BALL STATE UNIVERSITY

2014
SUSTAINABILITY REPORT

BALL STATE
UNIVERSITY.

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Cover Photo: Shafer Tower at Ball State University
by Kyle Specker

FOREWORD

This is the fifth annual sustainability report of Ball State University covering the fiscal period from 1 July 2013 through 30 June 2014. The report documents the university's performance, policies, and practices relative to stakeholder concerns and sustainability goals.

Like Ball State's 2013 Sustainability Report, the 2014 Report is prepared 'in accordance' with the Core option of the G4 Global Reporting Initiative Guidelines (GRI). The GRI Content Index is available in Appendix A.

The report was developed by a team of seven students during the spring of 2015. Dr. Mary Annette Rose, Associate Professor of Technology, served as the faculty mentor. During the semester, the team met twice a week to collect, organize, synthesis and report university data according to GRI G4 guidelines. Our mission was to monitor the university's impact on the environment, society, and economy in hopes of providing stakeholders with information that will facilitate sound decision-making that will enable future generations to thrive.

ACKNOWLEDGEMENTS

As much of the report-writing process included gathering data, Ball State University employees played a significant role in this project. The employees contributed to the success and validity of the report by providing needed information and respected feedback. We would like to acknowledge the following individuals for providing the utmost assistance: President Paul Ferguson, James Lowe, Julie Hopwood, Robert Koester, Jon Lewis, John Vann, Cindy Miller, William Knight, Judith Burke, Melissa Rubrecht, Mike Planton, Jim Duckham, Kimberly Miller, Jerry Winans, Rhonda Murr, Angie Gregory, Thomas Russell, Kevin Kenyon, David Whitmer, Timothy Hagen, Roger Hassenzahl, Alan Hargrave, Sue Weller, Linda Herndon, Brian Pickerill, Irah Modry-Caron, Zach King, Drew Bailey, Lisa Dunaway, students in SUST 400 Creating a Sustainable Future, and the members of Ball State's Council on the Environment.

MEET THE TEAM:

Haley Carroll   - Sophomore Communication Major
Drew Davies   - Senior Graphic Arts Management Major
Zachary Gick   - Senior Graphic Arts Management Major
Jessica Hill   - Senior Accounting Major
Nicole Maclean   - Senior Marketing Major, Digital Publishing Minor
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Any questions regarding the content of this report should be directed to Dr. Mary Annette Rose at arose@bsu.edu.

Spring 2015 Sustainability Reporting Team - Photo by Zach King

FOREWORD

A MESSAGE FROM THE PRESIDENT

Spring 2015

Friends and Colleagues,

Ball State University has developed a tradition of leadership in sustainability through environmental, social, and economic initiatives. This commitment from our faculty, staff, and students, as well as the Muncie Community, has enabled Ball State to serve as a model for other universities dedicated to using best practices in promoting a healthy environment. By participating in the Global Reporting Initiative, it is our hope to continue our practice of transparency with our stakeholders and constituents in demonstrating our progress in, and commitment to, sustainability.

The Ball State University community has embraced a culture of sustainability. Looking ahead to our Centennial in 2018, we hope to enhance our recognition as a national model of sustainability. Initiatives such as implementation of the campus-wide Geothermal Project eliminating our use of coal as well as other energy initiatives will significantly reduce Ball State's carbon footprint and serve as an example affirming the role of sustainability in Ball State decision making.

Moving forward, and as part of our refreshed strategic plan, *The Centennial Commitment (18 by '18)*, Ball State University anticipates stronger collaborations between administration, faculty, staff, and students in the management, reporting, and validation of our diverse sustainability initiatives. This cross-campus collaboration and communication will be essential to solidifying our position as a national model for sustainability.

Through our Building Better Communities (BBC) Fellows Program, under the guidance of Dr. Annette Rose, seven cross disciplinary students gathered the necessary information for the requirements of the Global Reporting Initiative (GRI) to create this Fifth Annual GRI Sustainability Report. This current Report references indicators from the Association for the Advancement of Sustainability in Higher Education (AASHE) Sustainability Tracking, Assessment, and Rating System (STARS) Report. Aligning the requirements of both reports allows for more thorough representation and evaluation of successes and better targeting of areas for improvement.

As Ball State University is a founding member of the American College and University Presidents' Climate Commitment (ACUPCC) and as the current ACUPCC Vice Chair, I recognize the high value and impact of this type of information as well as the significant efforts needed for its collection. I commend Dr. Rose and our team of students in the production of this Report. Their achievement embodies the vibrant culture of sustainability characteristic of Ball State University and of our vision for promoting a positive social, environmental, and economic impact.

Paul W. Ferguson, Ph.D.
President

President Paul W. Ferguson - Photo provided by University Marketing

INTRODUCTION

Ball State University is a state-assisted institution of higher education with the main campus located at 2000 West University Avenue in Muncie, Indiana, 47306. Ball State is ranked as a research university and is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools. Ball State offered 7 associates, 178 bachelors, 99 masters, 2 specialist, and 16 doctoral degrees during the 2013-2014 academic term.[1] Degrees and certificates were available through online, distance education, and on-campus participation. The university was comprised of seven separate academic colleges, including 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 Teachers College.

The university provided educational services to more than 20,000 on-and-off campus students. Although the majority of the student population hailed from Indiana and elsewhere within the United States, the university also enrolled more than 815 international students.[2]

The university puts a strong emphasis on graduating students within a four year period. The percentage of students graduating in four years has increased. In the 2013-14 year, 44.5% of seniors completed their degree in four years.[3] In addition, the retention rate for first-time, full-time new first-year students has had a continuous increase over the last six years.

Along with education, Ball State provided housing and dining services. About 7,200 students lived in 11 residence halls and 2 apartment complexes.[4] Ball State provided a variety of services through various facilities across campus through the Career Center, Office of Financial Aid, Recreational Health and Wellness, and the student and faculty Health Center.

CHANGES IN OPERATION

In 2013-2014, Ball State went through significant changes in size, structure, and operation. The most influential change was the expansion of the ground source geothermal system to heat and cool campus buildings, resulting in the permanent closing of the coal-fired boilers, and replacement of the chill plant. The entire project, when completed, is projected to save the

GRI
1-27

STARS
AC 1-11
PA 3, 8-10
EN 1-5, 8-10
EN 13

University over $2.0 million per year in energy costs, reduce dependence on fossil fuels, and cut the university's carbon footprint roughly in half.[5]

The Charles W. Brown Planetarium was opened in 2014. Appended to the Cooper Science building on campus, the planetarium supports learning through a state-of-the-art 52-foot dome. The planetarium is open to students and the general public.

The renovation of the Teachers College was completed by December, 2013. The University also renovated several facilities on campus, including Johnson A, a residence hall, which has undergone a complete overhaul with new mechanical, electrical, and plumbing systems. The renovation has added 140 new beds. Renovations have also taken place to the university's Applied Technology Building and to the third and fourth floors of the West Quadrangle building.

The university also opened The Dr. Joe and Alice Rinard Orchid Greenhouse, which is responsible for conserving diverse orchid species! The facility preserves a range of orchids, some of which are over forty years old. The university's Wheeler-Tranhauser Collection is housed here for students and the public to enjoy.

Bracken Library - Photo by Kyle Specker

To provide an outstanding experience to the students of Ball State University, it took more than 2,954 employees, including 961 faculty, 745 administrative and professional staff, and 1248 technical, clerical, skilled and service staff.[6] Not including student employees, 13.4% were covered by collective bargaining agreements. These employees were represented by the American Federation of State, County and Municipal Employees (AFSCME) Local #293.[7] Figures 1 and 2 further characterize the faculty by gender and ethnicity.

Figure 1. Sex of Faculty, 511 male and 450 women.[8]
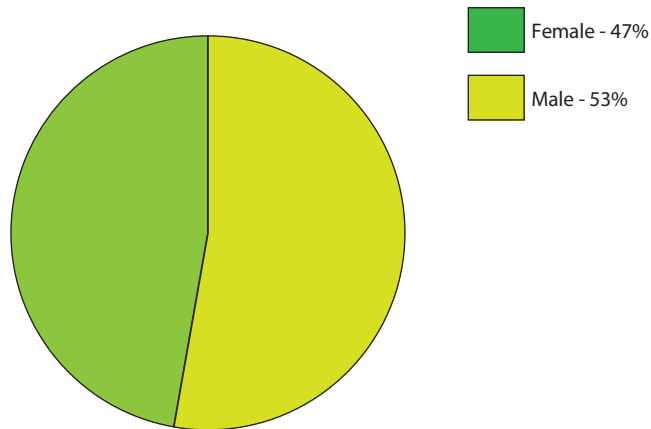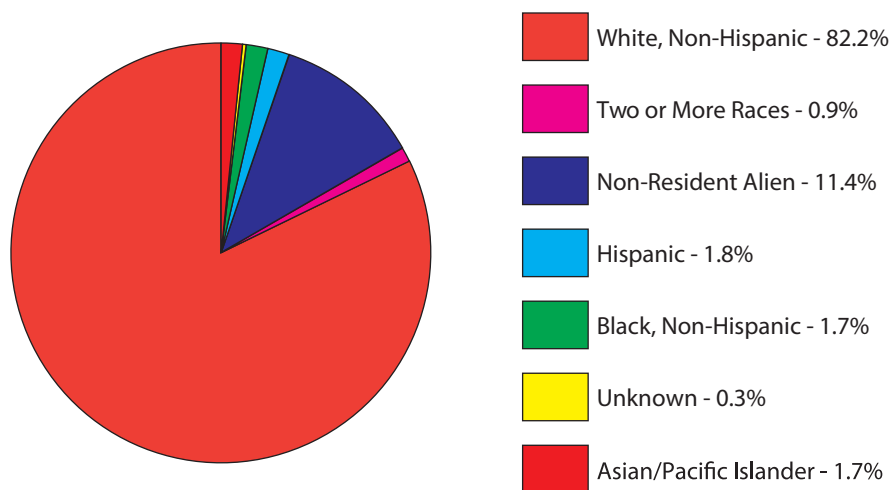
Female - 47%
Male - 53%

Figure 2. Ethnic Background of Faculty.[9]

White, Non-Hispanic - 82.2%

Two or More Races - 0.9%

Non-Resident Alien - 11.4%

Hispanic - 1.8%

Black, Non-Hispanic - 1.7%

Unknown - 0.3%

Asian/Pacific Islander - 1.7%

The 2014 Financial Report of Ball State University[10] included the financial activities of the university, Burris Laboratory School, and the Indiana Academy for Science, Mathematics, and Humanities. Separately presented within the report were the financial statements for the Ball State University Foundation, a "separate not-for-profit corporation which solicits, collects and invests donations for the sole benefit of Ball State University".

Ball State University was one of the largest employers within the local economy.[11] The university experienced great improvements and stability with finances generating $250,325,765 in operating revenues with total assets of $235,887,878; total liabilities of $26,637,236; and total net assets of $209,250,642.[10]

MISSION, GOALS, & VALUES

As a public research university, Ball State's primary mission was "focused on students and high-quality, relevant educational outcomes".[12] The 2012-2017 strategic plan—*Education Redefined 2.0: Advancing Indiana*—outlines four key goals, including:
1. Providing distinctive, high quality educational experiences;
2. Becoming a recognized leader for educational and disciplinary innovation;
3. Investing in an increasingly vibrant and integrated university community; and
4. Advancing Indiana through student engagement and faculty expertise. [12]

Thus, the development and refinement of knowledge and skills was the primary product of Ball State. Traditionally, this product was supplied through the faculty and staff to the students by taking classes and participating in extracurricular activities. Faculty provided learning experiences through their classrooms and projects, while staff on-campus provided opportunities for students to broaden their knowledge and hone their skills through extracurricular programming, housing and residence life, and initiatives from various centers such as the career, counseling, multicultural, and health centers. By taking advantage of these opportunities students developed both technical and interpersonal knowledge and skills.

Conversely, through an open and immersive learning environment, students had the opportunity to teach faculty and staff as well. The diversity of perspectives at Ball State allowed for both the students and faculty to become mutually enriched. The faculty and staff were also encouraged to conduct their own research and to continually learn about new technology and findings in their field. Thus increasing the quality of learning experiences and contributions generated at Ball State.

The values of the university are formally stated within key documents, such as the 2012-2017 strategic plan and the *Code of Student Rights and Responsibilities.*[13] In addition to

INTRODUCTION

traditional values such as "freedom of inquiry, imparting knowledge and advancing the frontiers of knowledge",[12] the institution holds community engagement, inclusion, innovation, accountability, academic honesty, and social responsibility in high esteem. Ball States' valuation of a verdant, diverse, and healthy environment is also prominent within its policies, practices, and curriculum; see page 14 for further discussion.

Codes of conduct and codes of ethics are well established for a variety of constituents. The *Code of Student Rights and Responsibilities* [13] outlines values and expectations for student behavior, disciplinary procedure, and sanctions. Similarly, codes of conduct and ethics are established within handbooks for faculty and professional staff,[14] employees, and secretaries.

The university is involved with many accreditations from the following organizations:[15]
- Indiana Department of Education
- North Central Association of Colleges and Schools
- National Council for Accreditation of Teacher Education
- American Association of Museums
- National Architectural Accrediting Board
- American Society of Landscape Architects
- Planning Accreditation Board
- American Speech-Language-Hearing Association

Ball State is a proud member of:[15]
- 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

GOVERNANCE

Ball State University governance is established on three distinct levels. The highest tier is the Board of Trustees, which possesses all power to operate university affairs. The second tier of governance is the President and the President's Cabinet. The final tier is comprised of

three separate entities: the University Senate, Staff Council, and the Student Government Association.

The Board of Trustees consists of nine members who are appointed by the governor of Indiana. The nine positions are filled by one full-time student, two Ball State alumni, and six members appointed at large. Appointments are typically four-year terms, with the exception of the student position, which is a two-year term. Responsibilities of the Board of Trustee's include:

- Managing, controlling, and operating the university;
- Borrowing money, issuing bonds, and letting contracts;
- Prescribing conditions for admission;
- Granting degrees and issuing diplomas or certificates;
- Setting fees, charges, fines, and penalties;
- Defining the duties of, and providing compensation for, university faculty and staff;
- Receiving and administering donations, bequests, and grants provided to the university
- Possessing all powers in order to effectively operate the affairs of Ball State.[16]

Along with the aforementioned duties, the Board of Trustees also provides overall direction and policy making regarding topics such as risk management and the evaluation of economic, environmental, and social performance.[17]

The President and the President's Cabinet, as the second level of governance, assist the Board of Trustees in its execution of duties. The President's Cabinet contains ten key management positions, such as vice presidents for Academic Affairs, University Advancement, and Business Affairs.[16] The President and this comprehensive management team conduct day-to-day administrative duties required to operate Ball State University.

The third tier of governance exists to bridge the gap between university students and faculty and the Board of Trustees. The University Senate, Staff Council, and Student Government Association are elected legislative bodies which represent their respective group of constituencies within the university. The University Senate oversees the Senate Agenda Committee, Senate Governance and Elections Committee, Campus Council, Faculty Council, and University Council.[18] The Staff Council serves as the voice of Staff Personnel, who are defined as regular full-time employees who have successfully completed a probationary period.[19] Lastly, the Student Government Association advocates student concerns and suggestions, ultimately including students in the decision-making process of the university.[20]

Governance at Ball State University is made even more comprehensive by the implementation of several strategic committees to further evaluate economic, environmental, and social impacts of the university. Examples of these committees include Council on the Environment (COTE),[21] Academic Assessment Committee, University Diversity Committee, and Finance and Budgetary Affairs Committee.

COMMITMENT TO SUSTAINABILITY

The Ball State community demonstrates a long-held committment to protect and enhance environmental, economic, and social conditions through participatory practices. Since 2001, Council on the Environment (COTE)—a committee comprised of representatives from all units of the university and from the broader community—has provided leadership for the creation of initiatives to encourage the development of an environmentally-responsible campus and community.[21] In 2003, the Board of Trustees adopted the University Sustainability Statement that outlines this commitment in terms of learning, research, service and administrative operations.[22]

Ball State was an original signatory to the American College and University Presidents Climate Commitment[23] and is currently an active member of initiatives and organizations that support campus sustainability including:

- International Sustainability Campus Network (ISCN)
- Sustainability Tracking, Assessment, and Rating System (STARS)
- Association for the Advancement of Sustainability in Higher Education (AASHE)

Ball State's commitment to sustainability can be seen through several operational initiatives, including the installation of a district-scale geothermal heat-pump and chiller system,[24] LEED-NC silver certification for building performance,[25] a climate action plan,[26] and participation in the carbon credit market through the Carbon-Reduction Initiative of Chevrolet.[27]

Relative to curriculum opportunities, Ball State offers an undergraduate Minor in Sustainability that examines not only the limiting factors which influence sustainability but also opportunities to confront these problems.[28] The Academy for Sustainability provides a focal point of faculty and staff to confront sustainability issues through interdisciplinaryresearch, education, and service opportunities.[29]

Ball State's commitment to sustainability is of similiar intent to the *precautionary principle* stated as Principle 15 of the Rio Declaration, but is not explicitly stated as policy.

SUSTAINABILITY REPORTING

One of the university's major contributions to the improvement of economic, environmental, and social conditions is through preparing citizens with the knowledge, skills, and motivations needed to address the complex challenges that threaten a sustainable future. For the last four years, teams of undergraduate and graduate students have learned about sustainability—issues, principles, practices, and metrics—by preparing a sustainability report for Ball State within the confines of a one-semester 3-credit course led by Dr. Gwen White.[30] In the 2015 spring semester, a student team accepted the challenge to prepare the 5th annual sustainability report for Ball State in accordance with the G4 Global Reporting Initiative's (GRI) Core Option under the direction of Dr. Mary Annette Rose.

PROCESS OF IDENTIFYING MATERIALITIES

After initial familiarization with the G4 GRI principles and guidelines and analysis of similar reports, the team discussed the range of stakeholder groups. As a publicly-funded state institution of higher education, the realm of influence of the university was broad and included stakeholder groups who had a vested interest in the university or were impacted by its activities, including:

- Students, both undergraduate & graduate
- Employees: Administrators, faculty, & staff
- Board of Trustees
- Indiana Commission for Higher Education
- Indiana State Legislators
- Parents and families of students
- Indiana taxpayers
- Citizens of Muncie and Delaware County
- Organizations who had hired Ball State graduates
- Organizations who participated in community engagement activities
- Professional organizations where scholarly work was supported and shared

Given the time constraints, the educational goals of this effort, and the team's limited understanding of the organization and diverse activities of Ball State, the team bounded their stakeholder engagement to those who were located on the main campus (administrators, faculty, staff, and students).

Initially, the team conducted interviews with several prominent sustainability leaders of the university seeking guidance in identifying the university's significant economic,

environmental and social impacts. The chairperson of the Council on the Environment, suggested that the team consider all topics as being potentially relevant until a systematic inquiry had been conducted through document reviews and stakeholder engagement.[31] Thus for each GRI aspect, the team identified key stakeholders within the university and developed a standard protocol for establishing initial introductions, requesting information, and storing information. Then, team members assumed responsibility for each set of aspects and began a "snow-ball process" of requesting , reviewing, interpreting, and reporting information from stakeholders about the activities, policies, performance, and impacts of the university.

During this process, the team solicited input from key stakeholder groups, including President Ferguson, other administrators, students attending SUST 400 Creating a Sustainable Future, faculty, staff, and members of the Council on the Environment. After three months of inquiry and contributions from over 50 stakeholders, the compiled evidence established the scope and boundary of this report. The content of this report are limited by the availability of information to the student team, time constraints of the project, and a priority for addressing learning goals. Thus, several aspects and indicators were deemed material, but were not reported here.

A list of the material aspects, indicators, and boundaries identified through this process are reported in Appendix A. Although no validation of this report was conducted by an external party, this report was reviewed internally by two prominent administrators. A comparison of GRI G4 indicators to Sustainability Tracking, Assessment & Rating System (STARS 2.0) appears in Appendix B.

The inquiry conducted for the 2014 Sustainability Report did not reveal any restatements of information provided within earlier reports and there were no significant changes in the Scope and Aspect Boundaries reported in previous reports. However, between the reporting period and the preparation of this report, President JoAnn Gora retired and President Paul Ferguson began his service as the 15th president of Ball State University. This transition included staffing changes that impacted the flow of information to the student team.

STAKEHOLDERS & THEIR CONCERNS

During meetings with stakeholder groups the following concerns were raised:

- Undergraduate students pursuing a Minor in Sustainability were concerned that Ball State does not use roof top photovoltaic systems to generate electricity.
- Although the lowest hourly wage paid by Ball State ($10.42 per hour) was above

the state minimum ($7.25 per hour), faculty and staff raised concerns that this was not a living wage—the minimum income needed to meet basic needs—especially for employees who support families.

- Student leaders and faculty questioned Ball States' commitment to recycling. There was a perception that training and oversight of staff who were tasked with depositing recyclables in bins designated for recycling was lax. A suggestion was offered to include a percentage of solid waste diverted to a recycling center within future contractual agreements with the solid waste provider.

- The existing Ball State plan for reaching carbon neutrality is based on the year of 2050. A group of faculty presented predictive models that indicated a 2050 goal would be insufficient to avert worldwide suffering caused by human-induced climate change. This group urged the university to revise the plan to reach climate neutrality by 2030 by further reductions of fossil fuels and cement used in building construction.

- A group of students and faculty encouraged the Ball State Foundation to divest from fossil fuels through a petition drive. The local chapter is called Go Fossil Free Ball State.

- A group of undergraduate students prepared and submitted a plan for an on-campus community garden to grow herbs and vegetables.

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EC

ECONOMIC

ECONOMIC

FINANCIAL ASSISTANCE RECEIVED FROM GOVERNMENT

As a public institution, Ball State University relies on the State of Indiana for funding. When the fiscal year (FY) ended on June 30, 2014, the university received general operating appropriations of $141.5 million—which defined 30% of total revenue according to the university Fact Book. State funding is expected to increase through 2015, as the 2013-2015 biennium budget saw an increase of $6.9 million, with a $2 million increase in the 2013-2014 fiscal year. Renewal and replacement appropriations received from the state of Indiana in fiscal year 2013-14 included "$2.4 million in appropriations for general and rehabilitation and $11.8 million in draws against the $30 million appropriation for the University's geothermal conversion project."[1]

GRI
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OP 6, 15

DIRECT ECONOMIC VALUE GENERATED & DISTRIBUTED

OPERATING REVENUES - $250.3 M (54%)
Tuition and Fees - 31%
Other - 23%

NON-OPERATING REVENUES - $194.0 M (42%)
State Appropriations – 30%
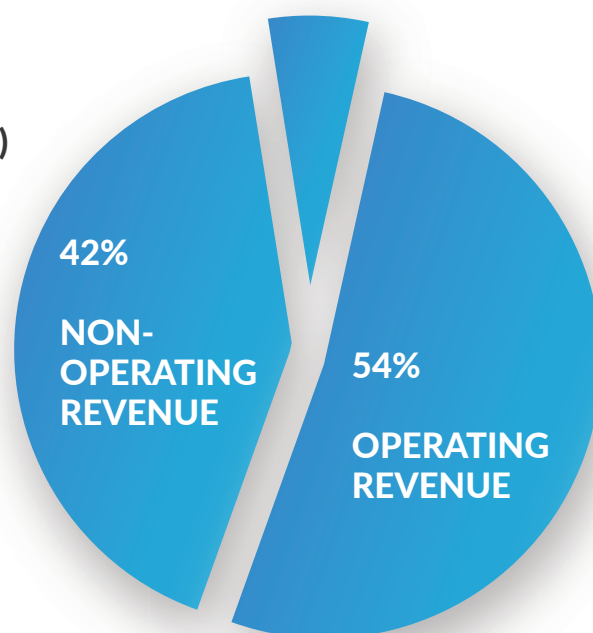Scholarships and Grants – 10%
Private Gifts - 2%
Investment Income - 1%

OTHER REVENUES - $18.3 M (4%)
General Repair & Rehabilitation - 1%
Geothermal Conversion Project - 3%
Capital Gifts - 1%

42%
NON-OPERATING REVENUE

54%
OPERATING REVENUE

Operating revenues are generated from the sale of goods or services provided by the university. Tuition and fees, housing, dining, and athletics are the primary sources for Ball State's operating revenue. Grants from federal, state, and private donors can also be considered operating revenue if not used for financial aid or capital means.

Non-operating revenues come from non-exchange transactions—where funds are given without an expectation of repayment. Examples include state appropriations, federal and state scholarships and grants (not included in operating revenue), private gifts, and investment income.

The other revenue category includes capital appropriations, gifts for capital projects, or other non-routine or unusual items. Examples of capital appropriation revenue for the 2013-2014 fiscal year include funds for general repair and rehabilitation, and funds for the geothermal conversion project. The University also received capital gifts for projects such as the Dr. Joe and Alice Rinard Orchid Greenhouse, the Unified Media Lab, and the Charles W. Brown Planetarium.

OPERATING EXPENSES - $444.6 M (98%)
Employee Wages and Benefits - 66%
Student Aid Payments - 1%
Interest on CA Related Debt - 2%
Depreciation - 5%
Other - 24%

NON-OPERATING EXPENSES - $10 M (2%)
Extraordinary Investment Loss - 2%

66%
EMPLOYEE WAGES

OPERATING EXPENSES

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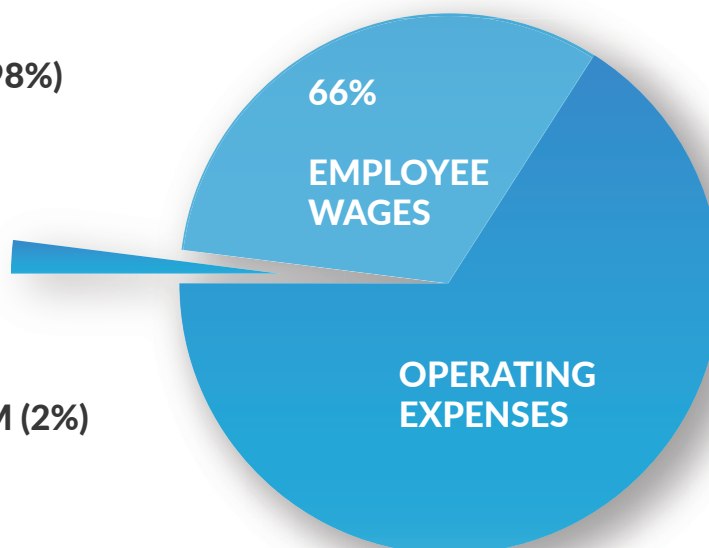
Operating expenses include all costs the University incurs to perform and conduct its programs and ordinary business. Employee wages and benefits, student aid payments, interest on capital projects, purchase of supplies, and depreciation are all examples of operating expenses.

Expenses that are not related to the ordinary operations of the University are considered non-operating. Non-operating expenses are typically investment-related, stemming from interest expense or realized and unrealized losses. As with revenue, any non-recurring or extraordinary expenses are considered non-operating.

* Effective as of October 1, 2010. 12.27% is contributed for employees previously hired.

FINANCIAL IMPLICATIONS & RISKS DUE TO CLIMATE CHANGE

Often overlooked because of their indirect nature, environmental concerns have the potential to negatively impact an entity's finances. In the case of Ball State University, climate change applies an interesting hindrance to funds received by the State of Indiana. Climate change leads to fluctuations in temperature and water supply which can mean bad news to agriculture-focused states. According to an Indiana University study on Indiana agriculture, the state's agriculture and forestry segments contributed $37.9 billion to the Indiana economy in 2011.[2] These contributions from commodity sales, local-purchases, and employment comprise a major component of the state's tax revenue base. The erratic temperature and water levels of recent years have been frustrating for Indiana farmers, as their crop yields have not been meeting expectations. A decrease in agriculture bounty consequently means a decrease in farm and forestry-related tax revenues for the state. With state appropriations amounting to roughly 30 percent of total revenue, Ball State University is faced with an indirect, but significant financial implication from climate change.

COVERAGE OF DEFINED BENEFIT PLAN OBLIGATIONS

As seen by the 67% allocation, salaries and benefits are a major component of the institution's operating expenses. Ball State University faculty are able to choose from several different benefit plans options (Table EC-1), such as the Public Employees' Retirement Fund (PERF), the Teachers' Retirement Fund (TRF), the Early Retirement Program, and an alternate pension plan. [3]

TABLE EC-1. BENEFIT PLAN			
Plan	Percent Contribution	Total Contributions for FY 2013-14	Number of Participants
PERF	3% of compensation + investment earnings	$4,569,568	1,384
TRF	7.5% of covered payroll	$2,436,635	412
Early Retirement Program	15% of employee's final year's pay	$306,761	Undisclosed
Alternate Pension Plan	5% - Year 1-3 10.5% - Year 4+*	$11,992,431	1,546

RATIOS OF STANDARD ENTRY LEVEL WAGE BY GENDER COMPARED TO LOCAL MINIMUM WAGE

The State of Indiana abides by the federal minimum wage of $7.25 per hour. The Office of Institutional Effectiveness reported the average salary for an entry-level instructor in 2014 to be $48,049 per year.[4] On record, the lowest paid full-time employee at the university earns a wage of $10.42 per hour.[5] Additional information regarding the staff classification system and salary ranges can be found on the Ball State University Human Resource Services website.

COMMUNITY IMPACTS

Ball State University invested a significant amount in infrastructure improvements during FY 2014. Noteworthy construction projects included the Teachers College, Johnson A Residence Hall, the district-scale geothermal heat-pump chiller heating and cooling system, the Charles W. Brown Planetarium, and the Dr. Joe and Alice Rinard Orchid Greenhouse.

The renovation of Johnson A Residence Hall consumed $25.3 million during the 2013-2014 academic year. The project is expected to conclude in Spring of 2015, opening an additional 140 new beds as compared to the building's previous capacity.[6] The new complex also will be home to the Emerging Media and Communications Living Learning Communities. On-campus students within these fields of study will have the opportunity to utilize the brand new computer and media lab space to enhance further their learning experience.[7]

The district-scale geothermal heat-pump chiller heating and cooling system moved into its second phase of construction during the reporting period. The largest capital project undertaken by Ball State University now focuses its work on the southern part of campus. The finished geothermal project will provide heating and cooling to 47 major campus buildings and save the university over $2 million per year in energy costs. The addition of the plant will also have significant impacts on the surrounding environment, as its implementation is expected to cut the university's carbon footprint nearly in half.[6]

The Charles W. Brown Planetarium and the Dr. Joe and Alice Rinard Orchid Greenhouse were capital projects made possible by generous donations to the university. Both attractions intend to draw members of the local community into Ball State University by offering activities that are free and open to the public. The Rinard Orchid Greenhouse had its opening day in the Spring 2014 semester. The Charles W. Brown Planetarium was undergoing construction during the reporting period, with an estimated opening date in the middle of the Fall 2015 semester.[6]

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The addition of these new attractions, along with its current offerings, allows Ball State University to indirectly serve the local community in a variety of ways. The university provides several free and low-cost methods of entertainment, from the David Owsley Museum of Art to the Excellence in Leadership Speaker Series. These opportunities allow members of the Muncie community to engage in entertaining cultural and professional opportunities regardless of their household income. Ball State University also stimulates the Muncie economy by drawing in thousands of students who end up being consumers in the retail, food and beverage, entertainment, and housing markets within the city. It is also necessary to acknowledge the downfalls of a large student population. Students have the potential to work within the Muncie area during the school year, which could limit the job opportunities available to Muncie locals.

PROCUREMENT PRACTICES

Ball State University aims to stimulate the surrounding Muncie economy by implementing locally-focused procurement practices in a couple key areas of operation. As seen above, the university spends a large amount on its various construction projects. Goal 4, Objective E of the institution's 2012-17 strategic plan seeks to attain at least a LEED Silver rating on all new construction and renovation projects.[8] This LEED rating requires the use of 10-20% of the materials used in construction to have been extracted, harvested, or recovered from a pre-existing building, or manufactured within 500 miles of the project site.[9]

Another key area of the university is Dining Services, which caters to all university faculty, staff, students, and guests. Dining Services has its own "green" procurement policy. Dining operations produce some of their own food supplies with a campus garden, and look to Indiana-based companies for additional supplies. In their list of sustainability initiatives, Dining Services outlines its goal to purchase at least 20% of all produce from these Indiana-based farms.[10]

SENIOR MANAGEMENT HIRED FROM LOCAL COMMUNITY

As Ball State University aims to achieve consistently high levels of quality in the higher education sector, strict criteria are used to recruit senior management. Senior management of the University consists of the Board of Trustees, the President, the President's Cabinet, and the President's Office Staff. Ball State University is an equal opportunity and affirmative action employer that looks for the most qualified candidate possible. To date, the University does not have a policy on recruitment from the local Muncie community.

EXTERIOR DESIGN

JOHNSON 'A' - EXTERIOR PERSPECTIVE - VIEW WEST FROM MCKINLEY AVENUE

Johnson A Complex - Photo provided by University Marketing

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ECONOMIC

ENVIRONMENT

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MATERIALS & RECYCLED MATERIALS

Ball State University consumes significant quantities of materials and products in support of its educational mission, maintaining the campus, and providing housing and dining services to students. Ball State has no written policies that require suppliers to be screened using environmental criteria. However, Ball State observes several standard practices, including the selection of Energy Star appliances and computer equipment that are certified Gold by Electronic Product Environmental Assessment Tool (EPEAT®).[1] In addition, Dining Services offers wild-caught seafood from sustainable fisheries.[2]

Accounting practices enabled the identification and reporting of several materials consumed by the university community (Table EN-1), including renewable materials, such as edible vegetable oil and copy paper, as well as non-renewable materials, incuding ice melting materials, lawn maintenance materials, and electronic equipment.

COPY PAPER. Ball State consumes various types of copy paper which is primarily made from trees, a renewable resource. For FY 2014, recycled paper accounted for only 9.4% of the copy paper purchased by ream. Paper consumption over the past three years has been declining from $236,572 in 2012[3] and $138,000 in 2013[3] to $118,440 in 2014.[4] This is likely due to a wide-spread adoption of digital storage systems and network-based platforms for operations.

COMPUTERS & PERIPHERALS. The widespread adoption of networked computers to support teaching, learning, operations, and research and rapid technological innovations have accelerated computer replacement cyles at the university. Computer and computer peripheral purchases, such as monitors, accounted for $4,487,790 in product purchases in FY 2014.[1] Computers and computer peripherals are manufactured with many non-renewable materials, such as metals, precious metals (gold, silver, platinum, and palladium), and petroleum-based plastics.

GRI
EN 1-32

STARS
OP 1-27

Purchasing agreements for energy-efficient desktops, laptops, and tablets were held with Lenovo and Apple companies. Virtually all Lenovo and Apple products were certified as EPEAT Gold according to the Electronic Product Environmental Assessment Tool (EPEAT®). "The EPEAT system combines strict, comprehensive criteria for design, production, energy use and recycling with ongoing independent verification of manufacturer claims."[5] Virtually 100% of retired and replaced computers were shipped to a certified recycler in FY 2014.[1]

VEGETABLE OIL.
Edible vegetable oil, a renewable material, is a significant purchase for University Dining Services (Table EN-1) with 11,217 gallons purchased in FY 2014.[2] Ball State's distributor and recycler, Fry Tech Edible Oils from Indianapolis, recycles almost 100% of the used oil generated by Dining Services plus the used vegetable oil generated by other eating establishments on campus. ; thus, Table EN-2 shows 7.6 times more oil being recycled than purchased by Dining Services. Furthermore, Fry Tech converts the used oil into biodiesel and animal feed.

ICE MELTING MATERIALS.
De-icing walkways and driveways during winter requires significant ice melting materials and time-on-task labor by Ball State staff. The sodium and chloride that drains off into soils and surface waters can negatively impact vegetation and wildlife. Ball State has made a concerted effort to replace ice-melting salts with less harmful ice melting materials.

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TABLE EN-1 SIGNIFICANT MATERIALS USED OR PURCHASED

TYPE	UNIT PURCHASED	WEIGHT	COST
Computers & Peripherals			$4,487,790 [1]
Copy Paper			
30% Recycled	3,600 ream [4]		$11,952 [4]
Multipurpose	34,800 ream [4]		$106,488 [4]
Vegetable Oil	11,217 gal [2]		$115,440 [2]
Ice Melting		86,150 lb [2]	
Liquid Ice Melter	4500 gal [6]		
Solid, bags		196,000 lb [6]	
Road salt (sodium chloride)		≈200 ton [6]	
Herbicide, Lawn, Non-organic	107 gal [6]		
Fertilizer, Lawn, Non-organic	225 bag [6]	11,250 lb [6]	

TABLE EN-2. RECYCLED MATERIALS			
Type	Volume	Weight	Percent Recycled
Recycled Solid Waste		276.51 ton [6]	11.6% [6]
(2014 Calendar year)			
Finished compost	≈3000-3500 cu yd [6]		
Computer & Peripherals			≈100% [1]
Food	4,440 gal [2]	35,452 lb [2]	
Vegetable Oil	14,763 gal [2]	113,282 lb [2]	

SOLID WASTE

Best Way Disposal provided solid waste and recycling services to Ball State during the 2014 fiscal year. However, complete data were not available for the fiscal year. Over 2,382.72 tons of solid waste were collected in calendar year 2014; of this,11.6% was recycled (Table EN-2).[6]

Ball State has several initiatives to minimize solid waste. Ball State employs a "Blue bag" system where all recyclables are commingled in blue plastic bags; these containers are clearly labeled and distributed in strategic locations within public structures and across the university campus.

Construction and demolition projects are contracted to third parties who are responsible for the disposal of materials. The Director of Landscape Management reuses or composts used soil, wood pallets, and other demolition materials; 3000-3500 cubic yards were composted during the reporting period.[7] Ball State's partnership with Petoskey Plastics, located in Hartford City, Indiana, allows General Receiving and Dining Services to not only recycle pallet shrink-wrap, but also be financially compensated by Petoskey Plastics.[8] There is an option for the university to buy trash and recycling bags made from post consumer plastics. Produce scraps from Dining Services, totaling 4,440 gallons in FY 2014, were collected by Michael O'Donnell at Pinehurst Farm, Daleville; this food waste was diverted to create compost and to feed farm animals.[9]

SPOTLIGHT STORY: DINING SERVICES

With 14 dining locations on campus, Dining Services has a large impact on Ball State's campus. Currently, several sustainability practices are in place to reduce waste, recycle paper, plastic, and glass materials, and conserve energy through energy saving appliances and procedures. Energy efficient and Energy Star Rated equipment are utilized to reduce energy waste. Forty percent of the Dining Service's waste has been mitigated because of their participation in the Blue Bag recycling program for trash disposal.[8] Various other materials are recycled as well including cottage cheese and pickle tubs, oil from fryers, cardboard boxes, glass, newspaper, and office paper. To reduce plastic and paper waste, numerous dining locations offer the choice to use chinaware, silverware, and glassware instead of plastic ware. Waste containers are provided to allow consumers to properly dispose of recyclable materials such as aluminum cans, glass, plastic, and paper items. Ball State also sponsors a reusable drink container program at all retail locations where, after purchase, refills are offered at a discounted rate. [8]

Customer and employee awareness is a vital part of achieving successful sustainability practices. For the customers, dining services encourages customer feedback in menu planning and evaluation to reduce food waste. Labels are posted around dining locations to remind customers to use permanent dishware, take only the amount of napkins needed, and to go without lids on disposable cups if the contents are going to be eaten right away.[1] For the employees of Dining Services, the university states that they shall follow strict guidelines to help enforce environmental goals as well as remain proactive in all sustainability actions. [8]

A future ambition that Dining Services has is to partner with other Ball State departments or clubs to create a student-run vegetable and/or herb garden to supply fresh food to one or more dining locations.[8]

Smoke Stack - Photo by Nicole MacLean

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HAZARDOUS WASTE

Ball State reports hazardous wastes to the Indiana Department of Environmental Management and the U.S. Environmental Protection Agency at the end of each year. As noted in Table EN3, the combined annual hazardous waste manifest reports for 2013 and 2014 included 16,021 lbs of hazardous wastes. [10] Thirty-four percent of hazardous waste were identified as Lab packs which were eventually disposed of through incineration.

Hazardous wastes and other chemical wastes are currently managed by Tradebe Treatment and Recycling, LLC, through their permitted facility in East Chicago, Indiana.[10] As part of the Ball State agreement with Tradedbe, landfill disposal is minimized. Many of the waste streams are bulked and burned for energy recovery at off-site permitted facilities. Solvents may be recovered through distillation or evaporation, e.g., a waste evaporation system was installed in Cooper Science Hall to evaporate the water component of aqueous wastes from the aquatic biology labs rather than shipping those for disposal. [11] Ball State has collected and shipped metal batteries for recycling for years. During this fiscal year, alkaline and zinc, carbon batteries, which are classified as Universal Wastes, are also being collected and shipped for recycling.

TABLE EN-3. COMBINED HAZARDOUS WASTE MANIFEST REPORTS FOR 2013 AND 2014	
DESCRIPTION	WEIGHT (LB)
Lab Packs for Incineration	5,467
Lab Pack Quantities of Fuels	2,410
Paint Related Materials	2,030
Lab Pack -Inorganic Acids	1,355
Lab Pack -Inorganic Wastes	1,280
Flammable liquid	972
Lab Pack -Inorganic/Organic Alkalines	480
Nano-silver Solution	350
Inorganic Oxidizers	305
Lab Pack Quantities of Solid Fuels	207
Mercury Articles and Lab Packs	205
Fixer Solution	201
Specimens in Formalin	183
Calcium Hypochlorite	120
Lab Pack -Reactive Material	94
Contaminated Solid Waste	81
Floor Stripper Waste, Corrosive Liquid, NOS	80
Lab Pack Consolidation of Mercury for Retort	52
Lab Packs -Inhalation Hazards	37
Lab Pack -Alkali Metals	29
Lab Pack -Aerosols	22
Lab Pack -Organic Peroxides	17
Lab Pack -Flammables	14
Lab Pack -Inorganic Cyanide	10
Pepper Spray	7
Lab Pack -Isocyanates	5
Lab Packs Containing Mercury	7
Dioxin Lab Pack	1
TOTAL WEIGHT	16,021

ENERGY

As indicated in Table EN-4, Ball State purchased about 1.16 quadrillion joules (1.16 petajoules) of energy in FY 2014. Coal and natural gas were combusted to generate steam for heating buildings.[12] However, Ball State ceased coal combustion in March of 2104. A variety of transportation fuels, such as gasoline and biodiesel, were used to power vehicles,[13] and electricity [12] was used to power ground source heat pumps, lighting, and electronic equipment.

ENERGY CONSUMPTION: OUTSIDE

Historically, Ball State's heat plant produced steam to heat campus buildings and sold steam to the Indiana University Ball Memorial Hospital (IU-BMH). In 2013-2014, Ball State produced 497,797,720 pounds of steam and IU-BMH purchased 130,444,060 pounds of this steam.[12] To further clarify, 26.20% of the natural gas and coal consumed at Ball State was used to generate steam for IU-BMH. [13] As Ball State has replaced its steam boilers with ground source heat pumps, steam production has continued to fall.

TABLE EN-4. ENERGY PURCHASED DURING FY 2014.

Fuel	Purchased	Conversion Unit	Joule
Natural Gas	551,879 dekatherm[12]	1 dekatherm = 1,054,804,000 J	5.8212×10^{14}
Coal	3,268.27 ton[12]	1 ton = 29,307,600,000 J	9.5785×10^{13}
Electric Power	124,562,094 kWh[12]	1 kWh = 3,600,000 J	4.4842×10^{14}
Regular Unleaded	111,274 gal[13]	1 gal = 131,900,000 J	1.4677×10^{13}
E85	42,852 gal[13]	1 gal = 89,300,000 J	3.8267×10^{12}
WEX Purchases*	36,876 gal[13]	1 gal = 131,900,000 J	4.8639×10^{12}
Diesel	18,823 gal[13]	1 gal = 146,300,000 J	2.7538×10^{12}
Biodiesel (B20)	32,850 gal[13]	1 gal = 133,100,000 J	4.3723×10^{12}
Off-road Diesel	11,168 gal[13]	1 gal = 146,300,000 J	1.6339×10^{12}
		TOTAL	1.1585×10^{15}

*Fuel purchases made by BSU personnel driving a motor pool vehicle. Although fuel types vary, unleaded gasoline was the dominate type of fuel.

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GREENHOUSE GAS EMISSIONS

As a signee to the American College & University Presidents' Climate Commitment (ACUPCC), Ball State is dedicated to emissions transparency and reporting. The ACUPCC is undertaken by a network of colleges and universities that have made institutional commitments to eliminate net greenhouse gas emissions from campus operations, and to promote the research and educational efforts of higher education to equip society to re-stabilize the earth's climate. In keeping with this commitment, Ball State estimates greenhouse gas emissions using Clean Air-Cool Planet calculation tool.[14] These emissions are reported for three scopes, with Scope 1 consisting of direct emissions by the university, Scope 2 reporting the indirect emissions, and Scope 3 reporting all other indirect emissions.

Table EN-5 reflects the emission data submitted to the ACUPCC for the last four fiscal years.[14] Over the past four years, Scope 1 emissions have continued to decline as ground-source geothermal heating system was brought online to replace the coal-fired chain-grate stoker boilers which produced steam to heat university buildings.

Smoke Stack - Photo by Nicole MacLean

On March 21, 2014, the coal-fired boilers were permanently shut-down. In following years, the 36,000 tons of coal which is typically burned by Ball State on an annual basis to heat buildings will be eliminated, thus also eliminating 1,400 tons of sulfur dioxide, 240 tons of nitrogen oxide, 200 tons particulate matter, and 80 tons carbon monoxide that would have been emitted into the atmosphere each year.[15]

TABLE EN-5. BALL STATE EMISSIONS (METRIC TONS OF CO2E)

Scope 1 Emissions	2010-2011	2011-2012	2012-2013	2013-2014
Stationary Combustion	64,702.0	46,209.5	30,627.0	26,544.0
Mobile Combustion	1,799.1	1,581.0	1,581.0	1,618.0
Process Emissions	0.0	0.0	0.0	0.0
Fugitive Emissions	0.0	0.0	0.0	0.0
Total Scope 1	66,501.1	47,790.5	32,208.0	28,162.0
Scope 2 Emissions				
Purchased Electricity	76,863.0	82,191.0	89,127.0	84,997.0
Purchased Heating	0.0	0.0	0.0	0.0
Purchased Cooling	0.0	0.0	0.0	0.0
Purchased Steam	0.0	0.0	0.0	0.0
Total Scope 2	76,863.0	82,191.0	89,127.0	84,997.0
Scope 3 Emissions				
Commuting	0.0	0.0	0.0	0.0
Air Travel	4,740.0	4,915.4	4,740.0	4,574.0
Solid Waste	7,762.4	9,365.1	9,365.0	9,300.0
Paper	396.5	480.3	480.3	
Scope 2 T&D Losses	6,080.9	6,502.4		
Total Scope 3	18,979.8	21,263.2	14,585.3	13,874.0

TABLE EN-6. SUMMARY OF TOTAL EMISSIONS (METRIC TON OF CO2E)

	2010-2011	2011-2012	2012-2013	2013-2014[14]
Scopes 1+2	143,364	129,982	121,335	113,159
Scopes 1+2+3	162,344	151,245	135,920	127,033

SPOTLIGHT STORY: REDUCING ON-CAMPUS ENERGY USE

Ball State Energy Action Team (BEAT) has been helping Ball State move toward sustainability since 2010 by engaging students and faculty in energy saving competitions and educational awareness.[16] BEAT is made up of students who want to bring awareness to energy consumption and green initiatives around campus. They accomplish this by sponsoring events such as the annual Energy Challenge and "Dinner in the Dark." In their efforts to "reduce their use," BEAT plans an Energy Challenge every year that takes place in the residence halls. Before the challenge begins, each residence hall's baseline energy reading is recorded. This reading is used to compare progress that the hall has made through the four-week competition. By comparing the different weekly readings against the baseline energy readings, each hall competes to see who can reduce their usage by the largest percentage.

The goal of the competition is for each hall to reduce its energy consumption by 10%.[16] The prize of a pizza party and a trophy that can be displayed in the hall encourages residents to turn off lights when they are not in their room, unplug appliances, etc. Table EN-7 presents the results from the 2014 Energy Challenge.

TABLE EN-7. BALL STATE RESIDENCE HALL ENERGY CHALLENGE	
Building	Overall Percent Gained or Lost
Park Hall	8.0%
Elliot Hall	5.90%
Studebaker East	4.20%
Wagoner Hall	4.20%
Dehority Halls	0.09%
Studebaker West	6.70%
Noyer Halls	6.82%
Lafollette Halls	7.32%
Kinghorn Hall	11.72%
Woodworth Hall	12.51%
Johnson B	14.20%
Total	5.60%

*Results compiled over a four week period.

BEAT also pairs with Dining Services to put on "Dinner in the Dark" where a few of the dining halls turns off the lights and students attend dinner by candlelight and can receive eco-friendly gifts such as LED flashlights and reusable mugs. BEAT has the support of Facilities Planning and Management as well as many on-campus organizations such as Ball State's campus newspaper, The Daily News, and Friday Night Film works. All of these organizations work with BEAT and promote the organization so that BEAT can reach out to as many students and staff as possible.

TRANSPORTATION

Transportation of materials, goods, and faculty, staff, and students helps support Ball State's educational mission. There are significant environmental impacts from transportation such as CO_2 emissions, but the university has adopted numerous practices that help to mitigate transportation's impact on the environment. Ball State owns 41 hybrid electric vehicles and a variety of flex fuel vehicles that use regular unleaded or E85 fuel (see Table EN-4). For electric vehicles, Ball State offers electric vehicle plug in stations on campus. The university runs a shuttle bus operation that takes students to designated bus stops around campus located near the academic buildings, residence halls, and sports fields. The shuttle bus operation allows free use and regular bus stop times encouraging students to take the bus instead of using cars which serves to reduce emissions and fuel waste. Ball State is also a pedestrian and bike-friendly campus with bike parking stalls and bike storage options outside of every residence hall.

LEED CERTIFICATION

One way in which Ball State has shown a commitment to sustainability is through the construction of both academic and residence halls buildings. Leadership in Energy and Environmental Design (LEED) is the certification awarded to buildings that earn a specified number of points determined by prerequisites to recognize a top-rated building for strategy and design. According to the U.S. Green Building Council, "LEED certified buildings save money and resources and have a positive impact on the health of occupants, while promoting renewable, clean energy."[17] LEED certified buildings fall under one of four categories increasing in merit from certified to silver, gold, and finally platinum level. Four Ball State buildings have received LEED silver certification including the David Letterman Communication and Media Building, Park Hall, DeHority Complex, Kinghorn Hall, and the Student Recreation and Wellness Center . Additionally, two Ball State building have received LEED gold certification including Studebaker East Complex and the District Energy Station North.[15] Ball State has pledged that new construction on campus is to meet LEED silver certification or better to assure that sustainability practices are upheld into the future.[18]

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WATER

The Muncie municipal water utility, American Water Company, is the main supplier of Ball State's water. The water is sourced from Prairie Creek Reservoir, the White River, and three wells located near the fresh-water treatment facility.[19] Prairie Creek Reservoir is a 1275 acre privately-owned reservoir that has 40 acres devoted to wetland preservation.[20] The White River's two branches flow through much of southern Indiana. It is still recovering from a long history of industrial and agricultural pollution, but still serves as a habitat for common wetland species of fish, turtles, and others.[21]

In addition, Ball State had five operational wells in 2013 and four in 2014. Significant water withdrawls for fiscal year 2013 – 2014 was 5,787,000 gallons.[22]

During fiscal year 2013/2014, Ball State purchased 285,428,217 gallons of water from American Water Company and discharged 285,428,217 gallons cubic feet as sewage.[22] Stormwater runoff can be a significant concern for the quality of the local water supply and soil erosion. Aware of this impact, BSU utilizes vortex separators, which filter out particulate matter and trash. Three connected holding ponds, and vegetated swales enable water to drain in a more natural way to the White River, while absorbing chemical runoff and sediment. One in particular is the Kinghorn Pond, which was refurbished to better accept stormwater runoff from the parking lot and roof of Kinghorn Hall. Stormwater runoff also contributes to floods from extended periods of rain and to decrease the possibility of floods, half of the porous pavement on campus was vacuumed to improve efficiency, all catch basins on campus were mapped, and 5% of the worst catch basins were cleaned. A 5000-gallon rainwater storage tank installed on the northern edge of campus captures rain water from the North Grounds Building that is then used for irrigation. An estimated 25,000 gallons was collected in 2014.[22]

Cardinal Creek Overpass - Photo byKyle Specker

BIODIVERSITY & PROTECTED HABITATS

Consisting of 731 acres, Ball State's campus supported 106 buildings, a duck pond, athletic fields, motor pool, green spaces, and a creek.[23] The 2014 campus tree inventory documented 7372 trees across the campus representing 253 tree species or cultivars with 58% being native species.[24] The database created from this inventory includes critical information for monitoring tree diversity, including genus and species, common name, size, date of planting, and location using GPS coordinates.

Orchid - Photo by Kyle Specker

In addition to the main campus, Ball State operated six properties on 425 acres within Delaware County.[25] The Field Station and Environmental Education Center (FSEEC) actively managed these properties to support teaching, learning and research, such as the Hults Environmental Learning Center (100-acres) and the Donald E. Miller Wildlife Area (16.5 acres). Several of these properties were valued as natural, biologically-diverse areas.

Christy Woods, a 17-acre property positioned next to the main campus, offered a mature deciduous forest, a host of native wildflowers, a small tall grass prairie, and two greenhouses.[26] Opening in 2014, the Rinard Orchid Greenhouse protected over 1,100 species of rare and endangered orchids in its Wheeler-Thanhauser Collection.[27]

Historically, the 161 acres of Ginn Woods has had little human disturbance and is perhaps the "second largest stand of old-growth forest remaining in Indiana."[28] As such, this forest is biologically rich in plant and animal life. Ginn Woods is managed as a nature preserve, attempting to keep the property in a natural state. As such, visitation is limited to educational and research excursions.
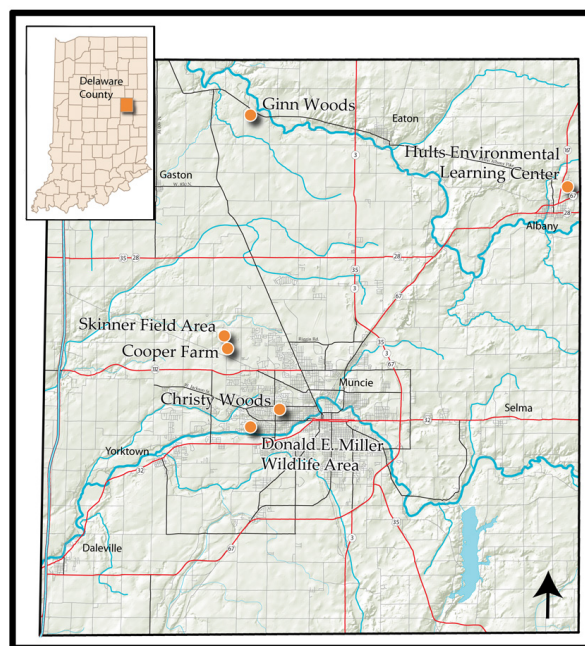
Cooper Farm consists of the Cooper Woodland Area (31.5 acres with forest and secondary succession) and Cooper Natural Area (57 acres, including a tall grass prairie).[29] Immediately

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adjacent to Cooper Farm lays Skinner Field which supports 131 acres of agricultural fields and a small deciduous forest, meadow, and ephemeral wetland. [30]

THREATS & CONCERNS

According to the Center for Invasive Species and Ecosystem Health,[31] 130 exotic species of plants have been documented in Delaware County, Indiana. The most invasive of these plant species overpopulate a region, degrade habitats of native plant species, and eventually result in reduction of the number of healthy native species. All six properties managed by FSEEC are negatively impacted by invasive exotic plants For each of its properties, FSEEC management plans include strategies to promote native wildflowers, forbs, and trees by eradicating or controlling invasive plant species, including Amur Honeysuckle, Autumn Olive, Garlic Mustard, and Multiflora Rose. Management practices vary by season but include pulling, burning, cutting, and the application of herbicides. [32] No evidence indicates that the success of these management strategies has been systematically measured nor have they been approved by external professionals.

According to the U.S. Fish and Wildlife Service,[33] two species of bats, the Indiana Bat (Myotis sodalis) and Northern Long-eared Bat (Nyctophilus arnhemensis) are endangered or proposed as endangered, respectively. The International Union for Conservation of Nature and Natural Resources (IUCN) Red List™ identifies the status of the Indiana Bat as Endangered A2ac with a decreasing population trend and the Northern Long-eared Bat with a status of Least Concern with a stable population.[34] No active management plan was in place to enhance habitat for these species during FY2014.[35]
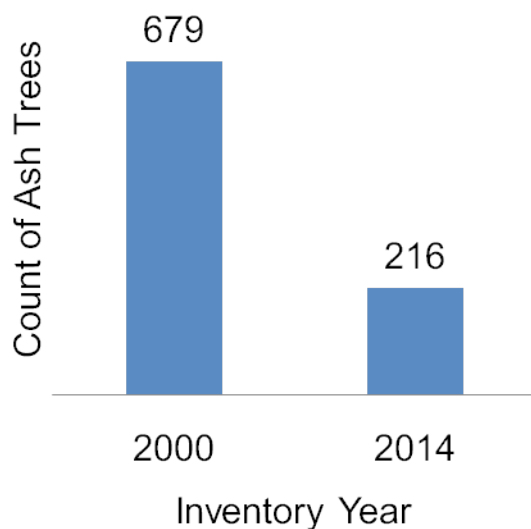
The invasion of the Emerald Ash Borer, an exotic insect pest, has decimated the native ash trees across all Ball State properties. From 2000 to 2014, there has been a 68% decline in ash trees on the campus.[22] Although the majority of trees have been felled because they were dead or dying, a remaining 51 ash trees have been chemically treated. [22]

COMPLIANCE

Ball State had no significant fines or non-monetary sanctions for violating environmental laws and regulations during the year 2013-2014.[36]

OVERALL ENVIRONMENTAL PROTECTION EXPENDITURES

While exact prevention and environmental management costs are not available, Ball State finances a significant amount of resources and programs to make sure that environmental sustainability is a priority. The office of Facilities Planning and Management (FPM) helps run environmental management and prevention duties and programs at Ball State. The FPM office oversees the geothermal project which will result in $2 million in annual savings for the university's operating costs and reduce carbon dioxide emissions by 85,000 metric tons annually which will cut Ball State's carbon footprint almost in half.[37] As of March 21, 2014, all four coal-fired boilers have been permanently shut down ending the annual combustion of 36,000 metric tons of coal and the associated emissions, including 1,400 tons of sulfur dioxide, 240 tons of nitrogen oxide, 200 tons particulate matter, and 80 tons of carbon monoxide.[15]

Numerous clubs and organizations that aim at environmental protection exist on Ball State's campus and are attended by Ball State students and faculty. The Council on the Environment (COTE), created in 2001, encourages Ball State students, staff, and community member to share ideas and engage in conversation about environmental issues and initiatives to help promote sustainable practices.[38] Ball State Energy Action Team (BEAT) holds annual energy challenges in the academic and residence hall buildings to reduce energy usage.[16] The "Dining Greening Team" collaborates to evaluate current and develop new sustainability efforts.[8]

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HUMAN RIGHTS

HUMAN RIGHTS

INVESTMENT

The Ball State University Foundation exists to provide financial support for the university through a myriad of investments. The foundation has provided more than $324 million in support for additions to the academic, cultural, entertainment, and economic value of Ball State University and its surrounding community.[1] While managers of the investment portfolio have discretion over the choice of investments and look favorably on human rights, the Foundation does not have a screening policy in regard to that criteria. This information is consistent with previous GRI reports.

Ball State University is devoted to further developing its faculty and students. Interested parties can view and register for learning and development courses through the University Human Resource Services website. The website outlines over 130 hours of development opportunities throughout the academic year. Approximately 20 hours of this content pertains to employee benefits and rights. This optional content covers topics such as the Fair Labor Standards Act (FLSA), Family and Medical Leave Act (FMLA), sexual harassment, and workers compensation.[2] No data are collected regarding the percentage of faculty and personnel that participate in these optional programs. However, the Campus Sexual Violence Elimination (SaVE) Act requires 60-90 minutes of sexual harassment training of all university employees; this training is planned for implementation in 2015.[3]

NON-DISCRIMINATION

Reports from the Office of University Compliance reflected data pertaining to discrimination cases from the 2013-2014 academic year. Complaints were filed across the following bias categories: age (1), gender (7), harassment or hostile work environment (2), national origin (2), religion (1), retaliation (7), and disability (2).[4] It is important to note that a single complaint may contain multiple bias categories. For example, during the reporting period, thirteen complaints were filed by nine persons with four persons citing more than one bias category. Overall, complaint data illustrated an 80% increase in complaints from the previous academic year. This influx can be partially attributed to prior suggestions of the Diversity Committee. In

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2012-2013, the committee recommended the university thoroughly inform new employees of the procedure of filing a complaint. The status of each complaint were not disclosed, however, the Diversity Committee provided extensive recommendations for improvement. The committee suggested areas of increased complaints (age, gender, national origin, race, religion, and retaliation) be carefully reviewed and addressed through workshops and programming. Additionally, it is recommended the university continue to expand awareness of diversity significance, issues, and policies.[4]

Cardinal Creek in Fall - Photo by Nicole MacLean

HUMAN RIGHTS

FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

The *Handbook for Service Personnel* discloses in its union affiliation section 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"—clearly defining the university policy for the freedom of association and collective bargaining.[5] At the time of this report, no existing data indicated Ball State University or its suppliers faced risk or violations of these rights. This information is consistent with previous GRI reports.

SECURITY PRACTICES

Ball State University provides security to its faculty, staff, and students through its University Police Department (UPD). Free services rendered by the department include a night transportation system, Charlie's Charter; the rape aggression defense classes; and an anonymous crime reporting site.[6] All officers are required by law to complete a basic police academy program. In addition, Ball State University officers are required to participate in 80 hours of additional instruction prior to carrying a weapon or making an arrest. Examples of training topics include, but are not limited to, bias hate crimes, legislative updates, and proper arrest or detainment of a foreign national.[7] Training continues throughout the year to keep officers updated on rights, responsibilities, and best practices.

INDIGENOUS RIGHTS

During the reporting period, no data indicated any violation of indigenous rights. A complaint category pertaining specifically to indigenous people was not disclosed in the Office of University Compliance data or the Diversity Committee's Annual Report.[4] This information is consistent with prior university GRI reports.

CHILD LABOR AND FORCED OR COMPULSORY LABOR

The aspects related to child and forced or compulsory labor have been omitted from this report. In all prior GRI reports, the university found no operations or suppliers to hold significant risk for these incidents.

ASSESSMENT AND GRIEVANCES

The university has only one major area of operations, which simplifies the human rights review and assessment process. However, there is not sufficient data to determine the application of human rights screening of new suppliers. This also leads to insufficient data regarding the actual and potential negative human rights impacts of Ball State University's suppliers, and its overall effect on the supply chain. For the 2013-2014 academic year, no human rights grievances were filed through formal mechanisms.[8]

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HUMAN RIGHTS

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EMPLOYMENT

Ball State University was the largest employer in the Muncie community during FY 2014 with 3,088 full-time employees.[1] The university had 169 separations, either through resignation or retirements; the turnover rate was 5.47%.[1] Tables S-1 and S-2 illustrates the type and racial diversity of the workforce.

BENEFITS

Ball State University provided benefits to all classes of employees, however the benefits program for part time and temporary employees' was limited. Full time employees were eligible for most of the university's benefit plans, such as medical, dental, retirement, salary continuation, life, accidental death and dismemberment insurance and fee remission. Ball State's policy for part time employees, if they stay on the job for two years, is they will receive sick and vacation hours.

Like larger organizations, labor laws and requirements bind Ball State University. Included in the labor laws and requirements is the Family and Medical Leave Act (FMLA) that requires larger employers to provide up to 12 weeks of unpaid job-protected leave to "eligible" employees for specified family and medical reasons.[3]

Detailed information about the university's benefit plans is available at
http://cms.bsu.edu/about/administrativeoffices/payrolleb

TABLE L-1. ETHNICITY OF FULL-TIME EMPLOYEES[2]

Type of employment	American/Indian Alaskan Native	Asian/Pacific Islander	Black, Non Hispanic	Hispanic	White, Non Hispanic	Unknown/ Others	Totals
Faculty	0	13	19	18	797	137	984
Admin	1	1	10	2	200	10	224
Professional	1	4	20	7	477	24	533
Technical & Paraprofessional	0	0	6	4	242	3	255
Clerical & Secretarial	1	2	16	4	387	10	420
Skill Crafts	2	0	2	2	112	0	118
Service & Maintenance	6	1	41	6	399	7	460
Totals	11	21	114	43	2614	191	2994

TABLE L-2. ETHNICITY OF PART-TIME EMPLOYEES[2]

Type of employment	American/Indian Alaskan Native	Asian/Pacific Islander	Black, Non Hispanic	Hispanic	White, Non Hispanic	Unknown/ Others	Totals
Faculty	2	3	4	7	199	12	227
Admin	0	0	0	0	0	0	0
Professional	0	0	0	0	7	0	7
Technical & Paraprofessional	0	0	0	0	2	0	2
Clerical & Secretarial	0	0	0	2	20	0	22
Skill Crafts	0	0	0	0	0	0	0
Service & Maintenance	1	0	18	4	130	8	161
Totals	3	3	22	13	358	20	419

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EQUITY & EQUAL REMUNERATION FOR MEN AND WOMEN

Ball State University is dedicated to "equal opportunity to all employees and applicants for employment in its recruitment, hiring, retention, promotion, tenure, transfer, layoff, return from layoff, training, and other employment decisions and its compensation and benefits programs without regard to race, religion, color, sex (except where sex is a bona fide occupational qualification), sexual orientation, gender identity/gender expression, physical or mental disability, national origin, ancestry, age, or citizenship (for U.S. citizens and protected lawfully-admitted aliens).[4] The Office of University Compliance implements Ball State's policies regarding fair remuneration and labor laws.

As indicated in Table L-3, there is a salary difference between male and female faculty at Ball State with males receiving higher wages than females.[5] Equal remuneration for women, including women's participation in the workforce, is subject to a number of variables. One of the variables is women in leadership positions. In 2013, women held only three of the top ten leadership positions at the university.[5]

TABLE L-3. EQUAL RENUMERATION FOR WOMAN AND MEN [4]

Academic Rank	Men	Women
Professor	$89,500	$78,900
Associate Professor	$71,400	$67,300
Assistant Professor	$57,100	$54,800
Instructor	$48,700	$48,500

Source The Chronicle of Higher Education. (2014). 2013 AAUP faculty salary survey data. Retrieved from http://chronicle.com/article/2013-14-AAUP-Faculty-Salary/145679#id=table

PERFORMANCE REVIEW

Full-time and part-time employees undergo an annual performance review. The Human Resource office tracks the return of evaluations and reminds supervisors/areas to complete them in a timely manner.[6] More frequent evaluations and career development reviews are used when performance is an issue.

TRAINING & EDUCATION

At Ball State University training programs vary by department. The Learning and Development office coordinated training programs for all employees. The programs were designed to address one or more categories from the annual performance evaluation forms, such as leadership, writing, communication, strategic thinking, goal planning, and personal management. The Professional Enhancement Program (PEP) gives the employees a chance to upgrade and master information processing skills that enhance current job performance and open the door for future employment opportunities.

The university offered 77 training programs during fiscal year 2014; 815 employees attended these programs representing 1,837 hours.[6]

According to the Director of Risk Management at the university, Ball State offered 15 training programs regarding Environmental Health & Safety staff,[7] including:

1.   Bloodborne Pathogens - 7 trainings were offered
2.   Food Safety– 2 classes
3.   Safety in the School of Art – 2 classes, 140 students total;
4.   Hazard Communication – 6 classes; total ~180 persons
5.   Hazard Communication, narrated PowerPoint – sent January 2014
6.   Battery Recycling Safety – 3 classes with narrated PowerPoint
7.   Laboratory Safety – 4 sessions, ~125 faculty and students total
8.   Natural Gas Safety –2 sessions – total ~12 FPM and Housing staff
9.   Respiratory Training and fit testing - no data
10. Hearing Conservation Training - no data
11. Asbestos Awareness - no data
12. BSU Tunnel Training - no data
13. Forklift Training - no data
14. Man-lift Training - no data
15. Fall Protection - no data

LABOR/MANAGEMENT RELATIONS

The American Federation of State, County, and Municipal Employees (AFSCME) Local 293, represented all of the trades and labor employees in FY 2014.[8] The AFSCME represents the interests of 13.4% of Ball State employees [7] as it relates to collective bargaining, i.e., a process of negotiation between employers and a group of employees aimed at reaching agreements to regulate working conditions.

There is no set time period for notifying employees of operational changes, except for the employees covered by the collective bargaining agreement. They must be notified prior to the start of the workweek,[9] i.e., 12:01 am on Sunday. However, in practice the university tries to give as much advance notice as possible.

For layoffs, the collective bargaining agreement requires a seven-day notice.[9] For the non-union staff, there is a 30-day notice, and for professional employees, the notice time depends on the length of service.

The Human Resource department provides handbooks to all classes of employees that outline Ball State policies regarding labor and management relations at
http://cms.bsu.edu/about/administrativeoffices/humanresources/employeeinfo/

LABOR GRIEVANCES

Ball State University has grievance mechanisms in place to enforce compliance with standards and account for performance. Having such tools are vitally important in providing clarity and accountability. The absence of an effective mechanism to address their legitimate concerns may have a serious impact on their ability to their rights with the University. An effective grievance mechanism allows recognition for legitimate concerns, and hopefully engages in a process to secure acceptable solutions for all involved.

Ball State University had a total of seven grievances about labor practices filed through formal grievance mechanisms during the reporting period of July 2013 to June 2014.[10] Of the identified grievances five addressed during the reporting period. The university was able to resolve one grievance during FY2014. The university had no grievances about labor practices filed prior to the reporting period.[10]

OCCUPATIONAL HEALTH & SAFETY

A joint management committee represented workers in the health and safety area and worked to assure that health and safety requirements were met through feedback from other groups and organizations on campus.

In 2014, there were 548 reports of injuries and diseases. Only 110 cases required medical attention, 66 injuries were reported where workers did miss work, and the remaining 438 cases did not seek medical attention or time off work.[8] No work-related fatalities occurred during 2013-2014.[8]

Ball State offers multiple programs to assist employees and their family with serious diseases, including health insurance, long-term disability, and salary continuance. In addition, Ball State offers a $900 annual tobacco-free health insurance discount to employees who have been tobacco-free for at least six months.[11]

Ball State promotes healthy lifestyles and provides different wellness options for their employees through wellness classes, health coaching, dietician consulting services, BeWell and LiveWell programs.[12] The Employee Quick Clinic and the Student Health Center offer health services on campus to employees and students, respectively.

Photo by Nicole MacLean

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Ball State University engages the local community through numerous programs and partnerships. Some of those opportunities are implemented through services like the 0ffice of Student Life's Student Voluntary Services (SVS), Building Better Communities (BBC), and programs/partnerships through individual departments, such as Creative Writing in the Community (English Department), the Nature Play Initiative (Landscape Architecture Department), and EcoREHAB Design-Build Initiative (Architecture Department).

Local community involvement can be categorized into three main sections: Immersive Learning (which involves student teams working to solve problems with a community partner that enhances and impacts the community), Outreach and Engagement (when university resources are directed toward the benefit of external members that establish relationships and outcomes that are mutually-beneficial and contribute to the public good), and Service/Experiential learning (wherein service requirements are integrated into credit-based course curriculum where students participate in an organized service activity that meets the needs of a community).[1] All of the 47 individual departments at Ball State report involvement with service learning courses. In the 2013-2014 academic year 3,300 students were reported participating in a service learning course and 4,414 students participated with immersive learning courses, which totaled 37% of students at Ball State University. Also in the same year a total of 167 faculty members were involved in either service learning or immersive learning courses equaling about 14.6% of the faculty at Ball State.[2]

Student Voluntary Services and the Building Better Communities' Fellows program both utilize impact assessments to evaluate and better enhance their programs. Volunteers who participate with Student Voluntary Services fill out both a pre and post-assessment to evaluate learning outcomes and to improve services in the future and partners involved with the Building Better Communities Fellows program complete an impact assessment at the completion of a project as well.[2] A report of Building Better Communities has listed an impact on 80 counties and engaged with 12,524 participants within the 2013-2014 year.[3]

Entrance to Ball State University - Photo by Kyle Specker

SOCIETY

IMPACTS ON LOCAL COMMUNITIES

The Ball State campus is located in east-central Indiana within the city of Muncie and Delaware County. As a non-profit institution, Ball State does not directly contribute to the local tax base, but avails itself of the infrastructure supported by these taxes. As the largest employer in the county, fluctuations in the financial status of the university have the potential to impact the economic vitality of the community.

The entire population of the university fluctuates on academic year cycles. With the influx of students in the fall, crime, traffic infractions, alcohol and drug-related incidents increase, thus creating frustration for full-time residents and place added demands upon local and Ball State law enforcement. The 2014 Campus Security Report indicates that non-campus and public property crime statistics included a sex offense (f=1), aggravated assault (f=3), burglary (f=3), weapons offense (f=5), drug abuse (f=5), and liquor law violations (f=11).[4] Ball State Campus Security engaged in several community-based projects that aimed to improve community relations and increase a sense of safety within and around the campus, including e Citizens Police Academy, Rape Aggression Defense programs, crime prevention, general safety talks, and drug and alcohol education programs.[5]

In addition, a significant proportion of faculty and staff live out of the county and this commute results in many single-occupancy vehicles that increase demands on roads, road maintenance, and contribute to Scope 3 greenhouse gas emissions.

ANTI-CORRUPTION

Corruption—overt acts of bribery and fraud to subtle forms of influence garnered by one's position and result in personal gain—not only wastes financial resources and deteriorates public trust in Ball State, but also could undermine the belief that personal success is achievable through educational achievement and personal effort. Through policy, training, disclosures, and risk assessment practices, Ball State University proactively creates conditions to minimize corruption.

Extensive conflict of interest and conflict of commitment policies exist for employees—faculty and professional staff,[6] students, and members of the Board of Trustees.[7] The Office of Scholarships and Financial Aid,[8] which has responsibilities for students' financial aid and loans, has specific policy and code of conduct statements for university employees and for limiting or banning arrangements with external parties regarding revenue-sharing, interaction with borrowers and lenders, or co-branding.

In compliance with Federal Significant Financial Conflicts of Interest regulations (42 CFR Part 50, Subpart F: Promoting Objectivity in Research and 45 CFR Part 94), the policies and procedures set forth by the university require researchers, principal investigators, and students engaged in a federally-funded project to disclose their financial conflicts of interest and "have management plans to manage, mitigate, or eliminate the disclosed conflict."[6]

University personnel who are funded by the Public Health Service or its affiliates are required to complete the Financial Conflict of Interest (FCOI) training through the National Institutes of Health.[9] Researchers who conduct research with human or animal subjects or required to complete Collaborative Institutional Training Initiative (CITI) training.[10]

The Office of Research Integrity administers the significant financial conflicts of interest (SFCI) and conflicts of commitment program, the Office of Business Affairs administers the Conflict of Interest,[11] and the Conflict of Interest involving academic contracting is administered by the Provost's Office.[12]

Two high-profile investment scams that resulted in a loss of $13 million to Ball State University were reported in the public media in 2014.[13] University officials learned of the fraud in 2011, but an ongoing federal investigation delayed disclosure of the information to the public. Two former employees—a former director of cash and investments and a former director of risk management, have been linked to the incident, but no formal charges have been filed. Improvements in the university's process of reviewing investment purchases were implemented after discovery of the incident.

SUPPLIER ASSESSMENT

Ball State has no university-wide policies or procedures to screen suppliers for real or potential impacts on society.[14] However, Campus Dining Services is pursuing a goal of sourcing 20% of all produce locally; Piazza, a distributor based in Indianapolis is leading the effort by providing fruit, vegetables, and herbs from Indiana and surrounding states, including Wisconsin. During the 2013-2014 year, the Director of Campus Dining Services reported that 12% of produce was sourced locally,[15] thus creating more jobs in local communities. In addition, Ball State's office supply distributor, Guy Brown, provided standard icons next to specific products that indicate products from business enterprises owned by women and minorities.

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SOCIETY

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PRODUCT LABELING

Proper package and food labeling is an important consideration of University Dining Services as they assist customers in making informed purchasing choices. Ball State complies with USDA labeling guidelines and the nutritionist strives to assure that allergens, gluten, vegan, and vegetarian concerns are labeled correctly to ensure safe use of edible products.[1] NetNutrition is the online software that Ball State uses for product labeling and information. This software lists food locations throughout Ball State's campus and provides all the nutritional information, possible allergens the food might contain, and eating preference indications for the consumers such as vegetarian and vegan options.[1]

University Dining Services did not report any incidences of non-compliance with these regulations. Health and safety inspections conducted by the environmental specialist on campus consistently resulted in high ratings.[1]

CUSTOMER SATISFACTION SURVEYS

Understanding the satisfaction of students and community members with Ball State University is an important step in the process of continuous improvement at Ball State. These data are used to evaluate operations and services of the institution, identifying strengths and opportunities for improvement. Several surveys administered by the Office of Institutional Effectiveness assessed students' satisfaction during and at the conclusion of their studies. During the Fall of 2013, incoming students—first year, transfer, and sophomore students—were surveyed using the Making Achievement Possible (MAP-Works) system[2]. The results included responses from 3,252 first –year students (89% of the population of first-year students), 1,472 sophomore students (38%), and 373 transfer students (48%). Sixty-two percent of survey completers were committed to completing their college degree at Ball State while almost 90% indicated they were learning. Results also indicated that the vast majority of survey completers were actively engaged in their education and believed they would persevere on challenging projects.

The Senior Survey[3] was administered to all seniors graduating during the 2013-2014 academic year; sixty-two percent (2,263 of 3,649 seniors) responded. When asked about their overall satisfaction with Ball State, over 77% of senior respondents reported they were satisfied or very satisfied. While respondents identifying themselves as "Black" rated their overall experience as slightly lower, not statistically significant differences were evident by race.

The Graduate Student Exit Survey[4] was administered to all masters, doctoral, and specialist-level students who applied for graduation in the 2013-2014 academic year. Of the 1,129 students receiving a graduate degree, 44% completed the survey. When asked about their general attitude toward Ball State, 95% of survey completers were very positive or positive. But, most importantly, 85% indicated they would recommend Ball State to others who wanted to major in their field of study and about 90% rated their experiences excellent or good overall.

PRODUCT

Communication dishes - Photo by Kyle Specker

CUSTOMER PRIVACY

Ball State takes active steps to ensure the privacy and proper handling of student and employee personal information, including social security number,[5] academic performance, and health information.[6] Ball State faculty and staff conform to the Family Educational Rights and Privacy Act (FERPA) by providing students with access to their records, as well as rights to seek amendment of their records and disclose these records to others. Academic records are maintained by the Office of the Registrar.[7]

No leaks, thefts, or loss of customer data have been reported by the Computer Security Response Team; however, complaints of data breaches may not be reported to the team.[8] They have seen Ball State email owners compromising their accounts through either phishing or spear phishing, which is an attempt to acquire sensitive information or information that is protected against unwarranted disclosure such as usernames, passwords, and credit card information disguised as a trustworthy source in an electronic communication. The accounts then start sending out spam. The response team was able to identify those accounts, shut them down, and then send the account owner to Unified Technology Support to correct the problem.[8]

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PRODUCT

Appendix A: GRI CONTENT INDEX

Category	Disclosures & Aspects	GRI #	Indicator	G4-18 Material Possibly, Yes, or No	Reported Yes, Partial, or No	Omissions ND = No data	G4-20-21 Boundary I=Inside E=Outside B=Both	G4-21 Outside Stakeholders	Page
General Standard Disclosures	Strategy and Analysis	G4-1	Statement of senior decision-maker	Yes	Yes				6
		G4-2	Description of key impacts, risks, and opportunities.	Yes	Yes				7
	Organizational Profile	G4-3	Name of organization	Yes	Yes				8
		G4-4	Primary brands, products, & services	Yes	Yes				8, 11
		G4-5	Location of headquarters	Yes	Yes				8
		G4-6	Countries where organization operates	Yes	Partial	ND			8
		G4-7	Nature of ownership	Yes	Yes				8
		G4-8	Markets served	Yes	Yes				8
		G4-9	Scale of the organization	Yes	Yes				8, 10-11
		G4-10	Employee breakdown by type	Yes	Partial				10
		G4-11	Employees covered by collective bargaining	Yes	Yes				10
		G4-12	Organization's supply chain	Yes	Yes				11
		G4-13	Significant changes	Yes	Yes				8-9
		G4-14	How precautionary approach is addressed	Yes	Yes				13-14
		G4-15	Externally developed charters	Yes	Yes				13-14
		G4-16	Memberships	Yes	Yes				11-12, 14
	Identified Material Aspects and Boundaries	G4-17	Financial statements	Yes	Yes				11
		G4-18	Process for defining report content	Yes	Yes				14-15
		G4-19	Material aspects identified by process	Yes	Yes				80
		G4-20	Aspect boundary within organization	Yes	Yes				80
		G4-21	Aspect boundary outside organization	Yes	Yes				80
		G4-22	Restatements of information of previous reports	Yes	Yes				16
		G4-23	Changes from previous reporting periods in scope and aspects	No	Yes				16
	Stakeholder Engagement	G4-24	List of stakeholder groups	Yes	Yes				14-15
		G4-25	Basis for identifying stakeholders with who to engage	Yes	Yes				15
		G4-26	Organizations approach to stakeholder engagement	Yes	Yes				15
		G4-27	Concerns of stakeholders	Yes	Yes				16-17
	Report Profile	G4-28	Reporting period	Yes	Yes				4
		G4-29	Date of previous report	Yes	Yes				4
		G4-30	Reporting cycle	Yes	Yes				4
		G4-31	Contact information for information about the report	Yes	Yes				5
		G4-32	In accordance' option, GRI Content Index, and external assurance	Yes	Yes				4
		G4-33	Policy & practice in seeking external assurance	Yes	Yes				16
	Governance	G4-34	Governance structure	Yes	Yes				12-13
	Ethics and Integrity	G4-56	Values, principles, and standards	Yes	Yes				11-12, 14
Economic	Economic Performance	G4-EC1	Direct economic value generated & distributed	Yes	Yes		B	Indiana taxpayers	22-23
		G4-EC2	Financial implications due to climate change	Yes	Partial	ND	B	Indiana taxpayers	24
		G4-EC3	Benefit plan obligations	Yes	Yes		I		24
		G4-EC4	Financial assistance received from government	Yes	Partial		B	Indiana taxpayers	22
	Market Presence	G4-EC5	Wage by gender compared to local minimum wage	Yes	Partial	ND	B	Working women	25

Category	Disclosures & Aspects	GRI #	Indicator	G4-18 Material Possibly, Yes, or No	Reported Yes, Partial, or No	Omissions ND = No data	G4-20-21 Boundary I=Inside E=Outside B=Both	G4-21 Outside Stakeholders	Page
Economic, continued	Market Presence	G4-EC6	Proportion of senior management hired from local community	Yes	Partial	ND	B	Local Community	27
	Indirect economic impacts	G4-EC7	Infrastructure investments	Yes	Partial		B	Local Community	25-26
		G4-EC8	Indirect economic impacts	Yes	Partial		B	Local Community	25-26
	Procurement practices	G4-EC9	Local suppliers	Yes	Partial	ND	B	Suppliers	26
Environment	Materials	G4-EN1	Materials used by weight or volume	Yes	Partial		B	Suppliers & Manufacturers	32-33
		G4-EN2	% of materials used that are recycled input	Yes	No	ND	B	Suppliers & Manufacturers	
	Energy	G4-EN3	Energy consumption within organization	Yes	Yes		B	Indiana taxpayers	37
		G4-EN4	Energy consumption outside of organization	Yes	Partial	ND	B	Indiana taxpayers	37
		G4-EN5	Energy intensity	No	No				
		G4-EN6	Reduction of energy consumption	Yes	Partial	ND	B	Indiana taxpayers	40
		G4-EN7	Reduction in energy requirements of products	Yes	No	ND	B	Suppliers & Manufacturers	
	Water	G4-EN8	Total water withdrawal by source	Yes	Yes		B	Local Community	42
		G4-EN9	Water sources significantly affected by withdrawal	Yes	No	ND	B	Local Community	
		G4-EN10	% of water recycled	Yes	Yes		B	Local Community	42
	Biodiversity	G4-EN11	Protected areas & high biodiversity	Yes	Yes		B	Local to Global Community	43-44
		G4-EN12	Impacts on biodiversity	Yes	Yes		B	Local to Global Community	44
		G4-EN13	Habitats protected or restored	Yes	Yes		B	Local to Global Community	43-44
		G4-EN14	IUCN Red List species	Yes	Yes		B	Local to Global Community	44
	Emissions	G4-EN15	Direct greenhouse gas emissions (Scope 1)	Yes	Yes		B	Global Community	38-39
		G4-EN16	Indirect greenhouse gas emissions (Scope 2)	Yes	Yes		B	Global Community	38-39
		G4-EN17	Other greenhouse gas emissions (Scope 3)	Yes	Yes		B	Global Community	38-39
		G4-EN18	Greenhouse gas emission intensity	No	No				
		G4-EN19	Reduction of greenhouse gas emissions	Yes	Yes		B	Global Community	38
		G4-EN20	Emissions of ozone-depleting substances	Yes	No	ND	B	Global Community	
		G4-EN21	NOx, SOx, & other significant air emissions	Yes	No	ND	B	Global Community	
	Effluents and waste	G4-EN22	Total water discharge	Yes	Yes		B	Local Community	42
		G4-EN23	Waste by type and disposal method	Yes	Yes		B	Local & Regional Community	34
		G4-EN24	Significant spills	Unknown	No	ND	B	Local Community	
		G4-EN25	Hazardous waste	Yes	Yes		B	Local to Global Community	36
		G4-EN26	Biodiversity value of water affected by discharge	Unknown	No	ND	B	Local to Global Community	
	Products and services	G4-EN27	Extent of impact mitigation	Yes	No	ND	B	Local Community	
		G4-EN28	Reclaimed products and packaging	Yes	Partial		B	Suppliers & Manufacturers	34
	Compliance	G4-EN29	Fines & sanctions	No	Yes		B	Indiana taxpayers	45
	Transport	G4-EN30	Transporting products & goods	Yes	Yes		B	Local Community	41
	Overall	G4-EN31	Environmental protection expenditures	Yes	Yes		B	Indiana taxpayers	45
	Supplier environmental assessment	G4-EN32	Supplier screening by environmental criteria	Yes	Yes		B	Suppliers & Manufacturers	32
		G4-EN33	Negative impacts in supply chain	Yes	No	ND	B	Suppliers & Manufacturers	
	Environmental grievance mechanisms	G4-EN34	Number of grievances about environmental impacts	Unknown	No		B	Local to Global Community	

Appendix A: GRI CONTENT INDEX, continued

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Category	Disclosures & Aspects	GRI #	Indicator	G4-18 Material Possibly, Yes, or No	Reported Yes, Partial, or No	Omissions ND = No data	G4-20-21 Boundary I=Inside E=Outside B=Both	G4-21 Outside Stakeholders	Page
Social: Labor Practices and Decent Work	Employment	G4-LA1	Hires & turnover	Yes	Yes		B	Local Community	58
		G4-LA2	Benefits not provided to part-time employees	Yes	Yes		B	Local Community	58
		G4-LA3	Return to work after parental leave	Unknown	No		I		
	Labor/management relations	G4-LA4	Minimum notice periods regarding operational changes	Yes	Yes		I		62
	Occupational health and safety	G4-LA5	% of workforces in joint management-worker committees	Yes	Yes		I		62
		G4-LA6	Type & rate of injury	Yes	Partial		B	Health care providers	63
		G4-LA7	High incidence or risk of diseases	Unknown	No		B	Health care providers	
		G4-LA8	Heath & safety topics covered in agreement with union	Unknown	No		I		
	Training and education	G4-LA9	Training per year per employee	Unknown	No	ND	I		
		G4-LA10	Skills management	Yes	Partial		I		61
		G4-LA11	% of employees receiving performance reviews	Yes	Yes		I		61
	Diversity and equal opportunity	G4-LA12	Composition of governance bodies by minority groups	Yes	No	ND	I		
	Equal remuneration for women and men	G4-LA13	Ratio of salary by sex	Yes	Partial		I		60
	Supplier assessment for labor practices	G4-LA14	% of suppliers screened for labor practices	Unknown	No		B	Suppliers & Manufacturers	
		G4-LA15	Impacts of labor practices in supply chain	Unknown	No		B	Suppliers & Manufacturers	
	Labor practices grievance mechanisms	G4-LA16	Grievances about labor practices	Yes	Yes		B	Local Community	62
Social: Human Rights	Investment	G4-HR1	Investment agreements with human rights clauses	Yes	Yes		I		52
		G4-HR2	Training on human rights	Yes	Yes		B	Local Community	52
	Non-discrimination	G4-HR3	Incidents of discrimination	Yes	Yes		B	Local Community	52-53
	Freedom of association and collective bargaining	G4-HR4	Right to exercise freeom of association and collective bargaining	Yes	Yes		B	Local Community	53
	Child Labor	G4-HR5	Operations & suppliers relative to child labor	No	Yes				54
	Forced or compulsory labor	G4-HR6	Operations & suppliers with risk for forced or compulsory labor	No	Yes				54
	Security practices	G4-HR7	Training of security personnel relative to human rights	Yes	Yes		B	Local Community	54
	Indigenous rights	G4-HR8	Incidents regarding rights of indigenous people	No	No				
	Assessment	G4-HR9	Operations subject to human rights reviews	Yes	Partial	ND	I		54
	Supplier human rights assessment	G4-HR10	Suppliers screened using human rights criteria	Unknown	Yes	ND	B	Suppliers & Manufacturers	54
		G4-HR11	Negative human rights impacts	Unknown	No		B	Local to Global Community	
	Human rights grievance mechanisms	G4-HR12	Number of grievances filed	No	Yes				54
Social: Society	Local communities	G4-SO1	% of operations implementing community engagement	Yes	Yes		B	Local Community	68
		G4-SO2	Impact on community	Yes	Partial		B	Local Community	69-70
	Anti-corruption	G4-SO3	Operations assessed for risks related to corruption	Yes	Partial	ND	B	Indiana taxpayers	70-71
		G4-SO4	Communication & training	Yes	Partial	ND	I		70-71
		G4-SO5	Confirmed incidence of corruption	Yes	Yes		B	Indiana taxpayers	71
	Public policy	G4-SO6	Value of political contributions	No	No				
	Anti-competitive behavior	G4-SO7	Legal actions for anti-competitive behavior	No	No				
	Compliance	G4-SO8	Fines & sanctions for non-compliance with laws	Unknown	No				
	Supplier assessment for impacts on society	G4-SO9	Suppliers screened for impacts on society	Yes	Yes		B	Suppliers & Manufacturers	71
		G4-S10	Negative impacts on society in the supply chain	Unknown	Partial		B	Local to Global Community	71
	Grievance mechanisms for impacts on society	G4-S11	# of grievances about impact on society	Unknown	No	ND	B	Local to Global Community	

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Social: Product Responsibility	Customer health and safety	G4-PR1	Assessment of product and service	Unknown	No	ND	B	Local to Global Community	
		G4-PR2	Incidence of noncompliance with regulations	Yes	Partial		B	Indiana taxpayers	76
	Product and service labeling	G4-PR3	Labeling of products & service	Yes	Partial		B	Potential students, visitors	76
		G4-PR4	Incidence of noncompliance with regulations	Yes	Partial		B	Indiana taxpayers	76
		G4-PR5	Surveys of customer satisfaction	Yes	Yes		I		76-77
	Marketing Communications	G4-PR6	Sale of banned or disputed product	No	No				
		G4-PR7	Incidence of noncompliance with codes	Unknown	No	ND	B	Indiana taxpayers	
	Customer privacy	G4-PR8	Complaints regarding breaches of privacy	Yes	Partial		B	Indiana taxpayers	78
	Compliance	G4-PR9	Fines for noncompliance	Unknown	No	ND	B	Indiana taxpayers	

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Appendix B: COMPARISON of GRI G4 INDICATORS to STARS 2.0 REFERENCE NUMBER

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2	Letter of Introduction from institution's president or chancellor	23		52	
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4	EN Credit 1 ER Credit 5 EN Credit 2 EN Credit 4 EN Credit 3 AC Credit 1 AC Credit 2 AC Credit 3 AC Credit 4 AC Credit 5 AC Credit 6 AC Credit 7 AC Credit 8 AC Credit 9 AC Credit 10 AC Credit 11	27	PA Credit 10 EN Credit 8 EN Credit 13	**Ethics and Integrity**	
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		33	Letter of Introduction from institution's chancellor affirms accuracy of information	EN2	OP Credit 22
				EN3	OP Credit 8 OP Credit 16 OP Credit 8 OP Credit 16
		Governance			
5		34	PA Credit 3		
6		35	PA Credit 3		
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