2016 Ball State University
SUSTAINABILITY
REPORT

BALL STATE
UNIVERSITY

TABLE OF CONTENTS

September 28, 2018

FOREWORD

This is the seventh Sustainability Report for Ball State University. Unless otherwise noted, the report covers the fiscal year from July 1, 2015 through June 30, 2016; henceforth noted as FY 2016. The sixth report covered July 1, 2014 through June 30, 2015.[1] These reports demonstrate the University's policies, practices, and performance relative to sustainability goals and stakeholder concerns. This FY 2016 Sustainability Report has been compiled in accordance with the Core Option of the Global Reporting Initiative (GRI) Sustainabilty Reporting Standards.[2] The "GRI is an international independent organization that helps businesses, governments and other organizations understand and communicate the impact of business on critical sustainability issues such as climate change, human rights, corruption and many others."[3] The GRI Content Index is available on page 74.

Reporting Process

This report was developed by a team of undergraduate students at Ball State University during spring semester of 2018. Students recieved class credit for SUST 330: Measuring and Reporting for Sustainability. The team members come from various departments at the University and have a wide range of interests. The first steps in the process of creating the GRI Sustainability Report was assembling the team, defining goals and responsibilities, and identifiying stakeholders.

Ball State is publicly-funded and makes an effort to engage with the community, so its influence reaches many different partners and organizations, including:

- Students, Parents, and Alumni
- Board of Trustees, President, and Employees
- Local & Regional Community Organizations
- Local Businesses and All Suppliers
- Taxpayers
- Local and State Government in Indiana
- Accrediting Boards and the igher Learning Commission

Students formed subcommittees corresponding with the general, economic, environmental, and social disclosures required by GRI and conducted a thorough search and review of University documents.

The next step in developing the report was gathering the Vice Presidents for Business Affairs for an orientation on February 5, 2018, that provided information as to how each of them could contribute to the report. Each individual was provided with a list of questions and the corresponding GRI standards. In addition, students attended events and meetings in which one or more stakeholder groups were present to have the opportunity to communicate their concerns regarding Ball State University. Students were assigned to, and corresponded with, employees that had information most relevant to their assigned GRI disclosures.

As information came in the form of numerical and interview data, the team analyzed and reported on the topics which were material and for which data were available. The comprehensiveness of this process reflects the time-constraint of a16-week semester. There were no significant changes from previous reporting periods in the list of material topics and topic boundaries. Restatements appear on page 68.

Julie Hopwood, Associate Vice President for Business and Auxiliary Services, James Lowe, Associate Vice President for Facilities Planning and Management, and Robert Koester, Director of the Center for Energy Research/Education/Service, reviewed and approved this sustainability report. No external assurance review was conducted.

For more information regarding the content of this report, please contact Dr. Mary Annette Rose at arose@bsu.edu.

MEET THE TEAM

Sarah Coston
Major: Business
Minor: Environmental Management

Bethany Gordon
Major: Advertising
Minor: Marketing

Kami Kleefisch
Major: Integrated Studies: Visual
Design & Water Management
Minor: Professional Writing

David Kosciulek
Major: Environmental Economics,
Sustainability Management
Minor: German

Audrey Loomis
Major: Sociology
Minor: Sustainability, German, Peace
& Conflict Studies

Samuel Matel
Major: Economics
Minor: Sustainability

Lindsey Miles
Major: Teaching Technology &
Engineering Education

Garrett Mullins
Major: Natural Resources &
Environmental Management

Breeanna Myers
Major: Anthropology

Alyssa Erickson
Major: Advertising

Dr. Mary Annette Rose
Associate Professor
Technology & Engineering
Education

Not Pictured:
Jeremy Jacques
Major: Landscape Architecture
Minor: Sustainability

Not Pictured:
Amy Whitehead
Major: Architecture

> The Ball State University GRI Sustainability Report illustrates our deep commitment to building a culture within our own community and providing an innovative sustainability model and resource for like institutions of higher educations.

- Geoffrey Mearns, Ball State University President

Statement from the President

Since the founding of Ball State University in 1918, we have proudly proclaimed our commitment to certain enduring values: excellence, integrity, social responsibility, respect for all people, and gratitude. Beneficence, the iconic statue that graces our campus, symbolizes these values, and she reminds us of our proud past and our bright future.

A vital part of our past, present, and future is our commitment to sustainability. This commitment exemplifies the value of social responsibility. With sustainability achievements dating back to 1991, our Council on the Environment (COTE) is the longest-standing green committee in Indiana's higher education community, and it received the August 2007 Lugar Energy Patriot Award. In 2006, then President Gora was one of 12 university presidents to found the American College and University Presidents' Climate Commitment.

One of the best-known examples of our commitment is our campuswide geothermal system, the largest of its kind in the country. Replacing four aged coal-burning boilers, the system heats and cools buildings throughout our 731-acre campus, cutting the University's carbon footprint roughly in half and saving more than $2 million a year in energy costs.

Today, our University is among only 24 schools in the country to make The Princeton Review's Green Honor Roll announced in 2018. Schools on this list received a perfect score of 99, covering such issues as academics, construction, food sources, and recycling. Ball State is also on the organization's 2017 Guide to 375 Green Colleges.

We have been listed repeatedly in the upper tier of Sierra Club Magazine's Cool Schools rankings, and we have qualified twice as a GOLD campus under the Sustainability Tracking Assessment and Rating System compiled by the Association for the Advancement of Sustainability in Higher Education. Called STARS, it applies to the entire campus and takes into account, among many other factors, social responsibility and an institution's overall environmental stewardship. Our past achievements are impressive, and our plans for the future are just as ambitious. Through the Carbon Commitment, we are focused on reducing greenhouse gas emissions and achieving carbon neutrality by 2030. I commend our students for their role in Ball State's commitment to sustainability. Immersive learning projects like Brownfields to Bright Fields, Planet Muncie, and LEED-LAB: The Glick Glass Center are great examples. So is the Global Reporting Initiative (GRI).

For several years, students have prepared a GRI sustainability report for our University using GRI standards, which includes economic, social, and environmental aspects and indicators. By participating in the GRI, we continue our practice of transparency with our students, staff, faculty, and administrators, as well as our external constituents and stakeholders in demonstrating our progress and commitment to sustainability. Students, under the direction of Dr. Mary Annette Rose, Associate Professor of Technology, have prepared this seventh annual GRI Sustainability Report, which references indicators from the STARS report. Aligning the requirements of these two reports allows for a more thorough representation and evaluation of successes and better targeting of areas for improvement. As a publicly available document, the Ball State University GRI Sustainability Report illustrates our deep commitment to building a culture of sustainability within our own community and providing an innovative sustainability model and resource for like institutions of higher education.

Geoffrey S. Mearns
President
Ball State University

INTRODUCTION

2015-2016 Ball State University

AT A GLANCE

Total Employment on
October 1, 2016:
Full Time: 3,172
Part Time: 704[4]

Location of Headquarters:
2000 W University Ave
Muncie, IN 47306
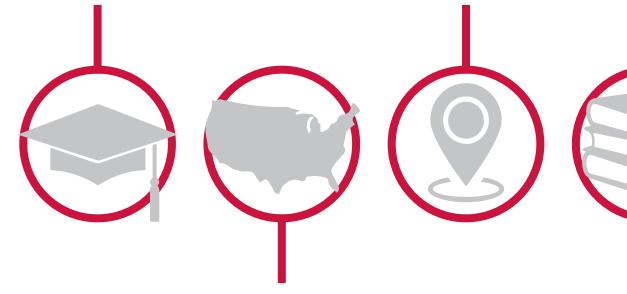
Founded by:
Ball Brothers in 1918

Location of Operations:
1 country, United States
Muncie, Indianapolis, &
Fishers, Indiana

Total Enrollment:
21,196 Students[5]

ORGANIZATIONAL PROFILE

Ball State University is a state-assisted institution of higher education with the main campus in Muncie, Indiana, and two satellite campuses located in Fishers and Indianapolis. Ball State offers diverse learning opportunities to underdergraduate and graduate students, including 6 associates, 170 bachelors, 88 masters, 2 education specialists, and 16 doctoral degrees in eight academic colleges.[5] In FY 2016, the total student enrollment was 21,196,[5] a 2.6% increase over FY 2015. Enrollment consisted primarily of young adults, with 65.7% between 18 and 22 years of age, who were Indiana residents (81.4%).[46] The University accommodates off-campus students by offering online degrees and certificates. Off-campus enrollment comprised 47% of total enrollment or 10,029 students.[6]

The Carnegie Foundation for the Advancement of Teaching ranked Ball State as a high research activity institution.[7] All research and service proposals and projects were administered through the Sponsored Projects Administration. In FY 2016, 333 of 679 proposals were[7] funded bringing more than $12.1 million external dollars to the University.[5] For example, Professor Mark Pyron received support from the National Science Foundation to investigate how food webs in rivers change in response to human influences, such as dams.[8]

Ball State University is accredited by the Higher Learning Commission through 2023-24.[9] Specific curricular programs are accredited by state and professional organizations. For example, the National Architectural Accrediting Board of the Association of Collegiate Schools of Architecture certify the Architecture programs and all educator preparation programs are accredited by the Indiana Department of Education and Council for the Accreditation of Educator Preparation (CAEP).[10]

In addition to providing undergraduate and graduate curricular programs, the activities of the University include housing, dining, sports, student organizations, healthcare, museums and galleries, music, and cultural performances. Beneficiaries include, but are not limited to students, alumni, parents, faculty and donors.

Academic Colleges

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

The Brand

Ball State holds its own unique brand with many representations of the University. The main symbol of the University is Beneficence, a statue which stands in the middle of Ball State's campus and is used as the logo for the University. In honor of the Ball family, Benny was created in 1937.[11] While many meanings of the statue have been developed over the years, her original intent was to serve as a representation of the Ball family's generosity and contribution to the Ball State community.[11] Known as the Ball State Cardinals, the University sports Cardinal Red and white with the secondary colors being black, dark gray and light gray. Other symbols of the University include Charlie Cardinal, the Shafer Bell Tower, and Frog Baby.

ADMINISTRATIVE LEADERSHIP

Ball State University's administrative organization includes the Board of Trustees, President, the President's Cabinet, University Senate, Staff Council, and Student Government Association,[12] all of which assist in determining the strategic direction of the university. These leadership committees evaluate and approve changes to policies and structure in order to adapt to evolving challenges and opportunities.

The chief administrator, the president of the university, is appointed following a national competitive search. This search is initiated by the Board of Trustees and conducted by a presidential search committee comprised of representatives from faculty, students, administration, staff, and alumni. An external search consultant is typically enaged to recruit strong candidates.

The Board of Trustees are appointed to Ball State University by the governor of Indiana. Major responsibilities of this board include determining the employment status of the chief administrator of the university, ensuring fiscal responsbility, and granting degrees.[12] Table 1 represents the membership, roles, and demographics of the Board of Trustees during FY 2016. Potential conflicts of interest are disclosed by all members and reported publicly within the meeting minutes of the Board of Trustees.[13]

Table 1. Board of Trustees: Role and Demographics						
Name	Role[14]	Began Service	End of Service	Sex	Race	Graduate of BSU
Hall, Richard J.	Chair	2007		M	Caucasian	BA: 1989
Hughes, Hollis E., Jr.		1989	2016	M	African American	BA: 1965; MA: 1972
Conley, Renae	Vice-Chair	2014		F	Caucasian	BA: 1980; MBA: 1982
Glick, Marianne		2006	2016	F	Caucasian	
Hancock, Frank		2006	2016	M	Caucasian	BA: 1970
Bracken, Thomas C.	Secretary	2012		M	Caucasian	
Estopinal, R. Wayne		2011		M	Caucasian	BA: 1979
Meeks, Dustin	Student	2005	2017	M	Caucasian	BA: 2017
Momper, Matthew J.	Assist. Secretary	2008		M	Caucasian	BA: 1983

Organization

The President's Cabinet is composed of the senior leaders within individual divisions of the University, such as vice presidents and provost. See the Administrative Chart on page 12. The cabinet "advises the president on all academic and administrative functions of the University."[12]

The University Senate recommends the formation of educational policy, however decisions of the Senate are "subject to "review and acceptance or rejection by the President and/or Board of Trustees". [15] The Senate maintains three councils, including Campus Council, Faculty Council, University Council, and numerous sub-committees that focus upon matters of educational and academic concern.

The Staff Council is elected by non-academic staff members.[15] The council recommends changes to University policy that affects staff personnel; this ranges from hiring/firing to permits for parking.

The Student Government Association (SGA) is the only student-led advising group to the University and consists solely of individual students who wish to voice the concerns of the student population to faculty, administration, and community. The leadership of SGA are elected by students and the SGA appoints student representatives to University committees, such as public safety.[16]

Communicating

A variety of pathways exist for stakeholders to communicate critical concerns to the President and Board of Trustees. All stakeholders, especially parents and community members, may email the President directly at president@bsu.edu. Parents of students are encouraged to contact the Office of Student Affairs and Enrollment Services (studentaffrs@bsu.edu) or the Parents Advisory Council (pac@bsu.edu).[17] Students and employees may raise concerns through an elected representative to a variety of governance and operational committees, such as the Student Government Association, Staff Council, or University Senate.

Although many critical concerns are confidential, some of these can be identified within the Agenda and Minutes of the Board of Trustees which are available via the Digital Meida Repository of the University Library.

Changes in Operation

During this reporting period, Ball State had several changes in senior leadership. In January of 2016, President Paul W. Ferguson, who had been with the University since August 2014, resigned without explanation. The Board of Trustees then appointed Terry S. King, Provost, to serve in the role as Interim President and Robert Morris, Dean of Graduate School, was appointed to serve as Acting Provost.

In addition, Ball State eliminated the Senior Advisor to the President and Chief of Staff position, as well as combined the Vice President for Enrollment Services administrative position with the Vice President for Student Affairs and Dean of Students.

There were no changes in location of the operation of the University, however there were 24 public works projects totalling $10.5 Million, including the renovation of Schmidt/Wilson Residence Hall and a new lobby for Emens Auditorium.[18] A public works project is any construction or renovation project exceeding $150,000.
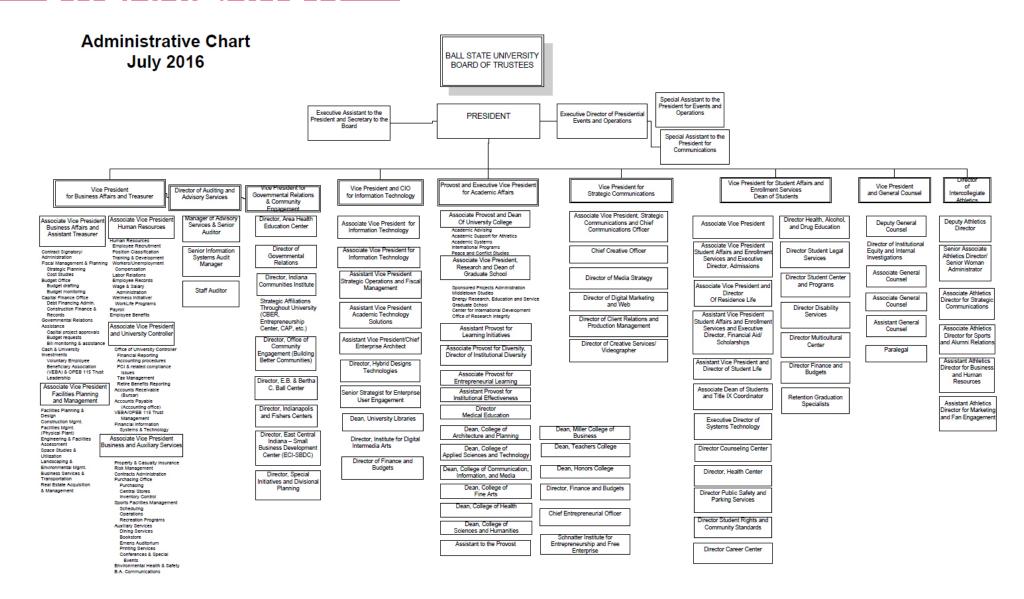
Board of Trustees

President's Cabinet

University Senate

Staff Council

Student Government Association

Administrative Chart
July 2016

BALL STATE UNIVERSITY BOARD OF TRUSTEES

PRESIDENT

Executive Assistant to the President and Secretary to the Board

Executive Director of Presidential Events and Operations

Special Assistant to the President for Events and Operations

Special Assistant to the President for Communications

Vice President for Business Affairs and Treasurer

Associate Vice President Business Affairs and Assistant Treasurer
- Contract Signatory/Administration
- Fiscal Management & Planning
  - Strategic Planning
  - Cost Studies
- Budget Office
  - Budget drafting
  - Budget monitoring
- Capital Finance Office
  - Debt Financing Admin.
  - Construction Finance & Records
- Governmental Relations Assistance
  - Capital project approvals
  - Budget requests
  - Bill monitoring & assistance
- Cash & University Investments
  - Voluntary Employee Beneficiary Association (VEBA) & OPEB 115 Trust Leadership

Associate Vice President Facilities Planning and Management
- Facilities Planning & Design
- Construction Mgmt.
- Facilities Mgmt. (Physical Plant)
- Engineering & Facilities Assessment
- Space Studies & Utilization
- Landscaping & Environmental Mgmt.
- Business Services & Transportation
- Real Estate Acquisition & Management

Associate Vice President Human Resources
- Human Resources
  - Employee Recruitment
  - Position Classification
  - Training & Development
  - Workers/Unemployment Compensation
  - Labor Relations
  - Employee Records
  - Wage & Salary Administration
  - Wellness Initiative/WorkLife Programs
  - Payroll
  - Employee Benefits

Associate Vice President and University Controller
- Office of University Controller
  - Financial Reporting
  - Accounting procedures
  - PCI & related compliance issues
  - Tax Management
  - Retire Benefits Reporting
  - Accounts Receivable (Bursar)
  - Accounts Payable (Accounting office)
  - VEBA/OPEB 115 Trust Management
  - Financial Information Systems & Technology

Associate Vice President Business and Auxiliary Services
- Property & Casualty Insurance
- Risk Management
- Contracts Administration
- Purchasing Office
  - Purchasing
  - Central Stores
  - Inventory Control
- Sports Facilities Management
  - Scheduling
  - Operations
  - Recreation Programs
- Auxiliary Services
  - Dining Services
  - Bookstore
  - Emens Auditorium
  - Printing Services
  - Conferences & Special Events
- Environmental Health & Safety
- B.A. Communications

Director of Auditing and Advisory Services

- Manager of Advisory Services & Senior Auditor
- Senior Information Systems Audit Manager
- Staff Auditor

Vice President for Governmental Relations & Community Engagement

- Director, Area Health Education Center
- Director of Governmental Relations
- Director, Indiana Communities Institute
- Strategic Affiliations Throughout University (CBER, Entrepreneurship Center, CAP, etc.)
- Director, Office of Community Engagement (Building Better Communities)
- Director, E.B. & Bertha C. Ball Center
- Director, Indianapolis and Fishers Centers
- Director, East Central Indiana – Small Business Development Center (ECI-SBDC)
- Director, Special Initiatives and Divisional Planning

Vice President and CIO for Information Technology

- Associate Vice President for Information Technology
- Associate Vice President for Information Technology
- Assistant Vice President Strategic Operations and Fiscal Management
- Assistant Vice President Academic Technology Solutions
- Assistant Vice President/Chief Enterprise Architect
- Director, Hybrid Designs Technologies
- Senior Strategist for Enterprise User Engagement
- Dean, University Libraries
- Director, Institute for Digital Intermedia Arts
- Director of Finance and Budgets

Provost and Executive Vice President for Academic Affairs

Associate Provost and Dean Of University College
- Academic Advising
- Academic Support for Athletics
- Academic Systems
- International Programs
- Peace and Conflict Studies

Associate Vice President, Research and Dean of Graduate School
- Sponsored Projects Administration
- Middletown Studies
- Energy Research, Education and Service
- Graduate School
- Center for International Development
- Office of Research Integrity

- Assistant Provost for Learning Initiatives
- Associate Provost for Diversity, Director of Institutional Diversity
- Associate Provost for Entrepreneurial Learning
- Assistant Provost for Institutional Effectiveness
- Director Medical Education
- Dean, College of Architecture and Planning
- Dean, College of Applied Sciences and Technology
- Dean, College of Communication, Information, and Media
- Dean, College of Fine Arts
- Dean, College of Health
- Dean, College of Sciences and Humanities
- Assistant to the Provost

- Dean, Miller College of Business
- Dean, Teachers College
- Dean, Honors College
- Director, Finance and Budgets
- Chief Entrepreneurial Officer
- Schnatter Institute for Entrepreneurship and Free Enterprise

---

Vice President for Strategic Communications

- Associate Vice President, Strategic Communications and Chief Communications Officer
- Chief Creative Officer
- Director of Media Strategy
- Director of Digital Marketing and Web
- Director of Client Relations and Production Management
- Director of Creative Services/Videographer

Vice President for Student Affairs and Enrollment Services Dean of Students

- Associate Vice President
- Associate Vice President Student Affairs and Enrollment Services and Executive Director, Admissions
- Associate Vice President and Director Of Residence Life
- Assistant Vice President Student Affairs and Enrollment Services and Executive Director, Financial Aid/Scholarships
- Assistant Vice President and Director of Student Life
- Associate Dean of Students and Title IX Coordinator
- Executive Director of Systems Technology
- Director Counseling Center
- Director, Health Center
- Director Public Safety and Parking Services
- Director Student Rights and Community Standards
- Director Career Center

- Director Health, Alcohol, and Drug Education
- Director Student Legal Services
- Director Student Center and Programs
- Director Disability Services
- Director Multicultural Center
- Director Finance and Budgets
- Retention Graduation Specialists

Vice President and General Counsel

- Deputy General Counsel
- Director of Institutional Equity and Internal Investigations
- Associate General Counsel
- Associate General Counsel
- Assistant General Counsel
- Paralegal

Director of Intercollegiate Athletics

- Deputy Athletics Director
- Senior Associate Athletics Director/Senior Woman Administrator
- Associate Athletics Director for Strategic Communications
- Associate Athletics Director for Sports and Alumni Relations
- Assistant Athletics Director for Business and Human Resources
- Assistant Athletics Director for Marketing and Fan Engagement

Strategic Plan

The *Centennial Commitment (18 by '18)* served as the strategic plan for the University. Under this plan, Ball State "aspires to be the most student-centered and community-engaged of the 21st century public research universities, transforming entrepreneurial learners into impactful leaders—committed to improving the quality of life for all."[19]

Finances

Ball State's FY 2016 financial report included the financial activities of the University, Burris Laboratory Schools, and the Indiana Academy for Sciences, Mathematics, and Humanities.[5] Also included were separate financial statements from the Ball State University Foundation, a not-for-profit corporation that collects and invests donations for the benefit of Ball State.

"Ball State's annual operating expenses were about $481.8 million in fiscal year 2016, with total compensation for personnel exceeding $326 million, including benefits. Overall, the University's net position increased by $11.5 million to $724.9 million driven by increases in restricted expendable net position of $9.4 million and unrestricted net position of $1.8 million... Ball State received $144.1 million in general operating state appropriations in 2015-16."[19]

Please refer to the Economic section for a more indepth overview of the financial status of the University.

Employment & Compensation Practices

On October 31, 2015, Ball State University employed 3,876 people (Table 1).[21] Compensation policies for employees differed by employment class, e.g., administrative, professional, instructional, staff, and service classes. Additional information is available on pages 29, 52, and 53.

Faculty and Professional Personnel

For vacant professional positions, Kate Stoss,[21] Director of University Human Resource Services, explained that her office reviews the proposed salary ranges for professional positions to ensure that internal equity is maintained and to determine if the range is competitive with the market. The Office of the Provost, in conjunction with a dean, sets the salary ranges for faculty positions.

In addition, the "University Salary and Benefits Committee assesses changing market conditions and makes appropriate recommendations for adjustments."[15] Annual salary adjustments to the previous years base salary are awarded to continuing faculty and professional personnel primarily for meritorious performance after an annual performance evaluation. The criteria and process for judging meritorious performance are guided by University policy, such as policies for teaching and scholarship outlined in the *Faculty and Professional Personnel Handbook, AY 2015-2016*, specified by each salary unit's documents. By action of the Board of Trustees, no less than 70% of any salary increment funds were awarded to faculty based upon meritorious service.[15] For faculty, any changes in salary administration within each salary unit "must be approved by written ballot by a majority of a quorum of the members of each such unit who are eligible to vote".[15]

Staff and Service

"Vacant staff and service positions have established pay ranges based upon pay grade and/or classification. The salary ranges for staff employees is established by University Human Resources Services and new employees receive the established new hire rate for their pay grade."[22]

Service employee compensation is established through collective bargaining. Melissa Rubrecht, Director of Employee Relations and Affirmative Action, reported that "13.1% of Ball State employees (507 of 3,876) were covered by a collective bargaining agreement."[23]

For continuing personnel covered by collective bargaining, a three-tiered wage schedule is applied with wage increments at "two years of service, and a top rate after five years of service."[22] When deemed appropriate by the Board of Trustees, wage adjustments are applied for all personnel covered by collective bargaining.[22]

Figure 1. Full-time vs. Par-time Employment on October 31, 2015[21]			
	Male	Female	Total
Part Time (Service, staff, contract faculty, ...)	304	400	704
Full Time (Professional, service, staff, contract faculty, ...)	1,104	1,434	2,538
Full Time (Tenured/tenure track faculty)	367	267	634
Total	1,775	2,101	3,876

Compensation Comparison

During FY 2016, President Paul W. Ferguson was the highest paid individual, with an annual total compensation of $480,939.[21] A comparison of all full-time employees by employment class is offered in Figure 1. A close inspection indicates that President Ferguson's salary was 7 to 14 times that of the median annual compensation for full-time employees by employment class. From FY 2015 to FY 2016, President Ferguson's annual total compensation increased by 16.3% while the median percentage increase of all employees was 10.8%.

President Ferguson's total compensation was a point of controversy after his unexpected and unexplained resignation on January 25, 2016.[24] According to Seth Slabaugh, Star Press reporter, "one clause in Ferguson's employment contract states that both parties agree not to make any public statement that would disparage or defame the other, and it also calls for Ferguson to receive damages equal to one year of his salary if he were to be fired without cause."[23]

When comparing benefits, there were only slight differences between personnel in terms of employment class. Angie Gregory, manager of Employee Benefits, explained:

"Insurance contributions are the same rate for everyone based on the plan chosen. Retirement contributions are a percentage of wages and there are some IRS maximum contribution limitations and annual compensation limits that apply to our retirement plans. The President, Provost, and VP for Business Affairs were eligible to receive non-elective 401a contributions on income in excess of the annual compensation limits under the APP [Alternate Pension Plan]." [25]

Supply Chain

An extensive network of suppliers support the programs and operations of Ball State University, including suppliers of materials, goods, and services to support research and learning laboratories, a field station, libraries, information technology, housing, dining, sports, student organizations, healthcare, museums and galleries, music, and cultural performances. The Office of Purchasing Services facilitates the "cost-effective, quality purchases of goods and services for University customers" [26] and the responsible collection and eventual recycling of used products and materials. The 2016-2017 Annual Report of Purchasing Services indicates that 35,669 purchase orders were processed that exceeded $192 Million and 2,688 new suppliers were added to the supply chain.[27] Ball State did not assess new suppliers using social or environmental criteria. Additional information is available within the Purchasing section of the Social chapter.

Figure 1. Comparison of Highest Salary to Median Compensation for Fulltime Employees by Employment Class, FY 2016[21]

President: $480,939

Bargaining Unit	Non Exempt Staff	Affilliated Service	Exempt Staff	Professional	Faculty
$33,345	$36,393	$42,331	$43,616	$59,598	$66,024

ETHICS & INTEGRITY

Guiding Values

Ball State shares the values that guide their accrediting body, the Indiana Higher Learning Commission,[28] and espouses these values through the Beneficence Pledge[29] and standards of behavior outlined in professional, staff, and student handbooks.

As the University is first and foremost an educational enterprise, the University community embraces its teaching mission with a focus on student learning, especially as it relates to the responsibility to serve the greater good of the public within a diverse and globally connected world. In addition, the University is dedicated to developing and maintaining a culture of continuous improvement through evidence-based institutional learning that it espouses will lead to innovation, increased efficiency, and management for institutional sustainability.[28] This endorses the institution's commitment to providing the resources, space, and time necessary for students to complete their degrees in a timely fashion while providing a productive work and leanring environment for all.

Similarly, values for integrity, transparency, accountability, and ethical behavior promote expectations for acceptable social behavior while also emphasizing a right to know for students and employees so that each can make an informed decision without being misled or uninformed.[28]

The University values all people and urges all its constitutents to practice civility, dignity, and compassion for each other.

Each of Ball State's guiding values is integral in executing the goals of the University in addition to meeting the expectations of its academic community.

BENEFICENCE PLEDGE[29]

Members of the Ball State Community...

...pledge to maintain high standards of scholarship and excellence. To work with students, faculty, and staff to strengthen teaching and learning on campus;

...pledge to practice academic honesty. To model and uphold academic integrity, to honor their peers and earn the trust and respect from all members of the community;

...pledge to act in a socially repsonsible way. To treat each person in the Ball State community with civility, courtesy, compassion, and dignity; to respect the property and environment of the campus.

...pledge to value the instrinsic worth of every-member of the community. To respect and learn from differences in people, ideas, and opinions.

Soliciting Feedback

Mission statements, data gathering strategies, and publicly available reports provided extensive evidence that Ball State University deployed systematic mechanisms for identifying the needs, preferences, and satisfaction or dissatisfaction of Ball State stakeholders. The Office of Institutional Effectiveness (OIE) coordinated, administered, and analyzed many data gathering initiatives across the campus on an annual or biannual basis, including a variety of questionnaires to students, including those to incoming freshman,[30] seniors, graduate students,[31] and alumni. The results of these questionnaires informed University services and educational programs. For instance, the Student Engagement and the fall transition survey to first-year transfer students[32] identified strengths and weaknesses that were known to influence student success and retention. Staff within the Division of Student Affairs and Enrollment Services used this information to focus resources that addressed these weaknesses.

Workplace concerns and suggestions of employees appear to be gauged less frequently; the last publicly-available summaries were published in 2011[33] and 2012.[34] However, a variety of committees for tenure and tenure-track faculty, contract faculty, and staff offer pathways for employees to raise issues and take actions to resolve issues.

As for broader engagement, the OIE annually seeks reactions from community partners, faculty and students who were involved in these service learning, community engagement activities, and immersive learning projects. As part of the 2015-2016 survey, 31of 86 community partners responded, indicating that "they were very satisfied or satisfied with the quality of relationships they established during the project.[35]

Standards of Behavior

Ball State is founded upon high standards of honesty, trust, and personal responsibility; thus, any behavior that violates these attributes also threatens the pursuit of knowledge and is not permitted. The University's Code of Conduct [36] identifies misconduct in a variety of categories, e.g., offenses against persons and violations that compromise the health/safety/welfare of others.

Reporting

Any member of the University community may report an instance of unethical behavior, suspected bias, or violations of regulations and policies through two means. The first, EthicsPoint[37] is an anonymous tool where reports may be submitted online or by telephone by clasifying the incident in one of several categories, e.g., athletics, ethics, financial, misuse of university resources and research misconduct, risk and safety, or student welfare.

A bias incident can be defined as a written, verbal, or physical act that is committed against an individual or group of individual based on personal characteristics such as but not limited to race, age, sexual orientation, and disability status. When there is a bias incident, a student, staff, or faculty member of the University may submit a Bias Reporting Form through the University's Multicultural Center.[38] The report is processed through an initial screening, a meeting with a staff member, an action decision, and staff management of an action plan.[38]

In the instance of a sexual assault, a student of any gender identity or sexual orientation is encouraged to contact a victim advocate, seek medical attention, and file a report following the incident.[39] The University will report incidents to the Associate Dean of Students/ Title IX Coordinator and ensure that responses are prompt, thorough, and impartial for the safety and respect of the student body.[39]

COMMITMENTS TO SUSTAINABILITY

Precautionary Principle

The precautionary principle is is a guiding tenet of taking action to protect human health and the environment against harm while enabling sustainable development that "meets the needs of the present without compromising the abilities of future generations to meet their needs."[40] Applying this principle requires accurate, timely information to identify potential risks across the entire organization and its supply chain. In addition, determinations about how to minimize harm is best handled through transparent and participatory decision-making processes. The University takes steps to apply the precautionary principle through its policies, programs, committees, and practices, including the Council on the Environment, the Crisis Management team, the Presidents Sustainability Working Group, and the Office of Risk Management.

Internal Initiatives

As a community, Ball State has a long- held commitment to the environmental, economic, and social conditions that both protect and enhance the University. In 2001, Ball State's Council on the Environment (COTE) was created.[41] Representation on this board includes one faculty member from each of the University's colleges, as well as members from the vice presidential areas, student body and the Muncie community. The focus of this committee is to have discussion space for any environmental issue or concern related to the campus as well as increasing awareness of sustainability and impacts of the University on the environment. In 2003, the Board of Trustees adopted the University Sustainability Statement that outlines this commitment in terms of learning, research, service and administrative operations.[42]

Subscriptions to Principles and Charters[43]

- Talloires Decloration- 1999
- American College and University Presidents' Climate Commitment- October 2006
- Climate Leadership Climate Commitment- 2015
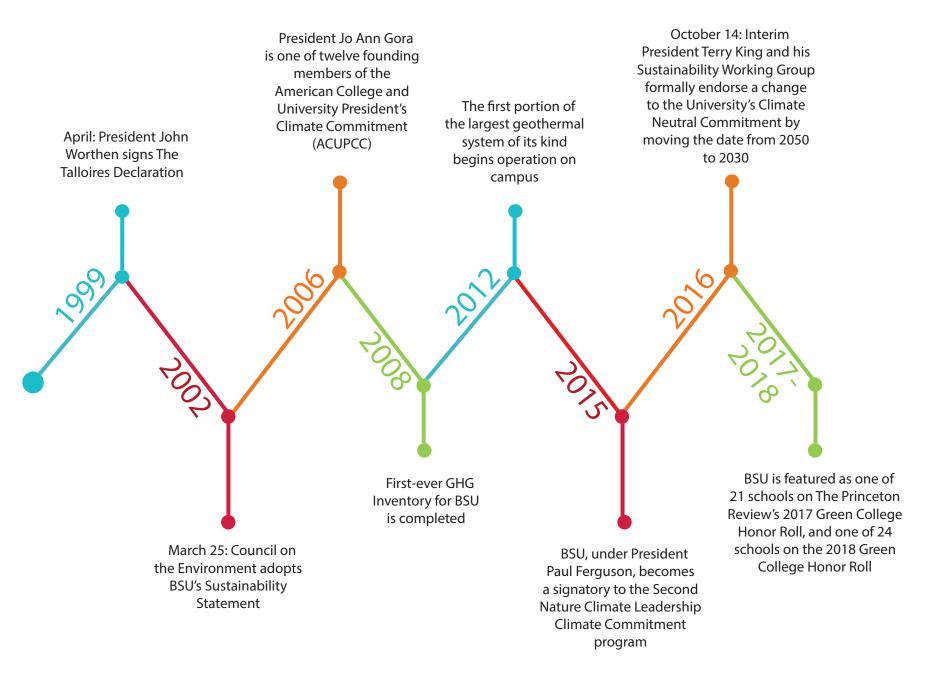
Memberships[44]

Ball State University holds memberships in a broad range of national associations. Those specifically related to its sustainability commitment includes:

- Association for the Advancement of Sustainability in Higher Education (AASHE)
- Alliance for Resilient Campuses (ARC)
- International Endowments Network (IEN)
- Indiana Green Campus Network (IGCN)
- International Sustainable College Network (ISCN)
- U.S. Green Building Council (USGBC)

TIMELINE OF CLIMATE LEADERSHIP AT BALL STATE UNIVERSITY

1999
April: President John Worthen signs The Talloires Declaration

2002
March 25: Council on the Environment adopts BSU's Sustainability Statement

2006
President Jo Ann Gora is one of twelve founding members of the American College and University President's Climate Commitment (ACUPCC)

2008
First-ever GHG Inventory for BSU is completed

2012
The first portion of the largest geothermal system of its kind begins operation on campus

2015
BSU, under President Paul Ferguson, becomes a signatory to the Second Nature Climate Leadership Climate Commitment program

2016
October 14: Interim President Terry King and his Sustainability Working Group formally endorse a change to the University's Climate Neutral Commitment by moving the date from 2050 to 2030

2017-2018
BSU is featured as one of 21 schools on The Princeton Review's 2017 Green College Honor Roll, and one of 24 schools on the 2018 Green College Honor Roll

SUSTAINABILITY STATEMENT[42]

VISION:

Ball State University seeks to be a campus where:

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

COMMITMENT:

We, the Ball State University community, affirm our commitment to protect and enhance the environment through our learning, research, serivce and administrative operations. We seek to foster a community that sustains ecological systems and educates for environmental awareness, local action, and global thinking. We seek to incorporate environmental principles and environmentally responsible practices as fundamental and integrated components of all BSU operations and programs. Our fundamental principles are to:
- Incorporate environmental concerns as a significant priority in university decision making.
- Seek alternative practices and procedures to minimize negative impacts on the environment.
- Conserve natural resources and restore environmental quality.
- Protect the biodiversity of our region and serve as a living laboratory and habitat for local species.
- Consider the social, economic and environmental impacts of Ball State University's operational policies and foster a participatory process in developing these policies.

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

Sustainability Statement
Ball State University, Muncie, IN 47306

25 March 2002: Adopted by COTE
15 April 2002: Endorsed by Senior Staff
17 April 2002: Endorsed by Academic Deans
25 April 2002: Endorsed by University Senate
7 February 2003: Accepted by Board of Trustees

SUSTAINABILITY

Authority & Leadership

The authority and leadership for Ball State University's economic, environmental, social and academic programs and initiatives rest with the separate entities as determined by the president and organizational structure (see page 12).

Economic

University economic topics range from financial planning, budgeting, payroll, risk management, and suggestions for improvement. Bernard Hannon, Vice President for Business Affairs and Treasurer, manages the budgeting, accounts, financial records, and investments for the University. In order to accurately evaluate the financial needs of the University, Mr. Hannon also oversees expenditures and budgets of the University's facilities, planning and management, human resources, dining, risk management, and employee payroll and benefits. He is well versed in financial policy and passionate about serving the monetary needs of higher education institutions.

Environmental

University environmental topics range from stormwater management, buildings and grounds, energy conservation, carbon emissions, and waste management. Leadership for operations of the built environment, including sustainability planning and implementation, rests with James Lowe, Associate Vice President for Facilities Planning and Management. Currently, Mr. Lowe serves as the chair of the Presidents' Sustainability Working Group which is charged with planning and implementing strategies to meet carbon neutrality by 2030.

Social

University social topics range from victim advocate efforts, diversity, percieved inequities related to race and gender, and inclusion issues. During the 2015-2016 academic year, the authority and leadership for addressing social issues was provided by Dr. Charlene Alexander, Associate Provost for Diversity. In addition, a Council on Diversity and Inclusion was appointed by President Paul Ferguson and Dr. Kay Bales, Vice President for Student Affairs and Dean of Students, to address concerns of students voiced during the Beneficence Dialogue event.[45]

Currently, Dr. Melinda Messineo serves as the Interim Associate Provost for Diversity and as Director of the Office of Institutional Diversity. To encourage social growth, she focuses on developing an inclusive culture at Ball State through daily relationships and practices.[46]

Academics

Leadership for academics rests primarily within the Office of the Provost. Dr. Terry King served as Provost and Vice President for Academic Affairs until President Ferguson's departure in January of 2016. The late Robert Morris served as Acting Provost until his untimely passing in November of 2016. During the preparation of this report, Marilyn Buck served in that capacity.

While serving as Dean of the Graduate School, Dr. Robert Morris appointed a Sustainability Curriculum Task Force to prepare proposals for undergraduate and graduate curricular programs in sustainability. Professor Robert Koester, Director of the Center for Energy/ Research/Education/Service, served as chair of the Sustainability Curriculum Task Force and moved these proposals through University governance where they recieved approval. In addition, the Academy for Sustainability provides oversight and management of the 21-credit Minor in Sustainability.

Council on the Environment

The Council on the Environment (COTE) promotes the "sustainable use of natural resources and the protection of ecological systems".[41] COTE is comprised of representatives from each of the academic units, vice presidents, student body, and community members. COTE: (1) provides a conduit to communicate concerns of environmental factors; (2) raises awareness for University responsibility for environment and social topics; (3) encourages education about sustainability concerns; (4) motivates stakeholders and governance to embody environmental ethics; and (5) hosts community activities that promote sustainable practices.[41]

Reporting Sustainability Performance

Leadership for monitoring and reporting the sustainability performance of Ball State is provided by Professor Robert Koester and James Lowe using the Sustainability Tracking, Assessment, and Rating System (STARS).[47] Designed specifically for institutions of higher education, STARS is composed of four sub-categories including Academics, Engagement, Operations, and Planning/ Administration. Performance in these four categories are combined to determine the institution's public recognition as either Platinum, Gold, Silver, Bronze, or Reporter. "Ball State filed under STARS Version 2.0 on December 16, 2015 and received a Gold Rating."[48]

IMPACTS & OPPORTUNITIES

Opportunities

Several pathways exist for students, faculty and employees to learn about the sustainability performance of the University through publicly available reports, including fiscal year financial reports, previous sustainability reports (i.e., GRI and STARS reports), Campus Sustainability Guide, and dedicated web resources, especially the online resources of the Council on the Environment.[41] This collection of resources is certainly not exhaustive, as there are also student led organizations that focus on green efforts for the University (i.e. Ball State Energy Action Team) or community events (e.g., White River Clean up and Living Lightly Fair) that students and faculty alike participate in with the desire to protect their environment and serve the University.

Stakeholders may also contribute toward these goals through participation in, or through representation on, numerous committees, including the President's Sustainability Working Group, Council on the Environment, and the Academy for Sustainability.

Key Impacts

Some of the major ways Ball State University impacts the local community is through education, service, crime, and economic components.

Education

First and foremost, Ball State University is responsible for furthering the education of its students, and providing lifelong learning opportunities to the broader community through its community engagement programs, service, research, and immersive learning programs. This is done in the fields of Architecture and Planning, Business, Communication, Fine Arts, Health, Science and Humanities, and Teaching. Curricula in these and other educational programs promote student engagement and preparations for the workforce.

Economic

According to Dr. Michael Hicks and the Center for Business and Economic Research, [49] Ball State also has significant economic impacts on the local community through student enrollment and tourism. With some 74% of faculty and about 16,000 seasonal students and their families living in Delaware County, their consumption habits have an economic impact on local employment, housing, incomes and total economic activity.[49]

As many Ball State students and faculty have children enrolled in local public schools, Ball State accounts for 21% of total public school enrollment. If the University ceased to exist, $20.5 million would be lost to Delaware County annually from this asset alone.[49]

Beyond the impact on public schools, Ball State University brings in approximately $43.7 million

annually in tourism expenditures. Thus, within sectors of public education and tourism, the University adds over $60 million of annual revenue to the city. [49]

Service

One way the University practices community engagement is through immersive learning projects. The Office of Immersive Learning[50] coordinated these community-based projects in which students worked with government agencies, businesses and non-profit organizations during Fall 2015 and Spring 2016. Some projects from these two terms included Business Success in Distressed Neighborhoods, The Big Read, City-wide Preservation Plan, ecoREHAB Studio, and the Meth Task Force Survey. These and many others, were able to assist and improve local amenities and processes for efficient and community investment through volunteering. Another way is through Ball State's Community Outreach which focuses on local engagement through actions of the Office of Community Engagement, the Building Better Neighborhoods Initiative, the Northeast Indiana Health Education Center, the E.B. and Bertha C. Ball Center, and the East Central Indiana Small Business Development Corporation.

Ball State's commitment and practice of community engagement earned the University the *Community Engagement Classification* from the Carnegie Foundation for the Advancement of Teaching in 2015.[51]

Risks & Risk Management

During FY 2016, the President and Board of Trustees had primary responsibility for reviewing the effectiveness of Ball State's risk management process. The President met with the Board of Trustees nine times during this period.[52] The fundamental responsibility for implementing risk management processes rests within the Office of Risk Management. The programs and services delivered in the areas of Risk Management and Environmental, Health and Safety are designed to proactively manage risk, increase safety and protect the people, assets and reputation of the University. Kimberly Miller, Director of Risk Management, Insurance and Safety, explains that "an Enterprise Risk Management (ERM) program is in place that focuses on identifying and treating risk across the entire institution. Interdisciplinary teams meet regularly to discuss the potential impact of all types of risk (operational, financial, human capital, strategic, legal/regulatory and technological, in addition to safety, hazard-related and legal liability exposures)."[53]
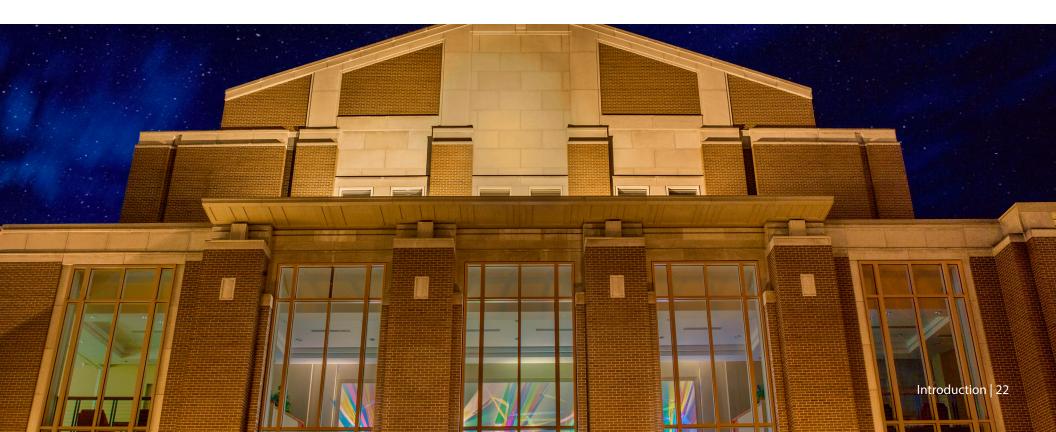
Economic Risks

In the 2016 Financial Report,[20] Ball State University acknowledges components of the institution's annual risk value. These components included potential losses as they relate to torts, damage of assets, errors or omissions, job-related injuries, medical benefits, and long-term disability. To manage these risks, the University relies on risk retention and commercial insurance to cover such liabilities. "For buildings, contents and general libability the risk retention per incident is $100,000. The University retains the entire risk for job-related illnesses or injury to employees, property damage to its auto fleet, and short term disability. Auto liability, life insurance and long-term disabilitiy are handled through fully insured commercial policies. The University retains the risk for its medical benefits."[20] For FY 2106, "the estimated liability at June 30, 2016, and June 30, 2015, was $3.5 million and $5.4 million, respectively, as determined by our actuarial consultants."[20]

Climate

The President's Sustainability Working Group convenes to plan strategies to reduce carbon emissions and analyze potential threats due to a changing climate, considering contingencies for extreme weather events and resource scarcity.

Stakeholder Concerns

While compiling this report, the reporting team identified a list of concerns by stakeholder groups using a variety of strategies. Team members conducted a review of University documents, including the minutes and resolutions of the Council on the Environment. The team conducted eight interviews with University leaders, attended numerous University events, and student organization meetings. Frequency counts were maintained and compiled. As noted in Figure 2, the most frequently occurring concerns by stakeholder groups included purchasing issues (e.g., lack of supply chain assessments), diversity, nondiscrimination, and inclusion issues (e.g., lack of faculty and student diversity), the lack of renewable energy electrical systems on campus, and the lack of strategies to reach Ball State's carbon neutrality goal of 2030.

Of special concern to the members of the Academy for Sustainability, Council on the Environment, as well as some current and potential students was the reticence of the Interim Provost and Interim President to advance proposals for several degree programs in sustainability to the Board of Trustees. These sustainability degree programs had already received approvals from faculty review committees. In January of 2015, Ball State's Undergraduate Education Committee approved a new bachelor's degree in sustainability called Sustainability: Analytics, Modeling and Reporting.[54] In April of 2016, the Graduate Education Committee approved three new graduate programs in sustainability, including a Master of Arts, Master of Science, and Certificate in Sustainability.[55] As of April 2018, the Provost and President have not forwarded these degree proposals to the Board of Trustees for consideration.

Figure 2. Concerns of Stakeholder Groups				
Issue	Admin	Faculty	COTE	Students
Energy: Renewable, Conservation, Efficiency		√	√	√
Education: Sustainability Degrees		√	√	√
Carbon Emissions & Carbon Neutrality		√	√	√
Transportation (e.g., biking lanes)		√	√	√
Health & Safety	√	√		√
Diversity, Equity, & Inclusion	√	√		√
Recycling	√		√	√
Purchasing & Contracts (e.g., Suppler Assessment)	√			√
Affordability	√			√
Compensation	√	√		
Human Rights	√			√
Labor Relations	√			
Risk Management	√			
Assessment of Operations	√			
Financial Stewardship	√			
Sustainable Management Practices	√			

CAMPUS GREEN GUIDE

Ball State University's first *Campus Green Guide* was published in the fall of 2015. This student-made magazine (available in both web and print versions) provides students and Muncie community members with green activities and lifestyle suggestions available on and off campus. The main focuses of this publication are: wear green, eat green, play green, learn green, act green, and create green. The students who originated this magazine were interested in getting peers and members of the Ball State greater community invested in Muncie and sustainable living within the city.

Aiste Manfredini, editor of the first Campus Green Guide says that "the Campus Green Guide, a custom publication of Unified Media, was created as a response to millennials' concern for emerging environmental and natural resource issues and the idea that there is nothing to do in Muncie".[54] Ultimately, this publication shows that there is a student-led interest in sustainable and "green" behavior on Ball State's campus and in the greater Muncie area. Individuals are motivated to find and promote activities that involve becoming an informed local citizen and being involved with nature and sustainable living.

CAMPUS Green GUIDE

Your guide to a sustainable lifestyle at Ball State

PUBLISHED BY BALL STATE UNIVERSITY UNIFIED MEDIA

ECONOMIC

ECONOMIC PERFORMANCE

In order for any business, organization, or company to sustain its operations, there needs to be a clear understanding of its' finances. Ball State University is a state-supported institution that receives a portion of its funding from taxpayers; these taxpayers and other key stakeholders rely on the University to be economically sustainable.

This portion highlights key aspects related to the economic conditions of the University during the fiscal year running July 1, 2015 through June 30, 2016 (FY 2016). The University Financial Report FY 2016 shows that the University had an upward trend in both revenues (Total Economic Value Generated) and expenses (Total Economic Value Distributed) over the past three periods.[1] When expenses and losses are subtracted from revenues, the remaining value represents operating income (Economic Value Retained). Operating income is key as it impacts the financial stability of the organization, and is what the University uses to finance its operations. As indicated in Table 1, there was a decrease in Economic Value Retained from FY 2015 to FY 2016.

Table 1. Historic Economic Value Retained[1]			
Changes in Value	FY 2016	FY 2015	FY 2014
Operating Revenues	$265,002,481	$262,196,219	$250,325,765
Non-Operating Revenues	$220,356,991	$204,497,975	$193,985,205
Other Revenues	$7,991,003	$14,790,813	$18,347,004
Economic Value Generated*	$493,350,475	$481,485,007	$462,657,974
Loss From Extraordinary Item (Restatement)			-$10,022,705
Economic Value Distributed**	$481,846,017	$465,096,945	$444,560,887
Economic Value Retained***	$11,504,458	$16,388,062	$8,074,382

*Total Revenues **Operating Expenses ***Value Retained

Source: University, Office of University Controller. (2017). Financial Report: Year Ended June 30, 2016. Muncie, Indiana: Author. Retrieved from http://cms.bsu.edu/

Direct Value Generated
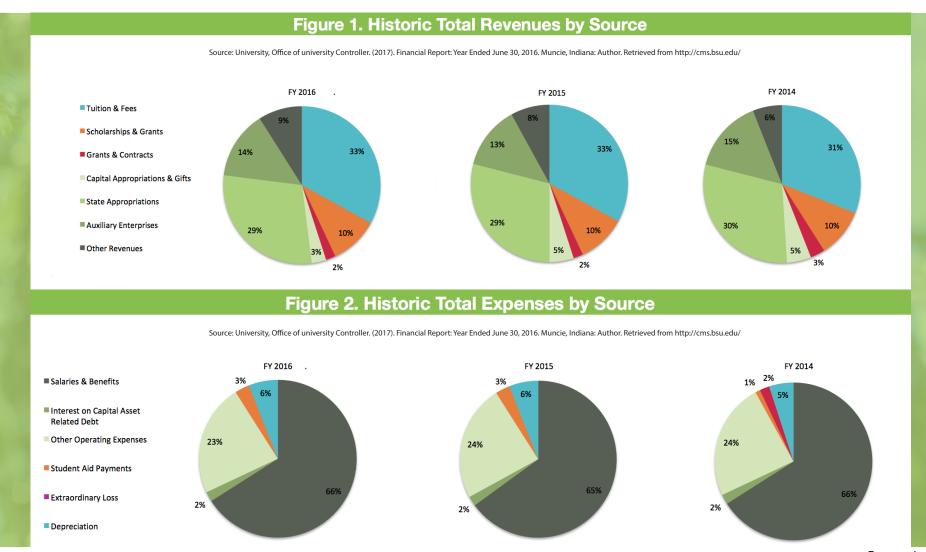
Economic value generated, or revenue, is generated by the University from the provision of goods or services. Over 60% of the total revenue comes from tuition and fees (33%), and state appropriations (29%),[1] as shown in Figure 1; this is consistent across the past three periods. Other smaller sources of revenues include scholarships and grants, grants and contracts, auxiliary enterprises, and capital appropriations and gifts.[1]

Direct Value Distributed

Economic value distributed, or expenses, are the costs incurred by the University while providing goods and services. Salaries and benefits to employees account for the largest portion of the expenses at 66%.[1] As shown in Figure 2, this has been consistent over the past three fiscal years. This is because the University's primary output is providing the service of higher education which is labor intensive. Other expenses include items such as interest on capital asset related debt, student aid payments, and depreciation on assets.[1]

Figure 1. Historic Total Revenues by Source

Source: University, Office of university Controller. (2017). Financial Report: Year Ended June 30, 2016. Muncie, Indiana: Author. Retrieved from http://cms.bsu.edu/

Legend:
- Tuition & Fees
- Scholarships & Grants
- Grants & Contracts
- Capital Appropriations & Gifts
- State Appropriations
- Auxiliary Enterprises
- Other Revenues

FY 2016: 33%, 10%, 2%, 3%, 29%, 14%, 9%
FY 2015: 33%, 10%, 2%, 5%, 29%, 13%, 8%
FY 2014: 31%, 10%, 3%, 5%, 30%, 15%, 6%

Figure 2. Historic Total Expenses by Source

Source: University, Office of university Controller. (2017). Financial Report: Year Ended June 30, 2016. Muncie, Indiana: Author. Retrieved from http://cms.bsu.edu/

Legend:
- Salaries & Benefits
- Interest on Capital Asset Related Debt
- Other Operating Expenses
- Student Aid Payments
- Extraordinary Loss
- Depreciation

FY 2016: 66%, 2%, 23%, 3%, 6%
FY 2015: 65%, 2%, 24%, 3%, 6%
FY 2014: 66%, 2%, 24%, 1%, 2%, 5%

LIABILITIES & FUNDING

The University has been able to consistently meet its financial liabilities. As seen in Table 2, during the past three fiscal years total liabilities have been rising to almost $329 million in FY 2016.[1] Looking back at Table 1, the University is fully covering the liabilities through its total revenues. One major part of these revenues is the money received from the state of Indiana. According to the FY 2016 Financial Report, the University received state appropriations of $146.6 million, which was a decrease of $6.1 million from the prior year.[1] The University also received funding in the form of grants, scholarships, and contracts (Table 3). Receiving this funding is highly impactful as it accounts for over 30% of total revenues and it can be assumed that University operations would be greatly reduced without it.

Table 2. Historic Liabilities[1]			
Liabilities	FY 2016	FY 2015	FY 2014
Current Liabilities	$45,188,700	$44,873,801	$46,924,772
Noncurrent Liabilities	$277,939,539	$231,495,147	$222,059,906
Deferred Inflows of Resources	$5,825,411	$6,759,333	$-
Total Liabilities	$328,953,650	$283,128,281	$268,984,678

Source: University, Office of University Controller. (2017). Financial Report: Year Ended June 30, 2016. Muncie, Indiana: Author. Retrieved from http://cms.bsu.edu/

Table 3. Historic Government Funding and Aid[1]		
Types of Funding	FY 2016	FY 2015
Operating Revenue: Federal Grants and Contracts	$5,561,193	$5,561,137
Operating Revenue: State & Local Grants and Contracts	$2,584,002	$1,622,278
Non-Capital Financing Activities: Federal and State Scholarships and Grants	$49,905,136	$48,015,068
Non-Capital Financing Activities: State Appropriations	$144,084,123	$143,352,066
Total Government Funding	$204,134,454	$198,550,549

Source: University, Office of University Controller. (2017). Financial Report: Year Ended June 30, 2016. Muncie, Indiana: Author. Retrieved from http://cms.bsu.edu/

COMPENSATION

The University pays a diverse pool of 3,876 employees with a broad range of roles and responsibilities. Of those employees, 1,617 were paid hourly and 2,259 were paid a salary (Table 4),[2] a ratio of 5 hourly to 7 salaried employees; however, this does not include part-time student employees. Median pay by employment class is shown in Figure 1 on page 14.

Minimum Wage

Included in Ball State University's diverse array of employees, a portion of workers are compensated based upon minimum wage specifications, including student employees. Entry level wages for hourly workers are not reported. Table 5 highlights the employment class[3] and gender of employees subject to minimum wage standards.[4] As of FY 2016, Indiana state law dictates the minimum wage to be $7.25 per hour. Despite minimum wage legislation, Dining Services started student employees above $7.25 per hour. According to Student Employment, there are three wage levels at which an undergraduate student may earn; ranging from $7.25 to $9.00 per hour.[5]

Table 4. Ratio of Hourly to Salaried Employees[4]	
Type of Compensation	Employees*
Hourly	1,617
Salary	2,259
Total	3,876

* Excludes student employees. Source: M. Woods (personal correspondence, April 4, 2018)

Table 5. Employees Subject to Minimum Wage by Class and Gender[4]				
Employee Class Subject*	Male	Female	Total	Percentage
Non-Exempt Staff FT Benefits Eligible	128	477	605	37%
Non-Exempt Staff Reg PT No Benefits	8	16	24	1%
All Temporary Bi-Weekly No Benefits	153	122	275	17%
Affiliated Service FT Benefits Eligible	32	24	56	3%
Bargaining Unit FT Benefits Eligible	259	248	507	31%
Bargaining Unit PT No Benefits	46	104	150	9%
Total	626	991	1617	100%

* Excludes student employees. Source: M. Woods (personal correspondence, April 4, 2018)

INDIRECT EFFECTS

With approximately 25,000 employees and students, the impacts the University has on the local Muncie and Delaware County community cannot be ignored. According to the Center for Business and Economic Research, the University comprises about 1/3rd of the population of Delaware County, and without the University's population contribution, Muncie would have ceased to qualify as a metropolitan statistical area in 1979.[6] The University impacts the community in terms of housing value, taxes, employment opportunities, commerce, and tourism.

Housing Values

The housing values in the local area are impacted by the University population. Of Ball State employees, about 74% reside in Delaware County. [6] Approximately 6,500 of the 22,000 students live on campus, therefore there are 15,500 students living off campus and commuting; yet the amount living in the surrounding area just off campus, or in Delaware county is unknown. Making a conservative assumption that 60% of the off-campus students live in the immediate area off campus, the demand for housing could be estimated at 11,600 people. This impact can be seen by looking at housing price index data that suggests the University population has attributed an additional 10% to housing values in Delaware County. This extra 10% in housing value also means a larger annual property tax collection of approximately $4 million.[6] Relative to the student housing rental market, as more students seek rental housing off campus, higher rents can be charged, making homes close to campus investment opportunities, driving up their value.

Taxes

"As a state university, Ball State is statutorily exempt from most taxation. However, faculty, staff, students, and the economic activity associated with their presence is taxed through a variety of federal, state, and local instruments… In Delaware County, households associated with the University pay property taxes, local option income taxes, wheel taxes, and fees".[6] Considering that employees of Ball State that reside in Delaware County earn a combined $182.4 million in salary, it is estimated that Ball State employees contribute over $20 million in taxes or about 20% of the county-wide total. [6]

Employment

Indirect economic effects of the University also can be seen in the areas of employment opportunity, commerce, and tourism. When accounting for the impact of families of Ball State, Delaware County school system enrolls approximately 3,000 additional students or about 20% of their total enrollment.[6] This results in state payments to local schools of roughly $20.5 million annually, supporting employment of more than 200 classroom teachers across Delaware County.[6] There is also the impact the University has when it comes to employment opportunities in the surrounding area. With the student population, there is greater demand for jobs and an increase in competition for jobs between students and the local population. However, there is also the creation of jobs through increased tourism and demand for businesses such as restaurants, bars, shops, and hotels.

Tourism

It has been estimated that the total impact of tourism attributable to Ball State is roughly $43.7 million per year.[6] This includes activity from ticketed visitors to the top four athletic events, and ticketed events at venues such as Emens, Sursa, Pruis Hall, and the David Owsley Museum of Art. It is certainly much larger however, since this total does not include the spending attached to unticketed visits. These unticketed visits can be for events, both academic and athletic, as well as general visits to the University from friends and family.

Senior Management

Ball State University hires a large variety of staff for all positions and rankings including those hired as senior management; defined as president, vice president, associate vice president, provost, assistant and associate provost, deans and athletic directors. In FY 2016, 43 employees held senior management positions. [4]

Although the location of senior management at the time of hire was not recorded by the University, Table 5 represents the ratio of senior management residing locally, within Delaware County, to the ratio of those residing elsewhere. [4] Since the salaries of senior management exceed the salaries of other employees, those senior management personnel living within the local community have a greater economic impact in the communities in which they reside. In addtion, those living locally better understand the needs and challenges of the local community.

Table 5. Senior Management Living Locally (N=43)[4]				
	Male	Female	Total	Percentage
Delaware County	19	13	32	74.4%
Other Counties	7	4	11	25.6%
TOTAL	26	17	43	
Percentage	60%	40%		

Source: M. Woods (personal correspondence, April 4, 2018)

CLIMATE CHANGE

The changing climate poses risks as well as opportunities for many organizations. Ball State University faces indirect risks and direct opportunities due to climate change.

Risks

According to research conducted by NASA, climate change has resulted in increased temperatures over land, decreased equator-versus-pole temperature differences, and increased humidity which has altered the rain cycles.[7] These effects change the rain patterns from multiple spread out smaller rainfalls, to cycles of droughts and then large storms resulting in flooding. There are also more intense storms that have higher probability of impacting infrastructure and causing damage to the University and even shutting it down for a period of time.

The Director of Risk Management, Insurance and Safety, Kimberly Miller, explained that "the economic, environmental and social impacts of these risks has not been fully explored, however, some alignment of sustainability risks with other categories of risk does exist. Analysis of alignment shows that the strongest areas tend to be in accounting and financial risk, reputational risk, health and safety risks, environmental risks, and human resource risks".[8]

The University handles risk through a combination of risk retention and commercial insurance. For buildings specifically, the University has a risk retention of $100,000 per incident.[1] Furthermore, "separate funds and accounts have been established to measure the results of the various combinations of risk retention and commercial insurance. Periodically, after reviewing exposures with insurance consultants and actuaries, adjustments are made to reflect potential liabilities arising from risk retention".[1]

The University receives over $200 million in funding from the state of Indiana, which provides such funding through tax revenues, including a significant amount being received through the agriculture and forestry industry.[9] The fluctuation in temperatures and changes in rain cycles does not bode well for agriculture-focused states. The losses in agriculture due to climate change can lessen the tax base for the State, and could decrease funding.

Ball State made a public commitment to achieve carbon neutrality by 2050 by signing the American College and University Presidents' Climate Committment in 2006 and subsequently developed a plan to reach this goal in 2030; the 2016 Financial Report[1] did not identify allocations or a budget to achieve this goal nor did it explicitly address the risks of climate change.

CARBON CREDITS

Climate change poses indirect risks, but also provides opportunities for the University. One very significant opportunity is through the sale of carbon emissions reduction credits. The University has installed a District-Scale Geothermal (Closed-Loop, Ground-Source) Heat Pump Chiller Heating and Cooling System to reduce the cost of campus wide heating and cooling, which in turn has reduced emissions of green house gasses, especially carbon dioxide.

The University currently is transacting the resulting carbon reduction credits in the Voluntary Carbon Market (VCM) as a means of generating capital for additional operational efficiency improvements. The University originated this process through collaboration with the Chevrolet Carbon Reduction Initiative (CRI), Climate Neutral Business Network, Verified Carbon Standard (VCS), Bonneville Environmental Foundation (BEF) and Steftelsen Det Norske Veritas.[10] The revenue of these credits goes into a fund which is intended to operate as a green revolving fund; wherein future operational savings can be used for additional conservation improvements. Ball State has served as a pilot for the implementation of the qualifying methodology for the transaction of these credits.[10] Through the collaboration with those above, the University is paving the way for other universities to access the verified carbon market.

Carbon Reduction Strategies

Currently, in 2018, the University is continuing to pursue this opportunity with the design and construction of a new Health Sciences building. A portion of the roof of the building will be a green roof, and the rest of the roof will have solar planels placed on it. The solar panels will have an estimated annual production of 230,000 kilowatt hours.[11]

In addition, Professor Robert Koester, Director of the Center for Energy Research/Education/Service, explained that the University continues to employ complementary management actions to reduce energy consumption and carbon emissions,[17] including:
  - Behavior change campaigns & communications;
  - Residence hall conservation competitions;
  - Lighting retrofits;
  - Building-by-building system retro-commissioning & upgrades, e.g., automation;
  - Weatherization Improvements; and
  - LEED Certification for new buildings and major renovations.[17]

ANTI-CORRUPTION

The University places an emphasis on integrity and ethical behavior through policies outlined in employee handbooks,[12 & 13] record keeping practices, and audits. The University asks each employee to review the policies on Conflict of Interest and Conflict of Commitment (COI/COC)[12] and disclose any conflicts that might be detrimental to the University or compromise the employee's execution of his or her responsibilities. The Office of Research Integrity[14] offers a formal policy regarding appropriate commitment and conflict behaviors and, that stated:

"Conflicts of interest or conflicts of commitment may also adversely impact the university's mission, and they may undermine public confidence in the university. It is therefore necessary to assess and to eliminate or manage conflicts of interest and conflicts of commitment, so that the integrity and the interests of the university, as well as those of its employees, are protected. The purpose of this policy is to provide guidance for recognizing and dealing with actual or potential conflicts of interest and conflicts of commitment. It sets forth university-wide procedures for disclosing and resolving such conflicts".[12]

Sali Falling, Vice-President and General Counsel at Ball State University, reports that there were no incidents of corruption or public legal cases in FY 2016.[14]

A crucial part of Ball State's transparency, is whether or not the University has any pending our outstanding recorded legal actions. No new incidents were included in any reporting or documentation regarding legal action for the University as a whole.[14] In addition, no anti-competitive behavior or monopolistic actions took place that were reported in FY 2016. [14]

Purchasing

The University's Office of Purchasing Services invites local vendors and minority women to bid for provisions of materials and goods. Though bids are purposely sent to minority, women, and locally-owned businesses, only competitive offers are rewarded with the final bid.[15] Dining Services made a conscious effort to acquire local produce when possible.[16] Despite the absence of exact figures, Dr. Michael Hicks, professor of Economics at Ball State, summarized the value that the University brought to Delaware county by saying "Ball State, its operations and associated activities account for almost 28 percent of assessed value in the county".[6]

ENVIRONMENTAL

ENERGY

As outlined in Ball State University's Statement on Sustainability,[1] the University has committed itself to minimizing negative environmental impacts, conserving natural resources, restoring environmental quality, and protecting the region's biodiversity. By utilizing metrics in energy consumption, water usage, emissions, effluents, and waste, the University's forward progress in upholding these values can be evaluated. Major indicators of environmental impacts will be outlined in this section, as well as initiatives to improve on the University's environmental performance.
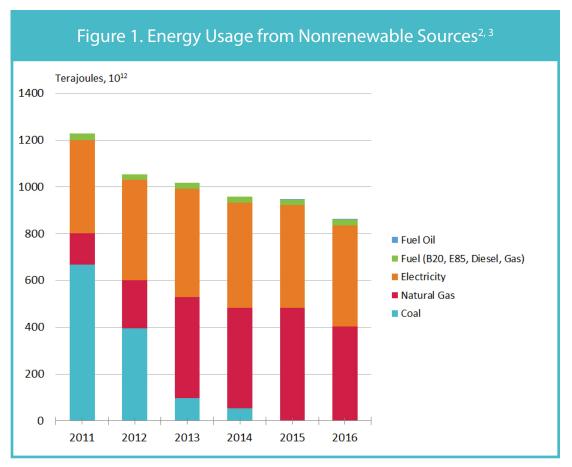
Ball State uses energy to operate its educational, research and service endeavors, heat and cool over 125 buildings, estimated at 7,166,210 square feet,[2] and transport employees and students. Energy data and conversion factors were obtained from the Campus Carbon Calculator (CCC; v9) of the Sustainability Institute at the University of New Hampshire,[2] a tool which allows organizations and institutions to track their climate change impacts. During the validation of this report, an omission was discovered in the data for fuel oil (415 gal);[3] the data reported here include this fuel oil.

The following conversion factor was used:
1MMBtu = 0.001 terajoules

Ball State's energy usage from nonrenewable sources from FY2011 to FY2016 can be seen in Figure 1 and Table 1, with total consumption in FY 2016 at 860.83 Terajoules (1 J x 10^12).[2] Over this time, a clear downward trend is apparent. Coal consumption steadily declined until March of 2014, when the coal-fired boilers which produced steam to heat campus buildings were entirely shut down. In this time period, annual energy usage decreased by about 360 terajoules, primarily due to the geothermal project which replaced coal-fired steam system with groundsource heat pumps for heating and cooling of buildings.[4]

Upgraded LED lighting, more efficient mechanical systems, and replacing traditional transportation vehicles with hybrid and electric vehicles also have contributed to this reduction in the overall energy load of the campus. See also page 33.

Ball State produced 469,922,450 pounds[5] of steam primarily from the combustion of natural gas; of which, 27.2% was sold to Indiana University Health Ball Memorial Hospital[5] located adjacent to the Ball State campus.

Figure 1. Energy Usage from Nonrenewable Sources[2,3]

TRANSPORTATION

The fuel consumed by the campus fleet of vehicles has remained relatively consistent over time. In FY 2016, these vehicles consumed 25.07 terajoules[2] of energy from the local consumption of gasoline, diesel, E85, and B20 fuels (Table 1). It should be noted that this value does not represent fuel consumption related to official travel by University personnel using personal vehicles, public transportation, train, and air travel; the energy consumption related to this travel was not available.

Energy Intensity

Energy consumption also can be assessed in terms of the ratio of energy consumed per student served. To calculate the energy intensity ratio for Ball State, energy usage in terajoules has been divided by student population for the respective years. Table 2 shows a marked decline in this ratio over the past four years, indicating that even with an increase in student population, the decreases in energy usage are providing calculable benefits.

Table 1. Energy Consumption, FY 2011 to FY 2016, Terajoules[2, 3]						
Fuel	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Coal	667.22	394.67	98.10	54.22	0.00	0.00
Electricity	400.64	428.41	464.57	448.08	437.54	431.96
Natural Gas	133.76	207.35	430.23	429.71	483.92	403.80
Gasoline Fleet	18.07	15.67	13.47	14.14	13.53	13.68
Diesel Fleet	3.92	3.17	3.21	2.73	3.13	3.45
E85 Fleet	0.97	2.00	2.45	4.07	3.01	2.73
B20 Fleet	3.79	3.66	4.61	6.30	5.50	5.21
Fuel Oil					0.05	0.06
TOTAL	1228.37	1054.92	1016.65	959.25	946.69	860.89

Table 2. Energy Intensity Ratios			
Year	Energy Usage (TJ)[2]	Student Population	TJ/Student
2013	1,016.25	20503	0.050
2014	959.25	20655	0.046
2015	946.69	21196	0.045
2016	860.89	21998	0.039

ENERGY & EMISSIONS

  The primary driver behind global climate change is the release of greenhouse gases (GHG)--carbon dioxide, methane, nitrous oxide, and fluorinated gases--into the atmosphere, trapping radiant solar heat in earth's atmosphere and increasing average temperatures on the planet. According the U.S. Environmental Protection Agency, 76 percent of these emissions were associated with the combustion of fossil fuels in 2016.[6] Steps taken by governments, companies, and universities to decrease energy consumption from nonrenewable sources such as coal, oil, and natural gas will simultaneously strengthen these groups' resilience against an increasingly unsure energy supply as well as decrease their impacts on climate change.

GEOTHERMAL PLANT

  Spring 2012 saw the opening of Ball State University's geothermal energy system,[7] the largest groundsource district heating and cooling system of its kind in the nation. Continuing the University's commitment to sustainability and innovation, this project replaced an aging set of four coal-fired boilers located at District Energy Station South. The geothermal system uses 3,600 boreholes in the northern and southern bore-hole fields of the campus, drawing heat from the ground in the winter and sending heat to the ground in the summer by circulating water in the some 1,000 miles of piping. The system connects to 47 buildings on campus, an area of nearly 7.2 million square feet.[4]
  The geothermal project has been beneficial for the University both economically and environmentally. Fully complete as of Spring 2017, $2 million is saved annually by using this energy source, and roughly 85,000 tons of carbon emissions are avoided each year.[4] Because of this project's success and continued benefits, Ball State has demonstrated the feasibility of geothermal energy on a large scale.[4]

EMISSIONS

The Campus Carbon Calculator (CCC, v.9)[2] has been used to estimate the greenhouse gas (GHG) missions for Ball State University in carbon dioxide equivalents (CO_2E). Included in the estimates are CO_2 and CH_4 emissions from fuels combusted locally; emissions related to refrigerant use and biogenic emissions are not included. Emissions during FY 2016 were estimated as 117,819.8 metric tons CO_2E.[2 & 3] As shown in Figure 2, there has been a consistent downward trend in GHG emission over the past 6 years.

Many organizations globally have begun to develop ways to reduce their carbon dioxide and GHG emissions in response to the growing threat of a warming climate. The leadership at Ball State has recognized the need for the University to do its part to reduce environmental impact.

CBS recently posted an article ranking the "Cities with the Worst Air Pollution", and the greater Indianapolis area (which includes Muncie), was ranked the 13th worst city out of 187 cities across the U.S.[8] Ball State working to reduce its carbon footprint, could not only have an effect on the air quality, but it also could encourage other organizations to do the same.

Over the past several years, the University has developed a plan to reduce its carbon footprint. In October 2017, Interim President Terry King and the Sustainability Working Group formally changed Ball State's objective of becoming carbon neutral from 2050 to 2030.[9] The first phase of the university's Climate Action Plan is to reduce the energy load of the buildings on campus. A major step in decreasing emissions has been the replacement of the coal fired power plant with the geothermal installation. The reduction in carbon from decommissioning the coal fired power plant allowed Ball State to participate in Chevrolet's Carbon Reduction Initiative.[9] The funds received from this program are to be reinvested through a green fund. The final phase will be to start generating on-site power from renewable sources. The new Health Sciences Building, set to open in 2019, will be the first building on campus to generate renewable energy with the installation of a solar array.[10]

Ball State also has set the goal that all new buildings be designed to LEED Silver standards. Along with COTE, the President's Sustainability Working Group is working to determine the feasibility of carbon neutrality and what the date would realistically be. They work to evaluate resolutions put forward by COTE, and make suggestions to the president about how carbon reduction initatives can be implemented. Additional strategies to reduce GHG emissions are described on page 33.

Figure 2. Summary of Total Greenhouse Gas Emissions[2 & 3]

Metric Tons CO_2E

Legend: Scope 3, Scope 2, Scope 1

Years: FY 2011, FY 2012, FY 2013, FY 2014, FY 2015, FY 2016

EMISSIONS...continued

Scope 1 emissions are comprised of direct GHG emissions from sources that are owned and operated by the University. This category consists of emissions from stationary combustion (fossil fuels that are burned for heating), mobile combustion (fossil fuels used in the operation of vehicles). The following sources of Scope 1 emissions were not available and not reported in Table 4: process emissions (e.g., releases during a manufacturing process); and fugitive emissions (unintentionally released gases from refrigerant systems and the distribution of natural gas).

Ball State has seen reductions in this category primarily because of the decommissioning of the coal-fired heat plant and the switch to geothermal heating and cooling of buildings.

Scope 2 emissions are considered any emissions that occur from the consumption of purchased energy, e.g., electricity or chilled water.

Scope 3 emissions are considered any emissions that occur because of the operations of the organization, but are not directly owned by the organization. Scope 3 should include travel by faculty or staff on behalf of the University, to and from the University, and biogenic emissions, but this data was not available and not reported here.

Ball State's efforts to reduce emissions thus far have been successful. The University needs to set clear benchmarks, and implement much more aggressive initiatives if the 2030 goal for carbon neutrality can be achieved.

Emission Intensity

Table 5 provides an emission intensity ratio by full-time enrollment equivalency for Fall 2015[11] and surface area of university buildings.

Table 4. Summary of Total Emissions, Metric Tons CO_2E[2 & 3]						
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Scope 1 Emissions						
Stationary Combustion	66,824.8	45,959.7	30,507.1	26,532.8	24,385.8	20,352.7
Mobile Combustion	1,759.2	1,545.1	1,455.8	1,583.9	1,511.4	1,523.9
Total Scope 1	68,584.0	47,504.9	31,962.9	28,116.7	25,897.2	21,876.7
Scope 2 Emissions						
Purchased Electricity	76,504.2	75,109.0	81,448.1	78,557.2	76,709.8	75,731.2
Total Scope 2	76,504.2	75,109.0	81,448.1	78,557.2	76,709.8	75,731.2
Scope 3 Emissions						
Commuting & Biogenic	*	*	*	*	*	*
Air Travel	4,574.4	4,574.4	4,341.8	4,341.8	4,341.8	4,341.8
Solid Waste	7,762.4	9,365.1	9,300.0	9,300.0	9,086.1	8,224.3
Paper	397.0	482.1	228.7	689.2	1,003.6	0.0
Scope 2 T&D Losses	4,728.6	7,583.1	8,223.1	7,931.3	7,744.8	7,645.9
Total Scope 3	17,462.3	22,004.7	22,093.6	22,262.2	22,176.2	20,212.0
TOTAL Emissions	162,550.6	144,618.6	135,504.5	128,936.1	124,783.2	117,819.8

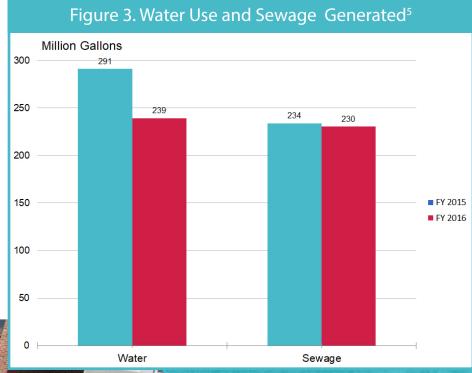| Table 5. FY 2016 Emission Intensity					
Type	Gross Emissions[2 & 3]	Full-Time Enrollment[11]	Intensity	Total Building Space[2]	Intensity
	MT CO_2E	Each	MT CO_2E/Each	ft^2	MT CO_2E/100 ft^2
Scope 1 + 2	97,603.6	15,983	6.107	71,662,010	0.136
Scope 1+2+3	117,819.8	15,983	7.372	71,662,010	0.164

WATER

Ball State's Office of Facilities Planning and Management oversees water usage on campus. For potable water, the University purchased water from the Indiana American Water Company, the city water supplier. In FY 2016, Ball State used 239,235,832 gallons of water compared to FY 2015 consumption of 290,995,188 gallons;[5] the FY 2015 value is a correction from the 2015 Sustainability Report. The difference from FY 2015 to 2016 represents a reduction of 51.7 million gallons. James Lowe, Associate Vice President for Facilities Planning and Management, indicated that water conservation is inherent in their water management processes, such as:

- the installation of low flow water fixtures in buildings;
- a 13% reduction in steam generation/consumption as more University buildings were served by the geothermal system; and
- a reduction in irrigation. [5]

Indiana American Water Company draws from both surface and ground-water sources, primarily the White River, Prairie Creek Reservoir, and groundsource wells which tap the St. Joseph aquifer. The proportion drawn from each source varies depending on rainfall from year to year. Prairie Creek Reservoir was developed in 1952 to supply the city of Muncie with water, and the aquatic life found in the reservoir is not considered native. There are a number of endangered species of mussels that are found in the White River, however these endangered populations are found in Southern Indiana.

Ball State also withdraws water from four wells. In 2016, Ball State used 937,000 gallons of well water, the majority of which (916,000 gallons) were used for irrigation on the athletic fields and campus landscapes.[12]

The City of Muncie is updating its water infrastructure, starting with the downtown area and eventually will update the system serving Ball State.

Figure 3. Water Use and Sewage Generated[5]

Bar chart titled "Million Gallons". Water: FY 2015 = 291, FY 2016 = 239. Sewage: FY 2015 = 234, FY 2016 = 230. Legend: FY 2015 (blue), FY 2016 (red).

EFFLUENTS

Keeping track of effluent — liquid waste and sewage—is important to ensure that groundwater and water bodies are not loaded with unwanted nutrients and pollutants. Because of the size of campus, Ball State is required to manage all of the storm water on campus. Rainwater—26,700 gallons—was collected by Landscape Services to be used for irrigation purposes.[12] Storm water is also managed through 75 catch basins, the Duck Pond and Cardinal Creek, and storm drains which eventually flow to the White River. Ball State does not currently use a system for recycling or reusing gray water.

In FY 2016, 230,384,748 gallons of effluents were generated on campus and subsequently treated by the Muncie Sanitary District at the Muncie Wastewater Treatment Plant.[5] Effluents generated in FY 2015 were corrected (see page 68) to 233,837,516 gallons; [5] the difference between FY 2015 and FY 2016 (see Figure 3) represents more than a 3.4 million gallon reduction in effluents.

Ball State Dining Services continues to minimize the introduction of fats, oils, and grease to the wastewater stream generated by kitchens and dining facilities, recovering most for recycling and reuse. This reduces maintenance on the conveyance systems and Muncie's Wastewater Treatment Plant.

Dining Services is experimenting with other strategies to reduced solid waste and remove oils from the stream of wastewater. In Woodworth Complex, an experimental biodigester was installed in August of 2017.[13] Food waste which would otherwise go to a landfill and eventually biodegrade generating methane, has been diverted to the biodigester. This machine uses enzymes to break down certain allowable organic wastes, outputting greywater and a grease mixture which is collected and removed.[13]

MATERIALS

As an institution of higher education, Ball State consumes materials and products that support its educational, research, and service mission. This encompasses products and systems used to support teaching and learning as well as materials used in sporting events. The major areas of material consumption including foodstuffs for dining services, sporting events, housing, furnishings, electric appliances, and electronics, e.g., computers and monitors. Ball State does not screen existing or potential suppliers using environmental criteria, but does select products which are energy efficient and made from recyclable materials.

Sports Facilities

Sports Facilities and Recreation Services have moved away from printing handouts, and in the direction of electronic promotions.[14] Formerly, Ball State Sports Facilities and Recreation Services would print information booklets, which now have been reduced to single sheet highlights that direct people to the web instead. As for equipment, although not purchased on the merits of sustainability, there are sustainable practices implemented after purchase. For instance, sports equipment is available for rent and older, still serviceable, equipment is sold through Ball State's Outdoor Pursuits.

Housing

Nearly 100% of purchases are made with sustainability in mind.[15] The only exception is the bathroom cleaner used by some of the residence halls which are selected based on cleaning power and lack of invasive scents as opposed how sustainable they are. As an example of sustainability, the toilet paper used in all buildings is 100% recyclable from the roll to the packaging.[15]

Furniture

Ball State has a furniture storage system, replacement system, and auctioning system.[16] The storage holds items for different University buildings for holiday or renovation purposes so that items do not have to be needlessly thrown out. The replacement system means that items that are old but still serviceable are stored, and can be requested by campus faculty to be placed in their office or classroom. The auctioning system is similar to the replacement system, but the items are sold to the public.

Electronics

The recycling company, Oscar Winski, recycles all of BSU electronics.[17] The company's practices are environmentally-friendly with the goal of keeping hazardous waste out of landfills and reducing carbon emissions. Oscar Winski is registered with the Indiana Department of Environmental Management and is the only R2 certified eRecycling company in Indiana.[17] This is in order to maintain best practices in terms of electronic recycling stewardship.

Veolia recycles all of Ball State's toner, lamps, light ballasts, and used batteries. Their core values are "turning waste into resources, preserving the environment and improving human safety and quality of life."[18]

SOLID WASTE

Effective waste management processes are important to realizing Ball State's commitment to sustainability. Ball State contracted Best Way of Indiana to collect, sort, and process the University's solid waste and many recycled materials. During FY 2016 Ball State generated 5,821,793 pounds or 2,910.9 tons of solid waste that was transported to a landfill.[12] Recyclable materials and products were collected and shipped to recyclers, including 1,538,662 pounds or 769.33 tons of materials,[12] such as cardboard, newsprint, aluminum and steel, glass, and plastics. As noted in Table 6, the University also collected and shipped numerous other products for recycling.

Maintentance of the 7,000 trees and gardens across the 731-acre campus generates leaves, logs, and wood wastes that are used as composting materials. Ball State composting operation generated 4,500 cubic yards of finished compost in FY 2016.[12] The finished compost is used as mulch for herbaceous and woody planting beds across the campus.

Potentially Harmful Wastes

Hazardous waste is "waste with properties that make it potentially dangerous or harmful to human health or the environment."[19] Ball State accumulates, packages and ships hazardous other chemical wastes to Tradebe Environmental Services for treatment, storage, recycling, or disposal; this includes a "No landfill" clause.[20] Examples appear in Table 7.[12] In addition, Ball State generated 1,470 gallons of biohazardous waste which was collected by an infectious waste vendor, then shredded, microwaved, and incinerated. [21]

The Office of Risk Management, Insurance, and Safety, with cooperation from other departments, manages hazardous waste across campus under the Resource Conservation and Recovery Act (RCRA) generator regulations, and laboratory wastes under the RCRA Subpart K regulations that are specific to academic laboratories. The University is designated a *Small Quantity Generator* under RCRA and ships waste as least 3 times per year.[20] The "management approach is one of risk management through the identification, assessment, and prioritization of risks, followed by the coordinated and economical application of our resources".[21]

"In FY 2016, the total amount of RCRA hazardous wastes transported off-site for treatment, recovery, or disposal at RCRA-permitted facilities was 14,443 pounds."[21] In FY 2016, 300 gallons of hazardous waste were treated on site.[21] Ball State University does not import or export hazardous wastes nor were there significant spills of hazardous materials in FY 2016.[21]

Table 6. Materials Shipped to Recyclers in FY 2015 and 2016		
Material or Product	2015	2016[12]
Computers (Desktop & Laptop)[18]		18,072 ea
Computer Monitors		3,548 ea
Metals	200,000 lbs	167,510 lbs
Printers		5,231 ea
Vegetable Oil	83,244 lbs	82,811 lbs
Finished Compost	4,000 yd^3	4,500 yd^3
Printer Cartridges		770 ea
Wooden Pallets	2,000 each	2,177 ea

Table 7. Recycled Waste Materials in FY 2016[12]		
Material or Product	2016	Disposition
Batteries (Lithium, Lithium ion, Nickel Cadmium)	1,172 lbs	Recycled
Battery (Automotive)	319 ea	Recycled
Fluorescent Lamps	17,150 lbs	Recycled
PCB Lamps Ballasts	19,734 lbs	Incinerated
Oil (Petroleum-based)	1,505 gal	Recycled
Antifreeze	75 gal	Recycled

DINING SERVICES

Ball State University's Dining Services served as a leader in campus-wide sustainability through efforts in its 14 locations. Seeking to incorporate all three aspects of sustainability in serving students, faculty, and the community with quality food options, Dining Services balanced cost-effective choices with environmentally-friendly and healthy measures.

Dining Services intended to procure 20% of all produce from local sources,[13] or those within 250 miles of campus,[22] the exact contents of which varied due to availability and the growing season. Purchasing from multiple vendors, such as Gordon Food Services, US Food Services, Piazza, and Munsee Meats, allowed Dining Services to acquire a more diverse and economical mix of goods and produce.[22] Obtaining the best price on purchases is the highest priority, however in-season options were provided when available as popular and healthy choices among diners.[22]

Sustainable solutions for paper goods and packaging were among the initiatives of greatest impact in dining. In 2009, eco-craft paper made from 100% post-consumer content replaced plastic sandwich containers.[22] The vast majority of napkins used also are composed entirely of recycled content. Plates, bowls, and clamshells made from corn were used as biodegradable and compostable tableware throughout dining locations, as well as bamboo-based plates at the Tally Chef's Station and Catering. Organic, fair trade and locally roasted coffee was available in the majority of locations, the grounds of which were composted. Woodworth Commons benefitted from one of the campus's greenhouses in being able to incorporate freshly cut herbs into its dishes.

14 DINING LOCATIONS

Procure 20% of produce from local sources[22]

-Cost Effective Choices
-Environmentally-Friendly
-Healthy Measures

Approximately 25,000 pounds of wholesome leftovers from dining were donated to non-profit soup kitchens, such as Muncie Mission, Cardinal Kitchen, and Muncie Soup Kitchen in FY2016[22]

Over 1000 employees worked in dining, including about 700 students[22]

To reduce waste from purchases, bulk condiments were available, replacing single-use containers. Plastic use was decreased in hand sanitizer dispensers through using bagged content instead of bulk containers. Using recyclable utensils remained the most cost-effective and convenient option for both students and dining in many locations, however metal utensils and china were available in Woodworth, Noyer, Elliott Hall, and LaFollette. Plastic wrap, wooden pallets, and cardboard boxes from purchases were recycled.[22] Dining Services provided all students and employees with free reusable bags in the Fall of 2017, designed to simultaneously reduce tray and plastic to-go bag use.[13] Reusable mugs of various types were available for purchase, which allow a customer to obtain a discount on all drinks.

Decreasing Food Waste

Decreasing food waste remained a top priority for Dining Services. Sensors and software were recently installed on coolers and freezers used in all locations, allowing immediate information on the status of food in storage. All waste vegetable oil was collected and recycled by Fry Tech weekly.[22] In FY2016, this amounted to roughly 82,811 lbs.[22] Dining partnered with the City of Muncie to maintain pipe and water supply quality by not sending organic waste down drains. For uneaten food which remained of high quality, dining donated substantial amounts of wholesome leftovers; some of the recipients of the approximately 25,000 lbs of food[22] included the local Muncie Mission, Cardinal Kitchen, and Muncie Soup Kitchen.[23] Careful tracking of inventory and demand allowed for the reduction of waste due to large portioning or expired or spoiled foods, and all employees were trained in minimizing waste and trim.

Throughout dining locations, signage educates customers about sustainability initiatives and how patrons can contribute. Recycling bins are separated and labelled by waste types. Each semester, four Dinner in the Dark events are hosted with the Partnership for Student Sustainable Advancement to raise awareness about energy conservation.

Safety and Health

Dining Services employed over 1000 individuals in FY2016, including 60 staff members, about 350 service employees, and on average 700 students at any given time, making dining the single largest student employer.[22] All employees undergo ServSafe training twice per year, which ranges from 4 hours per training for students to 8 hours for adult employees.[13] Dining intended to promote upward mobility of team members and develop skills for all employees through their training programs.

Catering to diners with allergies or dietary restrictions is achieved at all levels of dining. An accessible labelling system designates if an option contains gluten, is vegetarian, or vegan. Advertisements and signage communicate the existence of allergenic products, including goods containing peanut oil and soy. To ensure the consistent quality of food on the line, hourly temperatures are taken of both cold and hot foods. Additionally, all produce is washed before being displayed. Dining Services also uses NetNutrition, an online tool that contains nutrition information on all food and dishes served.[24]

On March 12th, 2018, Dining Services revealed an innovative dining option in a convenient location on campus.[25] The Mini Food Truck,[25] which is open for lunch on weekdays, provides a variety of healthy options, offering vegetarian, vegan, and low-calorie entrees each day. Created to "bring together delicious culinary creativity, healthy variety, and sustainability," the entirely-electric truck also educates customers about dining's various environmental efforts.

In Memorial

On October 2, 2015, Jonathan J.J. Lewis, Director of University Dining, passed away.[26] In his time as director, Jon served on the Council on the Environment participating in major decision-making relating to campus sustainability. He also began the *Lunch With A Cop* program; this highly-successful program allowed students and University police to communicate and connect in a casual setting, and consistently had a waitlist for interested participants.

BIODIVERSITY

Ball State is located in the United States Environmental Protection Agency's Eastern Corn Belt Plains ecoregion,[27] an area now dominated by corn and soybean production. The region was historically covered in temperate deciduous forest, remnants of which can be found in protected areas such as Yellowwood State Forest and the Hoosier State Forest. Crucial to an area's environmental health and resilience as well as the provision of ecosystem services, notable among these being soil health for agriculture in Indiana, Ball State has several initiatives in place to protect local biodiversity.

Spearheading these efforts is the Field Station and Environmental Education Center (FSEEC), which was formed as a collaborative effort among departments to "provide hands-on learning and observation of nature and encourage exploration of natural processes by students of all ages."[28] The FSEEC comprises 425 of Ball State's total acreage. It includes forests, meadows, tallgrass prairies and wetlands across six properties.

Located northwest of Ball State, Cooper Farm and the Skinner Field Area make up 131 acres of carefully-managed land. Cooper Farm is maintained through control of invasive species, the reintroduction of native species including 25 species of wildflowers and 12 species of grasses and sedges,[29] and prescribed burns on the prairie area to allow succession to occur.[28] The 161-acre Ginn Woods, a forested property celebrated for its lack of human disturbance, is managed under the principle that "no activity shall be allowed that would damage or diminish this last remnant of a natural community that once covered most of this region."[30]

In the spring of 2017, the Hults Environmental Learning Center in Albany, Indiana, became home to a student-run organic farm.[31] Led by Dr. Jessique Ghezzi, many students from Natural Resources and Environmental Management have since been able to work on the farm, learning organic farming principles, and selling produce directly at local farmers' markets.

On the southwest corner of campus, Christy Woods and four greenhouses serve as easily-accessible learning environments for students, faculty, and the community.[28] Most of the properties are used for firsthand research and experimentation by Biology, Natural Resources and Environmental Management, and Geology, among many other departments. Regular tours, K-12 courses, and workshops are offered as opportunities to gain information about the university's actions in encouraging local biodiversity through careful habitat management. The FSEEC also manages the Donald E. Miller Wildlife Area located near downtown Muncie, which includes a pond and forest area.

Land management practices also seek to prevent the extinction of species by preserving and improving natural habitats for threatened and endangered species. One species, the Indiana Bat (Myotis sodalis), historically located within Delaware County appears on the Red List of the International Union for Conservation of Nature and Natural Resources (IUCN) and was recently categorized as a near-threatened species.[32]

RINARD ORCHID GREENHOUSE

Source: David Kosciulek

Nestled on the southern edge of Christy Woods is the Rinard Orchid Greenhouse, home to the largest collection of orchids of any university in the country, boasting over 2,000 unique species.[33] The greenhouse is open six days per week to the public, and serves as a popular location for education, class tours, and access to thriving plants throughout the year. Educational events encourage connection to, and an understanding of, nature by interacting firsthand with the diverse collection. Topics of native species protection, conservation, and biodiversity are at the forefront of the greenhouse's programs. Visitors may choose to wander through the three unique rooms, each controlled at a different temperature and humidity, or take part in guided tours.

On February 14th, 2016, the greenhouse received a donation in celebration of a long-time patron, Betty Kendall's 100th birthday.[33] The eponymous Betty Kendall Ladyslipper Orchid Species Collection is host to many of these rare flowers and now, some two years later still receives visits from its namesake.

Source: BSU Photo Services- Don Rogers

INVASIVE SPECIES MANAGEMENT

Invasive species are among the greatest threats to biodiversity. These species often out-compete native species for nutrients, water, light, and space, and in doing so, decrease the ecological health and resilience of an entire area. Plants which local animals require for food and habitat are eliminated, requiring deliberate effort to eradicate invasives and return native species to the land. In East Central Indiana and on Ball State property, invasive species of particular concern are the Emerald Ash Borer, Garlic Mustard, Autumn Olive, and the Asian Bush Honeysuckle.[34]

Bush honeysuckle is a highly problematic species in local forests, and can only be eradicated through careful, consistent work over many years. Taking initiative in this effort are Mr. John Taylor, Land Manager for the Field Station and Environmental Education Center (FSEEC), Ball State faculty and students, and organizations in the surrounding community. In 2005, Dr. David Concepción, current chair of the Philosophy and Religious Studies Department, developed a service learning program for students enrolled in Environmental Ethics.[35] Since the program began, hundreds of students have been able to work with the FSEEC and Red Tail Land Conservancy, obtaining hands-on experience managing invasive honeysuckle and improving the health of local forests.

Environmental Compliance

The Office of Risk Management, Insurance, and Safety uses a comprehensive and active program to manage environmental risks and compliance with regulations. The department carries out "personnel training, facility inspections...pollution prevention practices, [and] spill response" to oversee the University's environmental performance and compliance.[21]

Ball State University did not incur any monetary fines or citations in FY2016. Furthermore, no environmental-related legal or administrative actions occurred during the reporting period.[21]

SOCIAL

EMPLOYMENT
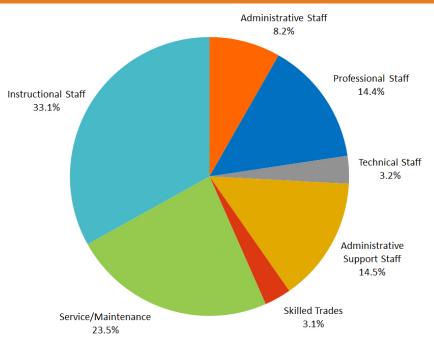
Ball State University is a major employer in Muncie, Indiana, employing 3,876 people on October 31, 2015.[1] in both full-time and part-time positions, excluding student employees. Figure 1 shows the distribution of employees by employment category. The labor practices that the University upholds are vital to the effectiveness of operations at the institution as well as the general health, safety, and satisfaction of employees and the surrounding community that they serve.

"Ball State University is committed to the principles of nondiscrimination and equal opportunity in education and employment. Further, the University is committed to the pursuit of excellence by prohibiting discrimination and being inclusive of individuals without regard to race, religion, color, sex (including pregnancy), sexual orientation, gender identity or gender expression, disability, genetic information, ethnicity, national origin or ancestry, age, or protected veteran status. This commitment enables the University to provide qualified individuals access to all academic and employment programs on the basis of demonstrated ability without regard to personal factors that are irrelevant to the program or job requirements involved". [2]

Figure 1. Employees by Employment Category, October 31, 2015[3]

- Administrative Staff 8.2%
- Professional Staff 14.4%
- Technical Staff 3.2%
- Administrative Support Staff 14.5%
- Skilled Trades 3.1%
- Service/Maintenance 23.5%
- Instructional Staff 33.1%

DIVERSITY

In FY 2016, the racial composition of full-time employees was predominately White (Figure 2) at 88.9%.[3] For full-time instructional staff, 85% of employees identified as White (Figure 3).[3]

The 2016 U.S. Census Bureau characterized the racial composition of Indiana as being 85.6% White, 9.7% Black, and 6.8% Hispanic.[4]
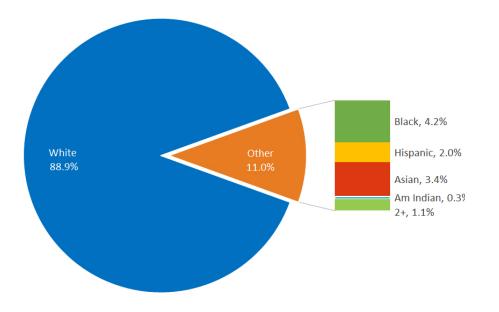
"As an equal opportunity employer, the Univeristy determines whether racial representation is appropriate by determining *availability* as outlined by affirmative action regulations. Availability is an estimate of the proportion of each gender and race/ethnic group available and qualified for employment at Ball State University for a given job group in the relevant labor market. In other words, availability indicates the approximate level at which each race/ethnic and gender group could reasonably be expected to be represented in the University."[3]

In addition to the action-oriented programs established annually by the Affirmative Action Plan, the University has also established a Diversity Committee which is charged to analyze the University's diversity and inclusion efforts and make additional recommendations in response to its findings. Upon reviewing the University diversity statistics for the FY 2016, Ball State's University Diversity Committee offered several recommendations to increase as well as maintain diversity among employees of the University, including working on faculty retention efforts by creating a network of support at the University and in the greater Muncie community.[5]
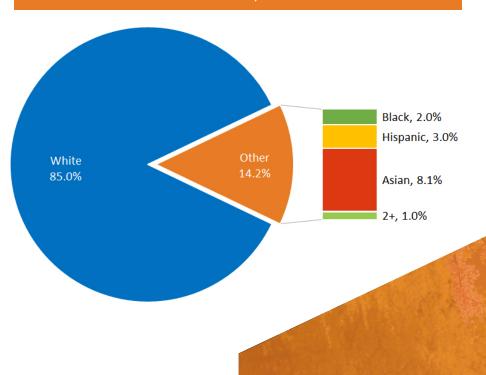
Figure 2. All Full-Time Employees by Race, October 31, 2015[3]

White 88.9%
Other 11.0%
Black, 4.2%
Hispanic, 2.0%
Asian, 3.4%
Am Indian, 0.3%
2+, 1.1%

Figure 3. Full-Time Instructional Staff by Race, October 31, 2015[3]

White 85.0%
Other 14.2%
Black, 2.0%
Hispanic, 3.0%
Asian, 8.1%
2+, 1.0%

* 2+ = Two or more races

GENDER AND EQUAL REMUNERATION

According to the Ball State University's Human Resource Services, females comprised 54.4% of the employee base,[3] this represents no significant change from FY 2015 reporting period. Female to male representation ratios are not equal in all employment categories; however, using the *availability* calculations mentioned on page 52, females are underrepresented in leadership and top-ranking professorial roles and additional placement goals have been established.

Average salary data supplied by Employee Relations indicated a wage gap on the basis of gender in nearly all employment categories, except for the category of administrative support staff where females out-earn males by 10%.[3] In those categories where a gender wage gap existed, the gaps ranged from 4% to 22% (Table 1.) In categories where female representation is approximately equal to male representation, (e.g. professional 52%, service/maintenance 55%, and assistant professor 49%) the gaps (12%, 4%, and 5% respectively) were considerably lower than the gap reported for Indiana.[3]

State and Nation

According to a study conducted by the Indiana Institute for Working Families,[6] Indiana had one of the worst gender wage gaps in the country during 2016, with women earning 74 cents on a man's equal dollar. While the national gender wage gap narrowed in this time, it widened in Indiana, being the sixth greatest gap in the United States.[6]

The Chronicle on Higher Education reported that professor salaries increased by about 2.8% nationwide in 2016, with women's salaries growing by 3%.[7] While this may appear to be a slight sign of improvement, the actual pay gap widened by more than $2000 due to the existing higher salaries of men. At some schools, male professors can earn as much as $18,000 more than their female counterparts.[7]

Ball State University's Office of Institutional Diversity has a Gender Equity Task Force, which is "committed to ensuring all Ball State University faculty are provided a High Quality Work-LIfe Environment... The Gender Equity Task Force sub-committees work to create an environment where faculty feel supported, encouraged and valued".[8] The four subcommittees of this group are comprised of Ball State faculty members, and include: Gender Pay Gap/Years to Promotion for Female Faculty, Faculty & Staff Support, and Child-care sub-committees. Through this task force and other suggestions from the Office of Institutional Diversity, it is clear that gender equity is valued and will continue to be addressed at Ball State University.

Table 1. Gender and Remuneration Among Full-time Employees[3]

Employment Category	Female Representation	% Difference of Average Actual Earnings of Females from Males
Administrative Staff	39%	-17%
Professional Staff	52%	-12%
Technical Staff	35%	-16%
Administrative Support Staff	88%	10%
Skilled Trades	5%	-17%
Service/Maintenance	55%	-4%
Instructional Staff	51%	-22%
Distinguished Professors	25%	-17%
Professor	26%	-12%
Associate Professor	45%	-6%
Assistant Professor	49%	-5%
Instructors (Non-Tenure Track)	60%	-9%

EMPLOYEE BENEFITS

MEDICAL and PRESCRIPTION PLANS

DENTAL PLAN

FLEXIBLE SPENDING PLANS

HEALTH SAVING ACCOUNTS

VOLUNTARY

RETIREMENT

TUITION REMISSION

LIFE INSURANCE

DISABILITY PLANS

WORKING WELL

QUICKCLINIC

EMPLOYEE BENEFITS

With a commitment to customer service, the University provides a broad range of benefits to its employees. Some benefits offered to full-time employees are mandatory, including life insurance, accidental death and dismemberment insurance, university- subsidized short-term disability (for Service employees only), and long-term disability.[9] Employees may elect to waive other benefits, including three medical plan options, dental, vision, a health savings account, and flexible spending accounts. There were no significant changes to benefits in FY 2016.[9] The University continues to offer wellness incentives and tools from Anthem to help manage healthcare costs.[9]

Retirement Plans

Ball State provides multiple retirement savings plans from which employees may choose. As shown in Table 2, $22,207,762 was contributed to these retirement plans in FY 2016.[10]

Parental Leave

All full-time and part-time employees of Ball State University were entitled to parental leave during the FY 2016. Entitlement to parental leave is not dependent on gender at Ball State University. However, all temporary employees and all semester-only faculty were not entitled to paid parental leave.[9]

Table 2. Employee Retirement Plans[9 & 10]		
Plan	Total Employer Contributions	Number of Participants
Public Employees' Retirement Fund (PERF)	$7,206,871	1453
Teachers' Retirement Fund + Pre 1996 Account	$2,245,029	422
Alternate Pension Plan	$12,755,862	1,720
Totals	$22,207,762	3,595

NON-DISCRIMINATION

The *Statement on the Importance of Diversity and Inclusion* articulates that Ball State continually aspires to attract and retain a diverse and welcoming population.[11] The *Beneficence Pledge*[11] further emphasizes the values that Ball State has towards creating a culture of respect and inclusion. Incidents of discrimination are confidential and are not reported.

As Ball State continues to pursue these goals of diversity and inclusion, the University still faces many challenges, such as bias incidents, that impede its ability to meet those goals.

The U.S. government defines a hate crime as a "criminal offense against a person or property motivated in whole or in part by an offender's bias against a race, religion, disability, sexual orientation, ethnicity, gender, or gender identity".[12] The number of hate crimes recorded at Ball State University for the FY 2016 was zero.[5]
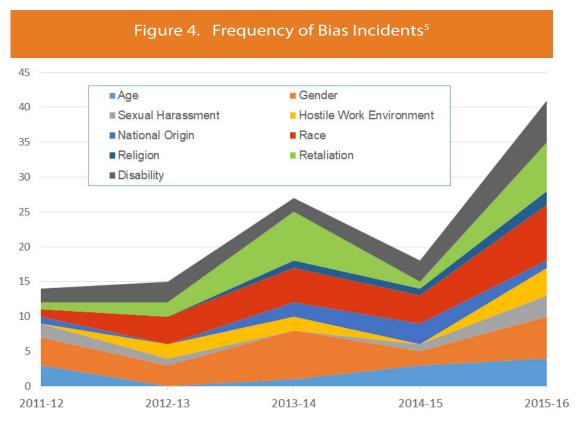
A bias incident refers to "language and/or behaviors which demonstrate bias against persons because of, but not limited to, others' actual or perceived: color, disability, ethnicity, gender, gender identity and expression, national origin, race, religion, and/or sexual orientation".[13]

The number of bias incidents reported at Ball State University in FY 2016 numbered 41,[5] a significant increase from the 18 reported in 2015. The largest category of bias incidents in the FY 2016 related to race, accounting for 8 of the reported incidents (Figure 4). Other bias categories reported in this period were on the basis of retaliation, gender, disability, age, sexual harassment, religion, and national origin.

The status of the events and disciplinary actions taken are not reported by the University. The University Diversity Committee "encourage[s] the University to continue efforts and initiatives to support a welcoming environment for all persons on campus", with hopes of continuing the conversation related to Ball State's goals towards achieving diversity and inclusivity.[14]

In the 2016, the state of Indiana reported 6,063 bias incidents and hate crimes.[15] The 2016 FBI report stated that 58.9% of these instances were on the basis of race/ethnicity; 21% were on the basis of religion; 16.7% based on sexual orientation, and the remaining 3.2% on the basis of disability, gender identity, and gender bias.[15] Ball State's bias reports align with the state averages on race and retaliation issues, but do not compare on the basis of religion or sexual orientation to the same degree.

Figure 4.   Frequency of Bias Incidents[5]

Grievance

Ball State University provides formal grievance mechanisms as described within the *Faculty and Professional Personnel Handbook*[16] and the *Handbook for Service Personnel.*[17] These documents supply a detailed description of the process in which Ball State employees can activate the grievance process and seek resolution. In addition to the negotiated grievance mechanisms of service personel, the Affirmative Action and Employee Relations Specialist, Julie Dominguez, identified several related policies which Ball State uses to guide the grievance approach, which are: Ball State University Equal Opportunity and Affirmative Action Complaint Investigation Procedure and Appeal Process, Whistleblower Protection Policy, University's Statement on Sexual Harassment, Anti-Harassment Policy, Policy on Consensual Sexual or Romantic Relationships, and Pay Transparency Nondiscrimination Notice.[18]

The Conditions of Cooperation between Ball State University and Employee Organizations, found in the *Handbook for Service Personnel,*[17] is an essential framework document outlining employee rights for unionized representation, negotiations, and grievance procedures. The American Federation of State, County, and Municipal Employees (AFSCME) Local #293, agreed to the Conditions of Cooperation between Ball State University and Employee Organizations in 1967, and have been representing service employeees since that time without the fear of penalty or reprisal.

Human Rights

Employee Relations, which assists the Ball State community by providing all employees with advice and direction, does not provide specific trainings solely on human rights because their management approach is to incorporate this concept into any trainings which deal with professional development, employee rights and responsibilities, processes, and benefits. However, the office did provide an estimate of the frequency in which these trainings happen, it was indicated that Employee Relations engaged in at least one or two trainings with the campus community weekly.[18]

Furthermore, Employee Relations does not implement a formal human rights assessment; however, Ball State does offer informal sources which report on and make recommendations for its impact on human rights issues. This data can be found in the University Diversity Final Report 2015-2016 composed by the Ball State University Diversity Committee.[5]

Kimberly Miller, Director of Risk Management, Insurance and Safety, leads Ball State's programs to promote and assess the culture of workplace safety at Ball State, including training programs, accident and injury prevention, and compliance with environmental, health and safety laws.[19]

The Office of Environmental Health and Safety develops and implements health and safety policies and training programs for workers, such as programs to address exposure arising from asbestos, chemicals, biological agents, dust, noise, mold, forklifts and aerial lifts, hot work safety, lock out/tagout, confined space entry, electrical safety, and spill prevention and preparedness measures.

A variety of University committees seek to protect human health and minimize exposure to hazards. In FY 2016, 13.1% of the total employees were represented by the formal joint management-worker health and safety committee.[20] "The Employee Safety Committee, composed of three management and two bargaining unit employees, is coordinated by Employee Relations to facilitate discussions concerning safe working conditions and to develop programs as needed."[19]

Standing committees, such as Ball State's Laboratory Safety and Security Committee, Radiation Safety Committee, Biological Safety Committee, and Institutional Animal Care and Use Committee, set policies, procedures and prohibitions for laboratory, workshops, research and fieldwork that seek to minimize exposure of students, faculty, visitors, and workers to hazardous conditions. For example, the "Laboratory Safety and Security Committee includes representatives of nearly all academic departments involved in the sciences or visual arts as well as representatives from Facility Planning and Management, the Ball State University Police Department, and Environmental Health and Safety. Each committee reports to the Ball State University administration through a designated institutional official. All committees allow for involvement by faculty and staff, or their designated representatives, and each includes training for members, as well as those staff with activities falling within the oversight of the committee."[19]

Health and Safety

Employee injury and illness records are examined routinely to look for accident trends and to identify hazards in the workplace so they can be corrected to prevent future injuries and illnesses. This is in addition to other means of identifying hazards such as self-inspections, job-hazard analysis, accident investigations, maintenance work orders and worker suggestions.

No incidents of non-compliance with regulations concerning the health and safety impacts of products and services occurred during the FY 2016 reporting period.[19]

EMPLOYEE INJURY & RISK

In FY 2016, Employee Relations received 540 reports of on-the-job injuries or illnesses.[20] Of the 540 reports, 68 had at least one day of an absence due to the injury/illness, and 38 of those 68 missed more than one week of work. The total lost work days due to work related injuries/illnesses were 2,121, which resulted in an average lost day rate of 31.19.[8] Figure 5 shows the category of injury for the 68 who missed more than one week of work due to these injuries.[20]

High Risk

The Director of Risk Management, Insurance and Safety[19] explains that work with "high human health or accident risks are performed by ouside contractors, including asbestos, significant mold, and lead-based paint abatement. Work by those contractors is overseen by Environmental Health and Safety Offices as well as regulatory authorities (OSHA and EPA). Employees do perform asbestos, mold, and lead-based paint inspections and sampling as part of the institution's AHERA, OSHA, and NESHAP compliance activities. However, OSHA standards for such inspection activities are followed by the involved staff and potential

exposure is minimal. All buildings have been evaluated for known or presumed asbestos; asbestos management plans minimize exposure to hazards for employees. Occupational safety and health education programs are implemented in the institution's education and research laboratories and involve a wide variety of hazards

(for example chemical, physical, biological, radiological, and so forth). All employees and students potentially exposed to bloodborne pathogens (nursing, dining, custodial, landscape and plumbing employees, etc.) are covered under the institution's Bloodborne Pathogen training/vaccination program to prevent exposure."[19]

Figure 5. Employee Injuries Missing One Week of Work[20]

■	Strain/Sprain
■	Contusion
■	Pain
■	Fracture
■	Carpal Tunnel
■	Burn
■	Concussion
■	Other

"

We believe that every one of these [aspects of social sustainability] is imperative to the continued sustainability of Ball State as a trusted, viable employer. The workforce, at whatever level of authority/responsibility, must trust that the institution is committed to the vision and mission without fail and if there are inadvertent missteps, ethical corrective measures will be taken to ensure the trust of those individuals is not compromised. ER/AA works each day to provide transparent and unwavering loyalty to the Beneficence pledge, which we believe communicates that Ball State's economic, environmental, and social impacts will be sustainable."

- Melissa Rubrecht, Director of Employee Relations and Affirmative Action[20]

LABOR PRACTICES

Ball State University does not employ anyone under the age of 18, thus risk of incidents of child labor is not applicable.[1] Relative to forced compulsory labor, Ball State adheres to the Fair Labor Standard Act and negotiates conditions of overtime and overtime compensation for service personnel with the American Federation of State, County and Municipal Employees (AFSCME), Local #293. Overtime provisions for service personnel include compensatory time off and monetary overtime pay "at a rate of one and one-half (1½) the regular hourly rate … all hours worked in excess of forty (40) hours in any workweek.[17]

Assessing for child labor, forced labor, and unsafe working conditions is a staple procedure of maintaining social sustainability. According to International Labor Organization (ILO) reports, globally there are 152 million victims of child labor and 73 million work in hazardous conditions.[21] The United Nations Sustainable Development Goals reflect initiatives to eradicate forced labor, child labor, modern slavery, and human trafficking.[22]

Labor-Management Relations

According to the Ball State University *Handbook for Service Personnel*,[17] American Federation of State, County, and Municipal Employees (AFSCME), "Local #293 is the exclusive representative of regular, full-time service personnel (bargaining unit). 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." [17] Upon the handbook's most recent revisions, this statement has remained the same, implying that Ball State University holds these claims to be true and valued throughout time.

The Ball State University Director of Employee Relations and Affirmative Action, Melissa Rubrecht, confirmed that the *Handbook for Service Personnel* contained accurate information regarding labor management relations.[20] In the union negotiated policies, staff members are provided three instances where notice will be given prior to the implementation of significant decisions that may affect them. The most critical operation change that may substantially affect Ball State University employees is layoffs; therefore, it is required that staff is given seven days notice before implementation. Overtime is the second critical operational change in which Ball State must provide staff notice; however, the *Handbook of Service Personnel* only provides that "a reasonable advance notice" will be given for overtime. Ball State University also will give staff a one-hour notice for investigatory meetings when possible.[20]

TRAINING AND EDUCATION

The employees at Ball State University received a total of 3,201 training hours in the FY 2016[19] across many departments and disciplines, with skilled crafts, and service and maintenance categories receiving the most training hours in comparison to other employee categories. The disparity in the hours between gender is in great part due to the number of individuals within that employee category, which can be seen in Table 3.[19] Faculty and other employees attend training and professional development both on and off-campus provided by many different sources.

While there is currently "no systematic process for recording the training of new hires",[1] some of the training initiatives required for different employment groups include: the Campus SaVE (Campus Sexual Violence Elimination) Act, Red Flag (limited to employees who manage money, credit cards, and privacy information), FERPA, and HIPAA Benefits. "The Campus SaVE act requires that institutions of higher education, such as Ball State University, provide mandatory training to employees covering topics and providing primary prevention and awareness programs regarding rape awareness, domestic and dating violence, sexual assault and stalking."[23] It is mandatory for all current student employees, which is a change from its initial implementation for only non-student employees. This training initiative was enacted in 2015 and remains an important facet to the faculty training programs.

Security Training

The University Police Department has police officer training that is ongoing throughout the year (Table 4). In addition to the various training programs, Ball State University requires all recruits to complete 80 hours of the field training program prior to carrying a weapon or making arrests.[24] In FY 2016, there were eight training programs that were attended at difference percentages; of these eight programs, two were state mandated as seen in Table 4.[24]

According to Jim Duckham, Director of Public Safety, the "University Police Department is a service oriented police department that participates in over 160 community policing events each academic year."[24]

> "
> Before new policies, goals, or specific initiatives are rolled-out, the University endeavors to provide communications and/or training to all impacted stakeholders. The University employs an Associate Director of Human Resources for Learning & Development who focuses on developing learning initiatives to meet legal compliance and staff and professional development needs. The Employee Relations office also provides training on a variety of management topics. Many other areas of the University (IT, Purchasing, Accounting, etc.) also provide many training opportunities to the campus"
>
> -Melissa Rubrecht, Director of Employee Relations and Affirmative Action

Table 3. Training Hours by Employee Category and Gender[19]

EMPLOYEE CATEGORY	MALE	FEMALE
Skilled Crafts	800	80
Service and Maintenance	735	1096
Admin/Executive/Manager	49	31
Professional	110	90
Technical and Paraprofessional	57	51
Faculty	58	52
SUBTOTALS	1,817	1,385
	TOTAL	**3,201 hours**

Table 4. University Police Department Training[24]

TRAINING TOPIC	Hours	Percent of Officers Receiving Training
Crisis Intervention	40	16%
Hate Crimes & Foreign Nationals	2	100%
Sexual Assault & Victim Assistance	2	68%
Cultural Diversity & Racial Based Profiling	2	92%
State Mandated	7	100%
Applying De-Escalation Strategies	4	69%

CUSTOMER PRIVACY

In the digital age, information put on the Internet can be used, manipulated, and sold. There are ongoing legal debates on whether or not digital privacy is a right or a privilege and every day we hear about data-mining from social media platforms. What about the more nefarious privacy concerns like identity fraud? The Internet has become the next frontier for theft with greater repercussions on identity safety. The Javelin Strategy and Research company discovered that the number of identity fraud victims increased by eight percent thus rising to 16.7 million U.S consumers.[25]

As confirmed by the Office of Information Technology, Ball State University did not have any reported leaks, thefts, or losses of customer privacy nor any recorded complaints concerning breaches in FY 2016.[26]

Protecting customer privacy is a critical role for the Office of Information Technoology. Their Ball State website provides procedures and policies to ensure digital safety. Information Technology Data Management Procedures and Governance Structure[27] provides information on roles and responsibilities for university data management, user support, handling confidential information, who may have access to university data, how university data is categorized, how it may be used, where data may be stored, and data documentation. Each of these subtopics are managed by different branches relevant to the operations and management of Ball State University; these are defined by the following groups: Executive

Sponsors, The Data Management Committee, Data Stewards, Data Reporters, and Information Users.[27]

Furthermore, Ball State staff and students may have more of a vested interest in how confidential information is handled. This is why Ball State University takes mishandling of confidential information seriously and makes it clear that doing so may result in civil or criminal penalties as well as the termination of employment. To ensure employee compliance, Ball State University require employees to sign a Model Confidentiality and Information Access Agreement.[28] In addition, Ball State adheres to certain laws and regulations governing the security and handling of confidential records', including those shown in Table 5.

Lauren Malm, Vice President for Information Technology, explained that the Office of Information Technology has an internal document which sets out roles, responsibilities, and the internal procedures for dealing with a data breach.[28] Ball State University keeps this document confidential because it would disclose to the public the actual incident response plan; which could compromise how Ball State deals with attackers if they were to know the plan of defense.[26] Although this document is classified, the Office of Information Technology does provide information on reporting identity theft, security breaches, and general information on how to protect oneself and why it is important.[29]

> " "Information technology policies form the foundation of any security infrastructure. They define how information technology will approach security."[32]
>
> -Policies, Procedures and Forms
>
> Ball State University

Table 5. Laws and Regulations Governing the Security and Handling of Confidential Records	
Student Information	The Family Education Rights and Privacy Act ("FERPA")
Health Care Information	The Health Insurance Information Portability and Accountability Act ("HIPAA")
Social Security Numbers	The Indiana Release of Social Security Number Law; IC 4-1-10
Motor Vehicle Records	Disclosure of Personal Information Contained in Motor Vehicle Records; IC 9-14-3.5
Financial Records	The Red Flags Rule by Federal Trade Comission

MARKETING AND LABELING

In a globalized economy, producers must be conscious about what they are selling and how those products are being made. It is essential that marketing executives know how their products will be received; if not, controversy similar to that surrounding the Cleveland Indians mascot may occur.

To ensure that this does not happen with the Ball State University logo, Learfield Licensing Partners work with the Office of Trademark and Licensing to ensure the marks are used appropriately, in good taste, and with quality reproduction.[30]

The Office of Trademark and Licensing does not assess marketed products or services for their potential to produce an environmental or social impact, but another responsibility of Learfield Licensing is to administer and manage the vendors licensed to create products displaying the Ball State protected trademarks.

During FY 2016, Ball State University also was a part of the Fair Labor Association and the Workers Right Consortium which requires Ball State to follow and abide by their membership requirements.[31] The Fair Labor Association (FLA) is a conglomerate of human and labor rights groups which include the international Labor Rights Funds, the Lawyers Committee for Human Rights, and National Consumer League and the Robert F. Kennedy Memorial Center for Human Rights. A critical role of this association is to monitor the manufacture of licensed producers to ensure adherence with the FLA Code of Conduct addressing legal compliance, environmental compliance, ethical principles, and employment standards. Another way that Ball State University uses third-party monitoring

is through the Workers Rights Consortium which conducts investigations of working conditions around the globe with a focus on university-related apparel.
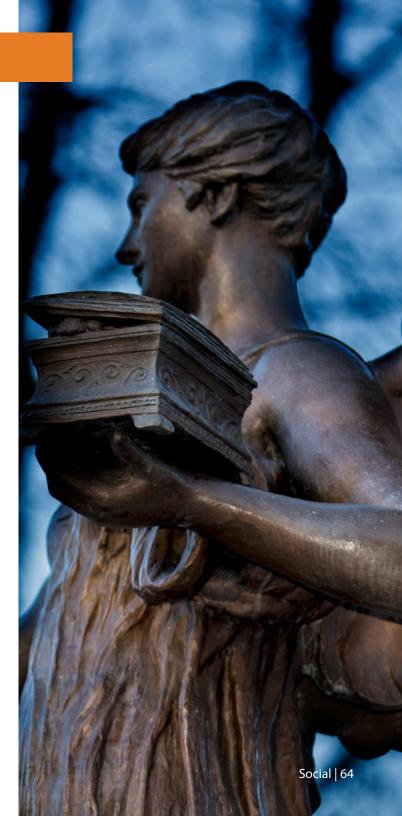
According to Ball State Trademark and Licensing website, the goal of the Workers Rights Consortium is to "combat sweatshops and protect the right of workers who make apparel and other products."[30]

In FY 2016, Ball State did not have any incident of non-compliance with regulations or voluntary codes related to branding and labeling.[31]

Public Policy

As a partially-funded state institution, Ball State University does not allow monetary or inkind political contributions.[32] The Federal Election Commission provides information on who can and who cannot make political contributions, and any contractor with the federal government may not contribute funds.[33]

Ball State University, however, can receive donations that are politically motivated or given by organizations known for political actions. In FY 2016, Ball State University was awarded a $3.25 million grant to by John Schnatter and the Charles Koch Foundation for the John H. Schnatter Institute for Entrepreneurship and Free Enterprise.[34] This donation has been viewed with some skepticism from some of the Ball State student body due to the Koch Brothers involvement with political causes.[34]

PURCHASING

The Office of Purchasing Services manages the purchasing of materials, goods, and services across the campus. Their responsibilities include managing: purchase orders, requests for proposals and quotes, a central warehouse, campus deliveries, central mailing, inventory control, and collection of recyclable materials and products.

Their management approach values lowest price and best service, but also recognizes the importance of green products and especially energy efficiency.[35] This management approach does not include social assessments for suppliers of materials, products, and services to the university.[35]

In FY 2016 the Office of Purchasing was awarded the 2016 Silver Award Winner for Sustainable Purchasing Practices.[36] From the perspective of the Office of Purchasing Services, the issues that are most important in reflecting the social impacts of Ball State University are their partnering with Indiana Department of Administration, Midstate Minorities and Great Lakes Women's Business Council. To ensure that Purchasing Services is positively affecting social sustainability, there "are processes in place that help diversity spending among women, minority and veteran businesses."[37] For this, Purchasing Services invites women, minority, and veteran-owned businesses to participate in bids; as per regulations by the State of Indiana. Purchasing Services cannot always purchase from these businesses due to financial obligations; yet, they make an obvious attempt to be inclusive in bidding. In addition, the definition for 'local' according to the Purchasing Services is within the state of Indiana.[37]

According to the 2016-2017 Annual Report, 35,669 purchase orders were processed totalling $192 Million.[36] Of these, 943 purchase orders were awarded to Minority and Women-owned Business Enterprises (MWBE). This was an increase from FY 2015 where there were only 898 purchasing orders from MWBE. According to the same report, 2,688 new suppliers were added; none of which were assessed using environmental or social criteria.

> "
> ""We reach out to a supplier with a need and we expect the lowest price and the best service. We treat our suppliers with respect and fairness and a clear understanding we are always looking out in the best interest of the university. We like to consider our suppliers partners in the quest to continually move the university forward. I would consider our relationship with our suppliers fair and rewarding to all parties concerned."[32]
>
> -Roger Hassenzahl
> Director of Purchasing Services

LOCAL COMMUNITIES

Ball State University is committed to establishing proactive collaboration between faculty, students, and community partners to address Muncie's needs. To ensure reputable collaboration, Ball State University has an Office of Community Engagement as the front door for community partnerships with emphasis on Muncie, Delaware County, and East Central Indiana. The office has community priorities and initiatives to result in a more engaged campus of faculty and students, for a greater overall prosperity for local residents, businesses, and organizations. The management approach is grounded in the concept of "Primacy of Place" which is the belief that "attracting and retaining talented individuals by improving a community's quality of life is the best way to strengthen local economies".[38]

Ball State's efforts to positively affect the Muncie community was officially recognized. In 2015 the Carnegie Foundation for the Advancement of Teaching designated the University the Community Engagement Classification.[39]

To continually analyze Ball State University efforts to improve local communities, the Office of Institutional Effectiveness (OIE) annually creates a summary report titled *Community Engagement Impact Surveys of Community Partners, and Students.*[40] The goal of the report is to transparently collect information on Ball State University's impact of community outreach

and engagement activities; the feedback is presented to the President's Engagement Council, the Office of the Associate Provost and Dean of University College, and Student Voluntary Services. Ball State University does not have a formal grievance process for community partners.

In FY 2016, the OIE reported that there were a total of 607 completed projects, including certified immersive learning projects, service learning classes, and community engagement activities. The completed projects engaged 24,760 participants impacting 68 Indiana counties, with 8,869 students participating in project-based activities.[40] Table 6 identifies some of the community partners participating in FY 2016. As hown in Figure 6, the results of the FY 2016 survey indicated that 63% of community partners completing the survey were "very satisfied" with the experience and 66.7% were "very likely" to be a future partner. According to the responses, Ball State had four main impacts:

1. improving knowledge and skills students can use in their careers,
2. helping students to become socially responsible,
3. greater quality of interactions with people at the University, and
4. knowing who to contact for information or assistance.[40]

> " Attracting and retaining talented individuals by improving a community's quality of life is the best way to strengthen local economies."[40]
>
> -Office of Community Engagement
> - Primacy of Place

Table 6. Community Partner Organizations[40]

Delaware County GIS Department
Elkhart County 4-H & Argricultural Exposition, Inc.
Muncie Community Schools
Muncie Human Rights
St. Mary Elementary
United Day Care Center
Whitely Community Council
Northwest Indian Symphony Youth Orchestra
Greater Muncie Habitat for Humanity
Second Harvest Food Bank of East Central Indiana
User Experience Professionals Association
Indinanapolis Airport Authority
Terrance A Smith Sist.,Inc,
Center for Urban Ecology Butler University
Edible Muncie of Delaware County, Inc.
Muncie Public Library
Henry County Cemetery Commisson
Ball State University
Minnetrista
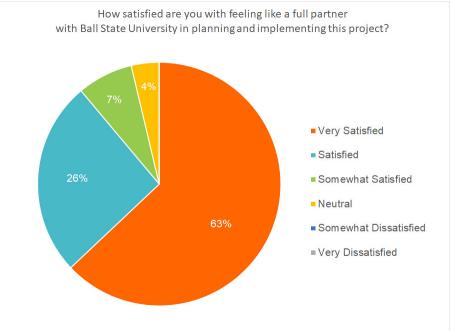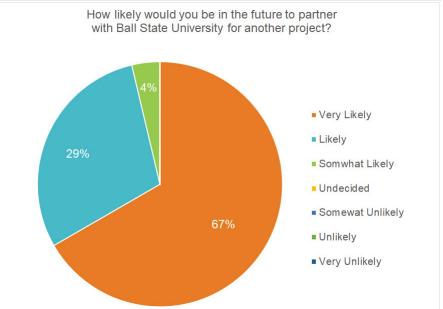St Vincent Health
Warsaw Community Schools
Eaton Public Library
CUE Farm at Butler University
Indiana Landmarks
Indiana Black Expo

Figure 6. Selected Results of Community Engagement Impact Survey of Community Partners, *and Students*[40]

How satisfied are you with feeling like a full partner with Ball State University in planning and implementing this project?

- Very Satisfied — 63%
- Satisfied — 26%
- Somewhat Satisfied — 7%
- Neutral — 4%
- Somewhat Dissatisfied
- Very Dissatisfied

How likely would you be in the future to partner with Ball State University for another project?

- Very Likely — 67%
- Likely — 29%
- Somwhat Likely — 4%
- Undecided
- Somewat Unlikely
- Unlikely
- Very Unlikely

RESTATEMENTS of INFORMATION

Several quantities reported in the 2016 Sustainability Report vary from those reported in previous sustainability reports. The following restatements and the reasons for such restatements are noted below:

- In the FY 2014 and 2015 reports, the Economic Value Retained for FY 2014 was incorrect because it failed to include the financial loss Ball State suffered in a high-profile investment scam.[1] Two former employees were implicated but no formal charges were filed. Table 1 (p. 26) corrects that error.
- The energy content of natural gas varies because utility supply values were adjusted to reflect the heat content of gas.

Traditionally, Ball State personnel had used a 1.0 MCF>MMBTUs conversion value when in fact a 1.028 is a more accurate national average for natural gas.[2]

- The energy content of transportation fuels– gasoline, diesel, E85, and B20– vary because the conversion factors embedded within the new version of the Campus Carbon Calculator (CCC, v.9)were updated. [2]
- Given the restatement of energy content for natural gas and transportation fuels, the emissions values also vary and can be explained by differences in the conversion factors embedded within the Campus Carbon Calculator (CCC, v.9). [2]
- The water consumption and sewage values vary from the FY 2015 Sustainability Report due to errors in interpreting invoices and inputting data on spread sheets. [3]

REFERENCES

FOREWORD AND INTRODUCTION

1. Whitehair, M., Scherer, A., Meagher, R., Castleman, C., Thompson, Q., Lengerich, A., Heath, B., Martin, S., & Rose, M.A. (2015). Ball State University 2015 Sustainability Report. Ball State University. Retrieved from http://www.bsuceres.org/ GRI/030317GRIReport2015.pdf
2. Global Reporting Initiative. (2016). Consolidated set of GRI sustainability reporting standards. Retrieved from https://www.globalreporting.org/standards
3. Global Reporting Initiative. (2018). About GRI. Retrieved from https://www.globalreporting.org/information/about-gri/Pages/ default.aspx
4. K. Stoss. (personal correspondence, March 9, 2018)
5. Ball State University, Office of University Controller. (2017). Financial Report: Year Ended June 30, 2016. Muncie, Indiana: Author. Retrieved from http://cms.bsu.edu/
6. Ball State University, Office of Institutional Effectiveness. (n.d.). Total enrollment and full-time equivalencies; On- and off-campus unduplicated*. Fact Book 2015-16. Retrieved from http://cms.bsu.edu/about/factbook/archives
7. Ball State University. (2013, August). Self-study report prepared for: Higher Learning Commission of the North Central Association Colleges and Schools. Retrieved from http://cms.bsu.edu/about/institutionalaccreditation/selfstudyreport
8. Ball State University, Sponsored Project Administration. (2016, Fall). Outstanding creative endeavor, Outstanding researcher of the year. Retrieved from http://cms.bsu.edu/-/media/www/departmentalcontent/factbook/1617pdfs/research%202016.pdf?la=en
9. Ball State University, Office of the Associate Provost. (2018). Accreditation. Retrieved from http://cms.bsu.edu/about/institutionalaccreditation
10. Ball State University. (2015). 2015-16 Undergraduate Catalog. Retrieved from http://cms.bsu.edu/academics/undergraduatestudy/catalog/archive/201516-catalog/generalinfo
11. Ball State University, Academics. (2018). Benny's story: A history of Beneficence. Muncie, Indiana. Retrieved from: http://cms.bsu.edu/academics/libraries/collectionsanddept/archives/collections/universityarchives/exhibits/beneficence
12. Ball State University. (2018). Office of the President - Geoffrey S. Mearns. Retrieved from https://cms.bsu.edu/
13. Ball State University, Board of Trustees. (2016, January 29). Minutes of the Regular meeting of Ball State University Board of Trustees. Retrieved from Digital Media Repository, Ball State University.
14. Ball State University, Board of Trustees. (2015, December 18). Minutes of the Regular meeting of Ball State University Board of Trustees. Retrieved from Digital Media Repository, Ball State University.
15. Ball State University. (2015). Faculty and professional personnel handbook. Academic Year 2015-2016. Retrieved from: http://cms.bsu.edu/-/media/www/departmentalcontent/facprofhandbook/201516/201516c1.pdf
16. Student Government Association. (n.d.). What is SGA? Ball State University. Retrieved from https://www.bsu.edu/campuslife/studentlife/studentgovernmentassociation
17. R. Royer Engle (personal communication, April 26, 2018).
18. B. Roberts (personal correspondence, April 4, 2018)
19. Ball State University. (2016). About 18 by '18 - The Centennial Commitment (18 by '18). Embracing the Ball State Legacy of Beneficence and Entrepreneurship, The Centennial Commitment (18 by '18) - Ball State University. Accessed 2016 from https://www.bsu.edu/about/centennial-commitment
20. Ball State University. (2018). University finances. University Fact Book. Retrieved from https://cms.bsu.edu/about/factbook/finances
21. K. Stoss & Woods, M. (personal correspondence, April 7, 2018)
22. Ball State University, University Human Resource Services. (2014). Handbook for service personnel (Bargaining unit). Author.
23. M. Rubrecht (personal communication, March 16, 2018)
24. Slabaugh, S. (2016, January 25). Ball State president resigns amid enrollment woes. The Star Press, Muncie, IN.
25. A. Gregory (personal communication, Apri 27, 2018)
26. Ball State University, Purchasing Services. (2018). Purchasing Services, Administrative Offices. Retrieved from https://www.bsu.edu/about/administrativeoffices/purchasing
27. Ball State University, Purchasing Services. (2017). Purchasing services annual report.
28. Ball State University. (2018). Accreditation. Retrieved from https://www.bsu.edu/about/institutionalaccreditation

29. Ball State University. (2018). Beneficence Pledge. Retrieved from https://www.bsu.edu/about/administrativeoffices/studentrights/policiesandprocedures/beneficence

30. Ball State University, Office of Institutional Effectiveness. (2015, September). 2015 Incoming class attitudes, experiences, expectations: Summary report. Retrieved from http://cms.bsu.edu/about/administrativeoffices/effectiveness/surveysandstudies/

31. Qi, W. (2016, July). 2015-2016 Graduate student exit survey: Summary report. Ball State University, Office of Institutional Effectiveness. Retrieved from http://cms.bsu.edu/about/administrativeoffices/effectiveness/surveysandstudies/graduatestudents3

32. Ball State University, Office of Institutional Effectiveness. (2016). Mapworks© 2015 in brief. Retrieved from http://cms.bsu.edu/about/administrativeoffices/effectiveness/surveysandstudies/mapworks

33. Knight, W. (2011, August). Academic year 2010-2011: COACHE tenure-track faculty job satisfaction survey: Summary report. Retrieved from http://cms.bsu.edu/about/administrativeoffices/effectiveness/surveysandstudies/coache

34. Pickerill, B., Knight, W., Buchanan, C., Ballas, H., & Rush, N. (2013, February). Fall 2012 Ball State University workplace environment survey: Summary report. Ball State University, Office of Institutional Effectiveness.

35. Russell, T.J. (2017, October). 2015-2016 community engagement impact surveys of community partners and students. Ball State University, Office of Institutional Effectiveness. Retrieved from http://cms.bsu.edu/about/administrativeoffices/effectiveness/surveysandstudies/community-engagement-impact-survey-report

36. Ball State University. (2018). V. Code of Conduct. Retrieved from http://cms.bsu.edu/

37. EthicsPoint. (2018). Our Commitment. Retrieved from https://secure.ethicspoint.com/

38. Ball State University. (2018). Reporting a Bias Incident - Bias Response Team. Retrieved from https://www.bsu.edu/campuslife/multiculturalcenter/bias-incident-reporting

39. Ball State University. (2018). Report an Incident. Retrieved from https://www.bsu.edu/campuslife/healthsafety/sexual-assault-prevention/get-help/report-an-incident

40. World Commission on the Ethics of Scientific Knowledge and Technology. (2005). The precautionary principle. Paris, France: United Nations Educational, Scientific and Cultural Organization.

41. Ball State University, Council on the Environment. (2018). Council on the Environment (COTE): A University-Wide Clearinghouse for Sustainability Initiatives. Retrieved from https://www.bsu.edu/academics/centersandinstitutes/cote

42. Ball State University, Council on the Environment. (2003). Ball State Sustainability Statement. Retrieved from https://www.bsu.edu/academics/centersandinstitutes/cote/sustainability/statement

43. Ball State University, (2018). Commitments/Pledges. Retrieved from http://cms.bsu.edu/academics/centersandinstitutes/cote/sustainability/commitments

44. Ball State University, Council on the Environment. (2018). Organizations / Networks. Retrieved from http://cms.bsu.edu/academics/centersandinstitutes/cote/sustainability/organizations

45. Ball State University, Council on Diversity and Inclusion. (2016, Spring). A progress report: Council on Diversity and Inclusion. Retrieved from https://www.bsu.edu/-/media/www/departmentalcontent/multicenter

46. Association for the Advancement of Sustainability in Higher Education, AASHE. (2018). Sustainability Tracking, Assessment & Rating System (STARS). Retrieved from https://stars.aashe.org/

47. Ball State University. (2018). Office of Institutional Diversity. Retrieved from https://cms.bsu.edu/

48. Ball State University, Council on the Environment. (2018). Sustainabiltiy Tracking, Assessment & Rating System. Retrieved from https://www.bsu.edu/academics/centersandinstitutes/cote/sustainability/stars

49. Hicks, M. J., (2017, August 12). The Economic Impact of Ball State University (1). Retrieved from https://projects.cberdata.org

50. Ball State University. (2018). Immersive Learning. Retrieved from https://www.bsu.edu/about/administrativeoffices/immersive-learning

51. Ball State University. (2018). Community Engagement at Ball State University, Retrieved from hhttps://www.bsu.edu/about/administrativeoffices/community

52. Ball State University. (2016 & 2015). Ball State University Board of Trustees minutes [for FY 2016]. Retrieved from Ball State University, Digital Media Repository.

53. K. Miller (email correspondence, March 13, 2018)

54. Ball State University, Graduate School. (2015, January). Minutes: Undergraduate Education Committee.

55. Ball State University, Graduate School. (2016, April 5). Minutes: Graduate Education Committee.

ECONOMIC

1. Ball State University, Office of University Controller. (2017). Financial Report: Year Ended June 30, 2016. Muncie, Indiana: Author. Retrieved from http://cms.bsu.edu/
2. K. Stoss (personal communication, March 11, 2018).
3. Ball State Univerisity. (2016). Employee E-Class List (p. 1). Muncie, IN: Author. Retrieved from http://cms.bsu.edu
4. M. Woods (personal correspondence, April 4, 2018)
5. Ball State University. Career Center. (2017). On-campus Student Employment Handbook. Retrieved from https://www.bsu.edu/about/administrativeoffices/careercenter/student-employment/on-campus-information
6. Balll State University, Center for Business and Economic Research. (2017, August 12). The Economic Impact of Ball State University (1). Retrieved from https://projects.cberdata.org
7. Tselioudis, G. (2014). The Impact of Climate Change on Natural Disasters. NASA Goddard Institute for Space Studies. Retrieved from https://earthobservatory.nasa.gov
8. K. Miller (personal correspondence, March 8, 2018)
9. Indiana University, Kelly School of Business. (2015, March). Beyond the Farm. Retrieved March 12, 2018, from http://www.ibrc.indiana.edu
10. Ball State University. (2016). Carbon Reduction Initiative. Retrieved from https://www.bsu.edu/academics/centersandinstitutes/cote/sustainability/carbon
11. Lowe, J. (2018, Feb 19). COTE Meeting. Council on the Environment.
12. Ball State University. (2016). Policy on Conflict of Interest and Conflict of Commitment. Faculty and Professional Personnel Handbook (pp. 103-104). Retrieved from https://cms.bsu.edu
13. Ball State University, University Human Resource Services. (2014). Handbook for Service Personnel (Bargaining Unit). Muncie, IN: Author.
14. S. Falling (personal communication, February 15, 2018)
15. R. Hassenzahl (personal communication, February 28, 2018)
16. K. Adkins (personal communication, February 16, 2018)
17. R. Koester (personal correspondence, February 12, 2018)

ENVIRONMENTAL

1. Ball State University, Council on the Environment. (2003). Ball State Sustainability Statement. Retrieved from https://www.bsu.edu/academics/centersandinstitutes/cote/sustainability/statement
2. Ball State University. (2016). Campus Carbon Calculator, v9. University of New Hampshire, The Sustainability Institute.
3. J. Lowe (email correspondence, August 23, 2018)
4. Ball State University (2018). Geothermal Energy System. Retrieved from https://cms.bsu.edu/about/geothermal
5. J. Lowe (email correspondence, May 3, 2018)

6. United States Environmental Protection Agency. (2018). Inventory of U.S. Greenhouse Gas Emissions and Sinks: 1990-2016. Retrieved from https://www.epa.gov/ghgemissions/inventory-us-greenhouse-gas-emissions-and-sinks-1990-2016
7. Ball State University. (2018). FAQ: What is a geothermal system and how does it work? Retrieved from https://www.bsu.edu/About/Geothermal/FAQ.aspx#whatis
8. CBS News. (2018). U.S. cities with the worst air pollution: #13 Indianapolis-Carmel-Muncie, IN. Retrieved from https://www.cbsnews.com/pictures/air-pollution-worst-us-cities-2018/6/
9. Ball State University. (2016). Carbon Reduction Initiative. Retrieved from https://www.bsu.edu/academics/centersandinstitutes/cote/sustainability/carbon
10. Lowe, J. (2018, Feb 19). COTE Meeting. Council on the Environment.
11. Ball State University, Office of Institutional Effectiveness. (2018). Total Enrollment and Full-Time Equivalencies-On- and Off-Campus Unduplicated. Retrieved from https://www.bsu.edu/-/media/www/departmentalcontent/factbook/1718pdfs/total_headcount_fte_univ_fall-2017.pdf?la=en
12. M. Planton (email correspondence, March 8, 2018)
13. K. Adkins, G. Brasher, & K, Jarnagin (personal correspondence, February 16, 2018)
14. D. Byrnes, B. Peak, & G. Barajas, (personal correspondence, March 16, 2018)
15. J. Sanders (personal correspondence, January 25, 2018)
16. C. Ball & D. Stephenson (personal correspondence, January 23, 2018)
17. Oscar Winksi. (2018). Electronics Recycling. Oscar Winski - The Complete Metals Company. Retrieved from http://www.oscarwinski.com/erecycling
18. Veolia. (2014, November 04). Recycling and Recovery. Retrieved from https://www.veolianorthamerica.com/en/our-services/waste-services/recycling-and-recovery
19. New York State, Department of Environmental Conservation. (n.d.). Question 16-Impact on Human Health-Full EAF (Part 2). Full Environmental Assessment Form (FEAF) Workbook. Retrieved from https://www.dec.ny.gov/permits/91791.html
20. T. Russell (email correspondence, August 28, 2018)
21. K. Miller (email correspondence, March 8, 2018)
22. K. Adkins & G. Brasher (email correspondence, March 12, 2018)
23. Ball State University, Dining Services. (n.d.). Learn about these and more sustainability efforts in Ball State Dining. Retrieved from https://www.bsu.edu/-/media/www/departmentalcontent/dining/pdfs/current%20sustainability%20practices%20in%20dining%20web.pdf?la=en
24. Ball State University Dining. (n.d.). Nutrition Information. Retrieved from: https://cms.bsu.edu/campuslife/dining/nutritioninformation
25. Ball State Dining. (n.d.). Mini Food Truck. Retrieved from http://cms.bsu.edu/-/media/www/departmentalcontent/dining/pdfs/food%20truck%20fact%20sheet-%20web.pdf?la=en

26. The Star Press. (2015, October 7). Obituary: Jonathan J.J. Lewis. Retrieved from https://www.legacy.com/obituaries/thestarpress/obituary.aspx?n=jonathan-jj-lewis&pid=176031537&fhid=14563
27. United States Environmental Protection Agency. (n.d.). Ecoregions. Ecosystems Research. Retrieved from: https://www.epa.gov/eco-research/ecoregions
28. Ball State University. (n.d.). Field Station and Environmental Education Center. Retrieved from: http://cms.bsu.edu/academics/centersandinstitutes/fseec
29. J. Taylor (personal correspondence, February 27, 2018)
30. Ball State University. (n.d.). Ginn Woods. Retrieved from: http://cms.bsu.edu/academics/centersandinstitutes/fseec/properties/ginnwoods/management
31. Neal, J. (2017, January 3). Student Knowledge, 170-Plus Crops Growing on Year-Round Sustainable Farm. Ball State Magazine. Retrieved from: https://magazine.bsu.edu/2017/01/03/students-year-round-farming/
32. IUCN. (2018). Indiana: Myotis sodalis. Retrieved from http://www.iucnredlist.org/details/14136/0
33. C. LeBlanc (personal correspondence, February 23, 2018)
34. The Nature Conservancy. (n.d.). List of Invasive Species in Indiana. Retrieved from: https://www.nature.org/ourinitiatives/regions/northamerica/unitedstates/indiana/journeywithnature/invasive-species-3.xml
35. J. Rowland (personal correspondence, March 2, 2018)

SOCIAL

1. K. Stoss (personal correspondence, March 9, 2018)
2. Ball State University. (n.d.). Statement on Equal Opportunity and Affirmative Action. Retrieved from https://cms.bsu.edu
3. J. Dominguez (personal correspondence, September 13, 2018)
4. U.S. Census Bureau. (n.d.). 2016 U.S. Census Bureau, Indiana Data. Retrieved from https://www.census.gov/quickfacts/IN
5. Ball State University, Office of Institutional Diversity. (n.d.). University Diversity Final Report 2015-2016. (n.d.). Retrieved from https://www.bsu.edu/about/administrativeoffices/institutionaldiversity/universitydiversitycommittee
6. Fittes, E. K. (2017, December 19). Equal Pay Day: Indiana's gender wage gap got worse while the U.S. improved, study says. IndyStar. Retrieved from https://www.indystar.com/story/news/local/2017/12/19/study-indiana-gender-wage-gap-one-worst-country/959540001/
7. Hatch, J. (2017, March 22). Gender Pay Gap Persists Across Faculty Ranks. The Chronicle of Higher Education. Retrieved from https://www.chronicle.com/article/Gender-Pay-Gap-Persists-Across/239553
8. Ball State University. (n.d.) Gender Equity Task Force. Retrieved from: https://cms.bsu.edu
9. A. Gregory (email correspondence, March 12,2018)
10. L. Bevans (personal correspondence, September 6, 2018)
11. Ball State Univeristy. (n.d.). Statement on Diversity and Inclusion. Retrieved from https://cms.bsu.edu
12. U.S. Federal Bureau of Investigation. (n.d.) Hate Crimes. Retrieved from https://www.fbi.gov/investigate/civil-rights/hate-crimes
13. Georgetown University. (n.d.). What is a Bias Related Incident? Retrieved from https://biasreporting.georgetown.edu/what-is-a-bias-incident
14. Ball State University., University Diversity Committee. (n.d.). 2014-2015 Final Report. Retrieved from https://www.bsu.edu/-/media/www/departmentalcontent/institutionaldiversity/university%20diversity%20committee/udc%20final%20reports%2020142015.pdf?la=en
15. Indianapolis Patch. (n.d.). FBI Indiana Hate Crime Statistics 2016. Retrieved from https://patch.com/indiana/indianapolis/fbi-releases-2016-hate-crime-statistics
16. Ball State University. (2016). Faculty and Professional Personnel Handbook. Retreived from https://cms.bsu.edu
17. Ball State University, University Human Resource Services. (2014). Handbook for Service Personnel (Bargaining Unit). Muncie, IN: Author.
18. J. Dominguez (email correspondence, April 02, 2018)
19. K. Miller (email correspondence, March 8, 2018, March 8)
20. M. Rubrecht (email correspondence, March 19, 2018)
21. International Labour Organization. (2018). Child Labour. Retrieved from http://www.ilo.org/global/topics/child-labour/lang--en/index.htm
22. United Nations Sustainable Development Goals. (2018). Economic Growth. Retrieved from https://www.un.org/sustainabledevelopment/economic-growth/
23. Ball State University. (n.d.). Campus Sexual Violence Elimination (SaVE) Act Training. Retrieved from https://cms.bsu.edu
24. J. Duckham (email correspondence, April 17, 2018)
25. Javelin Strategy and Research. (2018). Press Release. Retrieved from https://www.javelinstrategy.com/press-release/identity-fraud-hits-all-time-high-167-million-us-victims-2017-according-new-javelin
26. L. Malm (email correspondence, March 14, 2018)
27. Ball State University. (2018). Information Technology Data Management Procedures and Governance Structure. Retrieved from http://cms.bsu.edu
28. Ball State University. (2018). Information Technology Model Confidentiality and Information Access Agreement. Retrieved from http://cms.bsu.edu
29. Ball State University. (2018). Policies, Procedures and Forms. Retrieved from https://www.bsu.edu/about/administrativeoffices/securityservices/proceduresandpolicies
30. Ball State University. (2018). Trademarks and Licensing. Retrieved from https://www.bsu.edu/about/administrativeoffices/businessaux/trademarks
31. M. Stephenson (email correspondence, March 14, 2018)
32. S. Stachler (email correspondence, February 28, 2018)

33. Federal Election Commission. (2018). Who Can and Can't Contribute. Retrieved from https://www.fec.gov/help-candidates-and-committees/candidate-taking-receipts/who-can-and-cannot-contribute/
34. Slabaugh, S. (2016, March 02). Papa John, Koch Gift 3.25M to Ball State. Retrieved from IndyStar: https://www.indystar.com/story/news/education/2016/03/02/papa-john-koch-gift-325m-ball-state/81223330/
35. R. Hassenzahl (personal correspondence, February 5, 2018)
36. Ball State University. (n.d.). Purchasing Services Annual Report 2016-2017. (n.d.). Office of Purchasing Services.
37. B. Roberts. (email correspondence, March 12, 2018)
38. Ball State University. (2018). For Communities. Retrieved from https://www.bsu.edu/about/administrativeoffices/community/whoweare/forcommunity
39. D. Boyd (email correspondence, February 26, 2018)
40. Ball State University, Office of Institutional Effectiveness. (2017, October). 2015-2016 Community Engagement Impact Surveys of Community Partners and Students. Retrieved from https://www.bsu.edu/about/administrativeoffices/effectiveness/surveysandstudies/community-engagement-impact-survey-report

RESTATEMENTS

1. Andrews, G. (2015, January 31). Probe, questions linger after Ball State loses $13M to fraud. IBJ.com. Retrieved from http://www.ibj.com/articles/51574-probe-questions-linger-after-ball-state-loses-13m-to-fraud
2. R. Koester (email correspondence, August 10, 2018)
3. J. Lowe (email correspondence, May 3, 2018)

CONTENT INDEX

#	Indicator	Material	Reported	Reason Omitted	Page
GRI 102 General Disclosures					
1. Organizational Profile 2016					
102-1	Name of the organization	✕	Yes		9
102-2	Activities, primary brands, products, and services	✕	Yes		9
102-3	Location of headquarters	✕	Yes		8, 9
102-4	Location of operations	✕	Yes		8, 9
102-5	Ownership and legal form	✕	Yes		9
102-6	Markets served	✕	Yes		9
102-7	Scale of the organization	✕	Yes		13
102-8	Information on employees	✕	Yes		13,
102-9	Supply chain	✕	Yes		14
102-10	Significant changes to the organization & supply chain	✕	Yes		11,14
102-11	Precautionary Principle or approach	✕	Yes		17
102-12	External initiatives	✕	Yes		17
102-13	Membership of associations	✕	Yes		17
2. Strategy 2016					
102-14	Statement from senior decision-maker	✕	Yes		6
102-15	Key impacts, risks, and opportunities	✕	Yes		21-22
3. Ethics and Integrity 2016					
102-16	Vaues, principles, standards, and norms of behavior	✕	Yes		15, 19
102-17	Mechanisms for advice and concerns about ethics	✕	Yes		16
4. Governance 2016					
102-18	Governance structure	✕	Yes		10-12
102-19	Delegating authority	✕	Yes		12, 20
102-20	Executive-level responsibility for economic, environmental and social topics	✕	Yes		20
102-21	Consulting stakeholders on economic, environmental, and social topics	✕	Yes		21
102-22	Composition of the highest governance body and its committees	✕	Yes		10-11

#	Indicator	Material	Reported	Reason Omitted	Page
102-23	Chair of the highest governance body	✕	Yes		10
102-24	Nominating and selecting the highest governance body	✕	Yes		10
102-25	Conflicts of interest	✕	Yes		10
102-26	Role of highest governance body in setting purpose, values, and strategy	✕	Yes		10
102-27	Collective knowledge of highest governance body	✕	Yes		10
102-28	Evaluating the highest governance body's performance	✕	No	ND	
102-29	Identifying and managing economic, environmental and social impacts	✕	Yes		20
102-30	Effectiveness of risk management processes	✕	Yes		22
102-31	Review of economic, environmental, and social topics	✕	Yes		20
102-32	Highest governance bodies role in sustainability reporting	✕	Yes		22
102-33	Communicating critical concerns	✕	Yes		11, 16
102-34	Nature and total number of critical concerns	✕	No	S	
	See minutes of Board of Trustees at Digital Media Repository, University Library				
102-35	Remuneration policies	✕	Yes		3
102-36	Process for determining renumeration	✕	Yes		3
102-37	Stakeholders' involvement in remuneration	✕	Yes		3
102-38	Annual total compensation ratio	✕	Yes		14
102-39	Percentage increase in annual total compensation ratio	✕	Yes		14
5. Stakeholder Engagement 2016					
102-40	List of stakeholder groups	✕	Yes		3
102-41	Collective bargaining agreements	✕	Yes		13
102-42	Identifying and selecting stakeholders	✕	Yes		3
102-43	Approach to stakeholder engagement	✕	Yes		23
102-44	Key topics and concerns raised	✕	Yes		23
6. Reporting Practice 2016					
102-45	Entities included in the consolidated financial statements	✕	Yes		13

CONTENT INDEX

#	Indicator	Material	Reported	Reason Omitted	Page
102-46	Defining report content and topic boundaries		Yes		3
102-47	List of material topics		Yes		74-77
102-48	Restatements of information		Yes		68
102-49	Changes in reporting		Yes		3
102-50	Reporting period		Yes		3
102-51	Date of most recent report		Yes		3
102-52	Reporting cycle		Yes		3
102-53	Contact point for questions regarding the report		Yes		3
102-54	Claims of reporting in accordance with the GRI Standards		Yes		3
102-55	GRI content index		Yes		74-77
102-56	External assurance		Yes		3

GRI 200 Economic topics

GRI 201 Economic Performance 2016

#	Indicator	Material	Reported	Reason Omitted	Page
201-1	Direct enconomic value generated and distributed	Yes	Yes		26-27
201-2	Financial implications and other risks and opportunities due to climate change	Yes	Yes		32-33
201-3	Defined benefit plan obligations and other retirement plans	Yes	Yes		51-52
201-4	Financial assistance received from government	Yes	Yes		28

GRI 202 Market Presence 2016

| 202-1 | Ratios of standard entry level wage by gender compared to local minimum wage | Yes | Yes | | 29 |
| 202-2 | Proportion of senor management hired from the local community | Yes | P | MD | 31 |

GRI 203 Indirect Economic Impacts 2016

| 203-1 | Infrastructure investments and services supported | Yes | Yes | | 11, 30-31 |
| 203-2 | Significant indirect economic impacts | Yes | Yes | | 30-31 |

#	Indicator	Material	Reported	Reason Omitted	Page
GRI 204 Procurement Practices 2016					
204-1	Proportion of spending on local suppliers	Yes	P	MD	45
GRI 205 Anti-corruption 2016					
205-1	Operations assessed for risks related to corruption	Yes	Yes		34
205-2	Communication and training about anti-corruption policies and procedures	Yes	Yes		34
205-3	Confirmed incidents of corruption and actions taken	Yes	Yes		34
GRI 206 Anti-competitive Behavior 2016					
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoliy practices	No	Yes		34

GRI 300 Environmental Topics

#	Indicator	Material	Reported	Reason Omitted	Page
GRI 301 Materials 2016					
301-1	Materials used by weight or volume	Yes	P	MD	43
301-2	Recycled input materials used	Yes	P	MD	43, 44
301-3	Reclaimed products and their packaging materials	Yes	Yes		44
GRI 302 Energy 2016					
302-1	Energy consumption within the organization	Yes	Yes		36-37
302-2	Energy consumption outside the organization	Yes	Yes		36-37
302-3	Energy intensity	Yes	Yes		37
302-4	Reduction of energy consumption	Yes	Yes		33, 36
302-5	Reductions in energy requirements of products and services	Yes	Yes		33, 36
GRI 303 Water 2016					
303-1	Water withdrawal by source	Yes	Yes		41
303-2	Water sources significantly affected by withdrawal of water	Yes	Yes		41
303-3	Water recycled and reused	Yes	Yes		42
GRI 304 Biodiversity 2016					

CONTENT INDEX

#	Indicator	Material	Reported	Reason Omitted	Page
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	No	Yes		47
304-2	Significant impacts of activities, products, and services on biodiversity	Yes	Yes		47
304-3	Habitats protected or restored	Yes	Yes		47
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Yes	Yes		47
GRI 305 Emissions 2016					
305-1	Direct (Scope 1) GHG emissions	Yes	Yes		39-40, 68
305-2	Energy indirect (Scope 2) GHG emissions	Yes	Yes		39-40
305-3	Other indirect (Scope 3) GHG emissions	Yes	Yes		39-40
305-4	GHG emissions intensity	Yes	Yes		40
305-5	Reduction of GHG emissions	Yes	Yes		38-40
305-6	Emissions of ozone-depleting substances (ODS)	UK	No	ND	
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	UK	No	ND	
GRI 306 Effluents and Waste 2016					
306-1	Water discharge by quality and destination	Yes	Yes		42
306-2	Waste by type and disposal method	Yes	P	MD	44
306-3	Significant spills	No	Yes		44
306-4	Transport of hazardous waste	Yes	Yes		44
306-5	Water bodies affected by water discharges and/or runoff	Yes	Yes		42
GRI 307 Environmental Compliance 2016					
307-1	Non-compliance with environmental laws and regulations	Yes	Yes		49
GRI 308 Supplier Environmental Assessment 2016					
308-1	New suppliers that were screened using environmental criteria	Yes	Yes		14, 43
308-2	Negative environmental impacts in the supply chain and actions taken	UK	No	ND	

#	Indicator	Material	Reported	Reason Omitted	Page
GRI 400 Social Topics					
GRI 401 Employment 2016					
401-1	New employee hires and employee turnover	No	No		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Yes	Yes		14, 54-55
401-3	Parental leave	Yes	Yes		55
GRI 402 Labor/Management Relations 2016					
402-1	Minimum notice periods regarding operational changes	Yes	Yes		61
GRI 403 Occupational Health and Safety 2016					
403-1	Workers representation in formal joint management-worker health and safety committees	Yes	Yes		58
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Yes	Yes		59
403-3	Workers with high incidence or high risk of diseases related to their occupation	Yes	Yes		59
403-4	Health and safety topics covered in formal agreements with trade unions.	Yes	Yes		58-59
GRI 404 Training and Education 2016					
404-1	Average hours of training per year per employee	Yes	Yes		46, 62
404-2	Programs for upgrading employeee skills and transition assistance programs	Yes	Yes		59, 62
404-3	Percentage of employees receiving regular performance and career development reviews	Yes	P	MD	13
GRI 405 Diversity and Equal Opportunity 2016					
405-1	Diversity of governance bodies and employees	Yes	Yes		10, 13, 52
405-2	Ratio of basic salary and remuneration of women to men	Yes	Yes		53

CONTENT INDEX

#	Indicator	Material	Reported	Reason Omitted	Page
GRI 406 Non-discrimination 2016					
406-1	Incidents of discrimination and corrective actions taken	Yes	P	C	16, 56
GRI 407 Freedom of Association and Collective Bargaining 2016					
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	UK	No	ND	61
GRI 408 Child Labor 2016					
408-1	Operations and suppliers at significant risk for incidents of child labor	UK	No	ND	61
GRI 409 Forced or Compulsory Labor 2016					
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	UK	No	ND	61
GRI 410 Security Practices 2016					
410-1	Security personnel trained in human rights policies or procedures	Yes	Yes		62
GRI 411 Rights of Indigenous Peoples 2016					
411-1	Incidents of violations involving rights of indigenous peoples	No	No		
GRI 412 Human Rights Assessment 2016					
412-1	Operations that have been subject to human rights reviews or impact assessments	Yes	Yes		57
412-2	Employee training on human rights policies or procedures	Yes	Yes		57
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	UK	No	ND	
GRI 413 Local Communities 2016					
413-1	Operations with local community engagement, impact assessments, and development programs	Yes	Yes		66
413-2	Operations with significant actual and potential negative impacts on local communities	Yes	Yes		66-67

#	Indicator	Material	Reported	Reason Omitted	Page
GRI 414 Supplier Social Assessment 2016					
414-1	New suppliers that were screened using social criteria	Yes	Yes	ND	14, 65
414-2	Negative social impacts in the supply chain and actions taken	UK	No	ND	
GRI 415 Public Policy 2016					
415-1	Political contributions	No	Yes		64
GRI 416 Customer Health and Safety 2016					
416-1	Assessment of the health and safety impacts of product and service categories	Yes	Yes		23, 58
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Yes	Yes		58
GRI 417 Marketing and Labeling 2016					
417-1	Requirements for product and service information and labeling	Yes	Yes		64
417-2	Incidents of non-compliance concerning product and service information and labeling	Yes	Yes		64
417-3	Incidents of non-compliance concerning marketing communications	Yes	Yes		64
GRI 418 Customer Privacy 2016					
418-1	Sustantiated complaints concerning breaches of customer privacy and losses of customer data	UK	P	C	63
GRI 419 Socioeconomic Compliance 2016					
419-1	Non-compliance with laws and regulations in the social and economic area	Yes	Yes		58, 59, 64

Legend:
   C = Confidential
   MD = Missing some data
   ND = Not available, no data
   P = Partially reported
   S = See public resource
   UK = Unknown

2016 Ball State University
SUSTAINABILITY
REPORT

BALL STATE
UNIVERSITY