and private grants are also considered a part of operating revenue, if they are not used for financial aid or capital purposes. The increase in operating revenue in fiscal year 2014-2015 (Table EC1) can be attributed to an increase in student tuition and fees, paired with a decrease in scholarship allowances.¹ The decrease in scholarship allowances is due to a change in the calculation method, which also increased student aid under Operating Expenses.²

FIGURE EC-1 HISTORICAL ECONOMIC VALUE RETAINED¹

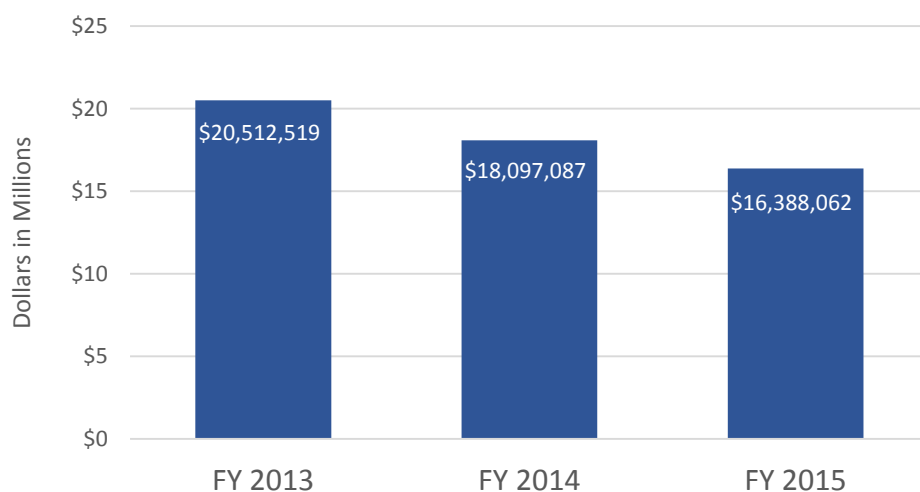


TABLE EC-1 HISTORICAL ECONOMIC VALUE RETAINED¹

	FY 2013	FY 2014	FY 2015
Economic Value Generated	449,299,380	471,361,488	490,203,654
Economic Value Distributed	428,786,861	453,264,401	473,815,592
Economic Value Retained	\$20,512,519	\$18,097,087	\$16,388,062

REVENUE GENERATED CONTINUED

Non-operating revenues include funds that are given without the expectation of repayment. This includes state appropriations, federal and state scholarships and grants (which are also recorded as a reduction to revenue under Scholarship and Allowances for qualified educational uses and also by amounts expended in Student Aid), private gifts, investment income, and state pension contributions.¹

The Other Revenue category includes items such as capital appropriations, capital gifts and grants, and other unusual items of contribution to the university. The State of Indiana provides biennial appropriations to the

University, which are used for capital renewal and replacement funds for state-supported buildings. In fiscal year 2014-2015, the state allocated \$2.4 million in appropriations for general repair and rehabilitation and \$11.4 million in draws against the \$30 million appropriation for the geothermal conversion project.¹

As seen in Figure EC-2 and Table EC-2, revenue has increased the past three years. According to the 2015 Financial Statement,¹ this increase can be attributed to increased student tuition and fees, decreases in scholarship allowances, and an increase in state appropriations.

FIGURE EC-2 HISTORICAL REVENUE GENERATED¹

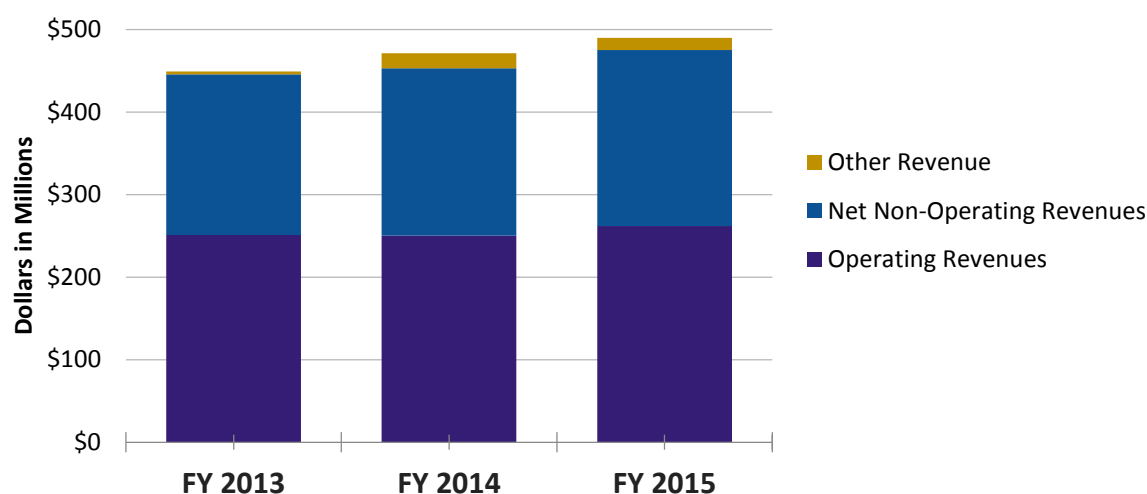


TABLE EC-2 HISTORICAL REVENUE GENERATED¹

	FY 2013	FY 2014	FY 2015
Operating Revenues	\$251,330,630	\$250,325,765	\$262,196,219
Net Student Tuition and Fees	149,699,765	147,408,476	162,691,300
Other Operating Revenues	101,630,865	102,917,289	99,504,919
Non-Operating Revenues	\$194,310,018	\$202,688,719	\$213,216,622
State Appropriations	139,513,297	141,538,979	143,352,066
Scholarships and Grants	41,402,424	47,183,397	48,015,068
Investment Income	399,241	2,416,213	2,834,541
Private Gifts	7,212,364	7,299,442	6,715,720
State Pension Contributions	-	-	7,249,126
Other Non-Operating Income	5,782,692	4,250,688	5,050,101
Other Revenue	\$3,658,732	\$18,347,004	\$14,790,813
Total Revenue	\$449,299,380	\$471,361,488	\$490,203,654

EXPENSES

Operating expenses include all costs the university incurs to perform and conduct its programs and ordinary business. Employee wages and benefits, student aid payments, purchase of supplies, and depreciation are all examples of operating expenses.

Table EC3 shows operating expenses for FY 2015. The largest percentage of operating expenses, personnel services, is primarily composed of employee wages and salaries. According to the 2015 Financial Report, the increase in personnel services in FY 2015 can be attributed to the 3% salary increase and addition of new positions.²

TABLE EC-3 ECONOMIC VALUE DISTRIBUTED¹

	FY 2013		FY 2014		FY 2015	
Operating Expenses	\$421,135,527		\$444,560,887		\$465,096,945	
Personnel Services	216,089,205	51.31%	223,401,128	50.25%	231,215,375	49.71%
Benefits	69,903,749	16.60%	79,491,469	17.88%	76,308,128	16.41%
Utilities	12,197,026	2.90%	13,147,394	2.96%	12,791,665	2.75%
Repairs and Maintenance	13,676,386	3.25%	13,435,936	3.02%	17,187,467	3.70%
Other	81,428,222	19.34%	86,048,964	19.36%	83,362,786	17.92%
Student Aid	4,027,667	0.96%	4,400,138	0.99%	15,884,773	3.42%
Depreciation	23,813,272	5.65%	24,635,858	5.54%	28,346,751	6.09%

FINANCIAL ASSISTANCE RECEIVED FROM GOVERNMENT

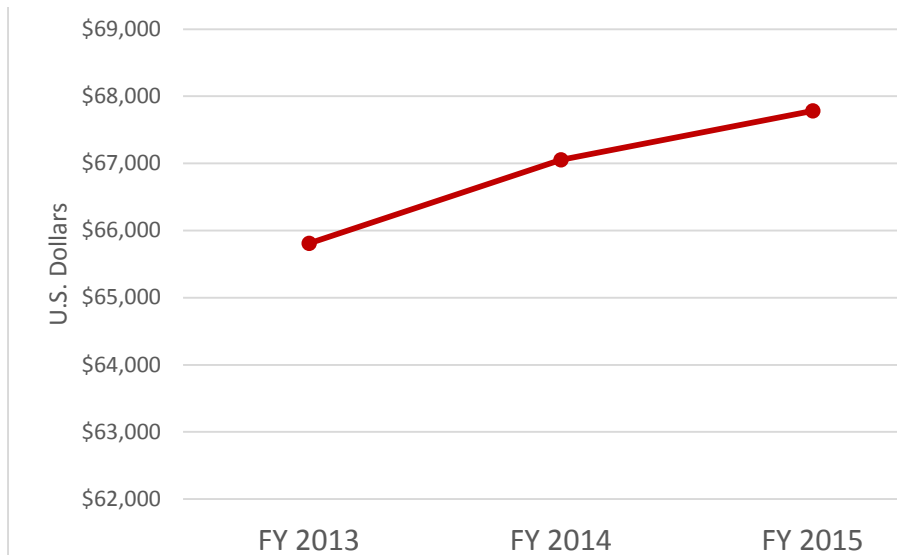
State spending increased in FY 2015. According to the FY 2015 Financial Report,¹ Ball State relied on financial assistance from the state of Indiana for approximately 30% of their total financial resources. This included a \$4.5 million increase in state appropriations, consisting of \$4.2 for operating and Entrepreneurial University appropriations, and \$268,116 specified for repair and rehabilitation funding. There was also a \$1.9 million increase in free replacement appropriations for paying state authorized debt service.

EMPLOYEE COMPENSATION

Reported by the Office of Institutional Effectiveness as of Fall 2015 the average salary of all faculty was \$67,784 (\$729 increase from 2014).³ Due to the variable nature of how many hours instructors work throughout the year. It is not possible to express the salary in terms

of an hourly wage. Figure EC-3 represents the three-year trend of the average compensation for all faculty, showing an increase. In FY 2015 there was a 3% average increase in employee salaries. More information on employee wages can be found on page 52, Figure LP 4.

Ball State University abides by the Indiana state minimum wage of \$7.25, which is the amount allocated to student employees. According to the MIT Entry Wage Calculator, the living wage for one adult in Muncie, Indiana is \$9.71,⁴ which is a \$2.46 difference from the Ball State student employee compensation of \$7.25 per hour. This gap between allocated compensation and projected living expenses suggests that in 2015 student employees were required to find other methods of financial assistance.

FIGURE EC-3 HISTORICAL AVERAGE FACULTY COMPENSATION³

EMPLOYEE BENEFIT PLANS

Ball State provides multiple pension benefit plans for employees to choose from. In FY 2015, \$21,647,687 was contributed to these plans, which is a 14% increase from FY 2014.⁵

Table EC-5 breaks down total participation and contribution for major pension benefit plans offered. It is important to note that in addition to pension plan benefits, the university also provides several other benefit plans, health and dental insurance, life and disability insurance, and tuition fee remission. The university shows a continued commitment to the health and well-being of their employees. Further details on employee benefits can be found on page 53. .

PROCUREMENT PRACTICES

Sourcing vendors from the surrounding community was not a formalized practice in FY 2015. According to Roger Hassenzahl, Director of Purchasing, even though bid requests are sent to local suppliers the final bid price is the primary determinant for a contract award. For Dining Services, an attempt was made to locally source food products, especially when fruits and vegetables are in season.⁶

TABLE EC-5 PENSION BENEFIT PLANS (FY 2015)⁵

Plan	Employee Contribution	Total Employer Contributions	Number of Participants
Public Employees' Retirement Fund (PERF)	3% of compensation + investment earnings	\$6,986,996	1416
Teachers' Retirement Fund 1996 (TRF)	7.5% of covered payroll	\$1,697,009	310
*Teachers' Retirement Fund Pre-1996 (TRF)	3% of covered payroll	\$322,934	43
Alternate Pension Plan	Year 1-3: 5% Year 4+: 10.5%	\$12,640,748	1799

*The University has elected to cover the 3% contribution on behalf of the employee.

FINANCIAL RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE

Climate change mitigation is providing Ball State University a financial opportunity to not only reduce its cost of operations with the district scale heating and cooling system but also in its ability to transact carbon reduction credits in the Voluntary Carbon Market – as a way to capitalize deeper reductions more quickly. Ball State first began seizing this opportunity in 2012, when the university agreed to be a pilot school to develop the methodology for institutions of higher education to transact such carbon credits in the voluntary carbon credit market. This was made possible through participation in the Chevrolet Carbon Reduction Initiative (CRI), in collaboration with Climate Neutral Business Network, Verified Carbon Standard (VCS), Bonneville Environmental Foundation (BEF), and Det Norske Veritas.⁷

CARBON CREDITS

A FINANCIAL TOOL THAT REPRESENTS ONE TONNE OF CARBON EMISSIONS (CO₂) OR CARBON DIOXIDE EQUIVALENTS (CO₂E) FOR OTHER GREENHOUSE GAS EMISSIONS. CARBON CREDITS ARE SOLD ON THE VOLUNTARY CARBON CREDIT MARKET. IN THE U.S., ORGANIZATIONS MAY BUY CARBON CREDITS TO DEMONSTRATE THAT THEY ARE VOLUNTARILY LOWERING THEIR CARBON FOOTPRINT.

In FY 2015, Ball State University transacted carbon credits with the BP Target Neutral Group⁸ at a very favorable market price (official amount is undisclosed to protect market interests) per ton of CO₂e. BP Target Neutral Group represents multiple large corporations, including:

Castrol	DOW	FedEx
Freshfields	Ford	GE
Heineken	LOCOG	McDonald's
Samsung	Team Angola	Team Azerbaijan
Team Turkey	Team Egypt	Team Georgia
Team Trinidad & Tobago		
Team UAE	Hertz-on-Demand	
US Olympic & Paralympic Committees ⁸		

The money gained from the transaction was placed in a holding account totaling approximately \$700,000. Looking forward, Robert Koester, Director of Center for Energy Research/Education/Service has been informed by Business Affairs that this money will be used to implement further carbon reductions; one option for management will be the creation of a green revolving fund for the capture of additional transaction income and operational savings, thereby increasing the fund value basis so as to perpetuate additional Climate Action Plan investment.⁸

INFRASTRUCTURE AND COMMUNITY INVESTMENTS

Ball State demonstrates financial responsibility by investing in long-term needs, capitalizing on project returns, and ensuring quality accommodations for students.

The university started, progressed through, and completed various capital asset projects in 2015. Ball State shows a continued commitment to the responsible use of its operational funding. This commitment is demonstrated through capital investments that contribute to the sustainability of stakeholder well-being and infrastructure. Examples include the continuing work toward the ultimate completion of the geothermal conversion project and the soon to be finished renovation to the Johnson Complex.

The most notable of these projects is the geothermal conversion project. During FY 2015, construction expenditures for the project totaled \$12 million.¹ This project has intensified the national light on the university as a leader in sustainability. It was a large capital expense, but according to James Lowe, Associate Vice President for Facilities Planning and Management, it is projected to save the University a net \$2 million in annual operating expenses because of the elimination of coal purchasing and the remarkable efficiency of the district scale heating and cooling of some 7.2 million square feet of campus facilities.

The renovation of the Botsford/Swinford Residence Hall in the Johnson Complex was completed in Spring 2015. The renovation improved mechanical, electrical, and plumbing systems. It also included a new entry-way and added approximately 140 beds. This project cost approximately \$8.5 million in FY 2015. Upon completion of Botsford/Swinford, the Schmidt/Wilson Residence Hall went under construction. In FY 2015, approximately \$2.1 million was spent to replace the mechanical, electrical, and plumbing systems as well as other improvements in Schmidt/Wilson.² These improvements demonstrate Ball State's commitment to providing a safe environment for students.

In FY 2015 Ball State University also invested in the community. In 2015 Ball State was awarded the Community Engagement Classification from Carnegie Foundation.¹⁰ This acknowledges the contributions of the university in providing students significant career-preparation experiences. These contributions are conducted as Immersive Learning Projects through Building Better Communities. More information on the impact and extent of Ball State's community engagement can be found on page 47-48.



ENVIRONMENT

Conserving natural resources, minimizing negative impacts, and enhancing the quality of the air, water, land, and ecosystems are explicit priorities outlined within Ball State University's Statement on Sustainability.¹ The university's progress in attaining these ideals can be gauged by its consumption of energy, materials, and water as well as its emissions, wastes, and effluents. In addition to characterizing the major inputs and outputs of the university, this section addresses indicators for biodiversity, transport, and environmental compliance.

ENERGY

The energy data were acquired from the 2015 Campus Carbon Calculator for Ball State University² which is available at SecondNature.org. The Campus Carbon Calculator was created by the [Sustainability Institute of the University of New Hampshire](http://SustainabilityInstituteoftheUniversityofNewHampshire.org). During the validation of data for this report, an omission was discovered in the data for fleet gasoline; the data reported here have been corrected.³

With one exception, the Campus Carbon Calculator was the source of conversion factors for energy;² the following conversion factor was used for BTUs to joules:

$$1 \text{ MMBtu} = 1,055,055,852.62 \text{ joules.}$$

Ball State University consumed an estimated 934.05 Terajoules (10^{12} joules) of energy in FY 2015.^{2 & 3} As shown in Figure EN-1 and Table EN-1, Ball State has achieved a downward trend in energy consumption since 2011, including the elimination of on-site coal combustion in March of 2014.⁴ The most significant decreases occurred as a result of replacing the coal-fired steam boilers used to heat campus buildings with

the nation's largest ground-source, closed-loop district geothermal energy system.⁵ Additional decreases in electricity consumption have occurred as a result of building renovations, including lighting retrofits and the replacement of aging mechanical systems.

Using natural gas and fuel oil, Ball State's heat plant continued to produce steam to heat some campus buildings, as well as to sell steam to the Indiana University Ball Memorial Hospital (IU-BMH). In FY 2015, Ball State produced 469,922,450 pounds of steam and IU-BMH purchased 118,134,590 pounds (25.1%) of the total steam Ball State produced.⁶

During the FY 2015, a variety of transportation fuels, including gasoline (106,540 gal),³ diesel (18,520 gal), E85 (43,401 gal), and B20 biodiesel (34,138 gal),² were used to power a fleet of university vehicles or rental vehicles for university business. It should be noted that fuel consumption related to official travel by university personnel via personnel vehicles, public transit, train, and air flight was not available. See Table EN-1 for more details.

FIGURE EN-1 ENERGY CONSUMPTION OVER FIVE YEARS^{2&3}

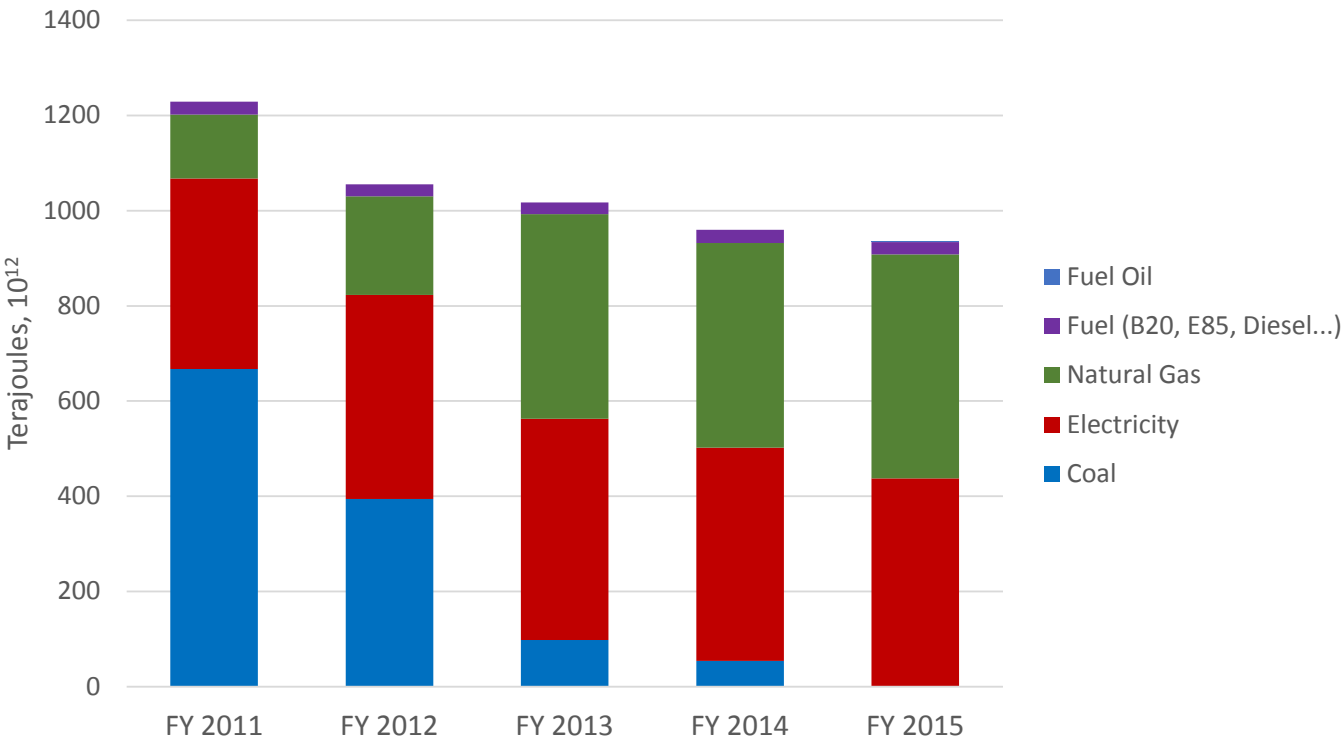


TABLE EN-1 ENERGY USAGE OVER A FIVE YEAR PERIOD, TERAJOULES, TJ²

ENERGY SOURCE	FY 2012 TJ	FY 2013 TJ	FY 2014 TJ	FY 2015 TJ
Coal	394.67	98.10	54.03	0.00
Electricity	428.41	464.57	448.08	437.54
Natural Gas	207.35	430.23	429.71	470.74
Gasoline Fleet	16.15	13.89	14.59	13.97 ³
Diesel Fleet	3.2	3.24	2.75	2.71
E85 Fleet	2.00	2.45	4.07	4.12
B20 Fleet	3.68	4.65	6.34	4.92
Fuel Oil				0.05

TRANSPORTATION

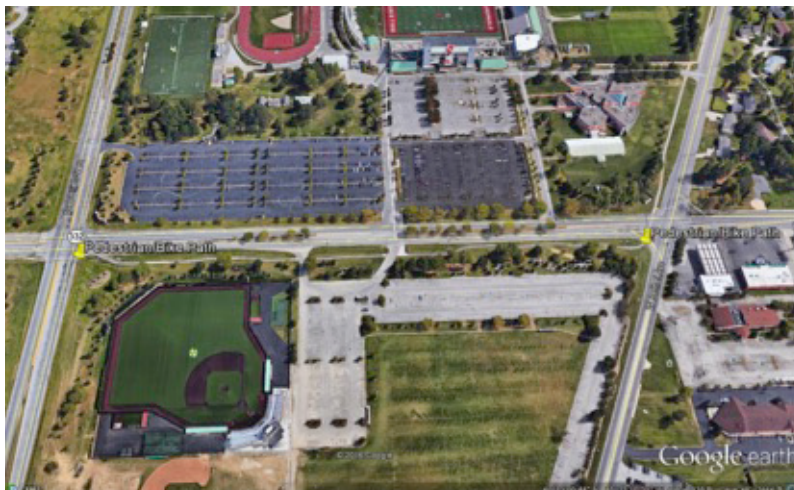
Ball State University owns a fleet of vehicles for use by staff and students, both on and off campus. These vehicles consumed fuels representing 25.7 Terajoules (Table EN-1),^{2&3} in addition to producing emissions as referenced in Table EN-2. In an effort to reduce the impact of transporting people and goods, Ball State has implemented several projects, including the Tillotson Pedestrian project.

TILLOTSON PEDESTRIAN BIKEWAY

A collaborative project between Muncie and the university, the Tillotson Pedestrian Bikeway was completed in June of 2015.⁷ This cement path follows Tillotson Avenue north and south and is utilized by both walkers and cyclists. No motor vehicles are permitted. Pedestrians are now able to more safely cross McGalliard Boulevard via this path.

The path was paid for by Congestion Mitigation and Air Quality (CMAQ) funding.⁸ The funds were a grant given by the U.S. Department of Transportation's Federal Highway Administration. The CMAQ program provides local and state governments with funds to help areas meet the requirements of the Clean Air Act. This helped the Muncie community lower congestion, comply with National Ambient Air Quality Standards,⁹ and reduce levels of lead and 8-hour ozone levels.

The Tillotson Pedestrian Bikeway is another stage in the City of Muncie's effort to create a multi-modal trail system, eventually connecting to the Kitselman Trailhead Land Collective Project.¹⁰



Tillotson Pedestrian Bikeway, photo by Goggle Earthr

CARBON EMISSIONS

The Campus Carbon Calculator available at Second Nature was used as the source of emission data for Ball State with a correction for fleet gasoline (see p. 27).^{1&2} Emissions during the FY 2015 were at an all-time low, estimated at 128,562.8 metric tons (MT) of carbon dioxide equivalent (CO₂e). As shown in Figure EN-2, this follows the trend of the past four years in which total emissions have been slowly decreasing.

SCOPE 1: DIRECT EMISSIONS FROM OWNED OR CONTROLLED SOURCES

SCOPE 2: INDIRECT EMISSIONS FROM PURCHASED ENERGY SOURCES

SCOPE 3: EMISSIONS FROM OUTSIDE FACTORS

Most of the decline in emission rates is tied to Ball State's commitment to use geothermal energy exchange to heat and cool its buildings. The Ball State Campus Clean Energy and Efficiency Project, also known as the geothermal project that began operation in late 2012, has succeeded in bringing down Scope 1 emissions

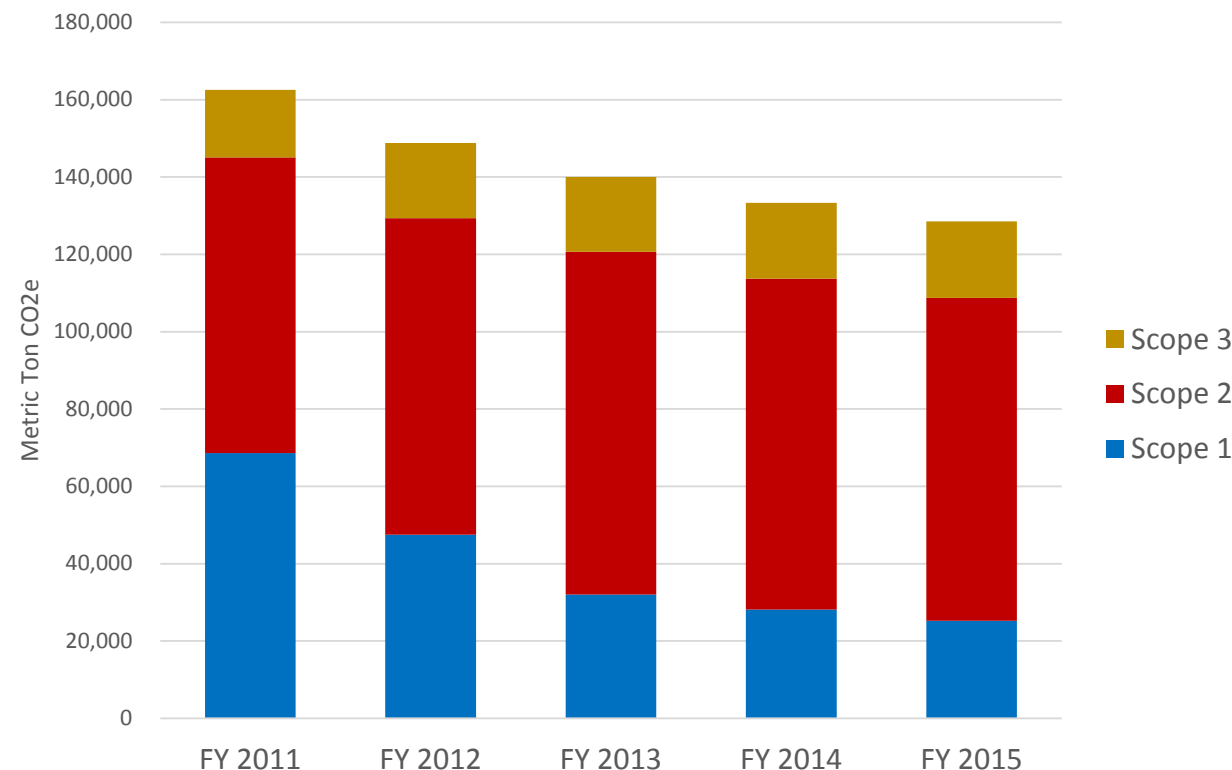
significantly, from 68,624 MT of CO₂e in FY 2011 to 25,213 MT of CO₂e in FY 2015,² a 63% decrease over the four year period.

Most of Ball State's emissions come in the form of Scope 2 emissions. In FY 2015, Scope 2 emissions made up 65% of total emissions, i.e., 83,551 MT of CO₂e.² All of the university's Scope 2 emissions are a result of purchased electricity from Indiana Michigan Power. The Scope 2 emissions would be higher, however, if not for the geothermal project. Since the geothermal project began, Ball State has purchased electricity to drive ground source heat pumps and compressors for the North and South District Energy Stations.

In an attempt to encourage further reductions in CO₂ emissions, Ball State's Council on The Environment (COTE) adopted a resolution on February 2, 2015, recommending that "any new buildings constructed during the next 15 years be limited to those replacing an older building with high associated CO₂ emissions."¹¹

Scope 3 emissions of 19,798 MT of CO₂e² made up 15% of total reported CO₂e emissions at Ball State. However, this report does not account for CO₂ emissions related to employee or student commuting.

FIGURE EN-2 SUMMARY OF TOTAL EMISSIONS, METRIC TONS OF CO₂E^{1&2}



EN-2 SUMMARY OF TOTAL EMISSIONS, METRIC TONS OF CO₂E^{2 & 3}

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Scope 1 Emissions					
Stationary Combustion	66824.8	45959.7	30507.1	26515.9	23721.6
Mobile Combustion	1799.2	1581.2	1487.9	1618.2	1491.9
Total Scope 1	68623.9	47540.9	31995.0	28134.1	25213.5
Scope 2 Emissions					
Purchased Electricity	76504.2	81807.2	88711.6	85562.9	83550.8
Total Scope 2	76504.2	81807.2	88711.6	85562.9	83550.8
Scope 3 Emissions					
Commuting	*	*	*	*	*
Air Travel	4574.4	4574.4	4341.8	4341.8	4341.8
Solid Waste	7762.4	9365.1	9300.0	9300.0	9300.0
Paper	397.0	482.1	228.7	689.2	992.6
Scope 2 T&D Losses	4728.6	5056.3	5483.1	5288.5	5164.1
Total Scope 3	17462.3	19477.9	19353.5	19619.4	19798.5

*Not available

EMISSION INTENSITY

The emissions generated by an organization can also be assessed in terms of other context-specific metrics. Doing so, normalizes the representation of environmental impact. As shown in Table EN-3, the emission intensity of gross Scope 1, 2, and 3 emissions was 7.0 MT of CO₂e relative to full-time student enrollment in Fall 2014 (18,255 students); relative to the total area of university buildings (7,169,210 square feet), the gross emissions were 17.9 MT CO₂e per 1000 square feet.^{2 & 3}

EN-3 EMISSION INTENSITY, METRIC TONS OF CO₂E^{2 & 3}

	Total Emissions	Per Full-Time Enrollment (Fall 2014 = 18,255)	Per 1000 Square Feet (7,169,210 sq ft)
Gross emissions (Scopes 1 + 2)	108,764	6.0	15.2
Gross emissions (Scopes 1 + 2 + 3)	128,563	7.0	17.9

CO₂E AVOIDED

While participating in Chevrolet's Carbon Reduction Initiative from 2011 to 2014, Ball State collaborated with Bonneville Environmental Foundation (BEF) and the Climate Neutral Business Network to field test a methodology that would enable institutions of higher education to participate in the voluntary carbon credit market.¹² Specifically, Ball State pilot tested this methodology by determining the eligibility of carbon credits that resulted from the replacement of its coal-fired steam boilers with a ground-source heat pump geothermal system. Initially, carbon credits were transacted through Bonneville Environmental Foundation on behalf of Chevrolet. In 2014, Second Nature's Carbon Credit & Purchasing Program (C2P2) continued Chevrolet's Campus Clean Energy Campaign thus enabling campuses to verify and market their emission reductions.¹³

In calendar year 2015, Ball State transacted 27,805 MT CO₂e credits with BP Target Neutral Group through Second Nature.¹⁴ The funds generated by this carbon credit transaction will support projects that accelerate Ball State's progress towards carbon neutrality. See the Economic Section (p. 25) for information about the monetary benefit of such transactions.

STUDENT LEADERSHIP

Ball State Energy Action Team (BEAT) has been the main student driver for promoting a culture of sustainability at Ball State.¹⁵ Officially founded in 2010, BEAT engaged students and faculty in energy saving competitions and educational awareness.

BEAT's main goal was to reduce the energy use across campus through education and incentives. This organization, which was affiliated with Facilities Planning and Management, was comprised of students from all disciplines who wanted to help Ball State reduce its energy consumption and promote green initiatives around campus. Their goals were achieved by sponsoring annual events such as the Energy Challenge (as a part of the annual Campus Conservation Nationals competition, which has since ended after the 2015 competition) and Dinner in the Dark.

In their efforts to "reduce your use," BEAT has implemented a campus-wide Energy Challenge for several years. Before the challenge began, the data from each residence hall building was taken as a baseline energy reading. The averages of these readings were used to compare energy reductions throughout the three week competition. By comparing the different weekly readings against the baseline energy readings, each hall competed to see which could reduce energy usage by the largest percentage.

The goal of the competition was for each hall to reduce its energy consumption by 5%, though this was not often met. The prize of a pizza party and a trophy that can be displayed in the hall encouraged residents to power down lights and appliances when they were not in their room.

BEAT also partnered with Dining Services to put on Dinner in the Dark, where Noyer Retreat and the La-follette Buff turned off the lights while attendees had dinner by candlelight. At the event, attendees received eco-friendly gifts and eco-tips.



White River.

WATER

In 2015, Ball State purchased 272,542,852 gallons of water from Indiana American Water¹⁶ and withdrew 2,060 gallons from its own well to irrigate athletic fields.¹⁷ In addition, two onsite wells were used for research purposes and a 5,000 gallon rain barrel collecting rainwater from the North Grounds building was used for irrigation purposes. Indiana American Water, the public water system serving Ball State University and Muncie, relies on surface water from the White River and the Prairie Creek Reservoir,¹⁸ and groundwater resources from the St. Joseph aquifer system.

The St. Joseph aquifer system, the only sole-source aquifer in Indiana, supplies 50% or more of the drinking water for the area. The average person in America uses about 80 to 100 gallons of water per day according to the USGS Water Science School. The average amount of water supplied to customers on a daily basis in Muncie is 7.7 million gallons.¹⁸

WATER TREATMENT

If you live in Muncie, the water you drink comes from the White River. The White River starts as a bubbling stream out of the ground about 40 to 50 miles north of Muncie. The water flows past the reservoir and is pumped from the river to the Water Treatment Plant. All wastewater ends up at the Muncie Wastewater Treatment Plant. On average, 16.5 million gallons of water flows through the treatment plant and gets purified each day.¹⁹

IS YOUR WATER SAFE TO DRINK?

Water Finder ranked Indiana 18th in the nation for clean water.²⁰ According to the 2015 annual water quality report by Indiana American Water, the water delivered to homes and businesses exceeded the state and federal quality requirements. Nonetheless, a number of chemicals were still found in Muncie's drinking water. Many of those chemicals stemmed from soil runoff, herbicide runoff used on row crops, discharge from metal refineries, fertilizer runoff and corrosion of household plumbing systems.²¹

With regard to Muncie's water systems, water quality test results revealed that the average lead extraction (90 percentile) was 5 ug/L, which was below the action level of 15 ug/L.¹⁸ The pH of the water in Muncie rests at 7.3.¹⁸ According to David LaFrance, CEO of the American Water Works Association, countless cities across the United States could be at risk for high levels of lead in drinking water.

PROPOSAL TO DAM THE WHITE RIVER

Many of the nation's water pipes are old. According to Kosik,²³ EPA indicates that 30% of pipes that deliver water to more than 100,000 people are between 40 and 80 years old. One study delegated by water utilities estimated that between 74 million and 96 million people could be drinking water with lead above the safe limit if the EPA were to require more accurate testing.²³

According to Indiana American Water, the age of water infrastructure systems in Muncie varies from 20 to 50 years old. The main transmission pipe, however, is as old as 100 years, according to an employee of Muncie water treatment plant.²⁴ According to the American Society of Civil Engineers, in the year of 2013, America received a D on drinking water infrastructure.²⁵

Some of the recommended solutions to address the impairments with regard to the infrastructure of Muncie include storm water controls, point source controls, updates in water infrastructure systems, manure management, and habitat improvements.²¹

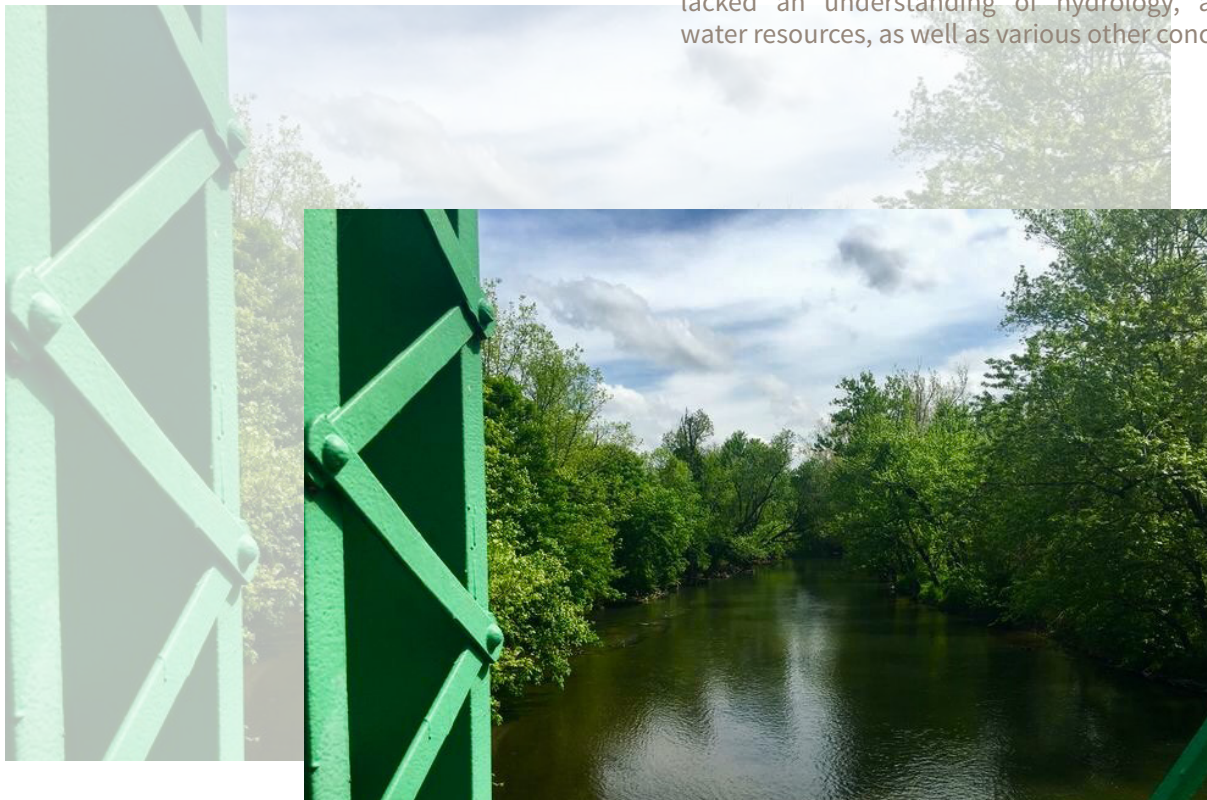
Indiana American Water invested more than \$3.6 million in improvements in the Muncie Water system in 2015.²⁶ Indiana American Water also paid over \$871,000 in local taxes in 2015 and is a valuable source of revenue to the local community and its services.²⁶

A recent proposal by the Anderson/Madison County Corporation for Economic Development would change the nature of the free flowing White River.²⁷ Citing economic revitalization, future water demand, and recreational opportunities, the Mounds Lake proposal aimed to dam the river at Anderson, Indiana. The resulting reservoir would cover about 2,000 acres along the current White River corridor stretching upstream about 7 miles toward Muncie.²⁷

Opponents of the Mounds Lake project, such as the [Heart of the River Coalition](#), protested the plan citing a broad array of concerns. Chief among these were destruction "of a mature riparian ecosystem including a fen within a State Nature Preserve, other associated wetlands, and one-third of Mounds State Park".²⁸

According to Tim Maloney, senior policy director for the [Hoosier Environmental Council](#), "the damming of the West Fork White River would cause major environmental damage, replacing a high-quality ecosystem with an artificial reservoir, in the process drowning unique natural areas in Mounds State Park, destroying healthy bottomland hardwood forest along the river, as well as working class neighborhoods in the city of Anderson."²⁹

There were also feasibility concerns. According to a Ball State peer review of the proposal consisting of experts from multiple departments, the proposal lacked an understanding of hydrology, available water resources, as well as various other concerns.³⁰



White River.

BIODIVERSITY

About 425 of the 1000 acres owned by Ball State is managed by the Field Station and Environmental Education Center (FSEEC) to support teaching, learning, and research.³¹ Spread across six properties, FSEEC manages these properties with the goal of maintaining and restoring the native biodiversity of Indiana.³¹ Christy Woods and Ginn Woods support a mature deciduous forests with rich native wildflowers. Cooper Farm contains a tall grass prairie.

As with much of central Indiana, invasive plant species continue to threaten native species on university property. Invasive species of concern include Amur Honeysuckle, Autumn Olive, Garlic Mustard, and Multiflora Rose. Management practices include burning, cutting, pulling, and the application of herbicides.

Ball State is located within the range of the Indiana bat (*Myotis sodalis*), a "near threatened species" according to the Red List of the International Union for Conservation of Nature and Natural Resources.



Orchid, photo by Andrea Lengerich

DR. JOE AND ALICE RINARD ORCHID GREENHOUSE

The Ball State University campus has an Orchid Greenhouse that is open to the public. The greenhouse is a resource used by students in biology, natural resources, art, technology, landscape architecture and photography and is open during the week for interested students. The Dr. Joe and Alice Rinard Orchid Greenhouse consists of over 2,000 orchid plants, which makes it the largest collegiate orchid species collection in the nation.³² This collection facilitates education on conservation, species protection, and awareness of the importance of biodiversity. Monthly programs are offered to educate the community on the importance of pollination, biodiversity, habitat protection and nature education. Docents assist visitors during these programs through guided tours.³³

The Rinard Orchid Greenhouse averages approximately 3,300 visitors per year.³³ Curator Cheryl LeBlanc with the Ball State University Department of Biology, has been working with these orchids since 1993.

ORCHID CONSERVATION

Cheryl LeBlanc's most recent action toward conserving more species of Orchids is a partnership with the Atlanta Botanical Garden (ABG).³⁴ She receives seedling orchid plants in the mail which she grows for conservation. She also works with ABG to propagate rarer orchids, which ABG grows up to new seedling orchid plants. This process allows for more rare orchid species to be maintained and protected.

ARBNET ACCREDITED ARBORETUM

Another way in which Ball State University actively provides education about biodiversity is through an on-campus arboretum. This living laboratory consists of over 7,000 trees across Ball State's 731 acre-wide campus.³⁵ The Arboretum consists of five separate trails ranging from 0.5 to 1.5 miles long in distance, each containing anywhere from 20 to 50 trees.³⁶

ArbNet, which is a global network for tree-focused arboreta, awarded Ball State a level-two accreditation in 2015 for its arboretum.³⁵ Level-two accreditation is achieved through a variety of requirements, such as: a minimum of 100 different species of trees, enhanced education and programming, as well as specific record keeping practices. The goals of ArbNet accreditation include: fostering the professionalism of arboreta, enabling collaboration in scientific and conservation activities, as well as advancing the planting, study, and conservation of trees.³⁷



Arboretum, photo by Andrea Lengerich

EFFLUENTS AND WASTE

The Muncie Sanitary District manages the effluents and solid waste generated by the university. In 2015, the total sewage produced by Ball State was 327,577 cubic feet.³⁸ A large amount of solid waste was sent to the Muncie Sanitary District from Ball State. In 2015, trash collected from Ball State and sent to the landfill totaled 2931.64 tons.³⁸

Also in 2015, there was one reportable spill of oils, fuels, wastes or chemicals, which was five gallons.³⁸

The Environmental Protection Agency defines hazardous wastes as “a waste with properties that make it dangerous or capable of having a harmful effect on human health or the environment”.³⁹ Ball State takes precautions with these produced wastes and ships them for proper disposal. In 2015, 7,810 lbs of hazardous waste was shipped out for proper disposal, including 3,950 lbs of regulated wastes and 3,860 lbs of non-regulated wastes.³⁸

RECYCLED INPUT MATERIALS

There is evidence that Ball State is striving toward a circular economy by purchasing materials and products with recycled content, as well as actively collecting and transporting those waste materials and products that can be recycled.

Ball State Purchasing Services Office did not track the percentage of recycled input materials, but did purchase many recycled content products. Examples included toilet paper that was made from 20% post-consumer materials, black trash bags made from 100% recycled material, and blue trash bags made from 96% recycled material.⁴⁰ Copy paper contained either 10% or 30% recycled materials.⁴⁰

Several recycled-content materials also were identified in the area of dining services: eco-craft paper made from 100% post-consumer and biodegradable/compostable recycled paper; Amorphous Polyethylene Terephthalate (APET) containers made from recycled plastic resin that are recyclable; Bagasse plates/bowls made from biodegradable and compostable renewable sugarcane and bamboo; recyclable plastic cups without added waste of lid and straw; and bamboo plates as an easily renewed resource.⁴¹

RECYCLED MATERIALS & PRODUCTS

Ball State had many practices in place to maximize the the diversion of used products and waste from landfills including composting, transporting used products to a recycler (Table EN-4), or repurposing materials. Tree waste, landscaping wastes, and coffee grounds were composted locally and used for landscape mulch across campus. Recycling companies used by Purchasing Services were screened to make sure that as little as possible of Ball State's waste goes to landfills and that it was instead recycled as much as possible.⁴⁰ Almost 100% of vegetable oil⁴² and electronic office equipment,⁴⁰ such as computers and monitors, were collected and transported to a recycler.

For its efforts to track and manage the use and responsible recycling of electronic equipment, Ball State University's Purchasing Services received a Bronze award for End-of-Life Management by the State Electronics Challenge (SEC) in 2015.⁴³ This award is administered by the Northeast Recycling Council, Inc.

Unused products, like printer toner, or gently used products were showcased in Ball State's Excess Catalog online through SciQuest.⁴⁰ These products could then be purchased by the public for use, instead of being put in a landfill. Excess products like office chairs, file cabinets, couches, and various office furniture pieces were stored in the warehouse. If they were not requested by university personnel or sold online, public auctions were held.⁴⁰

Ball State students also pitched in during the move-out donation drive from residence halls. In May of 2015, over 9,640 pounds of small appliances, non-perishable goods, and clothing were collected and donated to Muncie Mission.⁴⁴ In this way, Ball State further worked to avoid sending excess products to landfills.

TABLE EN-4 MATERIALS & PRODUCTS SENT TO RECYCLER IN 2015^{1 & 2}

Material or Product	Per Item	By Weight
Recycled Products		733.26 tons
Lead Acid Batteries	148 lbs	
Lithium Ion Batteries	148 lbs	
Alkaline Batteries	440 lbs	
Fluorescent Lamps	14,537 bulbs	
Fluorescent Lamp Ballasts (includes PCB and non-PCB)	8,036 lbs	
Metals	≈200,000 lbs	
Electronics, e.g., computers		≈50,000 lbs
Toner cartridges	100's	
Stretch Plastic Wrap		≈1000 lbs
Vegetable Oil		83,242.86 lbs ⁴⁶
Wooden Pallets	≈2000 ea	
Tree Waste	2,300 cu yds	
Finished Compost	4,000 cu yds	

COMPLIANCE

In FY2015, no monetary fines were placed on Ball State University for lack of environmental compliance. Additionally no grievances were established against the university in relation to environmental impacts.⁴⁵



Paper with Recycled Content, photo by Michele Whitehair



Recycled Content Products, photo by Michele Whitehair



Bicycles at Community Auction, photo by Michele Whitehair



PRODUCT RESPONSIBILITY

Reflections at the College of Architecture and Planning, photo by Strategic Communications

While Ball State University is engaged in several projects around the state of Indiana and the world, ultimately the primary products of Ball State are the students and the degrees they earn. As noted in the Introduction (page 12), graduation rates for undergraduate students completing their degree in four years¹ have increased, with a five-year change of +15.0%.²

Another way Ball State exercises product responsibility was by the efforts to keep students and faculty safe from danger. In a digital age, Ball State's safety procedures have expanded beyond protecting students life and safety to include their digital privacy and security.

One of the most important factors towards keeping students safe while on Ball State's campus is the University Police Department (UPD). The UPD works closely with the Muncie Police Department to extend

protection to students not only on the campus, but also in the surrounding city of Muncie. In the Campus Security Report,³ Ball State saw a 34% and 53% decrease in drug and liquor related arrests, respectively, in 2015 compared to 2014 calendar year. However, disciplinary referrals for drug abuse violations showed a consistent increase from 2013 to 2015 (Figure PR-1), while disciplinary referrals for liquor abuse violations decreased from 2014 to 2015.

A major cause for concern in residence hall living is the threat of fire. Ball State works closely with the Muncie Fire Department to ensure that every building on campus meets fire codes. In addition, every Resident Assistant is required to discuss fire exits and evacuation locations with residents. Every residence hall and Greek chapter on Ball State's campus is required to conduct one fire drill each spring and fall semester. Ball State reported only one fire on campus in the Lafollette Residence Hall Complex, specifically the Mysz/Hurst section.⁴

FIGURE PR-1 DISCIPLINARY REFERRALS FOR DRUG ABUSE VIOLATIONS³

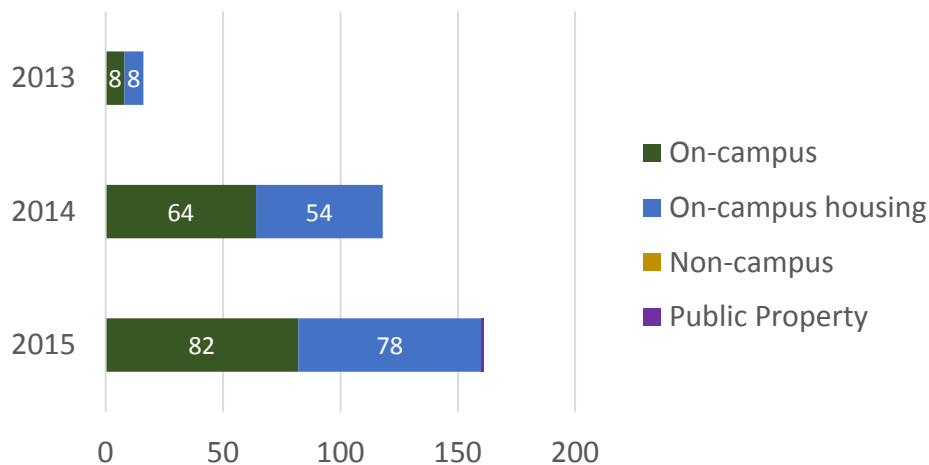
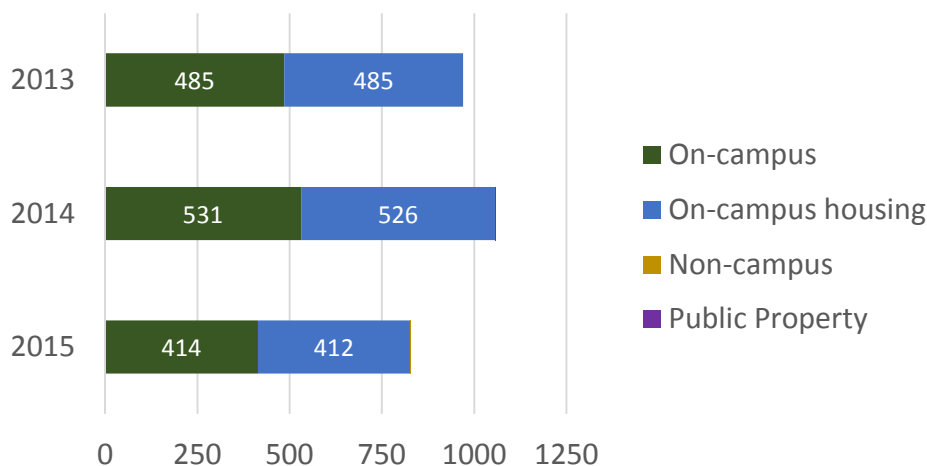


FIGURE PR-2 DISCIPLINARY REFERRALS FOR LIQUOR ABUSE VIOLATIONS³



CUSTOMER PRIVACY

As society trends even further into a digital age, one of the main concerns for many is digital privacy. The Ball State Office of Informational Security Systems (OISS) is headed by Director Tobey Coffman. One way the OISS protects the privacy of students is under the Family Educational Rights and Privacy Act (FERPA). FERPA states that Ball State can release directory information about a student, such as name or phone number; however, Ball State is not legally permitted to release any non-directory information.

The university and OISS protects web-browsing students, as well. University cloud databases are accessible from any Ball State owned network. In order to access the databases from off campus a virtual private network, or VPN is required. Every page that falls under Ball State's web site ends with "bsu.edu" in the URL. These sites are guaranteed not to phish for private information and offer a safe browsing experience. Ball State protects each of their on-campus computers with Sophos Endpoint Protection antivirus software.

On February 6, 2015, Anthem, the healthcare provider for all Ball State employees, reported that their computer servers were victims of a system-wide data breach attack.⁵ Anthem policyholders' had their names, social security numbers, telephone numbers, and other personal data stolen from Anthem servers. Personal security of any Ball State employee was immediately at risk.

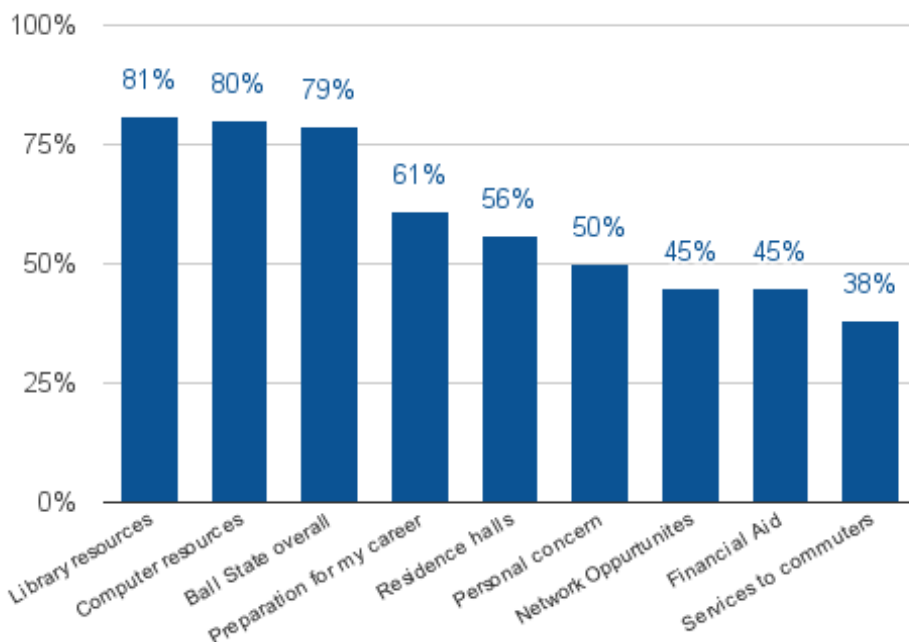
Although the total number of customers whose information was breached is still unknown, the insurance company is aware that at least 78.8 million policyholders had their information compromised.⁵ Anthem policyholders have since reported receiving scam e-mail and phone calls targeted at them to gain access to even more private information.⁶ Faculty members of Ball State have also reported identity theft and tax fraud related to the Anthem theft.

CUSTOMER SATISFACTION SURVEY

The opinions and suggestions of students and employees are important considerations as Ball State strives for continuous improvements in achieving its mission of ethical and responsible conduct, high-quality education, evaluation of its programs, and planning for the future.⁷ The Office of Institutional Effectiveness (OIE) administers a variety of surveys to gauge stakeholders' satisfaction and to elicit suggestions.

OIE administered the Senior Survey⁸ to all graduating undergraduate students; 1,930 of the 3,666 graduates completed the survey. Over 75% of respondents were satisfied or very satisfied (i.e., 4 or 5 on a 5-point scale) with library resources (83%), computer resources (80%), and Ball State overall (79%). Services to commuters (38%), financial aid (45%), and opportunities to network with employers (45%) ranked lowest in satisfaction.⁸ See Figure PR-3.

**FIGURE PR-3 SATISFACTION RESULTS OF SENIOR SURVEY⁸
SATISFIED OR VERY SATISFIED**



TRAY RETURN

PLEASE REMOVE RECYCLABLE
AND PLACE INTO BINS

Thank you!

A Graduate Student Exit Survey⁹ was administered to all masters, doctoral, and specialist -level students who applied for graduation in FY 2015. Of the 1,135 students graduating in FY 2015, 536 (47%) completed the survey, with 58% of respondents reporting that they took the majority of their classes via the internet. Similar to the FY 2014 results, about 96% of respondents indicated very positive or positive attitudes toward Ball State and nearly 90% rated their academic experience, personal enrichment, and the quality of graduate education as excellent or good.⁹

SPOTLIGHT: DINING SERVICES

Ball State University's Dining Services maintained 14 different dining locations and was a leader in campus-managed sustainability. The Dining Service staff pushed environmental sustainability to the forefront of their priorities with several rules in place that focused upon the handling of food and byproduct waste. Vegetable oil, used in frying foods, was recycled after its use: over 83,242 lbs in 2015.¹⁰ The university has partnered with the company Frytech which handles all of the school's oil deliveries and pickups of used containers once a week. In cooperation with Muncie Sanitary District, Dining Services diverts all food waste away from Muncie sewage to help reduce fatty build up in pipes.¹¹ Instead, food waste was sent to landfills which may assist in the biodegrading process.

Food that went unused, but was still good to eat, was collected and donated to the local Muncie Mission in order to help feed the hungry within the City of Muncie.¹¹ In an attempt to cut down on plastic waste, Dining Services offered reusable metal utensils, plateware, glasses, and plastic cups for students and faculty to use; however, those services were only available in 28% of dining locations: Noyer, Woodworth, Elliott Hall, and LaFollette.

Ball State Dining Services purchased its food from several large food distribution services, including Gordon Food Services (GFS), US Food Services, and Munsee Meats. Other than GFS, which was located in Michigan, all of the suppliers were based in Indiana. Although best price was a priority for food purchasing, Dining Services used locally grown produce when available and in season.¹¹

Dining Services gave back to Ball State's students by providing the most opportunities on campus for student employment. About 700-800 students were employed by Dining Services at any one time during the year.¹¹ Everyone working in dining locations was required to go through extensive ServSafe certified training regarding food and sanitation safety twice a year. Dining Services did its best to commit to the safest dining experience possible.



SOCIAL

HUMAN RIGHTS

As the second largest employer in the city of Muncie, Ball State University has become a leading example of how employers should respect human rights and exercise social responsibility.

INVESTMENT

The Ball State University Foundation is a not-for-profit organization that promotes philanthropy for the purpose of benefiting Ball State, especially its students. In FY 2015, the foundation received donations totalling \$12.5 million,¹ managed \$234 million in assets,² and provided \$357 million² to benefit Ball State University. Investment portfolio managers controlled where assets were allocated, however this information was not publicly available.

Following the university's commitment to become climate neutral by 2050,³ students⁴ and members of the Council on the Environment⁵ (COTE) questioned the compatibility of their sustainability commitments with investments in fossil-fuel companies. Several faculty and students encouraged the Ball State University Foundation to divest from fossil-fuel companies. In Fall 2014, COTE sponsored an Immersive Learning course where Sociology students surveyed university stakeholders about their knowledge and feelings toward fossil fuel divestment.⁵ Survey results from 417 participants indicated that 50% had low awareness of the impact of divestment, but almost 79% of respondents indicated that divestment would be "positive" or "positive, but only if done partially."⁶

The foundation listened to these concerns and conducted a study of industry standards, as well as its own investments in fossil fuel companies. The board members of the Ball State Foundation reported that only 1% of its investments involved the top 200 companies having the highest exposure to fossil fuel production."⁷ Furthermore, in June of 2015, the foundation announced it would support an alternative investment portfolio that adopts environmental, social and governance strategies.⁷

EMPLOYEE TRAINING

Human Resource Services offered 130 hours of professional development opportunities to employees throughout the academic year. About 20 hours of content was related to employee rights. These policies include EEO Affirmative Action, University Anti-Harassment Policy, and the BSU Confidentiality Policy.⁸

Also put into place in 2015 was the implementation of the Campus SaVE (Campus Sexual Violence Elimination) Act. "The Campus SaVE Act requires that institutions of higher education provide mandatory ongoing primary prevention and awareness programs/training for students and employees that address several topics related to rape, acquaintance rape, domestic violence, dating violence, sexual assault, and stalking."⁹ All university employees were required to complete an online self-paced course taking about 60-90 minutes.

NON-DISCRIMINATION

The Beneficence Pledge articulates the value that members of the Ball State community hold for acting in a socially responsible manner and treating every member of the community with respect. Specifically, Ball State students are asked "to respect and learn from differences in people, ideas, and opinions."¹⁰ Hate crimes and bias incidents would indicate challenges to upholding these ideals.

A hate crime is an illegal act that includes evidence that the victim was intentionally selected based on the perpetrator's bias against their race, gender, orientation, etc. The number of hate crimes recorded at Ball State University in FY 2015 was zero.¹¹

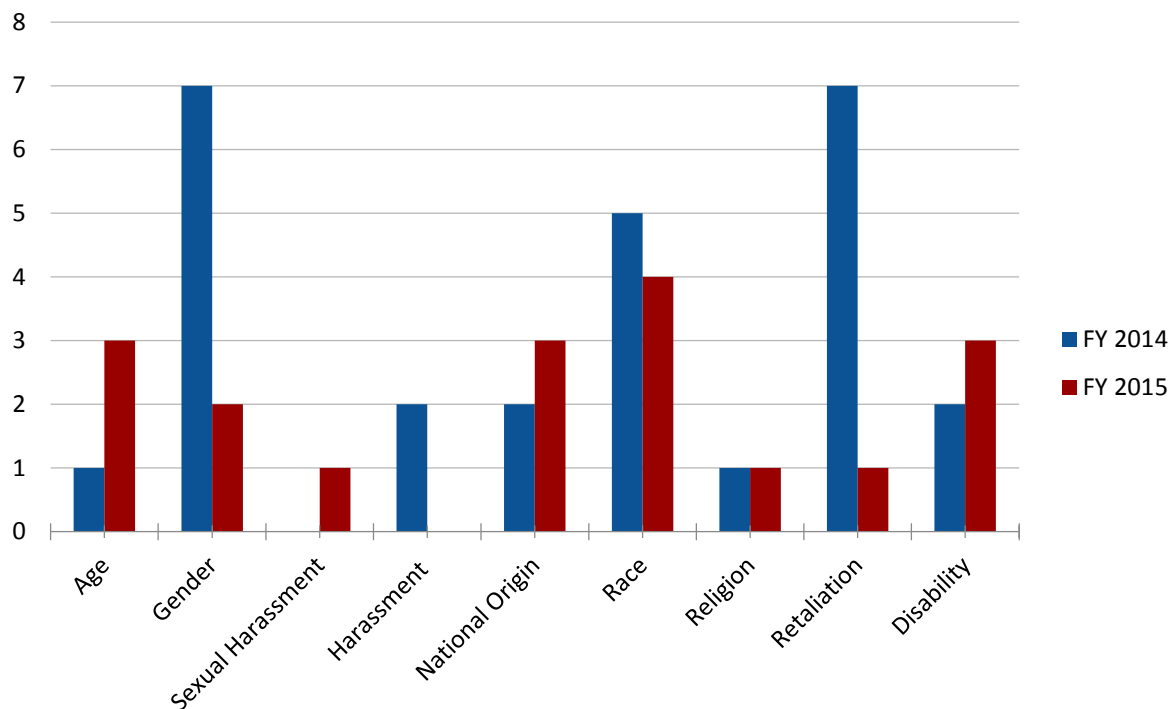
BIAS INCIDENT: A DEFINITION

"CONDUCT, LANGUAGE OR EXPRESSION MOTIVATED BY BIAS ON A PERSON'S ACTUAL OR PERCEIVED RACE, COLOR, ABILITY, ETHNICITY, GENDER, GENDER IDENTITY AND EXPRESSION, NATIONAL ORIGIN, RELIGION, SEXUAL ORIENTATION, AND VETERAN STATUS."¹².

HUMAN RIGHTS

However, the number of bias incidents reported numbered 18 in 2015, a marked decrease from the 27 reported in 2014.¹¹ As shown in Figure HR-1, the largest category of bias incidents in FY 2015 concerned race, with four reported. Bias incidents related to national origin, disability and age all had three reported occasions. The status of the events and disciplinary actions taken are not reported. The University Diversity Committee suggests that Ball State expand upon the efforts to promote awareness of the multitude of diverse ideas and people present on campus as well as in the community.¹³

FIGURE HR-1 FREQUENCY OF BIAS INCIDENTS¹¹





Beneficence, photo by Michele Whitehair

SECURITY PRACTICES

Ball State University invested in the safety of faculty, staff, and students during FY 2015.¹⁴ The university provided a number of precautions to help assure a secure environment, such as ID Card Readers to unlock doors and emergency phones throughout the campus. The Motorist Assist Program provided free assistance to faculty and staff when they encountered problems with their vehicles. Charlie's Charter was a free service that offered free rides within the Ball State campus from 6 p.m. to 3:30 a.m. Sunday through Thursday, allowing Ball State faculty and staff to remain safe. There were also rape aggression classes and an anonymous crime reporting site known as Silent Witness.¹⁴ In the event that students or staff became victims, the Office of Victim Services provided crisis intervention, education, training, referrals, and advocacy.¹⁵

On-campus security was provided by the University Police Department (UPD), available 24 hours per day throughout the week. Officers of the UPD were the only university personnel required to be trained in security, which suggests that about 1% of university personnel were officially trained to handle emergency situations. Training was based on an extensive manual titled *Field Training Program for Probationary Officers*.¹⁶ This program takes place over the course of at least 21 weeks and utilizes both classroom and field components.¹⁶

The UPD and Muncie Police Department, while separate entities, are by no means overly-restricted by boundaries. Officers from both will patrol outside of their designated areas, as University Police Department will monitor off-campus locations for potential problems. The Muncie Police are also called in whenever there is a significant threat, such as a

potential shooter or sexual assault reported. The two departments work together to keep the city of Muncie as a whole as safe as possible.

In the event of an on-campus emergency, students and faculty receive text alerts and emails providing basic information on the event. This includes areas to avoid and descriptions of suspects and weapons carried. This type of information broadcasting is instrumental for general campus safety and security.

The Ball State Police Department also promotes its Lunch with a Cop program, which has been one of the most successful programs the police department has conducted to promote community outreach and public engagement. In 2015, over 230 students participated in the program.¹⁷

HUMAN RIGHTS ASSESSMENT

Ball State University's Purchasing Services office followed the code of ethics advocated by the *National Association of Academic Procurement*.¹⁸ Adhering to this code helped protect Ball State University's reputation, as well as strengthened the practices of fair dealing.

Similar to the findings of the 2014 Sustainability Report, there was insufficient data to determine the percentage of suppliers screened using human rights criteria. This also applies to the percentage of operations that have been subject to human rights reviews in the last academic year. With Ball State University having only one major area of operations, there is insufficient data to suggest that any human rights reviews or impact assessments were conducted.

FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

Ball State University currently has 642 employees covered by a collective bargaining agreement²⁰ with the American Federation of State, County, and Municipal Employees #293.²¹ This means about 21% of the 2994 full time employees at Ball State in FY 2015 were protected.

Ball State University's *Handbook for Service Personnel*²⁰ states that "without fear of penalty or reprisal, eligible employees have the right to freely join and assist any lawful employee organization or to refrain from such activity."²¹ This handbook was revised in 2014, and a new version has not been published since, implying that Ball State University holds true to this statement.

PARTIAL LIST OF THE CODE OF ETHICS FOR NATIONAL ASSOCIATION OF ACADEMIC PROCUREMENT ¹⁹

- DEMAND HONESTY IN SALES REPRESENTATION WHETHER OFFERED THROUGH THE MEDIUM OF A VERBAL OR WRITTEN STATEMENT, AN ADVERTISEMENT, OR A SAMPLE OF THE PRODUCT.
- COOPERATE WITH TRADE, INDUSTRIAL AND PROFESSIONAL ASSOCIATIONS, AND WITH GOVERNMENTAL AND PRIVATE AGENCIES FOR THE PURPOSES OF PROMOTING AND DEVELOPING SOUND BUSINESS METHODS; AND
- FOSTER FAIR, ETHICAL AND LEGAL TRADE PRACTICES.¹⁹

SOCIETY

Ball State supported over 21,000 students and thousands of employees, creating widespread impact upon the larger community of Muncie and Indiana. In FY 2015, students, faculty, and staff participated in various community outreach projects that benefited organizations in Muncie and around the state. This section features information about Ball State's community engagement, off-campus crime, product suppliers and screening processes for suppliers.

COMMUNITY ENGAGEMENT

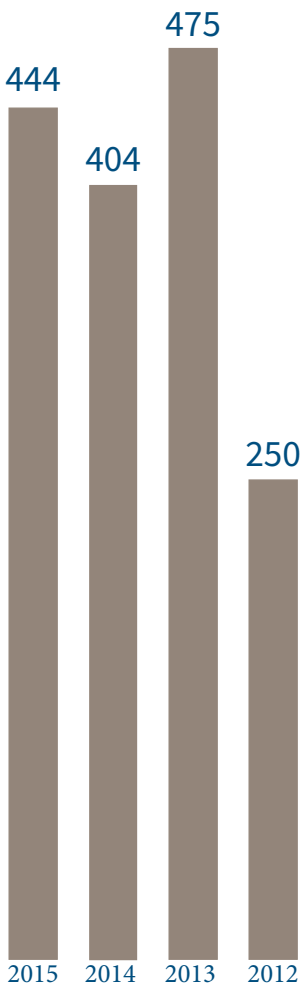
Ball State recognizes outreach and engagement projects as collaborations with external partners for the mutual exchange of knowledge and resources. According to the Outreach and Engagement report for 2014-2015, 797 projects were completed.¹ Over 60% of these projects were completed in and around Muncie and Delaware County.¹ A total of 8,293 students participated in the project-based outreach activities, and of those, 3,811 students participated in one of the 317 Certified Immersive Learning projects,¹ i.e., credit bearing experiences that result in a final product for the community partner. In the spring and fall, immersive projects were showcased during a reception with community members (Figure SO-1).

Approximately 280 faculty and staff were involved in outreach work in FY 2015, encompassing about 60 departments, offices, and centers around campus¹ such as history, sociology, urban planning, technology, telecommunications, and many others. More than 60 community partners were involved with the different projects.^{2,3} These included organizations within Muncie, such as the Muncie Action Plan, Habitat for Humanity, and the United Way of Muncie and Delaware County. Also involved were organizations outside of Muncie, such as the City of Albion, Indiana and the Indianapolis Airport Authority.^{2,3}

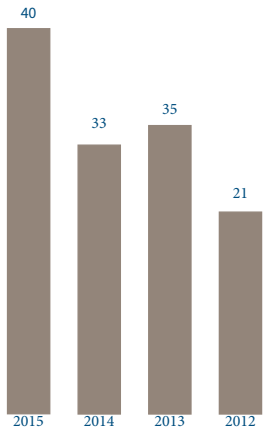
In 2015, Ball State was one of 240 universities in the nation identified by the Carnegie Foundation for the Advancement of Teaching as a Community Engagement Classified Institution.⁴ The Community Engagement Classification is defined as mutually beneficial collaborations between communities and institutions of higher education that provide exchanges of knowledge and resources through partnerships and reciprocity.⁵

Figure SO-1 Students and Immersive Projects Participating in Spring and Fall Showcase^{2&3}

Student Attendees



Showcased Projects





HeadStart Preschool NaturePlay by Courtney Castleman

NATURE PLAY: IMMERSIVE PROJECT

Many of Ball State's immersive learning projects have involved different organizations in Muncie. One such project gave Ball State architecture students an opportunity to build a park. In the fall semester of 2015, Ball State architecture students and Professor Pam Harwood completed a nature play area at Head Start in Muncie. For the project, students broke up into teams to build different parts of the park, which now includes bridges, a play tunnel, a slide, and a reading maze. The students were responsible for all pieces of the park, including the landscaping, for which they picked plants indigenous to the area. The park celebrated its grand opening on October 22, 2015.

CRIME

As reported in the 2016 Campus Security Report, the rate of off-campus crime was higher in 2015 than it was in previous years.⁶ In 2015, there were 8 incidents of rapes on non-campus properties, compared to 0 in both 2014 and 2013, as well as 2 incidents of forcible fondling in 2015.⁶ There were 3 cases of burglaries off-campus in 2015, compared to 1 in 2014 and 2 in 2013.⁶ There were also two cases of dating violence and one of stalking on public property reported in 2015.⁶

There were 8 reports of drug abuse violations on public property in 2015, compared to none in 2014 and 5 in 2013.⁶ Three arrests based on liquor law violations happened off-campus in 2015 and 2014, and none happened in 2013.⁶ Arrests for the same violations on public property totaled 28 in 2015, 5 in 2014 and 11 in 2013.⁶ Two liquor law violations resulting in disciplinary referrals were reported in 2015, compared to none in both 2014 and 2013.⁶

See Figure PR-1 and PR-2 (Page 39) for information about crime on Ball State's campus.

In 2015, there were no confirmed incidents of corruption, according to Sali Falling, the Vice President and General Counsel for Ball State.⁷ There were also no legal cases regarding corruption brought against Ball State, nor were there any fines or sanctions for non-compliance with laws in 2015.⁷



Beneficence, photo by Michele Whitehair

SUPPLIERS

Ball State did not have a specific policy in place for screening new suppliers for impacts on society.⁸ The cost of products purchased by the university was one of the main things the university considered. Roger Hassenzahl, the Director of Purchasing at Ball State, said the university looked to get the best products at the lowest costs. He added that the university invited local vendors to send in bids when Ball State needed a product, but that in the end it was the cost of the product that was the biggest factor in product selection.⁸

Hassenzahl said that university departments were encouraged to look into purchasing green products when they were buying, and that they were encouraged to “shop with common sense,” and find a balance between buying sustainable products and spending wisely.⁸

Dining Services at Ball State sourced food products locally as much as possible. When a Request for Proposal, which is a request for bids from vendors, was sent out, Karen Adkins, the director of Dining Services, said they looked both for the best price and for locally sourced products.⁹ Piazza, which provided produce for campus dining halls, is based in Indianapolis.¹⁰ Gordon Food Service, which provided a variety of products for Dining Services, is based in Michigan.¹¹ Caito, which packaged the fruits, premade sandwiches and salads, and snacks for the dining halls, is based in Indianapolis,¹² and US Food Service, which provided many various products for the dining halls, is headquartered in Illinois.¹³ Fry Tech provided, and recycled, oil for frying for Dining Services.⁹

Dining Services bought fish from High Liner Foods, a company whose buyers raise or catch fish sustainably. At Ball State, at least 30% of fish served across campus was sustainably sourced.¹⁴



Paper with Recycled Content, photo provided by Michele Whitehair



Recycled Content Products, photo provided by Michele Whitehair

LABOR PRACTICES

Ball State University was a major employer in Muncie, Indiana in 2015, with 3,413 total employees, including both full and part-time.^{1&2} The labor practices upheld by the university are vital to the operational effectiveness of the institution but also important in supporting the health, safety, and satisfaction of employees and the citizens they serve.

“Ball State University is committed to the principles of nondiscrimination and equal opportunity in education and employment. Further, the university is committed to the pursuit of excellence by prohibiting discrimination and being inclusive of individuals without regard to race, religion, color, sex (including pregnancy), sexual orientation, gender identity or gender expression, disability, genetic information, ethnicity, national origin or ancestry, age, or protected veteran status.”³

EMPLOYEE DIVERSITY

From FY 2014¹ to FY 2015², Ball State University increased the number of full-time employees from 2,954 to 2,994 and decreased the number of part-time employees from 423 to 419 as of November 1 of each respective academic year (G4-3, p. 14).

The racial composition of full-time employees during Fall 2015 indicated that the vast majority of employees

identified their racial or ethnic origin as White (86.9%) with 6.2% identifying as unknown or international, 4% as Black, 1.7% as Hispanic, and less than 1% for several other racial groups (Figure LP-1).⁴

The U.S. Census Bureau characterized the racial composition of Indiana’s population as 85.8% White, 9.6% Black, and 6.7% Hispanic in 2015.⁵ Comparing Ball State employment to Indiana’s population suggests that racial minority groups were disproportionately under-represented among full-time employees. An examination of full-time employment categories by race indicates that one employment category reflected the minority population statistics in Indiana with 9.4% of Service and Maintenance staff self-identifying as Black.⁴ Among part-time employees, 11.6% of Service and Maintenance staff self-identified as Black.⁴

Among employment categories, faculty were the most diverse relative to race and ethnicity with 18.9% of faculty self identifying as not White.

After a review of diversity data for FY 2015, Ball State’s University Diversity Committee offered several recommendations to increase the diversity of candidate pools during faculty searches, such as requiring search committees to demonstrate that significant efforts were made to attract a broad pool of candidates.⁶

FIGURE LP-1 RACE & ETHNICITY OF FULL-TIME EMPLOYEES, FALL 2015⁴

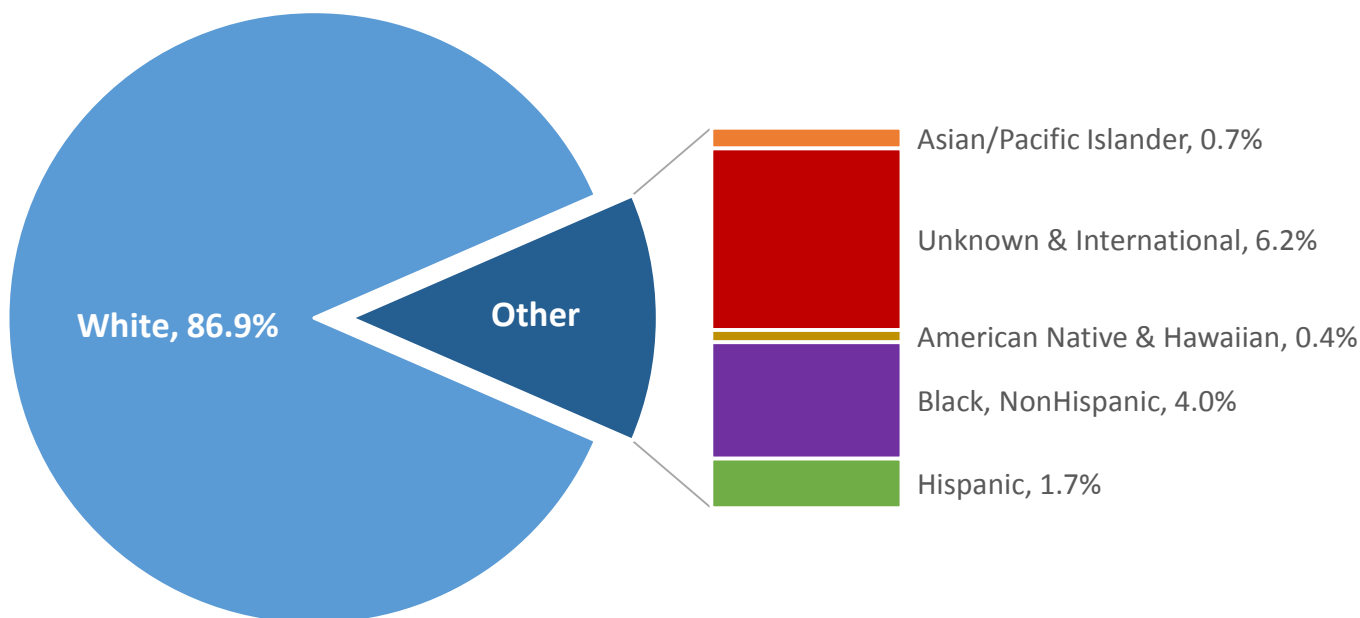
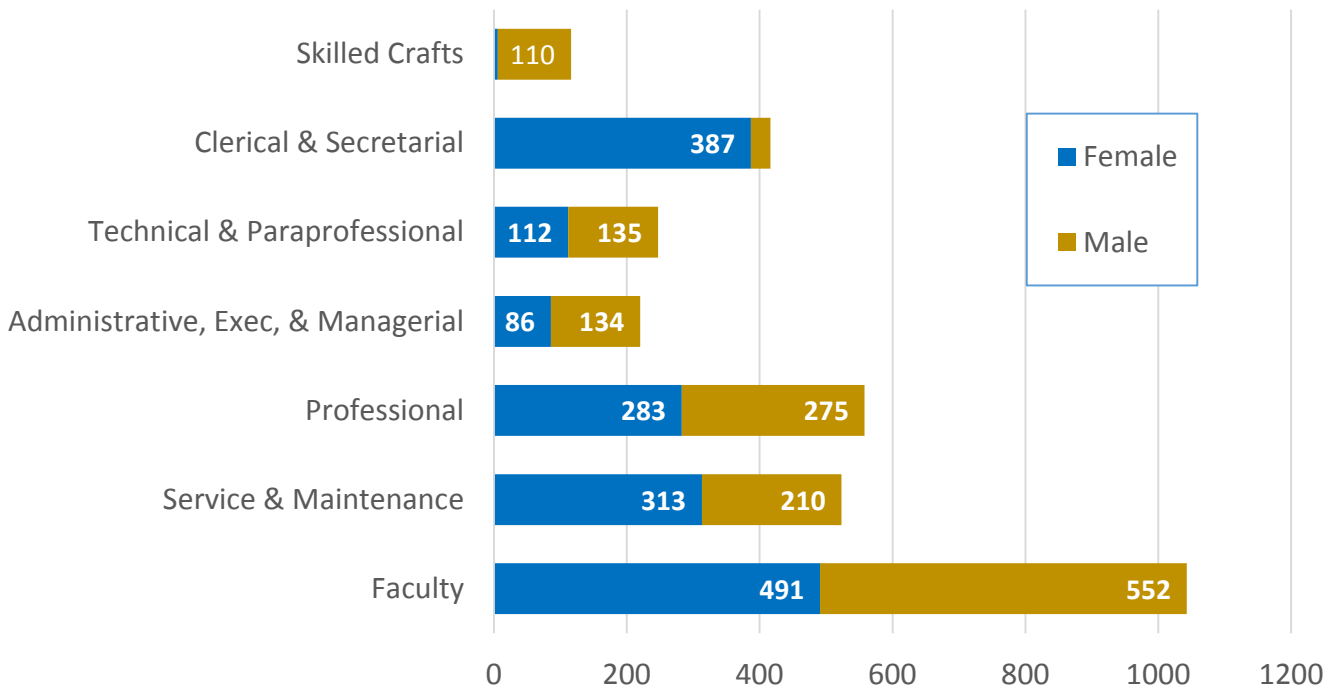


FIGURE LP-2 FULL-TIME EMPLOYEES BY GENDER, FALL 2015⁴

GENDER & EQUAL REMUNERATION

Indiana had one of the nation's worst gender wage gaps in the U.S. according to a study conducted by The American Association of University Women.⁷ Results indicated that Indiana ranked #40 in the nation; women in Indiana earned an average of 76% of what men earned. The national average was 80%.

Ball State's Office of Institutional Effectiveness released data regarding the gender of employees for Fall 2015.⁴ An examination of full-time employees by gender (Figure LP-2) showed that women comprised 53.7% of the workforce. A greater percent of women occurred in employment categories which traditionally generated the lowest pay; women comprised 93% for the Clerical and Secretarial category and almost 60% for the Service and Maintenance category,

Among full-time employees, Faculty comprised the largest employment category representing 33.3% of employees.² As shown in Figure LP-3, the percentage of females was lower at higher faculty ranks. At associate and full professor rank, females comprised 46.5% and 27.6%, respectively.²

The University Diversity Committee recommended investigation into the barriers that deter under represented faculty, including female faculty, from achieving the rank of professor.⁶ Average salary data supplied by the Office of Institutional Effectiveness also

indicated increasingly larger wage gaps between male and female faculty as rank increased (Figure LP-3).⁴ Male associate professors were paid an average of \$4,000 more than female associate professors while male full professors were paid an average of \$10,136 more.⁴

Nearly 50 years after the Equal Pay Act of 1963, women continue to earn less than men throughout their careers. According to PayScale,⁸ some of the factors contributing to this wage gap are that men and women gravitate toward different careers. Men tend to choose career paths that pay higher than most of the popular choices for women. Statistics show that women's pay growth stops out-pacing men's at around age 30.⁸ On average, this is typically when women start having children.⁸ However, this does not fully explain why a man received higher wages than a woman when each held the same position.

Why were Ball State male faculty paid more than female faculty? According to the American Association of University Professors, the gender wage gap can be interpreted in part by women's abundant representation in disciplines where faculty were generally paid less and partly by concentration in lower ranks.⁹ Nevertheless, an unexplained gender-based distinction remains.

FIGURE LP-3 FULL-TIME FACULTY BY GENDER, FALL 2015²

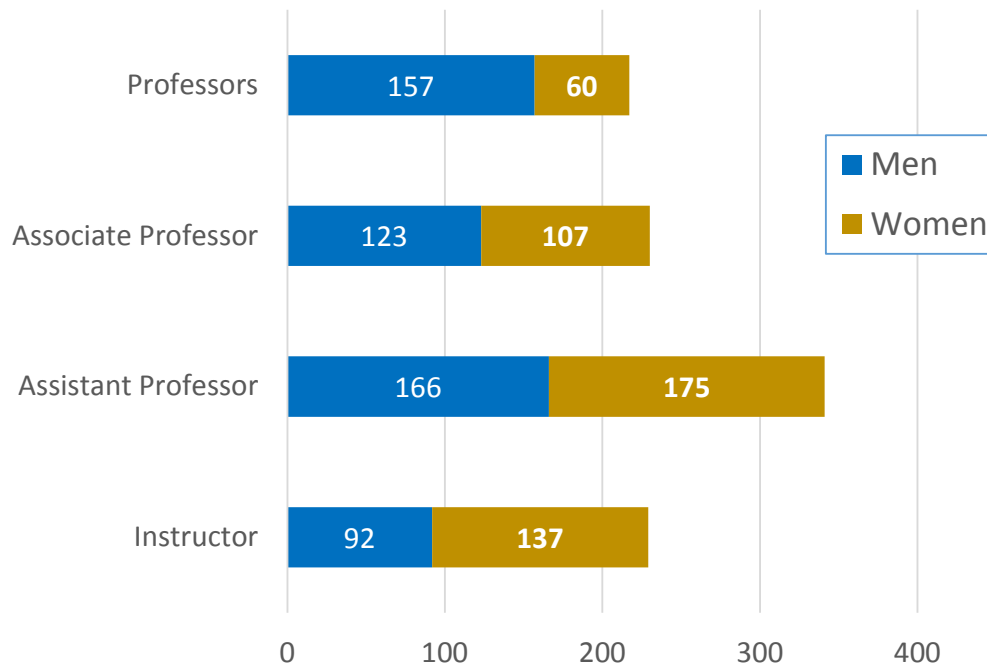
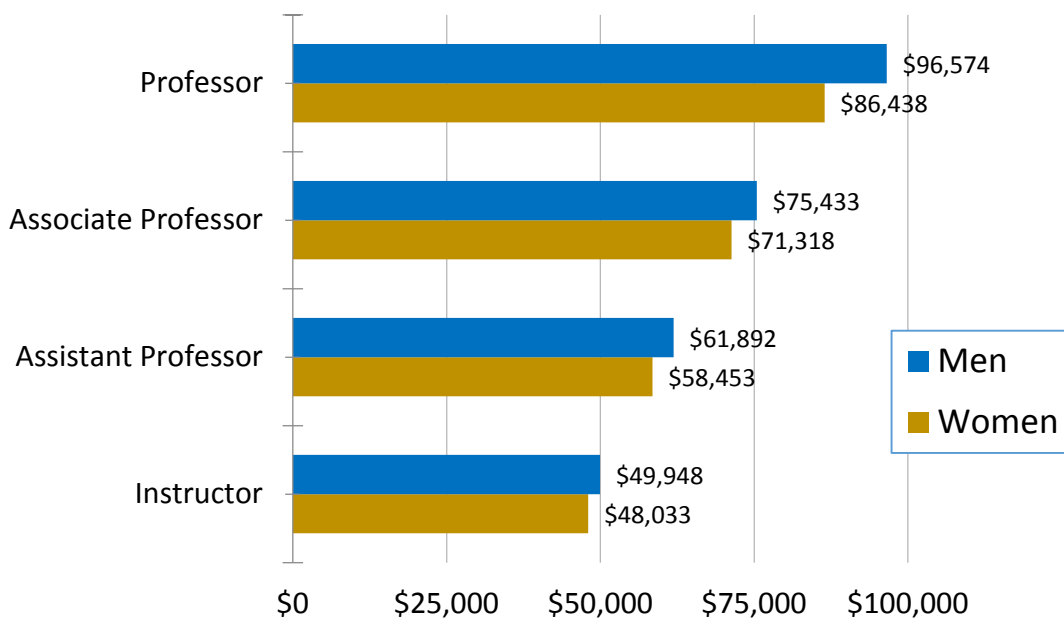


FIGURE LP-4 AVERAGE SALARY BY FACULTY RANK AND GENDER, FALL 2015⁴



FULL-TIME EMPLOYEE BENEFITS

Some benefits offered to full-time employees are mandatory, including mandatory-life insurance, accidental death and dismemberment plan, University subsidized short-term disability (only for Service employees), and long-term disability. Employees may elect or waive other benefits, including three medical plan options, dental, vision, a Health Savings Account, and a Flexible Spending Account. As indicated by Todd (2014), several changes to benefits occurred in 2015, including "additional voluntary benefit that provides short-term disability coverage, enhanced voluntary life insurance, new wellness incentives, new tools from Anthem to help manage healthcare costs and a free 24/7 nurse line."¹⁰

AGREEMENT WITH TRADE UNION

According to the *Handbook for Service Personnel*, "The American Federation of State, County, and Municipal Employees (AFSCME), Local #293 is the exclusive representative of regular, full-time service personnel (bargaining unit)."¹¹ In FY 2015, there were 642 employees covered by a collective bargaining agreement at Ball State University.¹²

No policy changes have been implemented in 2015 concerning operational changes. As in the 2014 Sustainability Report "there is no set time period for notifying employees of operational changes, except for the employees covered by the collective bargaining agreement. They must be notified prior to the start of the work week, i.e. 12:01 am on Sunday. However, in practice the university tries to give as much advance notice as possible."¹³

GRIEVANCES & MECHANISMS

Section 3.4.7 of the *Handbook for Service Personnel* provided by Ball State University has a detailed description of the grievance mechanism and its processes provided for employees.¹¹ However there was no publicly accessible information concerning how many were filed, reported, and resolved.

According to the Director of Employee Relations and Affirmative Action,¹² there were 23 service employee grievances and two staff employee grievances in FY 2015. Eighteen of the twenty-three service grievances were withdrawn or dropped and five were settled. The topics of grievances were work assignments, disciplinary action, seniority rights, overtime offers, and work performance issues. Both staff grievances were dropped, as both had to do with travel issues. One grievance focused on holiday pay, while the other concerned compensation while on business travel for the university.

OCCUPATIONAL HEALTH AND SAFETY

The health and safety of employees and students is critical to creating a teaching and learning environment that supports the mission of Ball State. The Environmental Health and Safety (EHS) Office at Ball State University works diligently to reduce risks and thereby enhance the health and safety of its employees, students, and visitors to the campus. EHS provides numerous services to the community including environmental, industrial hygiene and occupational health, fire and life safety, and public health. These programs provide inspections, monitoring, and training that aims to prevent accidents and promote healthy conditions with its buildings and grounds, as well as assure that the university complies with federal and state regulations.

EHS provided about 200 training and educational sessions for employees that included over 50 topics required for compliance with standards or regulations set forth by the Occupational Safety and Health Administration (OSHA) and Environmental Protection Agency (EPA).¹⁴ These programs cover a wide range of categories, such as: general safety, emergency procedures, chemical hazard response, biological hazard response, physical safety, transportation safety, and construction safety. In FY 2015, a new employee in the Electrical and High Voltage Department would have received about 10 hours of classroom training, including arc flash and Lockout/Tagout compliance training.¹⁴ Sign-in sheets were used to document completion of these programs.

Despite training and vigilant inspections, the Director of Employee Relations and Affirmative Action¹² reports that 540 on-the-job injuries occurred in FY 2015 with no fatalities. Of these, 38 resulted in worker's compensation disability pay and medical bills paid, 30 resulted in time off work of less than one week and medical bills paid, and 96 resulted in medical treatment only. The remainder received no medical treatment or only first aid with no time away from work. There were 68 total cases involving time off work for a total of 2,121 days away from work. There were 2,797 days of restricted work duties.

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APPENDIX A GRI INDEX

PAGE	ASPECT	GRI #	INDICATOR
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GENERAL STANDARD DISCLOSURES

7	Strategy and Analysis	G4-1	Statement of senior decision maker
7		G4-2	Description of key impacts, risks, and opportunities
4	Organizational Profile	G4-3	Name of Organization
9		G4-4	Primary brands, products, and services
9		G4-5	Location of headquarters
9		G4-6	Countries where organization operates
9		G4-7	Nature of ownership
9, 15		G4-8	Markets served
13-14		G4-9	Scale of the organization
13		G4-10	Employee breakdown by type
12		G4-11	Employees covered by collective bargaining
12		G4-12	Organization's supply chain
10-11		G4-13	Significant changes
10		G4-14	How precautionary approach is addressed
10		G4-15	Externally developed charters
10		G4-16	Memberships
12	Identified Material Aspects and Boundaries	G4-17	Financial statements
17		G4-18	Process for defining report content
17, 61		G4-19	Material aspects identified by process
61-63		G4-20	Aspect boundary within organization
61-63		G4-21	Aspect boundary outside organization
		G4-22	Restatements of information of previous reports
		G4-23	Changes from previous reporting periods in scope and aspects
17		G4-24	List of stakeholder groups
17		G4-25	Basis for identifying stakeholders with who to engage
17,19		G4-26	Organizations approach to stakeholder engagement
17-19	Stakeholder Engagement	G4-27	Concerns of stakeholders
4		G4-28	Reporting period
4		G4-29	Date of previous report
4		G4-30	Reporting cycle
4	Report Profile	G4-31	Contact information for information about the report
4,60		G4-32	In accordance' option, GRI Content Index, and external assurance
4		G4-33	Policy & practice in seeking external assurance
9		G4-34	Governance structure
10,50	Governance Ethics and Integrity	G4-56	Values, principles, and standards

Material and Reported

Material, not reported

Not material, not reported

*ND = no data

PAGE	ASPECT	GRI #	INDICATOR	Omissions	G4-20-21 Boundar- ies	G4-21 OUTSIDE STAKEHOLDERS
ECONOMICS						
21	Economic	G4-EC1	Direct economic value generated & distributed		Both	IN taxpayers
25	Performance	G4-EC2	Financial implications due to climate change		Both	IN taxpayers
24		G4-EC3	Benefit plan obligations		Inside	
23		G4-EC4	Financial assistance received from government		Both	IN taxpayers
23	Market Presence	G4-EC5	Wage by gender compared to local minimum wage		Both	Women workers
		G4-EC6	Proportion of senior management hired from local community	ND	Both	Local Community
25	Indirect economic impacts	G4-EC7	Infrastructure investments		Both	Local Community
		G4-EC8	Indirect economic impacts		Both	Local Community
24	Procurement practices	G4-EC9	Local suppliers		Both	Suppliers
ENVIRONMENTAL						
	Materials	G4-EN1	Materials used by weight or volume	ND	Both	Suppliers/ Manufacturers
35		G4-EN2	Percent of materials used that are recycled input	Partial	Both	Suppliers/ Manufacturers
27-28	Energy	G4-EN3	Energy consumption within organization	Partial	Both	
		G4-EN4	Energy consumption outside of organization	ND	Both	IN taxpayers
		G4-EN5	Energy intensity			IN taxpayers
27		G4-EN6	Reduction of energy consumption	Partial	Both	IN taxpayers
27		G4-EN7	Reduction in energy requirements of products	Partial	Both	Suppliers/ Manufacturers
32	Water	G4-EN8	Total water withdrawal by source		Both	Local Community
32		G4-EN9	Water sources significantly affected by withdrawal		Both	Local Community
		G4-EN10	Percent of water recycled	ND	Both	Local Community
34	Biodiversity	G4-EN11	Protected areas and high biodiversity		Both	Local/Global Community
34		G4-EN12	Impacts on biodiversity		Both	Local/Global Community
34		G4-EN13	Habitats protected or restored		Both	Local/Global Community
34		G4-EN14	IUCN Red List species		Both	Local/Global Community
29-30	Emissions	G4-EN15	Direct greenhouse gas emissions (Scope 1)		Both	Global Community
29-30		G4-EN16	Indirect greenhouse gas emissions (Scope 2)		Both	Global Community
29-30		G4-EN17	Other greenhouse gas emissions (Scope 3)		Both	Global Community
30		G4-EN18	Greenhouse gas emission intensity		Both	Global Community
31		G4-EN19	Reduction of greenhouse gas emissions		Both	Global Community
		G4-EN20	Emissions of ozone-depleting substances	ND	Both	Global Community
		G4-EN21	NOx, SOx, & other significant air emissions	ND	Both	Global Community
35	Effluents	G4-EN22	Total water discharge		Both	Local Community
35-36	and waste	G4-EN23	Waste by type and disposal method		Both	Local/Regional Community
35		G4-EN24	Significant spills		Both	Local Community
35		G4-EN25	Hazardous waste		Both	Local/Global Community
		G4-EN26	Biodiversity value of water affected by discharge	ND	Both	Local/Global Community
	Products	G4-EN27	Extent of impact mitigation	ND	Both	Local Community
35	and services	G4-EN28	Reclaimed products and packaging		Both	Suppliers/ Manufacturers
37	Compliance	G4-EN29	Fines & sanctions		Both	IN taxpayers
28	Transport	G4-EN30	Transporting products & goods	Partial	Both	Local Community
	Overall	G4-EN31	Environmental protection expenditures	ND	Both	IN taxpayers
35	Supplier environmental assessment	G4-EN32	Supplier screening by environmental criteria	Partial	Both	Suppliers/ Manufacturers
		G4-EN33	Negative impacts in supply chain	ND	Both	Suppliers/ Manufacturers

Page	Aspect	GRI #	Indicator	Omissions	G4-20-21 Boundaries	G4-21 Outside Stakeholders
	Environmental grievance mechanisms	G4-EN34	Number of grievances about environmental impacts		Both	Local/Global Community
SOCIAL: LABOR PRACTICES and DECENT WORK						
	Employment	G4-LA1	Hires & turnover	ND	Both	Local Community
		G4-LA2	Benefits not provided to part-time employees	ND	Both	Local Community
		G4-LA3	Return to work after parental leave	ND	Inside	
53	Labor/management relations	G4-LA4	Minimum notice periods regarding operational changes		Inside	
53	Occupational health and safety	G4-LA5	Percent of workforces in joint management/work-er committees		Inside	
53		G4-LA6	Type & rate of injury		Both	Healthcare providers
		G4-LA7	High incidence or risk of diseases	ND	Both	Healthcare providers
		G4-LA8	Heath & safety topics covered in agreement with union	ND	Inside	
53	Training and education	G4-LA9	Training per year per employee		Inside	
53		G4-LA10	Skills management		Inside	
		G4-LA11	Percent of employees receiving performance reviews	ND	Inside	
	Diversity and equal opportunity	G4-LA12	Composition of governance bodies by minority groups	ND	Inside	
51-52	Equal remuneration for women and men	G4-LA13	Ratio of salary by sex		Inside	
	Supplier assessment for labor practices	G4-LA14	Percent of suppliers screened for labor practices	ND	Both	Suppliers/ Manufacturers
		G4-LA15	Impacts of labor practices in supply chain	ND	Both	Suppliers/ Manufacturers
53	Labor practices grievance mechanisms	G4-LA16	Grievances about labor practices		Both	Local Community
SOCIAL: HUMAN RIGHTS						
43	Investment	G4-HR1	Investment agreements with human rights clauses		Inside	
43	Non-discrimination	G4-HR2	Training on human rights		Both	Local Community
43		G4-HR3	Incidents of discrimination		Both	Local Community
45	Freedom of association and collective bargaining	G4-HR4	Right to exercise freedom of association and collective bargaining		Both	Local Community
	Child Labor	G4-HR5	Operations & suppliers relative to child labor	ND		
	Forced or compulsory labor	G4-HR6	Operations & suppliers with risk for forced or compulsory labor	ND		

Page	Aspect	GRI #	Indicator	Omissions	G4-20-21 Boundar- ies	G4-21 Outside Stakeholders
SOCIAL: HUMAN RIGHTS						
45	Security practices	G4-HR7	Training of security personnel relative to human rights		Both	Local Community
	Indigenous rights	G4-HR8	Incidents regarding rights of indigenous people	ND		
46	Assessment	G4-HR9	Operations subject to human rights reviews	ND	Outside	Local/Global Community
46	Supplier human rights assessment	G4-HR10	Suppliers screened using human rights criteria		Both	Suppliers/ Manufacturers
		G4-HR11	Negative human rights impacts	ND	Both	Local/Global Community
	Human rights grievance mechanisms	G4-HR12	Number of grievances filed	ND		
SOCIAL: SOCIETY						
47	Local communities	G4-SO1	Percent of operations implementing community engagement		Both	Local Community
47		G4-SO2	Impact on community		Both	Local Community
	Anti-corruption	G4-SO3	Operations assessed for risks related to corruption	ND	Both	IN taxpayers
		G4-SO4	Communication & training	ND	Inside	
48		G4-SO5	Confirmed incidents of corruption		Both	IN taxpayers
	Public policy	G4-SO6	Value of political contributions	ND		
	Anti-competitive behavior	G4-SO7	Legal actions for anti-competitive behavior	ND		
48	Compliance	G4-SO8	Fines & sanctions for non-compliance with laws		Both	IN taxpayers
49	Supplier assessment for impacts on society	G4-SO9	Suppliers screened for impacts on society		Both	Suppliers/ Manufacturers
		G4-S10	Negative impacts on society in the supply chain	ND	Both	Local/Global Community
	Grievance mechanisms for impacts on society	G4-SO11	Number of grievances about impact on society	ND	Both	Local/Global Community
SOCIAL: PRODUCT RESPONSIBILITY						
39	Customer health and safety	G4-PR1	Assessment of product and service		Both	Local/Global Community
		G4-PR2	Incidence of noncompliance with regulations	ND	Both	IN taxpayers
	Product and service labeling	G4-PR3	Labeling of products & service	ND	Both	Students, visitors
		G4-PR4	Incidence of noncompliance with regulations	ND	Both	IN taxpayers
40-41		G4-PR5	Surveys of customer satisfaction		Inside	
	Marketing Communications	G4-PR6	Sale of banned or disputed product			
		G4-PR7	Incidence of noncompliance with codes	ND	Both	IN taxpayers
40	Customer privacy	G4-PR8	Complaints regarding breaches of privacy		Both	IN taxpayers
	Compliance	G4-PR9	Fines for noncompliance		Both	IN taxpayers

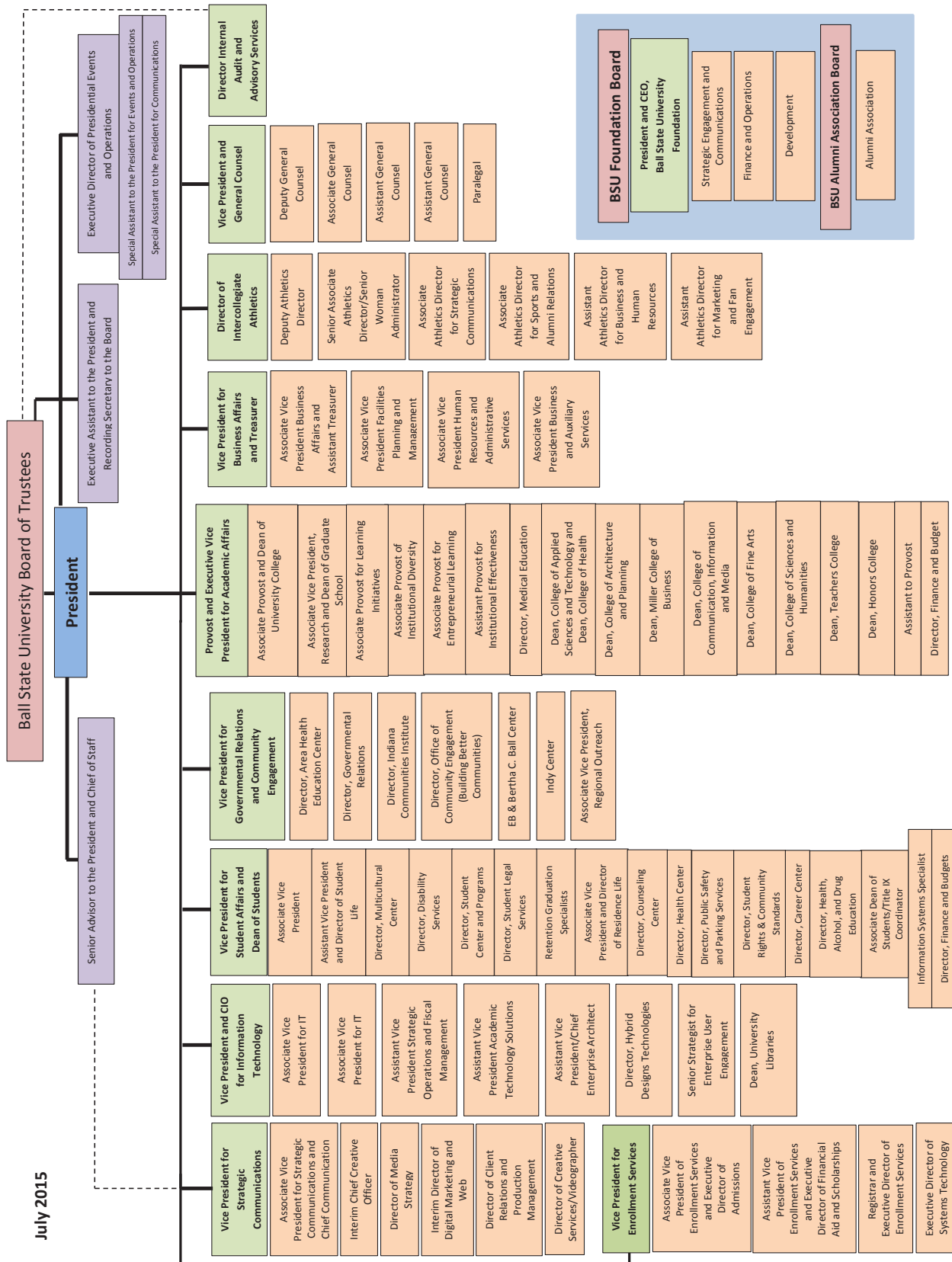
Material and Reported
Material, not reported
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*ND = no data

GRI G4 TO STARS 2.0

GRI G4		Stars 2.0	GRI G4		Stars 2.0	GRI G4		Stars 2.0	
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G4-1		EN Credit 10		G4-EC2					
G4-2		EN Credit 13		G4-EC3					
G4-3		EN Credit 13		G4-EC4					
Organizational Profile			G4-25		EN Credit 13		G4-EC5		PA Credit 9
G4-4		AC Credit 1	G4-26		EN Credit 8		G4-EC6		
		AC Credit 2	G4-27		EN Credit 13		G4-EC7		OP Credit 15
		AC Credit 3			EN Credit 10		G4-EC8		
		AC Credit 4	Report Profile			G4-EC9		OP Credit 6	
		AC Credit 5	G4-28					OP Credit 15	
		AC Credit 6	G4-29			ENVIRONMENTAL			
		AC Credit 7	G4-30			G4-EN1		OP Credit 6	
		AC Credit 8	G4-31					OP Credit 12	
		AC Credit 9	G4-32					OP Credit 13	
		AC Credit 10	G4-33	Letter of introduction from institution's president				OP Credit 14	
		EN Credit 1	Governance			G4-EN2		OP Credit 22	
		EN Credit 2	G4-34			G4-EN3		OP Credit 8	
		EN Credit 3	G4-35					OP Credit 16	
		EN Credit 4	G4-36			G4-EN4			
		EN Credit 5	G4-37	EN Credit 13		G4-EN5			
G4-5				PA Credit 3		G4-EN6		OP Credit 3	
G4-6			G4-38	PA Credit 3		G4-EN7		OP Credit 9	
G4-7			G4-39	PA Credit 3		G4-EN8		OP Credit 26	
G4-8			G4-40	PA Credit 3		G4-EN9			
G4-9			G4-41	PA Credit 3		G4-EN10		OP Credit 26	
G4-10			G4-42	PA Credit 3				OP Credit 27	
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G4-12			G4-44			G4-EN12		OP Credit 11	
G4-13			G4-45	PA Credit 3		G4-EN13		OP Credit 11	
G4-14			G4-46	PA Credit 3		G4-EN14			
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G4-20			G4-52			G4-EN18		OP Credit 1	
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G4-22			G4-54	PA Credit 9		G4-EN19			
G4-23			G4-55			G4-EN20			
			Ethics and Integrity			G4-EN21		OP Credit 1	
			G4-56	EN Credit 8				OP Credit 2	
				PA Credit 3		G4-EN22		OP Credit 28	
			G4-57			G4-EN23		OP Credit 23	
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G4-EN24		G4-LA13	PA Credit 4
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G4-EN27	EN Credit 3	G4-LA16	
	OP Credit 1	Human Rights	
	OP Credit 2	G4-HR1	EN Credit 15
G4-EN27	OP Credit 3	G4-HR2	EN Credit 6
	OP Credit 4		EN Credit 7
	OP Credit 5		EN Credit 8
	OP Credit 8		PA Credit 4
	OP Credit 9	G4-HR3	PA Credit 4
	OP Credit 18		PA Credit 5
	OP Credit 19		PA Credit 6
	OP Credit 20		PA Credit 7
	OP Credit 21		PA Credit 8
	OP Credit 22	G4-HR4	PA Credit 9
	OP Credit 23	G4-HR5	
	OP Credit 24	G4-HR6	
	OP Credit 26	G4-HR7	
	PA Credit 2	G4-HR8	PA Credit 8
	IN Credit 1	G4-HR9	
	IN Credit 2	G4-HR10	OP Credit 17
	IN Credit 3	G4-HR11	
	IN Credit 4	G4-HR12	
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G4-EN33		G4-SO3	
G4-EN34		G4-SO4	
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G4-LA1	PA Credit 4	G4-SO8	
	PA Credit 5	G4-SO9	
G4-LA2	PA Credit 9	G4-SO10	
G4-LA3		G4-SO11	
G4-LA4		Product Responsibility	
G4-LA5		G4-PR1	OP Credit 1
G4-LA6	PA Credit 12	G4-PR2	
G4-LA7	PA Credit 11	G4-PR3	
G4-LA8		G4-PR4	
G4-LA9	EN Credit 6	G4-PR5	
	PA Credit 4	G4-PR6	
G4-LA10	EN Credit 6	G4-PR7	
G4-LA11	EN Credit 8	G4-PR8	
G4-LA12	PA Credit 3	G4-PR9	
	PA Credit 4		
	PA Credit 7		

IN MAY 2016, AASHE RELEASED STARS 2.1, AN UPDATED VERSION OF STARS 2.0.



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February 24, 2017

