



2011
Global Reporting Initiative
(GRI)

SUSTAINABILITY REPORT

for

BALL STATE UNIVERSITY



White, Gwendolen. "Frog Baby." 2010. JPEG file.

Acknowledgements

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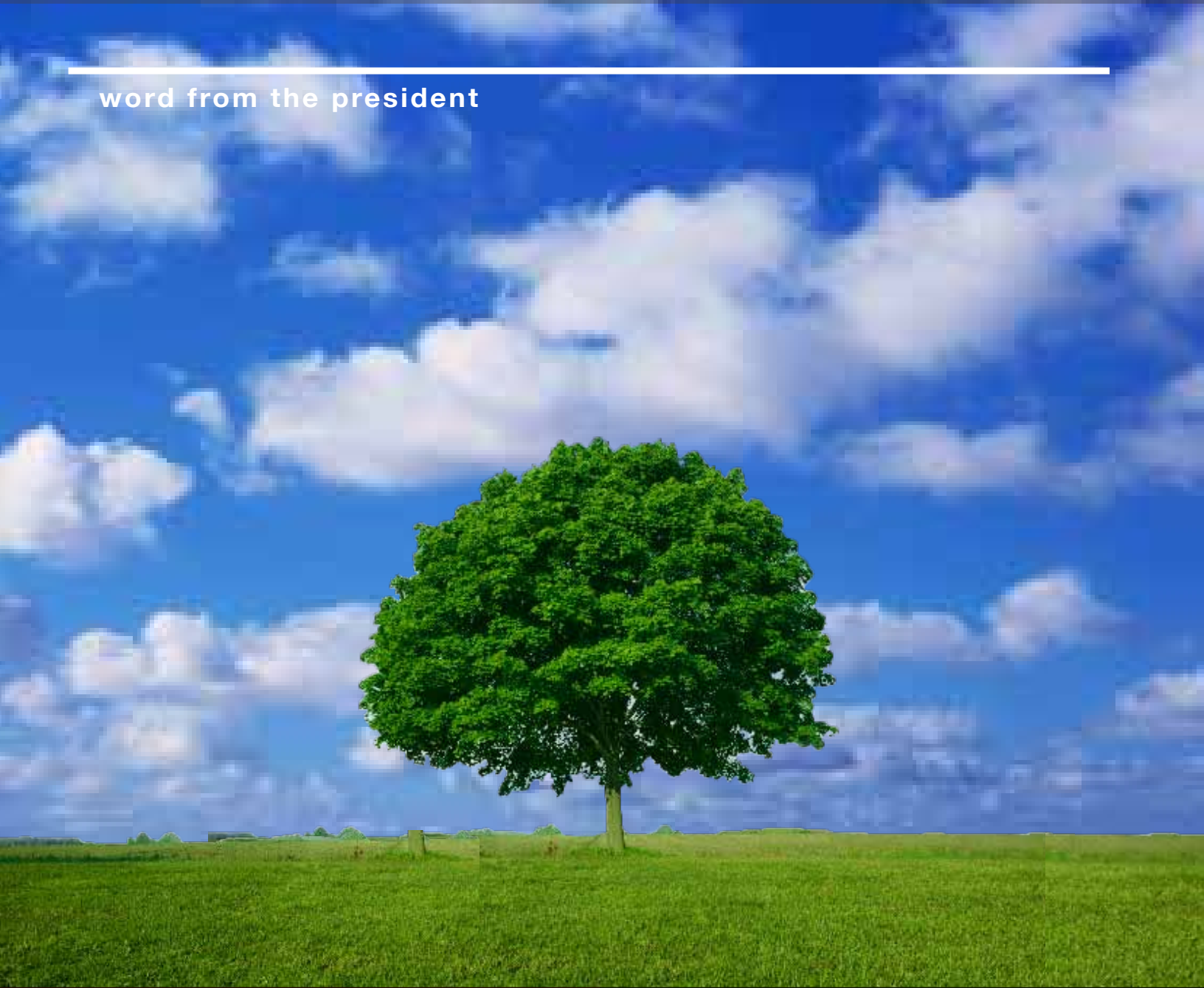
White, Gwendolen. "Front Cover." 2011. JPEG file.

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“ The road to complete sustainability might be long, but it is a realistic and worthy goal. ”

**A word from the president:**

GRI:

1.1

There exists a long-standing tradition at Ball State University, of identifying ways to lessen our impact on the local environment, in an attempt to reach a level of campus sustainability.

There are currently many projects underway to reach this very goal. The implementation of our new geothermal energy system to provide energy to more than 45 buildings campus-wide, will cut our carbon footprint by nearly half.

Our Ball State University Building Better Communities (BBC) Fellows under the guidance of Dr. Gwen White, once again were able to use the Global Reporting Initiative (GRI) guidelines to gather and collect the information necessary to create Ball State's second annual GRI Sustainability Report. And as before they have cross-referenced that work to our Council on

the Environment's AASHE STARS Reporting. As a result, we are able to extend the ongoing evaluation of our sustainability efforts and locate areas within which we can yet improve.

By these actions, Ball State University continues to affirm its commitment to both protecting and enhancing the environment -- through education, continuing research, energy conservation, and finally, the placement of sustainability planning at the center of our decision-making framework.

The road to complete sustainability might be long, but it is a realistic and worthy goal. At Ball State University, we have in place a comprehensive plan to become a climate neutral campus by 2050. As we do, we not only will improve our campus and the community of Muncie, but also will have a lasting impact on the environment.

Jo Ann Gora, PhD
President
Ball State University

key impacts, risks, and opportunities

GRI:
1.2 As Indiana's third largest university, Ball State University (BSU) has substantial economic, environmental, and social impacts on the city of Muncie, the State of Indiana, and the United States. It benefits the region directly by providing jobs for faculty and staff and indirectly as students spend money off-campus renting apartments and purchasing food. When graduates of BSU enter the workforce, they are poised to contribute to the state and the country's economy.

In its vision statement, the university states its goals "... to be a national model of excellence for challenging, learner-centered academic communities that advance knowledge and improve economic vitality and quality of life." The university's programs of study are designed to be diverse and challenging to prepare students to work, live, and learn in an increasingly complex and interconnected world. This includes coping with growing demands on the world's resources. By offering a minor in sustainability along with having sustainability-related content throughout the curriculum, BSU is using this opportunity to educate students about their current and future role in creating a more sustainable world. Consequently, the university's educational impacts will be felt for generations to come.

While serving over 22,000 students, BSU has a substantial environmental footprint. The university's environmental impacts affect the entire state because they affect air, water, and land. With its footprint, one risk is that BSU is contributing to climate change. The university generates greenhouse gases in heating and cooling its buildings, operating



vehicles, and consuming electricity. It uses clean water and generates wastewater in the operation of its residence halls, dining facilities, and offices. The generation of solid waste from discarded paper and food is an economic and environmental concern.

To show its commitment to reducing the university's environmental impact and encouraging other universities to do the same, President Jo Ann Gora became a founding member of the Leadership Circle of the American College and University Presidents' Climate Commitment (ACUPCC). By signing the commitment, President Gora pledged to eliminate the campus' net greenhouse gas emissions in a reasonable period of time as determined by the university. This involves making an action plan, completing a greenhouse gas emissions inventory and making periodic progress reports publicly available.

To track its relative progress toward sustainability, BSU filed its first Sustainability Tracking, Assessment & Rating System (STARS®) report in 2011 and earned a Silver rating. This transparent, self-reporting framework allows the university to track its progress toward sustainability. The categories reported are education and research, operations, and administration, engagement, and planning. With the results of the reported scores in these three areas, BSU will be able to identify where improvements can be made.

The university's social impacts are both opportunities and risks. The risks are the negative impacts that occur when university activities disrupt the local community. These can result in strained relations between the university and the community. The university actively seeks to address these problems in many ways. Students, in fact, volunteer help to over 100 nonprofit and charitable organizations. Because the faculty and students are involved in many community projects, this is an opportunity for the university to donate expertise to the community to improve the quality of life of its citizens. Students give back to the community and gain valuable life lessons from the experience.

EN

Environment

Ball State University is committed to environmental protection. As part of the University's Strategic Plan, Ball State graduates are tasked with being civic and professional leaders. Part of that is accepting responsibility for environmental sustainability (106). The University is also a leader in constructing and operating environmentally conscious facilities, with its geothermal project, and LEED certifications (106) (107).

106. Education Redefined: Strategic Plan 2007-2012; <http://cms.bsu.edu/About/StrategicPlan/StrategicPlan20072012.aspx>; retrieved 10/12/11

107. Going Geothermal; <http://cms.bsu.edu/About/Geothermal.aspx>; retrieved 10/15/11

HR

Human Rights

The university follows all state and federal human rights laws, including those related to child labor, and employee rights such as equal opportunity employment. There are policies created that are in the best interest of the stakeholders, and also provide an appeals process. The university does not support child labor, forced labor, or discrimination. There also are rules that prevent business partnerships with companies that might be involved with child labor, or forced labor. There is continuous training and monitoring of human-rights-related issues throughout the campus. The security personnel of the university are provided with all the necessary training and tools to enforce all human rights laws and prevent any human rights violations on campus. The Office of Compliance oversees the human rights violations and ensures correct action is taken.

LA

Labor and Decent Work

The university is committed to providing a safe and fair work environment for all of its employees. There are strict labor policies and procedures that are followed and monitored by the human resources department in cooperation with other departments throughout the campus. The labor policies acknowledge the rights of all employees and adhere to all state and federal employment laws. The labor policies are created so that the administrators can attract, develop, and retain great people who contribute to a vibrant learning community.

The Labor Practices indicators cover areas such as diversity of workforce employees, training provided to employees, safety of employees, and wellness of employees. Although this is a large organization, administrators are always striving to ensure employees are taken care of and are provided the necessary tools to perform well. There is a strong commitment to developing employees, both personally and professionally, as evidenced by the various training sessions provided by the Learning & Development office.

Society

SO

As an entire institution, Ball State University is committed to being a civic and professional leader. According to the current strategic plan for the university, Ball State seeks “healthy and productive living, social justice, and environmental sustainability for Indiana, the nation, and the global community” (108).

The Society Performance Indicators relate to Local Communities, Corruption, Public Policy, Anti-Competitive Behavior, and Compliance. Ball State’s immersive learning initiative fosters productive collaborations amongst students, faculty, and community members. Several administrators and offices on campus ensure the university avoids corrupt practices, including the Office of University Compliance, the Internal Audit Department, and the office of Business and Auxiliary Services. As a public institution, Ball State University is dedicated to providing education and access for its students. The university ensures it is in compliance with all applicable laws, through the aforementioned offices and numerous offices around campus.

Two examples that highlight Ball State University’s commitment to the societal indicators are the work of Building Better Communities and Student Voluntary Services. Both offices listen actively to stakeholders outside of the university in a dynamic and collaborative dialogue that benefits all parties.

108. Ball State University, Strategic Plan 2007, p. 3

Product Responsibility

PR

Ball State University is dedicated to “creating a university community...that is nationally recognized for its vibrant, supportive atmosphere” (108).

The Product Responsibility indicators relate to Customer Health and Safety, Product and Service Labeling, Marketing Communications, Customer Privacy, and Compliance. As an institution of higher

management approaches

education, Ball State University's product includes both physical products from the university, as well as students' innovative actions and ideas. Numerous other offices on campus help promote these two kinds of products, including University Marketing and Communications, Dining Services, Student Life, and Public Safety. As a public institution, Ball State University has a responsibility to improve the state of Indiana and its citizens. The university maintains a safe and secure living and working environment through the aforementioned offices and numerous other offices around campus.

Two examples that highlight Ball State University's commitment to product responsibility are the work of University Marketing Communications (UMC) and Dining Services. UMC works directly with stakeholders from both inside and outside of the university community to synthesize and share information about the institution. Dining Services utilizes a series of food inspections to insure student safety.

108. Ball State University, Strategic Plan 2007, p. 3

EC

Economic

The University emphasizes an entrepreneurial approach to learning, scholarship, and civic engagement. This Strategy:

- Benefits the economy by providing a skilled workforce to generate economic value in the nation's economy
- Benefits the university by maintaining a strong market presence built upon immersive learning experiences
- Benefits the public through university-offered services to the community

The University recently completed its capital campaign, "Ball State Bold," and raised over \$200 million to support the university's strategic plan. "Ball State is an integral part of the community and economy of Muncie and Indiana. In addition to preparing the state's entrepreneurs, teachers, health care providers, scientists, designers, artists, and media and technology professionals, Ball State conducts projects and research that drive innovation in the state." (109)

109. Ball State University. About. Retrieved Nov.. 20, 2011, from <http://cms.bsu.edu/About.aspx>

management approaches





Sustainability Reporting:

introducing the 2011 Ball State University GRI Sustainability Report

The report that follows has been compiled using the guidelines set forth in the Global Reporting Initiative (GRI) framework. The initial three sections of this report cover the organization of Ball State University, a brief discussion of report parameters, and the topic of governance. The next six sections describe findings relating to environmental, human rights, labor, social, product responsibility, and economic performance of the organization. Both GRI and STARS indicators will be listed alongside each section for easy cross-referencing.

Organizational Structure:

GRI:

- 2.1
- 2.2
- 2.3
- 2.4
- 2.5
- 2.6
- 2.7
- 2.8
- 2.9
- 2.10

STARS:

ER Credit 1-19
PAE 3

The subject of this sustainability report is Ball State University (BSU). It is a state-assisted, residential university, offering 175 undergraduate and 120 post-graduate degrees in a variety of disciplines (1). Programs are offered through the main campus, located at 2000 W. University Ave., Muncie, IN 47306, as well as through online courses. There were no significant changes with regard to size, structure, or ownership that occurred within the organization during this reporting period (2010- 2011).

The university is divided into seven separate academic colleges, which include: the College of Applied Sciences and Technology, the College of Architecture and Planning, the Miller College of Business, the College of Communications, Information, and Media, the College of Fine Arts, the College of Sciences and Humanities, and the Teachers College. Each college is further divided into departments.

Ball State provides educational services to 22,000 students with approximately 82% attending on-campus. The student population is composed of individuals from 48 states, two U.S. territories, 65 countries, and every county in the state of Indiana. The university hosts about 650 international students, with ethnic minorities comprising about 10% of the student population (2).





White, Gwendolen. "Administration Building" 2011. JPEG file.

As Delaware County's largest employer, the university employs more than 2800 full-time faculty, staff, and service employees (3). Total annual operating expenses were reported at approximately \$398 million during the reporting period, with \$276 million going to employee compensation. Thirty-one percent of the operating budget was funded by the state of Indiana. Net assets have reached \$629 million (4).

Over the past year, numerous external organizations have recognized BSU for its sustainability-related activities. *Princeton Review's Guide to 311 Green Colleges: 2011 Edition* featured BSU as among the most environmentally-responsible colleges within the United States and Canada. Ball State earned a Silver STARS rating from the Association for the Advancement of Sustainability in Higher Education (AASHE). The university received a Second Nature Climate Leadership Award, in recognition of its positive example with regard to its shift toward becoming a low-carbon enterprise. The Hoosier Environmental Council named BSU as the Technology Innovator of the Year for the university's use of geothermal energy to heat and cool the entire campus (5).

1. Ball State University. Academic Programs. Retrieved Sep. 10, 2011, from <http://cms.bsu.edu/About/FactBook/Programs.aspx>

2. Ball State University Students/Enrollment. Retrieved Sep. 12, 2011, from <http://cms.bsu.edu/About/FactBook/Enrollment.aspx>

3. Ball State University Faculty/Staff. Retrieved Sep. 12, 2011, from <http://cms.bsu.edu/About/FactBook/Faculty.aspx>

4. Ball State University University Finances. Retrieved Sep. 14, 2011, from <http://cms.bsu.edu/About/FactBook/Finances.aspx>

5. Ball State University Our Commitment to the Environment. Retrieved Sep. 12, 2011, from <http://cms.bsu.edu/About/Rankings/Commitment.aspx>

GRI:

- 3.1
- 3.2
- 3.3
- 3.4
- 3.5
- 3.6
- 3.7
- 3.8
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- 3.10
- 3.11
- 3.12 (Appendix 1)
- 3.13

Report Parameters:

This report is BSU's second annual sustainability report (2010-2011) based on the GRI sustainability reporting guidelines (G 3.1). Every effort has been made to report the most recent and accurate data since the last report at year-end 2010. For further information regarding this report, or the information contained within, please contact Dr. Gwendolen White at gwhite@bsu.edu. The requirements listed in the GRI guidelines for an "A" level ranking have been satisfied within this report.

This report focuses on an institution of higher education, and as a result, not every GRI indicator may be relevant or applicable. Explanations are provided when indicators are omitted. During the research phase of this report, university personnel were contacted for input. Publicly-available data on the BSU website and elsewhere on the Internet were utilized as sources of information. The breadth of this report, and the data contained within, are limited by the availability of information from these sources. In some instances, figures and statistics that the GRI guidelines are designed to investigate may not have been tracked by the university. It is the authors' hope that the publication of this second annual GRI Sustainability Report for BSU will further highlight the need of the university to more thoroughly track information regarding Ball State University's level of sustainability for use in future reporting. This report is expected to be of use to administrators, faculty, staff, and students, as well as external agencies that have relationships with BSU. The data contained within this report reflects information available for the Muncie campus and its properties.

In addition to the environmental, social, and economic performance indicators covered in the previous year's report, the current report covers performance indicators in the categories of human rights, labor, and product responsibility when relevant. More detailed information regarding the boundaries of this report is available in each of the later sections covering performance indicators. Information regarding data measurement techniques and bases of calculations can be found within their respective sections. No significant structural changes that would warrant the re-statement of information from earlier reporting periods occurred within the organization. The authors intend to seek external assurance following the publication of this report. It is important to note that there is no existing policy in place for seeking such assurance, and the development of said policy is identified as a need for future reporting.

Due to the well-defined reporting boundaries that have been adopted and adhered to within this report, the comparability of reporting from period to period has not been significantly affected. These boundaries remain largely unchanged from the previous year's report.



Governance, Commitments, and Engagement:

A board of trustees with nine members appointed by the governor of Indiana governs BSU. The board possesses all the powers needed to effectively operate the institution. In their charge to manage, control, and operate the university, they adopt conditions for admission, grant degrees, and issue diplomas or certificates. In addition, they set fees, charges, and penalties. Along with those duties, they receive and administer all donations, requests, grants, funds, and property that are given or provided to the university. The members include two alumni, one student and six other appointees, all of whom serve a four year term (6).

The president and her cabinet of seven people serve as the senior management team. The seven positions are as follows: provost and vice president for academic affairs, vice president for student affairs and dean of students, vice president for university advancement, vice president for business affairs and treasurer, vice president for information technology, vice president for enrollment, marketing, and communications, and the director of intercollegiate athletics (7).

There are three organizations that govern specific constituencies in the university. The first is the University Senate, whose main goal is to deal with almost all aspects of decision making at BSU (3). There are four senate officers and 63 members on the senate roster. They come from various backgrounds; they are a mix of students, faculty, and staff. Under the University Senate there are also two standing senate committees: the senate agenda committee (13 members), and the senate governance and elections committee (14 members). The University Senate has a campus council which contains a chairperson, vice chairperson, secretary and executive secretary, seven regular members, and seven ex-officio members. (8)

The second governing organization is the Staff Council, whose job is to render advice and make recommendations to university officers regarding university policies. There are three officers, and seven committees. Each committee has its own chair and contains six to eight people. There also are 22 representatives (7).

The third organization is the Student Government Association, which is the voice of the students. Through this organization, students are appointed to various University Senate committees.

To guard against conflicts of interest for positions in BSU’s highest governance body, a statement of disclosure form is required of all employees (10). This is available in the employee handbook, which is found on the university’s website (9). In addition, a list of qualifications for these positions, along with codes of conduct for faculty and staff and students are found on the BSU website. The student code of conduct applies to all students studying locally or abroad (13).

GRI:

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STARS:

PAE Credit

12-13

19-20



governance

The vision statement is “Ball State University will be a national model of excellence for challenging, learner-centered academic communities that advance knowledge and improve economic vitality and quality of life.” The mission statement says that the university will inspire students by offering action-oriented learning (out of class, study abroad, and immersive learning) opportunities. It also states that students will have access to professors who create scholarship (11). In addition it says that BSU will enhance educational, economic, and cultural development on not only state and national levels but internationally as well.

In 2007, BSU implemented Education Redefined: Strategic Plan 2007-2012. This plan includes many goals, which will help the university impact the local environment and create a unique educational experience for its students. At this point, Ball State has completed 80 out of 100 objectives set forth in this plan. One of Ball State’s biggest accomplishments is the innovative geothermal project, which will help Ball State be more environmentally sustainable (12).

Ball State University has an internal audit department, which serves as the liaison with the external auditor who prepares the annual financial and federal audits (14). The department’s duties include certifying the annual audit reports of WBST, the local National Public Radio Station, and WIPB, the local Public Broadcasting Station. It also performs the primary audit work for the NCAA annual agreed-upon-procedure audit. The internal audit department conducts reviews of University records and operations; results of these reviews are reported to management and Business Affairs. This helps administrators evaluate and improve the effectiveness of risk management, control, and

governance processes. The director of internal audit and the internal audit staff have full and unrestricted access to the university’s records along with unrestricted access to the treasurer. They are not allowed to perform any operational duties for the university or its affiliates. They cannot develop or install systems or procedures or prepare records that would normally be audited. The internal audit department is committed to providing an independent, objective, and telling service. It helps the university accomplish its objectives, and shows areas for improvement in risk management and the governance processes (15).

**“Ball State University
will be a national model
of excellence...”**



Commitments to external initiatives:

Ball State University has many institutional initiatives. These include: Immersive learning, emerging media, digital exchange, building better communities, building better communities fellows, strategic planning, working well, and inauguration scholarships (16). The university is also going green. Its new geothermal project, in addition to helping the environment, will create construction jobs and demand for supplies (17). It is expected to save the university \$2 million a year.

Ball State University has an office of charter schools and our preliminary proposal requirements are available online for review. It includes procedures of eligibility and policies (18). The university is a member of the following accrediting associations:

- National Association of Schools of Music
- National Association of Schools of Art and Design
- Association of Collegiate Schools of Architecture
- American Association of State Colleges and Universities
- American Council on Education

- American Association of Colleges for Teacher Education
- Council of Graduate Schools in the United States
- College Entrance Examination Board
- Council for Advancement and Support of Education
- National University Continuing Education Association

BSU also has many accreditations from other organizations (19).

Ball State University stakeholders include the State of Indiana and governmental agencies, state and local communities, local businesses and businesses that utilize university services, tax payers, students and faculty and staff.

A meeting was held with Council on the Environment (COTE) in November. The council is comprised of representation from each of the university's academic colleges and vice presidential areas as well as the student body and Muncie community (20). Feedback was received and incorporated into this report.

6. Board of Trustees. Retrieved Sept. 30, 2011 from <http://cms.bsu.edu/About/AdministrativeOffices/President/Administration/BoardofTrustees.aspx>
7. Organizational charts. Retrieved Sept. 23, 2011, from <http://cms.bsu.edu/About/AdministrativeOffices/President/Administration/OrganizationalCharts.aspx>
8. University Governance. Retrieved Sept. 30, 2011 from <http://cms.bsu.edu/About/AdministrativeOffices/President/Administration/UniversityGovernance.aspx>
9. Statement of disclosure of a conflict of interest (pdf). Retrieved Sept. 30, 2011 from [<< second one down](http://www.google.com/#hl=en&sa=X&ei=ms2PTqOTA82ztwefy9CkDA&ved=0CBoQvwUoAQ&q=BSU+commitment+to+conflict+of+interest&spell=1&bav=on.2,or.r_gc.r_pw.,cf.osb&fp=d6b4e92255e236a9&biw=1280&bih=599)
10. Committee released desired presidential qualifications. Retrieved Oct. 2, 2011 from <http://www.bsu.edu/news/article/0,1370,--983,00.html>
11. Vision and Mission. Retrieved Oct. 4, 2011 from <http://cms.bsu.edu/About/StrategicPlan/StrategicPlan20072012/VisionMission.aspx>
12. Year Three Progress Report :Strategic Plan at midterm. Retrieved Oct. 4, 2011 <http://cms.bsu.edu/About/StrategicPlan/YearThree.aspx>
13. V. Code of Conduct. Retrieved Oct. 5, 2011 from <http://cms.bsu.edu/About/AdministrativeOffices/StudentRights/PoliciesandProcedures/StudentCode/VCodeConduct.aspx>
14. Internal Audit: Mission Statement. Retrieved Oct. 6 from <http://cms.bsu.edu/About/AdministrativeOffices/InternalAudit.aspx>
15. Internal Audit: Purpose and Authority. Retrieved Oct. 6 from <http://cms.bsu.edu/About/AdministrativeOffices/InternalAudit/PurposeAuthority.aspx>
16. Institutional Initiatives. Retrieved Oct. 8, 2011 from <https://sitecorecms.bsu.edu/About/InstitutionalInitiatives.aspx>
17. Going Geothermal. Retrieved Oct. 8, 2011 from <https://sitecorecms.bsu.edu/About/Geothermal.aspx>
18. Ball State University Office of Charter schools: preliminary proposal requirements.(PDF)Retrieved Oct. 9, 2011 from http://google.bsu.edu/search?site=default_collection&client=default_frontend&output=xml_no_dtd&proxystylesheet=default_frontend&q=social%20charters&sort=date:D:L:d1&ie=UTF-8&oe=UTF-8
19. Accreditations and professional memberships. Retrieved Oct. 10, 2011 from <http://cms.bsu.edu/Academics/CollegesandDepartments/GradSchool/Academics/AcademicpoliciesandProcedures/Accreditations.aspx>
20. Ball State University Council on the Environment. Retrieved Oct. 31, 2011 from <http://cms.bsu.edu/Academics/CentersandInstitutes/COTE.aspx>



Environmental Dimension:

The environmental dimension of sustainability concerns an organization's impacts on living and non-living natural systems, including ecosystems, land, air, and water. Environmental Indicators cover performance related to inputs (e.g., material, energy, water) and outputs (e.g., emissions, effluents, waste). In addition, they cover performance related to biodiversity, environmental compliance, and other relevant information such as environmental expenditure and the impacts of products and services.

Sustainability Reporting Guidelines. Retrieved Oct. 12, 2011, from <http://www.globalreporting.org/NR/rdonlyres/53984807-9E9B-4B9F-B5E8-77667F35CC83/0/G31GuidelinesinclTechnicalProtocolFinal.pdf>

Environmental



Materials...

Office Supplies

Office paper is one of the most prominent materials that BSU must purchase. During the last year \$172,424 was expended, of which \$11,425 was used to purchase recycled-content paper (30-49% recycled) (21). Although it is not a policy, Purchasing Services attempts to acquire 50% recycled office paper (22).



Electronics:

GRI:
EN 1
EN 2



There are several tools that BSU uses to purchase environmentally-friendly electronic products. EPEAT is the Electronic Product Environmental Assessment Tool, a global registry for purchasers, manufacturers and resellers to evaluate the environmental impact of electronics purchases

STARS:

OP Credit
6
10-12
17

(23). GreenGuard is an organization devoted to increasing quality of life through reducing exposure to chemicals, pollutants and improving indoor air quality. The GreenGuard certification indicates low chemical emission by the computers (24). At a minimum, Ball State Purchasing Services purchases computers of EPEAT silver, and all Apple Macintosh computers purchased are EPEAT gold. The university has an agreement to acquire computers from Lenovo which are EPEAT Gold, Energy Star and GreenGuard Certified.

Food:

Buying food locally enhances the sustainability of BSU through economic and environmental means. Local purchasing empowers growers in the vicinity of Ball State, positively impacting their livelihood. Local food also does not require large quantities of fuel to be shipped from growing regions, reducing food miles and fossil fuel use. Ball State Dining services purchases \$78,000 worth of produce locally, amounting to 14 percent of food purchases (21).



21. Ball State University AASHE STARS; <https://stars.aashe.org/institutions/ball-state-university-in/report/2011-08-02/>; retrieved 10/15/11

22. Personal Communication with Ms. Rhodene Upchurch , 10/12/11

23. EPEAT; www.epeat.net; retrieved 10/22

24. GREENGUARD Environmental Institute; www.greenguard.org/en/index.aspx; retrieved 10/22

Energy Use

“Energy reduction efforts are incorporated in new construction and renovation projects”

The predominant source of energy in the state of Indiana is coal. BSU’s reliance on this source can be found in its heating and cooling of campus buildings and its purchased electricity. To heat and cool its campus, the university used 33,686 tons of coal in its four boilers, and purchased 112 gigawatt hours of electricity. To supplement the coal fired boilers, 144,829,600 cubic feet of natural gas was used last year (30). During the reporting period, the university’s buildings consumed 1,373,100 gigajoules (GJ) of energy, of which 7,458 GJ were credited from renewable energy (25).

GRI:
EN 3
EN 4
EN 5
EN 6
EN 7

Energy reduction efforts are incorporated in new construction and renovation projects. As part of the university’s strategic plan, all future construction and renovation will be built under, and seek approval of LEED Silver status or higher (26). To date, four construction projects have been built to LEED standards; these are The David Letterman Communication and Media Building, Park Hall, Kinghorn Hall, and the Student Recreation and Wellness Facility (27). Energy-saving measures such as lighting sensors, LED lighting, temperature timer controls, and consumption metering are being used to track and reduce energy consumption.

STARS:
OP Credit
1
7-8

A major energy reduction will occur with the completion of the university’s geothermal project. The estimated \$65 - \$70 million dollar project is the largest geothermal system of its kind in the U.S., and will save the university \$2 million per year. Most of the savings will come from reduced coal purchases. (28). Phase one of the geothermal project is complete and online, removing the need for two of the university’s four coal fired boilers (29).

25. Ball State University AASHE STARS; <https://stars.aashe.org/institutions/ball-state-university-in/report/2011-08-02/>; retrieved 10/15/11
 26. Education Redefined: Strategic Plan 2007-2012; <http://cms.bsu.edu/About/StrategicPlan/StrategicPlan20072012.aspx>; retrieved 10/12/11
 27. Leadership in Energy and Environmental Design (LEED); <http://cms.bsu.edu/Academics/CentersandInstitutes/COTE/Sustainability/LEED.aspx>; retrieved 10/12/11
 28. Going Geothermal; <http://cms.bsu.edu/About/Geothermal.aspx>; retrieved 10/15/11
 29. Re: Innovation Credit 2; James Lowe; <https://stars.aashe.org/media/secure/34/2/141/713/InnCr2ltr..pdf>
 30. Personal communication with Mr. James Lowe, 10/28/11

WATER

“Ball State is increasing the use of water saving fixtures such as waterless urinals, dual flush toilets, and low flow fixtures.”

GRI:
EN 8
EN 9
EN 10
EN 21
EN 25


STARS:
OP Credit 22-23



Ball State University is committed to reducing its impact on the water supply through policy, equipment, and usage changes. Ball State is increasing the use of water-saving fixtures such as waterless urinals, dual flush toilets, and low flow water faucets and showerheads.

The Muncie municipal water utility provides the university with water. Muncie’s water supply is sourced from the Prairie Creek Reservoir, the White River, and three wells located near the fresh-water treatment facility (31). Prairie Creek Reservoir is a 1275 acre privately-owned reservoir that has 40 acres devoted to wetland preservation (32). The White River’s two branches flow through much of southern Indiana. It is recovering from industrial and agricultural pollution, but still serves as a habitat for common wetland species of fish, turtles, cranes, and others (33). BSU drew 39,075,500 cubic feet of water during fiscal year 2011, and discharged 27,797,100 cubic feet as waste (34).

Storm water runoff can be a significant concern for the quality of the local water supply and soil erosion. To counter those effects, BSU has 7,200 square feet of porous pavement, with plans to use porous pavement in future renovations. Streets are swept periodically during the months of March through November to remove debris from campus streets, three connected holding ponds, and vegetated swales enable water to drain in a more natural way to the White River. In an effort to absorb rainwater, the new geothermal North District Energy Station has a living vegetated roof. Facilities Planning and Management may consider additional living vegetated roofs in the future (35). Water is reused several times for cooling in mechanical processes, but there are no data regarding the volume of water saved in this manner. After reuse, the effluent is diverted through the municipal sanitary sewer system (34).

- 
31. 2010 annual water quality report; http://www.amwater.com/files/IN_5218012_CCR.pdf, retrieved 10/9/11
32. Prairie Creek Reservoir and Campground; <http://www.cityofmuncie.com/attractions/attraction.asp?aid=21>, retrieved 10/15/11
33. Occurrence of pesticides in the White River, Indiana; <http://in.water.usgs.gov/nawqa/wr03007.htm>; retrieved 10/15/11
34. Personal communication with Mr. Michael Planton, 10/25/11
35. Ball State University AASHE STARS; <https://stars.aashe.org/institutions/ball-state-university-in/report/2011-08-02/>; retrieved 10/15/11

Biodiversity

“...six areas for outdoor education, research, and recreation.”

GRI:

EN 11

EN 12

EN 13

EN 14

EN 15

Ball State University owns and maintains six areas for outdoor education, research, and recreation. These properties, which total 625 acres, comprise the Field Station and Environmental Education Center (FSEEC). They are home to a diverse range of life from indigenous to demonstrative habitats. The FSEEC has two missions; to promote and support multidisciplinary environmental education in natural settings for students of all ages, and to promote and support scientific inquiry into the functions and interactions between natural and human-dominated ecosystems of east central Indiana and the Midwest in general (36). One of the concerns in managing biodiversity among FSEEC lands is control of invasive species. Regular prescribed burns, herbicides, timed mowing, and manual removal are the techniques used to remove invasive plants (46).

Ginn Woods:

Indiana’s second largest old-growth forest is Ginn Woods, which has 161 acres of varied species. There is no evidence of significant alteration of the woods’ natural state; making this area a rare opportunity to study Indiana before European settlement. Ginn Woods also contains a ten-acre wetland and another stand of old growth forest (40). An inventory of species present in Ginn Woods was conducted in 1998, listing 384 species (41). None of the species are threatened or endangered (44).

Christy Woods:

Located on the southwest corner of BSU’s campus, Christy Woods contains a mature deciduous forest and a tallgrass prairie. The 17-acre woods contains walking trails and is a useful area for Biology classes and as a study area. The university’s greenhouses, which are the Teaching and Research Greenhouse and the Wheeler Orchid Collection and Species Bank, are located in the woods (38).





White, Gwendolen. "Wildflower and Bee." 2011. JPEG file.

Donald E. Miller Wildlife Area:

The Donald E. Miller Wildlife Area is a 16-acre ecotone, which is borderland between two different landscapes, is adjacent to the White River. It blends the attributes of the White River and adjacent forest. The landscape's variety makes it an excellent area for wildlife education because it contains both a thriving wetland and forest. The dichotomy of the area allows it to be a habitat for Great Blue Heron. The site is also of interest for studying the effects of invasive honeysuckle (42).

Cooper Woodland Area, Cooper Natural Area, and Skinner Field:

Three adjacent properties totaling 131 acres located just north of campus are known as Cooper Woodland Area, Cooper Natural Area, and Skinner Field. Cooper Woodland Area is composed of 17 acres of forest and 14 acres of secondary succession. Cooper Natural Area has 57 acres of tallgrass prairie, acres of turf, lanes, and developed areas. The remaining 43 acres make up Skinner Field, donated by former Ball State University Foundation

Chairman Bill Skinner. Together the area provides a diverse series of habitats for opportunities in research and field trips (37). The site is host to the student-designed-and-built Straw Bale Eco Center. The Eco Center was built to be a carbon-neutral building that respects resource flows and the local climate (45).

Juanita Hults Environmental Learning Center:

The Juanita Hults Environmental Learning Center is located on land once inhabited by the Miami, a

native American tribe. Juanita Hults bequeathed it to BSU in hopes that it would be returned to its original natural state. The 99-acre former farm includes a wetland, a tallgrass prairie, a hardwood forest, and agricultural fields (43).

GRI:
EN 30

Environmental Protection Expenditures:

While information regarding the total expenditures of all programs that protect the environment is not available, Ball State University commits significant financial resources to that end. The geothermal project alone will cost \$65-70 million dollars. The University has pledged all current and future construction to adhere to LEED Silver or higher as well.





36. Field station and environmental education center (FSEEC); <http://cms.bsu.edu/Academics/CentersandInstitutes/FSEEC.aspx>; retrieved 10/9/11
37. Cooper farm; <http://cms.bsu.edu/Academics/CentersandInstitutes/FSEEC/Properties/CooperFarm.aspx>; retrieved 10/9/11
38. Christy woods; <http://cms.bsu.edu/Academics/CentersandInstitutes/FSEEC/Properties/ChristyWoods.aspx>; retrieved 10/9/11
39. Skinner field; <http://cms.bsu.edu/Academics/CentersandInstitutes/FSEEC/Properties/SkinnerFieldArea.aspx>; retrieved 10/9/11
40. Ginn woods; <http://cms.bsu.edu/Academics/CentersandInstitutes/FSEEC/Properties/GinnWoods.aspx>; retrieved 10/9/11
41. The Flora and Vegetation of Ginn Woods, Ball State University, Delaware County, Indiana
Donald G. Ruch, Ashleigh Schoultz, and Kemuel S. Badger
Proceedings of the Indiana Academy of Science, (1998) Volume 107 p. 17-60
42. Miller wildlife area; <http://cms.bsu.edu/Academics/CentersandInstitutes/FSEEC/Properties/DonaldEMillerWildlifeArea.aspx>; retrieved 10/9/11
43. Hults environmental learning center; <http://cms.bsu.edu/Academics/CentersandInstitutes/FSEEC/Properties/HultsEnvironmentalLearningCenter.aspx>; retrieved 10/9/11
44. Indiana County Endangered, Threatened and Rare Species List, Delaware; http://www.in.gov/dnr/naturepreserve/files/np_delaware.pdf; 06/01/2010
45. Straw-Bale Eco Center; <http://ecocenter.iweb.bsu.edu/index.htm>; retrieved 10/24/11
46. Personal communication with Mr. John Taylor, 11/3/11

Emissions...

“This geothermal system will drastically reduce the amount of greenhouse gases...”

GRI:

EN 16
EN 17
EN 18
EN 19
EN 20
EN 22
EN 23
EN 24
EN 28

Ball State remains committed to emissions transparency and reporting. Current emissions data were reported to the American College & University Presidents' Climate Commitment (ACUPCC) earlier this year (47).

Greenhouse Gas Emission Totals in metric tons of CO₂e:

Total 192,871

Scope 1	77,043
Stationary Combustion	74,481
Campus Fleet	2,562
Scope 2	101,671
Purchased Electricity	101,671
Scope 3	14,157
Commuting	4,048
Air Travel	6,992
Solid Waste	3,119

Other Significant Emissions in metric tons:

PM10	191
NOx	223
SO ₂	1,519
CO	80

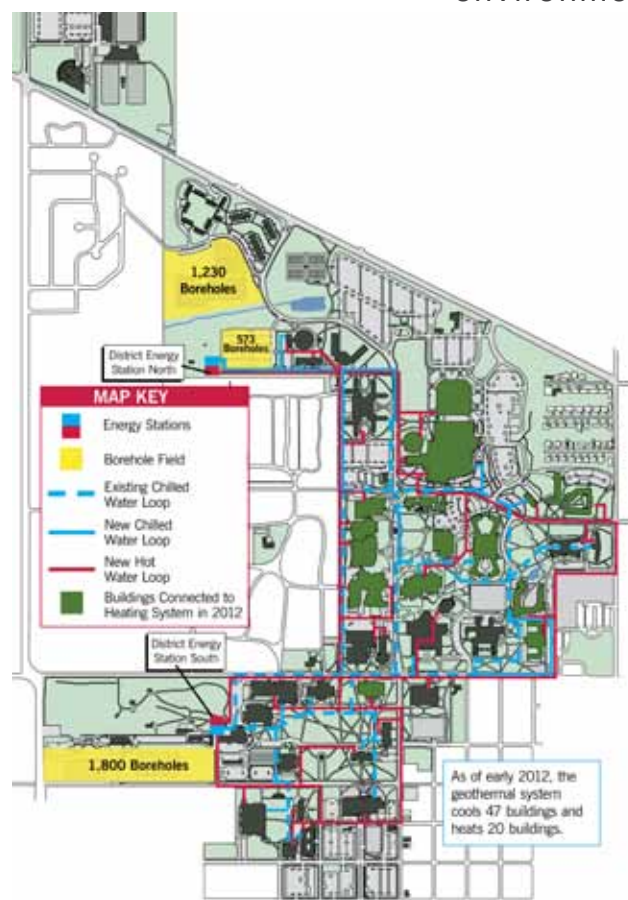
(47, 52)

BSU's geothermal project is well underway (48). This geothermal system will drastically reduce the amount of greenhouse gases and other pollutants emitted, cutting the university's carbon footprint by half (48).

There have been no notable hazmat release incidents, or significant fines resulting from noncompliance with environmental laws during the last year (49).

Waste:

Waste reduction, recycling, and composting programs reduce BSU's solid waste generation (50). Facilities Planning and Management is responsible for a number of waste-reduction improvements and programs. These include hazmat source elimination, source reduction and recycling activities. Examples of such activities are placing recycling containers at football tailgating and participating in the national collegiate recycling competition, RecycleMania (50). The results of the programs can be indicated by waste changes over the last six years. While garbage has increased by 265 tons, the growth of recycling has outpaced it at an increase of 391 tons (51).



Jim Lowe, Director of Engineering, Construction, and Operations
*Full Size in Appendix 3

Solid waste, in tons:

landfill waste	2829
recycled material	1093
composted material	525
electronics recycled	95
construction waste landfilled	1854
construction waste recycled, donated or recovered	18814

47. GHG Report for Ball State University; <http://rs.acupcc.org/ghg/1654/>; retrieved 10/15/11

48. Going Geothermal; <http://cms.bsu.edu/About/Geothermal.aspx>; retrieved 10/15/11

49. Personal communication with Mr. Michael Planton, 10/10/11

50. Personal communication with Ms. Stacy Wheeler, 10/27/11

51. Ball State University AASHE STARS; <https://stars.aashe.org/institutions/ball-state-university-in/report/2011-08-02/>; retrieved 10/15/11

52. Personal communication with Mr. James Lowe, 10/28/11

Products and Services...

“...BSU reports that 30% of dining services’ waste is diverted to recycling”

GRI:
EN 26
EN 27

As part of BSU’s commitment to produce civic and professional leaders, the university’s strategic plan acknowledges the importance of environmental sustainability (53). The university acts on this position through initiatives intended to mitigate environmental impacts of the BSU operations. The university’s geothermal project is the first of its scope in the country. The Council on the Environment creates resolutions to recommend actions that the university should take to promote the sustainable use of natural resources and protect ecosystems (54).

Ball State University’s dining services was the closest match to this category because its products are sold to students, faculty, staff, and visitors. Packaging materials in the kitchens are sorted into cardboard, tin cans, glass jars, plastic containers, and batteries for recycling. Customers have the opportunity to place food packaging waste in the local “blue bag” recycling containers (55). However, in the current College Sustainability Report Card, BSU reports that 30% of dining services’ waste is diverted to recycling (56).



53. Education Redefined: Strategic Plan 2007-2012; <http://cms.bsu.edu/About/StrategicPlan/StrategicPlan20072012.aspx>; retrieved 10/12/11

54. Personal communication with Mr. Robert Koester; 11/3/11

55. Personal communication with Mr. Jon Lewis 3/23/12

56. Ball State University. June 11, 2010. Dining Survey. Retrieved from <http://www.greenreportcard.org/report-card-2011/schools/ball-state-university/surveys/dining-survey>

Transportation...



White, Gwendolen. "Hybrid Fleet." 2010. JPEG file.

Ball State maintains a fleet of vehicles to support the university's educational mission. Among the 312 vehicle fleet, 38 are hybrid-electric, and one is completely electric. These vehicles use less fuel than their conventional counterparts. Among the remaining vehicles, 63 are fueled by biodiesel, and 71 are fueled by E85 ethanol (57). Biofuels are renewable resources and may generate less greenhouse gas (58).

GRI:
EN 29

Commuting by bicycle is becoming increasingly common at BSU. During good weather, an estimate of up to three thousand students commute by bicycle daily. Several bicycle-oriented initiatives were started within the last year to encourage ridership; their combined efforts have increased bicycle use by approximately 15 percent in the last year. The university works with law enforcement to register bicycles used on campus in order to help prevent theft. Ball State Recreation Services holds bicycle education and safety courses, and also hosts recreational rides. Outdoor Pursuits rents mountain and road bicycles, additionally offering maintenance services as well (59).

57. Ball State University AASHE STARS; <https://stars.aashe.org/institutions/ball-state-university-in/report/2011-08-02/>; retrieved 10/15/11

58. Renewable Fuel Standard Program (RFS 2) Regulatory Impact Analysis; US Environmental Protection Agency; EPA-420-R-10-006; 2/10

59. Personal communication with Ms. Stacy Wheeler, 10/27/11



Human Rights Dimension:

There is growing global consensus that organizations have the responsibility to respect human rights. Human Rights Performance Indicators require organizations to report on the extent to which processes have been implemented, on incidents of human rights violations and on changes in the stakeholders' ability to enjoy and exercise their human rights, occurring during the reporting period. Among the human rights issues included are non- discrimination, gender equality, freedom of association, collective bargaining, child labor, forced and compulsory labor, and indigenous rights.

Sustainability Reporting Guidelines. Retrieved Oct. 12, 2011, from <http://www.globalreporting.org/NR/rdonlyres/53984807-9E9B-4B9F-B5E8-77667F35CC83/0/G31GuidelinesinclTechnicalProtocolFinal.pdf>

Human Rights



Investment and Procurement Practices...

GRI:

HR 1
HR 2
HR 3

STARS:

OP Credit
13

PAE Credit

14
17-18
25

The Ball State University Foundation maintain a diverse portfolio, but none of its investment agreements directly addresses human rights. Currently, there is no human-rights screening policy, although adoption of a policy is being considered for future investments (60).

According to the purchasing department's website, "The Purchasing Services Office supports the University's commitment to the promotion of diversity with the vendors who supply goods and services to the university by focusing on securing business contracts with firms identified as minority- and women-owned businesses." The major suppliers to the university are Gordon Food Service, Guy Brown Products, Hubert Company, and HP Products (61). The department did not indicate any specific human rights screening processes for suppliers or business partners; however, they did mention that they follow Ball State's Equal Opportunity and Affirmative Action Policy (62).

There are numerous employee training programs available to all employees and students which are offered by the Learning & Development department housed in the University Human Resource Services. The amount of training varies by department, and therefore, the data on training hours is not recorded in a single database. According to BSU's website, the department offers an average of 154 training hours on various subjects. Approximately 23 hours of human rights training were offered; topics included sexual harassment, disability, and multigenerational differences. A detailed list of training courses offered by Learning & Development department can be viewed at:

https://www.bsu.edu/webapps/minicourse2/search_results.asp. (63)



“The university has a strict policy on discrimination and provides an appeals process for allegations of discrimination.”

Non-Discrimination:

GRI:
HR 4

The university has a strict policy on discrimination and provides an appeals process for allegations of discrimination (64). The data on the number of discrimination incidents were not available in a reportable format at the time of this report.

Freedom of Association and Collective Bargaining:

GRI:
HR 5

The university policy for the freedom of association and collective bargaining is in The Handbook for Service Personnel. It 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.” For the reporting period no data were available that indicated the rights to freedom of association and collective bargaining were violated (65).

STARS:
PAE Credit
11

Child Labor and Forced and Compulsory Labor:

GRI:
HR 6
HR 7

According to the University Human Resource Services, there have been no incidents of child labor or forced and compulsory labor, and there was also no risk of such incidents occurring. (66).

“...100 percent of the employees, who include civilian employees, are trained in the area of human rights.”

GRI:
HR 8

Security Practices:

The University Police Department provides the main security for the campus. The police department has a strong commitment to protecting the campus community and the surrounding areas. Training is an ongoing procedure. According to Sergeant David Bell, the training coordinator, 100 percent of the employees, who include civilian employees, are trained in the area of human rights. Under this topic, sexual harassment, discrimination, cultural awareness, and ethics are covered. It starts with the initial orientation for new employees, and is also part of an annual continuing education program. The officers take part in human rights courses at the Indiana Law Enforcement Academy, which cover criminal law, traffic law, ethics, cultural diversity, and human behavior. These courses touch on human rights issues, including federal and state constitutional laws (67).



GRI:
HR 9
HR 10

Indigenous Rights and Assessment:

There were no data available that indicated the rights of indigenous people were violated. The data on human rights reviews were not available in a reportable format.

GRI:
HR 11

Remediation:

For the staff employees, there were zero grievances related to human rights filed. There are three other classes of employees, however the data for those classes were not available in a reportable format (66).



60. Heck, Tom. Phone Interview. 25 Oct. 2011.

61. Upchurch, Rhodene. Personal Interview. 12 Oct. 2011.

62. Ball State University – Purchasing Services. (2011). Retrieved October 19th, 2011 from <http://cms.bsu.edu/About/AdministrativeOffices/Purchasing.aspx>.

63. Ball State University - Learning & Development. (2011). Retrieved October 19th, 2011, from <http://cms.bsu.edu/About/AdministrativeOffices/HumanResources/LearnDev.aspx>.

64. Ball State University – Equal Opportunity Affirmative Action Policy. (2011). Retrieved October 19th, 2011 from <http://cms.bsu.edu/About/AdministrativeOffices/Legal/EqualOpportunity.aspx>.

65. Handbook for Service Personnel (Bargaining Unit). (2008). Retrieved October 23rd, 2011 from http://cms.bsu.edu/About/AdministrativeOffices/HumanResources/EmployeeInfo/~/_media/DepartmentalContent/HumanResources/PDFs/HndbkService08.ashx.

66. Burke, Judith. Personal Interview. 12 Oct. 2011.

67. Bava, Vimal. "BBC Project Question." Message to David Bell. 20 Oct. 2011. E-mail.



Labor Practices and Decent Work Dimension:

The specific Aspects under the category of Labor Practices are based on internationally recognized universal standards, including:

- United Nations Universal Declaration of Human Rights;
- United Nations Convention: International Covenant on Civil and Political Rights;
- United Nations Convention: International Covenant on Economic, Social, and Cultural Rights;
- Convention on the Elimination of all Forms of Discrimination against Women (CEDAW);
- ILO Declaration on Fundamental Principles and Rights at Work (in particular the eight core Conventions of the ILO consisting of Conventions 100, 111, 87, 98, 138, 182, 29, 105); and
- The Vienna Declaration and Programme of Action.

The Labor Practices Indicators also draw upon the two instruments directly addressing the social responsibilities of business enterprises: the ILO Tripartite Declaration Concerning Multinational Enterprises and Social Policy, and the Organisation for Economic Co- operation and Development (OECD) Guidelines for Multinational Enterprises.

Sustainability Reporting Guidelines. Retrieved Oct. 12, 2011, from <http://www.globalreporting.org/NR/rdonlyres/53984807-9E9B-4B9F-B5E8-77667F35CC83/0/G31GuidelinesinclTechnicalProtocolFinal.pdf>

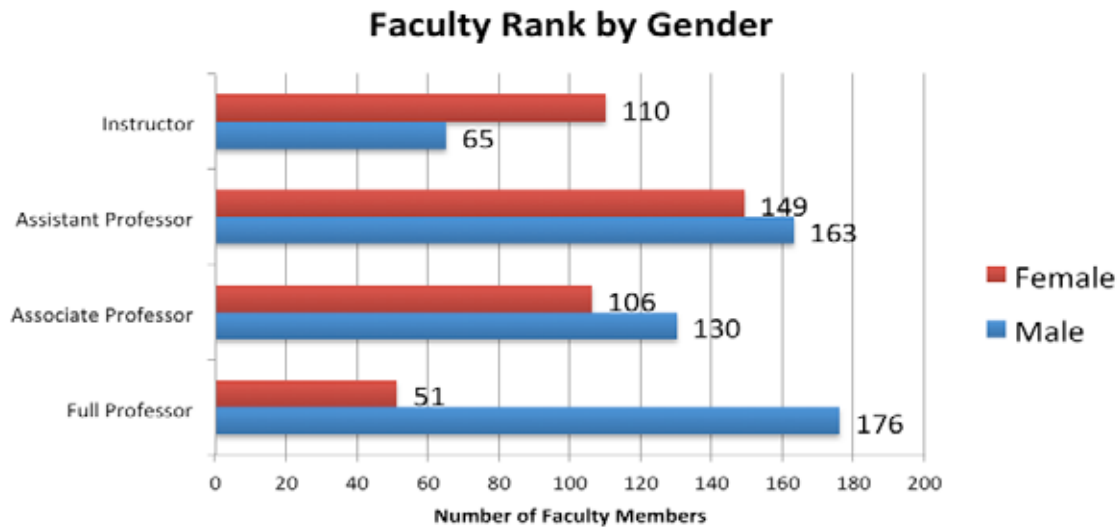
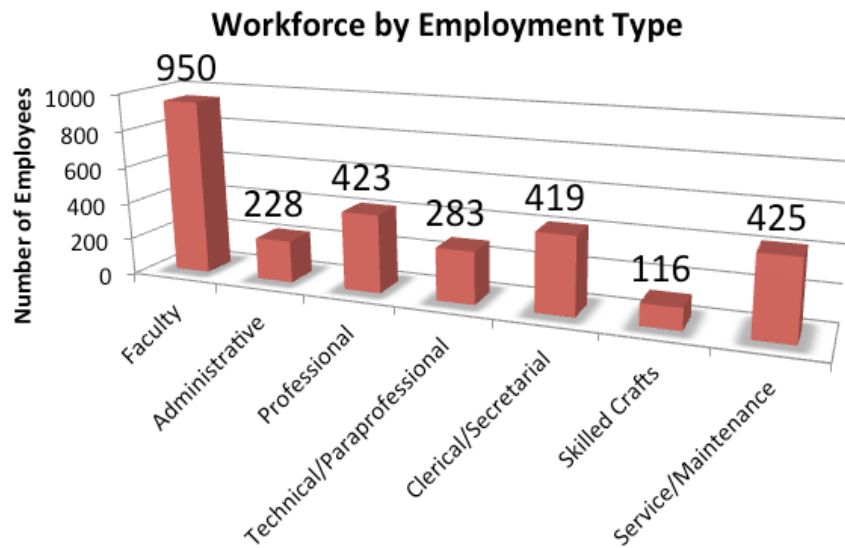
Labor Practices and Decent Work



Employment...

GRI:
LA 1
LA 2
LA 3
LA 15

STARS:
PAE Credit
6-7
11



(68)



The university is the largest employer in the community, and like many other large organizations, it faces some levels of turnover. According to the University Human Resources Services, last year BSU hired 274 new employees, and had 212 separations, either through resignation or discharges. The turnover rate was 7.4 percent (69).

The university is bound by labor laws and requirements. One of those laws is the Family and Medical Leave Act, which requires larger employers to provide up to 12 weeks of unpaid job-protected leave to “eligible” employees for specified family and medical reasons. The university had four male employees and 32 female employees take parental leave. The return to work rates were 100 percent for the male employees and 94 percent for the female employees (69).

The university provides benefits to all classes of employees, however, the benefits for the part-time and temporary employees are limited. The following table summarizes the benefits for the service employees.

Service Employees			
Benefits	Full-Time	Part-Time	Temporary
Paid Time Off	✓yes	n/a	n/a
Disability Coverage	✓yes	n/a	n/a
Employee-Assistance Program	✓yes	✓yes	n/a
Training	✓yes	✓yes	n/a
Fee Remission Program	✓yes	n/a	n/a
Educational Assistance	✓yes	n/a	n/a
Discounted Athletics Tickets	✓yes	✓yes	n/a
Discounts at Bookstore	✓yes	✓yes	n/a

(70)

GRI:
LA 4
LA 5

Labor/Management Relations:

STARS:

PAE Credit
11

Full-time regular service employees are represented by The American Federation of State, County, and Municipal Employees (AFSCME) Local #293.

The percentage of employees covered by collective bargaining agreements is 13.2 percent (70).

According to the Melissa Rubrecht, Director of Employee Relations, 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 the start of the workweek, which is before 12:01 am on Sunday; however, in practice the university tries to give as much of an advance notice as possible (71).

For layoffs, the collective bargaining agreement requires a 7-day notice. For the non-union staff, there is 30-day notice, and for professional employees, the notice time depends on the length of service (71).

On the Employee Relations office website there are handbooks for the other classes of employees at BSU. All the handbooks cover rules and policies that pertain to the operations of the university.



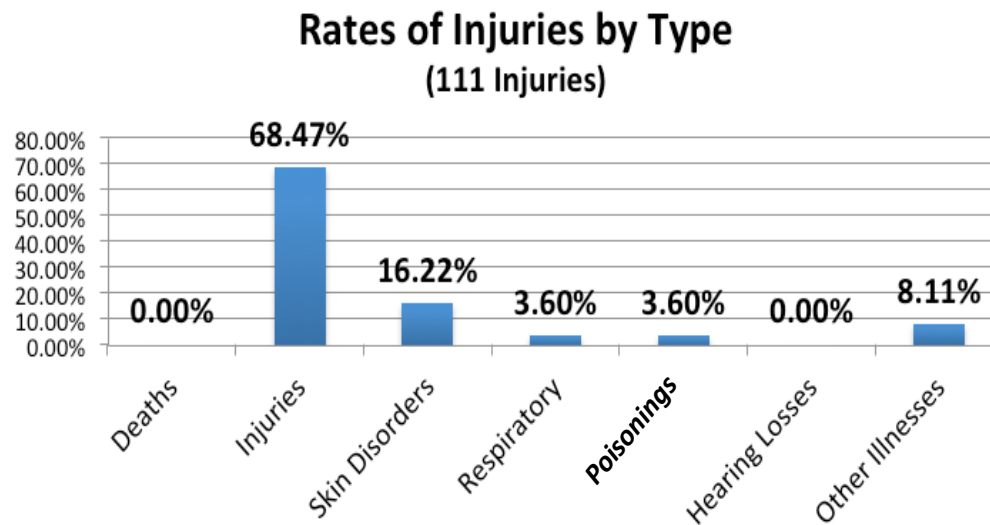
GRI:
LA 6
LA 7
LA 8
LA 9

Occupational and Health Safety:

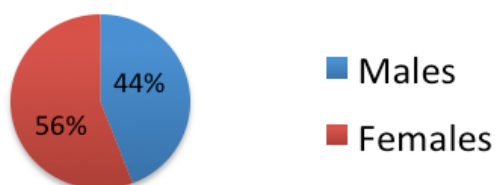
The percentage of the workforce that is represented on joint management-worker health and safety committees is 100 percent. The employees that are covered by the collective bargaining agreement are represented by the union on the committees, and the remaining university employees are represented by management (71).

LA

Employee safety is a priority of the university. Workers compensation laws cover all employees, including student employees. The following charts illustrate the rates of work related injuries at the university.



Injuries by Gender



(71)

In addition to the 111 injuries reported above, there were 499 additional accident reports, where employees did not need medical attention. Injuries accounted for 1,131 work days missed last year (71).

To promote healthy lifestyles, BSU offers employees several wellness programs. Chronic Disease Self-Management, Weight Watchers at Work, and Nutritional Counseling are examples. There are also several incentives for employees to participate; a \$75 gift card is given to those who complete a wellness program. The Working Well office maintains a website at <http://cms.bsu.edu/About/AdministrativeOffices/WorkingWell.aspx>, which has detailed information on their offerings (72).

According to the Director of Employee Relations, there is a joint management-union safety committee established by the collective bargaining agreement that meets as necessary to discuss issues of concern (71).

GRI:
LA 10
LA 11
LA 12

STARS:
PAE Credit
15

Training and Education:

The training programs at BSU vary by department, and the training hours are not tracked in a single database. The Learning & Development department offers training programs that are available to all employees. Approximately 154 hours of training on various subjects are offered. The training hours per employee were not available in a reportable format (63).

The university offers numerous training courses that contribute to the effective development of its employees through Learning & Development department. Some of the courses offered cover leadership, writing, communication, strategic thinking, goal planning, and personal management (63).

All BSU employees receive regular performance and career development reviews. Each department conducts its own reviews and keeps the data on file. Out of the 1,293 staff and service employees, 1,246 did receive performance and career development reviews; this amounts to 96.4 percent of the staff and service employees. The data for the faculty and other professional staff were not available in a reportable format (69).



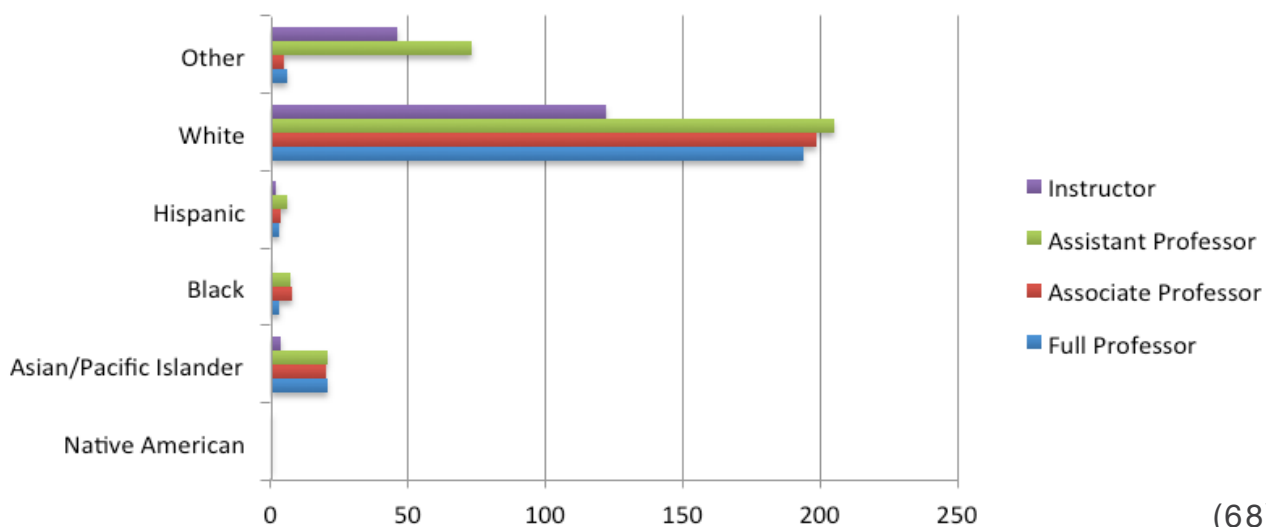
Diversity and Equal Opportunity:

The three main governance bodies at BSU are the Campus Council, the Faculty Council, and the University Council. These councils are mainly composed of faculty and staff members, however, the Campus Council also includes students (73).

GRI:
LA 13

STARS:
PAE Credit
6

Faculty by Self-Reported Ethnicity



(68)

Equal Remuneration for Women and Men:

The average salaries for faculty members are: \$82,100 for professors, \$64,000 for associate professors, and \$52,000 for assistant professors (74). Data on salary ratios of women to men were not available in reportable format. Access to salary levels for all the employees of the university can be found at:

<http://www.thestarpress.com/article/99999999/DATAPLACE/91009027/Ball-State-2009-2010-Salaries>.

GRI:
LA 14

STARS:
PAE Credit
6

63. Ball State University - Learning & Development. (2011). Retrieved October 19th, 2011, from <http://cms.bsu.edu/About/AdministrativeOffices/HumanResources/LearnDev.aspx>.

68. Ball State University – Fact Book. (2011). Retrieved September 15th, 2011, from <http://cms.bsu.edu/About/FactBook.aspx>.

69. Bava, Vimal. "Building Better Communities Project Question." Message to Judith Burke. 17 Oct. 2011. E-mail.

70. Ball State University – Employee Handbooks. (2011). Retrieved October 23rd, 2011 from <http://cms.bsu.edu/About/AdministrativeOffices/HumanResources/EmployeeInfo/EmployHndbk.aspx>.

71. Bava, Vimal. "BBC Project Question." Message to Melissa Rubrecht. 25 Oct. 2011. E-mail.

72. Ball State University – Working Well. (2011). Retrieved October 19th, 2011, from <http://cms.bsu.edu/About/AdministrativeOffices/WorkingWell.aspx>.

73. Ball State University – Faculty Senate. (2011). Retrieved October 17th, 2011, from <http://cms.bsu.edu/About/AdministrativeOffices/Senate.aspx>.

74. American University of University Professors. March-April, 2010. No Refuge: The Annual Report on the Economic Status of the Profession, 2009-10.



Social Dimension:

The social dimension of the Global Reporting Initiative addresses the following aspects; labor practices, human rights, society, and product responsibility. More broadly, the social dimension “concerns the impacts an organization has on the social systems within which it operates.”

Sustainability Reporting Guidelines. Retrieved Oct. 12, 2011, from <http://www.globalreporting.org/NR/rdonlyres/53984807-9E9B-4B9F-B5E8-77667F35CC83/0/G31GuidelinesinclTechnicalProtocolFinal.pdf>

Social



Local Community...

“...over 7,500 students participated in at least one service project and contributed, in total, over 108,000 hours of service.”

GRI:
SO 1
SO 9
SO 10

STARS:
PAE Credit
22-23

Ball State University is involved with numerous local community engagement projects through the Office of Student Life's Student Voluntary Services (SVS), individual departments on campus, and Building Better Communities (BBC).

Student Voluntary Services and BBC both use assessment programs to measure the success of their community involvement and assistance to local stakeholders. The Office of Student Life conducts a community service audit each year. According to the most recent audit of the 2010-2011 academic year, over 7,500 students participated in at least one service project and contributed, in total, over 108,000 hours of service. Sixteen departments on campus reported having a service-learning component in at least one class within the department. These departments came from six of the seven colleges on campus. Fifteen student organizations participated in service projects, volunteering nearly 25,000 hours of the total hours (75).

Kathy Smith, the Associate Director of Student Life, is actively involved with community organizations in Muncie and Delaware County. She receives feedback from student volunteers and volunteer organizations. Smith has students who are involved with SVS complete a learning outcomes assessment at the beginning and conclusion of the volunteer experience. This pre- and post-assessment is important for understanding how students learn during the semester or year-long volunteer experiences. Further, Smith conducts several seminars with local community volunteer organizations to help educate them about BSU policies. These training sessions include helpful guidance about ways to orient new volunteers and better organize volunteer organizations. A dynamic, communicative relationship exists between the university's SVS and the volunteer organizations in Muncie (75).





White, Gwendolen. "ScrambleLight" 2011. JPEG file.

The Building Better Communities (BBC) office includes: Business Development, Community Economic Development, Indianapolis and Fishers Centers, E.B. and Bertha C. Ball Center, and the Fellows program which provides immersive learning opportunities for undergraduate and graduate students. During the 2010-2011 academic year, the BBC coordinated 139 projects and collected information on an additional 330 outreach and engagement projects by other Ball State academic departments and centers. These projects involved more than 4,500 Ball State students, faculty, and staff and impacted 69 of Indiana's 92 counties. Projects can range from a one-time meeting or training session to initiatives that are several months or even one year in length (76).

Building Better Communities considers each project as an individual situation and does not utilize a "one size fits all" approach. Delaina Boyd, Director of Business Development, Sharon Canaday, Associate Project Manager, and others working at BBC listen to their clients to ensure all needs are met. Continual dialogue and feedback are the two common themes embedded in the process framework that BBC utilizes for interacting with clients. The BBC staff work to ensure that both sides of the project, BSU and the client, understand clearly the expectations and outcomes of any project (76).

Building Better Communities is well-established in Indiana as being a leader in community and business development. For over 25 years, BSU has been the Indiana site for the state's Economic Development Course, a comprehensive educational experience in the theory and practice of economic development. The International Economic Development Council accredits this course. Another example of BBC's impact on local communities was through the work with Charlestown, Indiana. Canaday and others worked directly with the community to assist with the development of a strategic plan for the city (76).

Ball State University has a large student population that interacts with off-campus areas. One measure of actual negative impacts on local communities is the Campus Crime Statistics published by Ball State. Two reporting categories, “Public Property Adjacent to Campus” and “Non Campus,” are useful for assessing the negative impacts on local communities. Public property adjacent to campus is not owned by the university. Non-campus offenses refer to university-owned property that is not part of the main Ball State campus. The largest number of instances for disturbances on public property related to liquor and drug law violations. Depending on how these events transpired, these arrests may be perceived as a negative impact on local communities.

Non campus offenses reported

Year	Forcible sex offenses (including forcible rape)	Aggravated assault	Burglary	Arson
2008	0	0	2	1
2009	0	0	2	1
2010	2	1	2	1

Non campus arrests

Year	Liquor law violations
2008	2
2009	0
2010	1



Public Property Adjacent to Campus Crimes, offenses reported

Year	Forcible sex offenses (including forcible rape)	Robbery	Aggravated assault	Motor vehicle theft	Arson
2008	0	2	1	1	1
2009	1	3	9	0	0
2010	1	2	3	0	0

Public Property Adjacent to Campus, Arrests

Year	Liquor law violations	Drug law violations	Illegal weapons possessions
2008	150	92	2
2009	267	67	3
2010	134	67	1

(78)

Corruption...



The university employs a full-time Director of Risk Management and a full-time Director of Auditing to properly manage risks for the university. The entire university is analyzed for risks of various kinds. The financial statements of BSU are audited annually by the Indiana State Board of Accounts. The most recent financial statements of the university include a few sections related to risk management.

GRI:
SO 2
SO 3
SO 4

Ball State University faces the following risks: torts, thefts and other kinds of asset destruction, human errors, illnesses and injuries, and employee benefits (79). The entire university must be analyzed for risks so that the university can effectively insure itself. The university is able to self-insure with reserves of \$15.8 million. Nearly all of this financial reserve, \$13.6 million, is specifically earmarked for health care costs. The remainder of the financial reserves includes money to cover life insurance plans and workers compensation expenditures. The university maintains a contingency reserve of \$5.1 million in case of unexpected disasters, such as weather related events (79).

The Office of University Compliance hosts training sessions for university staff related to the university's anti-corruption policies and procedures. The university does not maintain a list of the number of training sessions regarding anti-corruption policies or the number of attendees. According the offerings on its public calendar, 72 training sessions were held in 2010-2011 and 85 training sessions were held in 2009-2010 (80).

The Office of University Compliance makes presentations about several topics including the Americans with Disabilities Act 1990, public records laws, proper methods for carrying out job searches and hiring procedures, equal opportunity laws, and sexual harassment (80).

Ball State University has a policy on conflict of interest and conflict of commitment. This is available through the Faculty and Professional Personnel Handbook (81). Conflicts are assessed at administrative levels in the university. The first level of discussion occurs at the department or supervisor level regarding the disclosed conflict. Following this, an additional conversation may occur with the dean of the academic division at the university or the person next in charge according to an organizational chart. Procedures are clearly detailed in the Faculty and Professional Personnel Handbook. Some of these procedures include having an outside reviewer monitor the disclosed activities and the severing of any of the relationships that are causing the conflict. Depending on the severity of the conflict, additional conversations may occur with the university administration.

Public Policy...

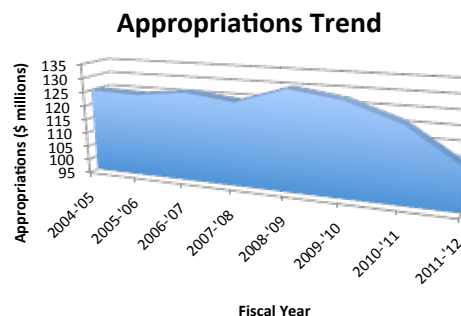
“...appropriations from the state were recently cut by \$11.8 million, or 4.7 percent of the university’s operating budget.”

GRI:
SO 5
SO 6

Ball State University’s email user policy does not allow, “using university systems for ... political campaigning” (82). However, this does not mean the university avoids participating in public policy development or lobbying. Administrators take public policy positions; for example, President Jo Ann Gora educates and informs Indiana lawmakers about the importance of continued funding for higher education in the state. The university is a state-funded institution, and appropriations from the state were recently cut by \$11.8 million, or 4.7 percent of the university’s operating budget (83). President Gora and other members of the university’s administration met with Indiana lawmakers on several occasions in 2011 to make the case for limiting the amount of budget cuts to the university.

January 12, 2011, President Gora spoke before the Indiana House Ways and Means Committee to highlight a discrepancy in how four-year graduation rates would affect funding for BSU. A newspaper article quoted President Gora as saying that Ball State has “never gotten the right combination of doing the right thing and it being a priority for the state” (84).

While Ball State administrators can comment on policy-related actions, the university does not contribute to political parties or politicians.



Ball State University University Finances. Retrieved Sep. 14, 2011, from <http://cms.bsu.edu/About/FactBook/Finances.aspx>

Anti-Competitive Behavior:

Ball State University is one of several institutions of higher education in Indiana. The university is a governmental entity and is not affected by legal actions related to anti-competitive behavior, anti-trust, or monopoly (85).

GRI:
SO 7
SO 8

Compliance:

Due to a self-reported NCAA violation, BSU is under probation until July 13, 2013. The university has held educational activities for athletics staff to inform them of NCAA rules and proper procedures (86). A report related to BSU's compliance with Title IX requirements is due by December 1, 2011, to the Office for Civil Rights of the U.S. Department of Education (87).

75. Kathy Smith, personal communication, 9/26/2011

76. Delaina Boyd, Sharon Canaday, personal communication, 9/22/2011

77. Ball State University, Student Rights and Community Standards. (No date). Non Campus. Retrieved from <http://cms.bsu.edu/About/AdministrativeOffices/StudentRights/ReportsandStatistics/CampusCrime/NonCampus.aspx>

78. Ball State University, Student Rights and Community Standards. (No date). Public Property Adjacent to Campus. <http://cms.bsu.edu/About/AdministrativeOffices/StudentRights/ReportsandStatistics/CampusCrime/Public.aspx>

79. Howard, Randall B. Financial Report: Year Ended June 30, 2010. Retrieved from <http://www.in.gov/sboa/WebReports/B38541.pdf>.

80. Office of University Compliance, personal communication, October 7, 2011.

81. Office of the Provost and Vice President for Academic Affairs. Faculty and Professional Personnel Handbook Ball State University Academic Year 2011-2012. Retrieved from <http://cms.bsu.edu/web/facultyprofessionalhandbook.aspx>

82. Ball State University. (No date). Information Technology Users' Privileges and Responsibilities. Retrieved from http://cms.bsu.edu/About/AdministrativeOffices/UCS/~media/DepartmentalContent/Information%20Technology/PDF/Policies/Users_Policy.ashx

83. Boswell, Sarah. (2011, May 3). Ball State budget cut by \$11.8 million. Ball State Daily News. Retrieved from <http://www.bsudailynews.com/ball-state-budget-cut-by-11-8-million-1.2558477#.To3Q7WMRpII>

84. Slabaugh, S. (2011, January 13). Ball State strikes out in budget formula. The Star Press, pp. 1A, 2A.

85. Cistrelli, Larry, personal communication, October 24, 2011

86. NCAA. (2010, July 14). Ball State University Public Infractions Report. Retrieved from <https://web1.ncaa.org/LSDBi/exec/miSearch>

87. Mikesell, Mat. (2011, June 30). ATHLETICS: Office for Civil Rights visits Ball State this week. Retrieved from <http://www.bsudailynews.com/athletics-office-for-civil-rights-visits-ball-state-this-week-1.2603194>



PR

Product Responsibility Dimension:

Product Responsibility Performance Indicators address the aspects of a reporting organization's products and services that directly affect customers, namely, health and safety, information and labeling, marketing, and privacy.

These aspects are chiefly covered through disclosure on internal procedures and the extent to which these procedures are not complied with.

Sustainability Reporting Guidelines. Retrieved Oct. 12, 2011, from <http://www.globalreporting.org/NR/rdonlyres/53984807-9E9B-4B9F-B5E8-77667F35CC83/0/G31GuidelinesinclTechnicalProtocolFinal.pdf>

Product Responsibility



“...95 percent of graduate students
had a positive or very positive attitude
toward BSU.”

GRI:
PR 5

Customer Health and Safety and Product Service Labeling:

The Office of Academic and Institutional Assessment frequently surveys students about their experience at BSU. For example, the university conducts surveys of first-year students, transfer students, sophomores, seniors, alumni, graduate students, and withdrawing students.

The 2007-2009 survey of graduate students indicated over 95 percent of graduate students had a positive or very positive attitude toward BSU (88). Positive attitudes towards BSU were held by students that chose to transfer away from the institution, with 71 percent of undergraduates who withdrew from the university holding a positive or very positive attitude towards the school (89).

GRI:
PR 6
PR 7

Marketing Communications:

University Marketing and Communications (UMC) communicates with stakeholders about BSU and maintains the university brand (90). UMC developed several guidelines for internal and external communications. The Identity Standards Manual describes how BSU graphic images and official logos can be used in presentations, letterhead, and other formats (91). The Editorial Style Guide insures a consistent use of words and terms associated with the university, as well as offering assistance with common mistakes in writing (92). University Marketing and Communications has several web policies, including media and web site policies. Similar to the Editorial Style Guide, these web policies are used to insure a consistent message and brand to university-hosted websites (93).

Along with these university-developed standards, UMC adheres to several external guidelines (94, 95). These include the ethical guidelines of the Public Relations Society of America (PRSA), the Council for Advancement and Support of Education (CASE) ethical standards, and the Forest Stewardship Council (FSC). The PRSA code of ethics includes statements about adhering to “the highest standards of accuracy and truth in advancing the interests of those we represent” and to “build mutual understanding, credibility, and relationships among a wide array of institutions and audiences” (96). The CASE statement of ethics calls for advancement professionals “to observe the highest standards of personal and professional conduct” (97). Specific guidelines for communications and marketing professionals includes ethical and operational

principles. One ethical principle asks professionals to place institutional welfare above personal interests and gains. An operational principle notes that professionals are best able to move institutions forward when these professionals work with others by engaging in an open, two-way, communication with stakeholders (98).

University Marketing and Communications utilizes a third voluntary code with respect to the outside printing companies that are used for large volume pieces. The paper used in BSU pieces comes from printers that follow the standards of the FSC, which seeks to utilize properly managed forest resources. The FSC principles and criteria strive to protect “social, economic, ecological, cultural and spiritual needs of present and future generations” (99).

Omitted Indicators:

As Ball State University is an institution of higher education, the product responsibility section was difficult to apply to the university because Ball State does not produce an end product, such as a car or a computer. While the students graduating from the institution are a kind of product, the research team did not feel this was the intent of the GRI reporting area. The university continually assesses how to improve the educational experiences they provide to their students. In addition to providing an outstanding educational experience, Ball State is committed to creating an excellent work environment for faculty and staff. The health, safety, and development of our students is always a priority.

GRI:
PR 1
PR 2
PR 3
PR 4
PR 8
PR 9

88. Office of Academic Assessment and Institutional Research (AAIR). (2010, April). 2007-2009 Graduate Student Exit Survey. Retrieved from <http://cms.bsu.edu/About/AdministrativeOffices/Assessment/Surveys/GraduateStudents.aspx>

89. AAIR. 2010-2011 Withdrawing Student Survey. Retrieved from <http://cms.bsu.edu/About/AdministrativeOffices/Assessment/Surveys/WithdrawingStudents.aspx>

90. University Marketing and Communications. 2011a. University Marketing and Communications. Retrieved from <http://cms.bsu.edu/About/AdministrativeOffices/UMC.aspx>

91. University Marketing and Communications. 2008. Identity Standards Manual 2008.1. Retrieved from http://cms.bsu.edu/About/AdministrativeOffices/UMC/LogosAndTools/~media/DepartmentalContent/UMC/pdfs/IdentityStandards2008_1.ashx

92. University Marketing and Communications. 2010. Writing Style and Usage Guidelines Fall 2010. Retrieved from http://cms.bsu.edu/About/AdministrativeOffices/UMC/LogosAndTools/~media/DepartmentalContent/UMC/pdfs/Ball_State_Style_Guide_Fall_2010.ashx

93. University Marketing and Communications. 2011b. Web Policies. Retrieved from <http://cms.bsu.edu/About/AdministrativeOffices/UMC/WhatWeDo/Web/WebPolicies.aspx>

94. Jendraszak, S. Personal communication via e-mail. October 10, 2011.

95. Proudfoot, T. Personal communication via e-mail. October 9, 2011.

96. PRSA. Preamble. Retrieved from <http://www.prsa.org/AboutPRSA/Ethics/CodeEnglish/index.html>

97. CASE. 2011. CASE Statement of Ethics. Retrieved from http://www.case.org/Samples_Research_and_Tools/Ethics_Resources_and_Issues/CASE_Statement_of_Ethics.html

98. CASAE. 2004. Principles of Practice for Communications and Marketing Professionals at Educational Institutions. Retrieved from http://www.case.org/Samples_Research_and_Tools/

99. FSC. No date. FSC Principles and Criteria. Retrieved from <http://www.fsc.org/pc.html>

Principles_of_Practice/Principles_of_Practice_for_Communications_and_Marketing_Professionals_at_Educational_Institutions.html



Economic Dimension:

According to the Global Reporting Initiative, “the economic dimension of sustainability concerns the organization’s impacts on the economic conditions of its stakeholders and on economic systems at local, national, and global levels” (Disclosure). Indicators, therefore, focus on capital flow among stakeholders and on the main societal impacts of the organization.

Sustainability Reporting Guidelines. Retrieved Oct. 12, 2011, from <http://www.globalreporting.org/NR/rdonlyres/53984807-9E9B-4B9F-B5E8-77667F35CC83/0/G31GuidelinesinclTechnicalProtocolFinal.pdf>

Economic



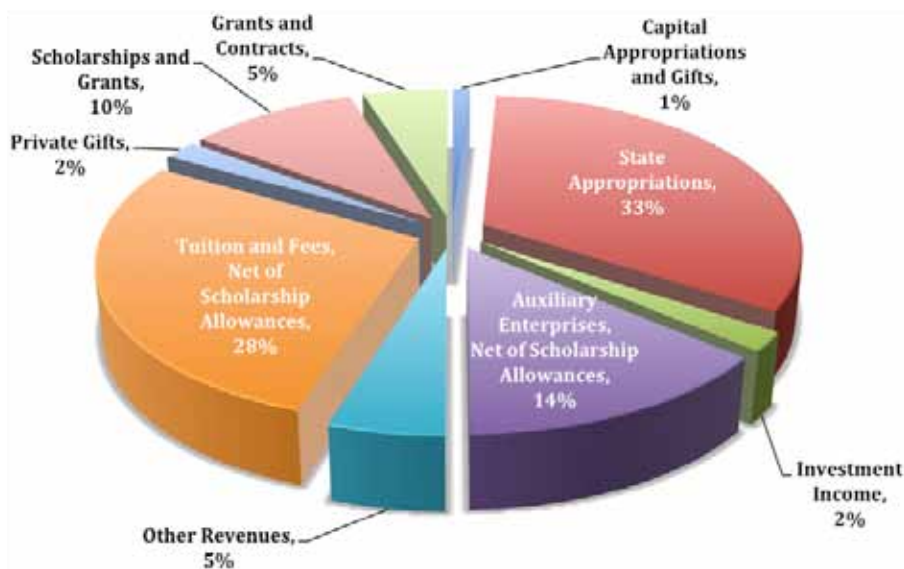
Economic Performance...

GRI:
EC 1
EC 3
EC 4

STARS:
PAE Credit
23

Ball State University is a publicly supported institution; the economic well-being of the university is dependent on the Indiana State Budget Agency. The state provides “approximately 44 percent of the University’s general fund budget” and 33 percent of its total revenue (100). The university received state appropriations of \$143,361,488 for the year-ended 2010, of which \$127,489,000 was for general operating use. State appropriations were \$2.7 million less than last year. This decrease is primarily due to the \$15.2 million reduction from the State Budget Agency.

Revenue by Source



In addition to state appropriations, tuition and fees were BSU’s second largest revenue source. Tuition and fee revenues increased 7 percent in 2010; this was attributed to the growth in enrollment and the increased retention rate. However, tuition rates did increase by 9.5 percent. The university “has the second lowest tuition rate of any college in the Mid-American Conference, and is lower than the university’s two closest competitors for Indiana students.”(100)



Operating expenses for the year-end increased by over 2.1 percent. Nearly all of the increase in expenses was attributable to personnel costs, primarily benefits. Healthcare costs still continue to play a significant role in the BSU's operating expenses. These costs are reflected in salaries and benefits that still accounts for 68 percent of the university's total expenses. The university has put into place an enhanced healthcare program to address these rising costs.

Another component of the salaries and benefits is BSU's defined benefit plans. Faculty have many plans to choose from. The university sponsors its own Alternate Pension Plan as well as the Indiana State Teachers' Retirement Fund and the Public Employees' Retirement Fund. The university's entire defined benefit plan obligations are met by funds maintained separately from resources of the university. According to the university's Alternate

Pension Plan, "If hired before September 30, 2010, the university contributes 12.27 percent of wages to the company." (101) If an employee is hired after that date, the university contributes 5 percent for three years and 10.5 percent after three years. During 2010, the university contributed \$12,054,756 to this plan (100).

Other pension plans are the Public Employees' Retirement Fund and the Teachers' Retirement Fund, which are also held separately from university resources. The Public Employees' Retirement Fund is a multiple-employer public employee retirement system. For this plan the contribution is "three percent of compensation, plus the investment earning credit ...". For the year-ended 2010, contributions for this plan were "\$2,935,261" (100). The Teachers' Retirement Fund is a cost-sharing, multiple employer public retirement system. The university contributes 7.5 percent of

covered payroll. Year-end contribution to this plan totaled \$2,060,447 and the university has made 100 percent of required contributions for each of the last three years.

GRI:
EC 5
EC 6
EC 7

Market Presence:

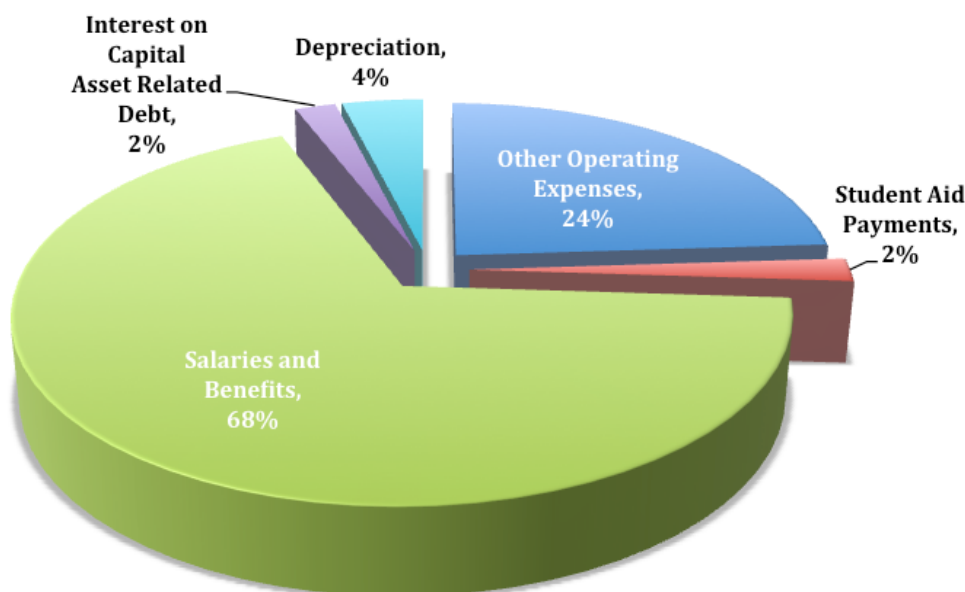
Salaries make up a considerable share of the salaries and benefits expense. The university employs both students and faculty. The minimum wage for the State of Indiana is \$7.25, which is the same as the federal minimum wage. An entry level teaching position of instructor is paid an average of \$19.44 per hour, which is 2.7 times the state minimum wage. The American Federation of State, County, and Municipal Employees (AFSCME), is the representative of regular, full-time service personnel. The bargaining unit represents three groups of employees, which are food services personnel, custodians, and skilled labor. The standard

entry wage for food service personnel is \$10.27 per hour, which is 1.4 times the state minimum wage. The entry-level wage for custodians is \$12.75 per hour, which is 1.8 times the state minimum wage. Skilled labor standard entry-level wage is \$19.39 per hour, which is 2.7 times the minimum wage. The university does not have a policy on hiring a portion of its employees from the local community. Rather BSU looks for the candidate that is most qualified and competent for the position.

The university's purchasing of products for continuing operations is reflected in the other operating expenses. Ball State does not have a policy for purchasing from locally based suppliers; however, they do have a common practice of preferring to purchase products from within the state. The university defines "locally" to mean within the state

STARS:
PAE
Credit
11

Total Expenses by Source



of Indiana. Since the university only receives 33 percent of its total revenues from the state, it is not required to follow any mandate to purchase within state lines.

During the year, the university spent another \$16.5 million dollars for the expansion and improvement of the Student Recreation and Wellness Center. The Student Recreation and Wellness Center is not only used by students, but also has several programs to benefit the public if they qualify for membership. One of these programs is the Adult Physical Fitness Program which is “Designed for adults who can be classified as low or moderate risk for developing cardiovascular disease ... however, the program does provide services for some individuals with chronic diseases.” (102) This program costs a nominal fee of \$219.00. Services provided in this program include a six-month membership with complete health screening and testing.

Indirect Economic Impacts:

The indirect economic impacts of BSU from tax revenues, grants, and visitor and student spending are considerable. BSU employees pay approximately \$5.1 million in state income taxes and \$12.9 million in sales taxes to the state government. Students contribute another \$1.3 million in income and sales taxes. In addition to taxes paid to the state, \$1.2 million in local option income tax and \$100,700 in wheel taxes were paid to local governments in the Muncie region. Communities in the county received about \$25 million in property taxes attributable to BSU employees. In total, these tax payments make up 17 percent of the total property taxes and about 27 percent of all non-commercial property taxes in Delaware County. Student rent is estimated to provide \$4.8 million in annual property taxes (103).

As a result of BSU’s presence, the population of Muncie tops 50,000. This makes the city eligible for more than \$2 million annually in direct funding from the Economic Development Administration and Housing and Urban Development (103).



GRI:
EC 8
EC 9

Ball State University's beautiful campus and events make it a major tourist destination. Tourism dollars in the city amount to \$189 million annually, and half of that is attributable to visits associated with BSU (103).

When students live in Muncie, they spend money for housing, food, clothing, utilities and telecommunications services, health and dental care, and transportation. Using a national average of student spending of \$1400 per student, it is estimated that students contribute an additional \$277 million in total economic activity in Muncie and Delaware County. Included in this amount is \$57 million in wages for 1,980 workers (103).

GRI: EC 2

Economic Effects of Climate:

The risks associated with not confronting the causes of climate change are serious. Climate change effects in Indiana are predicted to result in warmer summers and winters, increased spring rainfalls, and dryer summer months (104). The upside of these expected trends is a longer growing season for farmers. In Indiana, this is good news for a state that is a top producer of corn and soybeans. Unfortunately, the downsides are numerous. Warmer temperatures will increase pests and diseases that attack crops. Increased rainfalls will delay the spring planting season, warmer summer temperatures will limit crop growth, and dryer summers will reduce crop yields (104). These conditions are likely to reduce the organic matter in soil. In 2010, Indiana soil is a natural resource that supported approximately \$9.6 billion in total cash receipts from all farm commodities (105). This has implications on a national scale because Indiana is ranked 8th among other states in total export value of its commodities (105). Declines in yields will result in declines in tax revenues for the state, which will in turn reduce funding available for state universities.

Ball State University is committed to reducing its environmental footprint by its many environmental initiatives in its operations and curriculum throughout campus. This includes its geothermal project, LEED certified buildings, and energy-efficiency programs. These expenditures are an opportunity to invest in initiatives to safeguard the environment for future generations and reduce the university's operating costs. Any reduction in BSU's impacts benefits the local community, the state, and the nation.

100. Ball State University, Office of Controller and Business Services (2010). Financial report. Muncie, IN

101. Payroll and employee benefits. (2011, Oct. 10). Retrieved from <http://cms.bsu.edu/About/AdministrativeOffices/PayrollEB/Benefits/Retirement.aspx>

102. Adult Physical Fitness Program. (2011, Oct. 10). Retrieved from <http://cms.bsu.edu/Academics/CollegesandDepartments/CEPP/APFP.aspx>

103. Dr. Michael Hicks, Director of Center for Business and Economic Research and Associate Professor of Economics, Ball State University

104. The Purdue Climate Change Research Center February 2008, Impacts of Climate Change for the State of Indiana

105. Economic Research Service, USDA, Washington, DC <http://www.ers.usda.gov/stateFacts/IN.HTM#TCEC>, Accessed November, 4, 2011

“Declines in yields will result in declines in tax revenues for the state, which will in turn reduce funding available for state universities.”



Concluding Comments:

Ball State University is a leading environmentally-conscious institution. As one of only a few schools utilizing the GRI guidelines, we are constantly assessing how to best become a sustainable educational unit. Our ability to learn today should not limit the ability of generations to learn in the future. Sustainable classrooms and a sustainable campus will move Ball State University into the next century. This GRI report offers an excellent opportunity to see where we are, identify our strengths and weaknesses, and locate possible areas of improvement, while moving towards becoming an ever-more sustainable institution.



Appendices

GRI to STARS Indicator Comparison				
Page	GRI Indicator	GRI Description	STARS Credit	STARS Description
vi	1.1	Statement from the most senior decision maker of the organization		Letter of Introduction from institution's president or chancellor
vii-viii	1.2	Description of key impacts, risks, and opportunities.		Letter of Introduction from institution's president or chancellor
1--2	2.1-2.10	Organizational Profile	ER 1-19 PAE 3	
3	3.1-3.13	Report Parameters		
4-6	4.1-4.17	Governance, Commitments, and Engagements	PAE 12,13,19,20	
ix-xi		Disclosure of Management Approaches		
9	EN 1	Materials used by weight or volume	OP-6	Food Purchasing
			OP-10	Computer Purchasing
			OP-11	Cleaning Products Purchasing
			OP-12	Office Paper Purchasing
9	EN 2	Percentage of materials used that are recycled input materials	OP-17	Waste Reduction
			OP Tier 2-41	Chemical Reuse Inventory
10	EN 3	Direct energy used by primary source	OP -7	Building Energy Consumption
10	EN 4	Indirect energy used by primary source		
10	EN 5	Energy saved due to conservation and improvements	OP-1	Building Operations and Maintenance
10	EN 6	Initiatives to provide energy efficient or renewable based products and services	OP-8	Clean and Renewable Energy
			OP Tier 2-14	Lighting Sensors
			OP Tier 2-15	LED Lighting
			OP Tier 2-16	Vending Machine Sensors
			OP Tier 2-17	Energy Management System
			OP Tier 2-18	Energy Metering
10	EN 7	Initiatives to reduce indirect energy consumption and reductions achieved		
11	EN 8	Total water withdrawn by source	OP-22	Water Consumption
			OP Tier 2-44	Waterless Urinals
			OP Tier 2-45	Building Water Metering
			OP Tier 2-46	Non-Potable Water Usage
			OP Tier 2-47	Xeriscaping
			OP Tier 2-48	Weather-Informed Irrigation

11	EN 9	Water sources significantly affected by withdrawal of water		
11	EN 10	Percentage and total volume of water recycled	OP-23	Stormwater Management
13-16	EN 11	Location and size of land owned, leased, managed, or adjacent to protected areas of high biodiversity value		
13-16	EN 12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity	OP Tier 2-19	Native Plants
			OP Tier 2-20	Wildlife Habitat
			OP Tier 2-21	Tree Campus USA
			OP Tier 2-22	Snow and Ice Removal
			OP Tier 2-23	Compost
13-16	EN 13	Habitats protected or restored	see EN 12	
13-16	EN 14	Strategies, current actions and plans for managing biodiversity	See EN 12	
13-16	EN 15	Number of IUCN red list species and national conservation list species with habitats in areas affected by operations		
17-18	EN 16	Total direct and indirect greenhouse emissions by weight	OP-4	Greenhouse Gas Emissions Inventory
			OP Tier 2-1	Air Travel Emissions
			OP Tier 2-2	Local Offsets Program
17-18	EN 17	Other relevant greenhouse gas emissions by weight		
17-18	EN 18	Initiatives to reduce greenhouse gas emissions and reductions achieved	OP-5	Greenhouse Gas Emissions Reduction
17-18	EN 19	Emissions of ozone-depleting substances by weight		
17-18	EN 20	NO, SO and other significant air emissions by type and weight		
11	EN 21	Total water discharge by quality and destination		
17-18	EN 22	Total weight of waste by type and disposal method	OP-18	Waste Diversion
			OP-19	Construction and Demolition Waste Diversion
			OP-20	Electronic Waste Recycling Program
17-18	EN 23	Total number and volume of significant spills		
17-18	EN 24	Weight of transported, imported, exported, or treated waste deemed hazardous	OP-21	Hazardous Waste Management

appendix 1

11	EN25	Identify size, protected status, biodiversity of water bodies and related habitats significantly affected by discharges and runoff	OP-23	Stormwater Management
19	EN 26	Initiatives to mitigate environmental impact of products and services		
19	EN 27	Percent of products sold and their packing materials that are reclaimed		
17-18	EN 28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws		
20	EN 29	Significant environmental impacts of transporting products and other goods and materials for operations, and transporting the workforce		
15	EN 30	Total environmental protection expenditures and investments by type		
23	HR1	Percentage of investments that include human rights clauses	PAE Credit 17	Shareholder Advocacy
			PAE Credit 18	Positive Sustainability Investments
			PAE Credit 25	Trademark Licensing
23	HR2	Percentage of suppliers and contractors that undergo human rights screening	OP Credit 13	Vendor Code of Conduct
23	HR3	Total hours training on relevant human rights	PAE Credit 14	Sustainability in New Employee Orientation
24	HR4	Total number of incidents of discrimination and actions taken		
24	HR5	Freedom of Association and Collective Bargaining	PAE Credit 11	Sustainable Compensation
24	HR6	Operations identified as having significant risk for incidents of child labor		
24	HR7	Operations identified as having significant risk for incidents of forced or compulsory labor		
25	HR8	Percentage of security personnel trained in policies concerning human rights		
25	HR9	Total number of incidents of violations involving rights of indigenous people		

25	HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.		
25	HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.		
29-30	LA1	Total workforce by employment type, employment contract, and region		
29-30	LA2	Total number and rate of employee turnover, age group, gender, and region	PAE Credit 6	Diversity and Equity Coordination
			PAE Credit 7	Measuring Campus Diversity Culture
29-30	LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees	PAE Credit 11	Sustainable Compensation
31	LA4	Percentage of employees covered by collective bargaining agreements	PAE Credit 11	Sustainable Compensation
31	LA5	Minimum notice period regarding operational changes		
31-33	LA6	Percentage of workforce represented in joint health and safety committees		
31-33	LA7	Rates of injury, diseases, lost days and absenteeism, and number of work-related fatalities		
31-33	LA8	Education, training, counseling, prevention, and risk-control programs to assist workforce members, families, or community members regarding diseases.	PAE Tier 2-4	Childcare
			PAE Tier 2-5	Employee Wellness Program
			PAE Tier 2-6	Socially Responsible Retirement Plan
31-33	LA9	Health and safety topics covered in agreements with trade unions		
33	LA10	Average hours of training per year per employee by employee category	PAE Credit 15	Employees Sustainability Educators Program
			PAE Tier 2-2	Employee Training Opportunities
			PAE Tier 2-3	Student Training Opportunities
33	LA11	Programs for skills management and learning that support employability of employees and assist them in career endings	PAE Credit 15	Employees Sustainability Educators Program

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33	LA12	Percentage of employees receiving performance and career development reviews		
34	LA13	Composition of governance bodies and employees per category according to gender, age group, minority group membership	PAE Credit 6	Diversity and Equity Coordination
34	LA14	Ratio of basic salary of men to women by employee category	PAE Credit 6	Diversity and Equity Coordination
29-30	LA15	Return to work and retention rates after parental leave, by gender.		
37-41	SO1	Nature, scope, and effectiveness of programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	PAE Credit 22	Community Service Participation
			PAE Credit 23	Community Service Hours
42	SO2	Percentage and number of business units analyzed for risks related to corruption		
42	SO3	Percentage of employees trained in organization's anti-corruption policies and procedures		
42	SO4	Actions taken response to incidents of corruption		
43	SO5	Public policy positions and participation in public policy development and lobbying		
43	SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country		
44	SO7	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and outcomes		
44	SO8	Monetary value of fines and number of non-monetary sanctions for noncompliance with laws and regulations		
37-41	SO9	Operations with significant potential or actual negative impacts on local communities.		
37-41	SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.		

48	PR1	Life cycle stages in which health and safety impacts of products and services are assessed, and percentage of products and services categories subject to procedures.		
48	PR2	Number of incidents of non-compliance with regulations and codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes		
48	PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements		
48	PR4	Number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes		
47	PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction		
47-48	PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.		
47-48	PR7	Number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcome		
48	PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data		
48	PR9	Monetary value of fines for noncompliance with laws and regulations concerning the provision and use of products and services		
51-53	EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	PAE 23	Community Service Hours
55	EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change		

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51-53	EC3	Coverage of the organization's defined benefit plan obligations		
51-53	EC4	Significant financial assistance received from government		
53-54	EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation	PAE Credit 11	Sustainable Compensation
53-54	EC6	Policy, practices, and proportions of spending on locally-based suppliers at significant locations of operation		
53-54	EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation		
54-55	EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in kind, or pro bono engagement		
54-55	EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts		

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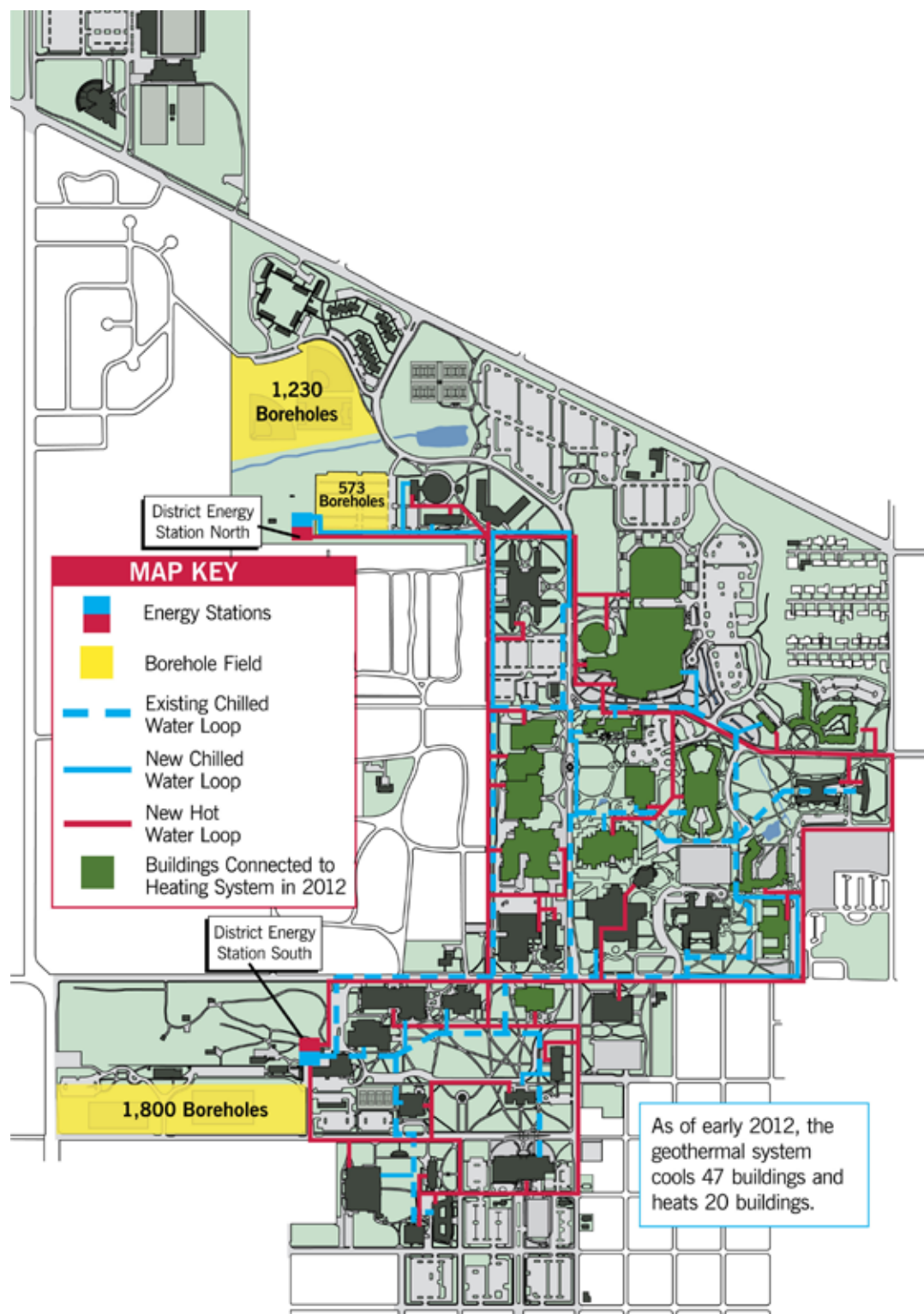
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Ball State Geothermal Map

(Referenced on page 18)



Jim Lowe, Director of Engineering, Construction, and Operations

Meet the Team...



2011 Building Better Communities Sustainability Team:

Front Row (left to right): Keegan Waggener, Jacob Davis

Back Row (left to right): Hannah Lehmann, Vimal Bava, Ryan Hornbaker,
Dr. Gwen White, John Obrycki

