2019
Sustainability Report

BALL STATE
UNIVERSITY

Publication

October 8, 2021
Ball State University

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About Ball State University

Ball State University is a state-assisted institute of higher education with the main campus located in Muncie, Indiana. This is the ninth annual sustainability report for Ball State University. Unless otherwise noted, the report covers the fiscal year beginning on July 1, 2018 through June 30, 2019; hereafter referenced as FY 2019. The previous report covered July 1, 2016 through June 30, 2017.[1] This report has been prepared in accordance with the GRI Standards: Core Option.[2]

Ball State University is proud to offer about 170 undergraduate majors, about 100 graduate programs, 17 doctoral, 2 specialist, and 7 associate degrees in 7 academic colleges, including the following colleges:

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

In the academic year of 2018-2019, Ball State University welcomed 21,795 students, 16,069 undergraduate and 5,726 graduate students.[3] This was a 2.9% decrease from the previous year. Ball State University recruits students from every state of the United States (U.S.) and from two U.S. Territories. In 2019, a study showed the University was home to 423 International students representing at least 39 countries.[4]

Ball State University is accredited by the Higher Learning Commission through the 2023-2024 academic year.[5] In addition, individual academic programs are accredited by different state, national, and professional organizations. For example, the education preparation programs are accredited by the Council for the Accreditation of Educator Preparation (CAEP) and the Indiana State Board of Education. The University earned full accreditation at the initial educator preparation level by CAEP in 2018 and stands until the year 2025.[6]

Reporting Process

The *2019 Sustainability Report for Ball State University* was drafted during the fall of 2020 by a team of undergraduate students enrolled in SUST 400 Creating a Sustainable Future. This was a 16-week immersive course. The team was comprised of 11 undergraduate students who were pursuing various majors, including architecture, sociology, interior design, and natural resources and environmental management.

The Council on the Environment (COTE)—a committee comprised of representatives from University colleges and units, as well as community members—served as the sponsor for this immersive course. COTE members provided performance data and extensive mentorship during the reporting process. Mary Annette Rose served as the team mentor. Prior to the fall semester, key personnel within the Division of Business Affairs prepared and shared performance data, a list of their critical concerns, and a description of their management approach with the mentor.

At the beginning of the semester, students identified the principles and standards of the GRI reporting framework and assumed responsibilities for sets of standards. The team framed the report content around the Muncie campus, including the faculty, students, employees and Board of Trustees and the buildings and grounds of the Muncie campus. Throughout the semester, students reviewed historical documents, including University policies and reports. They attended University meetings and conducted interviews with University leaders, including President Mearns.

In the spring of 2021, two undergraduate students enrolled in ARCH 490 served as editors of the report. As part of the validation process, several University leaders, including Robert Koester, director of the Center for Energy Research/Education/Service, and professional staff from the Division of Business Affairs reviewed the report. This report has not been externally validated. The GRI Index (p. 91) identifies the list of topics found to be material during this process. There were no significant changes in the list of material topics or topic boundaries from the *2017 Sustainability Report*.[7]

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

A Message from the President

**Office of the President
Administration Building, Room 101
Muncie, IN 47306**

As President of Ball State University, I am grateful to all members of our campus community who contribute to our University's commitment to incorporate sustainability into our academic and research programs, our student activities, our operations, and our outreach efforts. We are a national model of sustainability and a leader in enhancing the economic, environmental, and social vitality of our community, our state, and our world.

For the ninth year, our students, under the direction of Dr. Mary Annette Rose, Associate Professor of Educational Studies, have prepared a Ball State University Sustainability Report in accordance with the Global Reporting Initiative (GRI) standards. By participating in GRI, we practice transparency with students, staff, faculty, and administrators, as well as our external stakeholders, in demonstrating our progress and commitment to sustainability.

This report highlights sustainability milestones from the FY 2019. Among these milestones is our ongoing work to strive toward carbon neutrality by 2030. Our Presidential Sustainability Working Group continues to plan, implement, measure, and evaluate integration of sustainability best practices into our budget and our strategic and master planning processes.

Our University's longstanding commitment to sustainability is also reflected in our construction practices. Our 165,000-square-foot Health Professions Building, which was completed in Fall 2019, has several energy-conserving features, including a green roof, a solar array, and a geothermal heating system. The building received LEED Gold certification, which indicates its resource efficiency, consuming less water and energy and emitting fewer greenhouse gases compared to other similar buildings. In Fall 2019, our University also

A Message from the President

broke ground on our new Foundational Sciences Building, and renovations are underway on our Cooper Science Building. The design of both projects focuses on establishing energy efficient systems, water conserving fixtures, and use of recycled materials, among other green features.

Our commitment to sustainability extends beyond our environment. Our campus also addresses social sustainability, which is reflected in our decision to make inclusive excellence one of the five goals of our new strategic plan, Destination 2040: Our Flight Path. In this reporting year, our University was honored by INSIGHT Into Diversity magazine with a Higher Education Excellence in Diversity Award. This recognition celebrates many campus-wide efforts, including the creation of our Office of Inclusive Excellence and the development of our University's first inclusive excellence plan. Our University also continues to make progress in increasing our spending with minority, women, and veteran-owned business enterprises (MWVBE), as evidenced by the creation of our President's Diversity Spend Task Force. As a matter of policy, our University seeks, solicits, and encourages MWVBEs to submit a bid with every request for proposals that is conducted in the purchasing process.

Our University also continues to demonstrate its commitment to community engagement, most notably in the progress of our partnership with Muncie Community Schools. In its third academic year, the partnership is yielding positive results that include stemming the decline in enrollment, recruiting outstanding leadership to the school corporation, and attracting more than $6.6 million in private support from foundations, individuals, and grants.

The progress we have made toward sustainable practices and the recognition we have received this past year affirms our commitment to advance sustainability through our learning, research, service and administrative operations.

Geoffrey S. Mearns
President
Ball State University

Cardinal Red

PMS 200

C=3, M=100, Y=70, K=12

R=186, G=12, B=47

HEX: BA0C2F

White	Black	Dark Gray	Light Gray
		PMS 425	
C=0, M=0, Y=0, K=0	C=0, M=0, Y=0, K=100	C=48, M=29, Y=26, K=76	(Web Only)
R=255, G=255, B=255	R=0, G=0, B=0	R=84, G=88, B=90	R=242, G=242, B=242
HEX: FFFFFF	HEX: 000000	HEX: 54585A	HEX: F2F2F2

The Cardinal Brand

Ball State University was founded in 1918 by the five Ball Brothers. Ball State University is proud to promote several unique brands. The first and most prominent is Beneficence, a statue created by Sculptor Daniel Chester French in 1937. Beneficence serves as a representation of the generosity of the Ball Brothers, whose land donation to the State of Indiana allowed Ball State University to flourish. Cardinal Red and white, with secondary colors of black, light gray and dark gray are signature colors of the University brand.[8] Several other symbols represent the University brands, such as Charlie Cardinal, The Schafer Bell Tower, and Frog Baby.

BALL STATE

UNIVERSITY

Governance Structure

Ball State University's Board of Trustees serve as the primary governing entity of the University. The Board communicates with the President to strategically lead the organization. The primary duties of the Board of Trustees are to ensure fiscal responsibility, provide oversight to operations, hire, supervise and evaluate the University's chief administrator, as well as define the duties of and provide compensation for faculty and staff.[9]

The Board of Trustees is composed of nine members who are appointed by the governor of Indiana. Members must be a citizen of the United States and either a current student or graduate of the University. Furthermore, the Board cannot have more than six non-student members of the same sex.[10] Each member is expected to follow the Trustee Code of Conduct which expresses a serious commitment to their role and the responsibility of representatives of Ball State University.

President Mearns served as the chief executive of the University in FY 2019. The Board of Trustees and the President are assisted by the President's Cabinet which is comprised of vice presidents or senior leaders that represent several divisions of the organization.[11]

The University Senate is the "principal agent for the formulation of educational policy at Ball State University".[12] Other units render advice, make recommendations and provide assistance including the Staff Council and the Student Government Association. The Staff Council, gives advice and recommendations for "University policies affecting regular full and part-time Staff Personnel and Service Personnel (Non-Bargaining Unit) Affiliated with Staff Personnel."[13] Service Personnel are represented by American Federation of State, County, and Municipal Employees (AFSCME). AFSCME, Local #293, in accordance with the Conditions of Cooperation.[14]

While the Student Government Association does not directly make executive-level decisions, they are the chief student-run organization that influences executive-level decision making.[15] An executive branch—a president, vice president, secretary, and treasurer—are elected by students, represent the voices of students and advocate student concerns to the executive-level decision makers at the University.

During FY 2019, the Board of Trustees and the President convened seven times to review issues and opportunities related to the economic, environmental, and social conditions of the University.

The Passing of R. Wayne Estopinal

In November of 2018, R. Wayne Estopinal passed away in a plane crash.[16] Mr. Estopinal will long be remembered for his contributions and accomplishments during his service on the Board of Trustees from 2011 through 2018. Mr. Estopinal was a 1979 graduate of the College of Architecture and Planning and served the University by chairing the Academic and Student Affairs Committee.

Delegating Authority

Economic, environmental, and social sustainability decisions were delegated to executive-level personnel; these are identifiable in the organizational chart on page 8. Each vice president or director is responsible for overseeing development in their respective divisions and offices.[17] In FY 2019, primary authority rested with the offices and individuals identified below:

Bernard Hannon served as Vice President for Business Affairs and Treasurer making him responsible for the economic sustainability visions and performance at the executive-level.

Environmental sustainability decisions at the executive-level were delegated to James Lowe, Associate Vice President for Facilities Planning and Management. Mr. Lowe also served as Chair of the President's Sustainability Working Group which plans strategies to reduce the University's carbon emissions.

Social sustainability decisions were distributed among multiple executive-level professionals, including Rose Costello, Associate Vice President for Human Resources, Susana Rivera-Mills, Provost and Executive Vice President for Academic Affairs, and Marsha McGriff, Associate Vice President for Inclusive Excellence.

During FY 2019, President Mearns appointed a group of campus stakeholders to develop a plan to grow and sustain a diverse and inclusive learning, living, and working environment on the campus.

FY 2019 Board of Trustees			
Name	**Role**	**Began Service**	**Ended Service**
Richard J. Hall	Chair	2007	Present
E. Renae Conley	Vice Chair	2014	Present
Thomas Bracken	Secretary	2012	2020
Matt Momper	Assistant Secretary	2008	Present
Brian Gallagher	Member	2017	Present
R. Wayne Estopinal	Member	2011	2018
Jean Ann Harcourt	Member	2016	Present
Mike McDaniel	Member	2016	Present
Marlene Jacocks	Student	2017	2019

Administrative Chart
July 2019

BALL STATE UNIVERSITY BOARD OF TRUSTEES

PRESIDENT

Senior Executive Assistant to the Board of Trustees and University President

Executive Director of Presidential Events and Operations
- Assistant Director of Planning
- Commencement Coordinator

Director of Auditing & Advisory Services
- Director Internal Audit and Advisory Services
  - Manager of Advisory Services & Senior Auditor
  - Senior Information Systems Audit Manager
  - Staff Auditor

Chief Strategy Officer (CSO)
- Special Assistant to Chief Strategy Officer
  - Assistant Director of Planning and Performance and Special Assistant to the Chief Strategy Officer
- Associate Vice President for Community Engagement
  - Director, E.B. and Bertha C. Ball Center
  - Director, Greater Indianapolis Area Distance Education Programs
  - Director, East Central Indiana Small Business Development Center
  - Associate Director for Community Engagement and Program Manager for Building Better Neighborhoods
  - Associate Director for the Office of Community Engagement
- Associate Vice President for Inclusive Excellence
- PhD Pathways
- Associate Vice President for Institutional Research and Decision Support

Vice President for Business Affairs and Treasurer
- Associate Vice President, Budget & Finance & 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
  - Operations/Planning/Architectural/Planning/Design
  - Engineering Design
  - Facilities Assessment
  - Construction Management
  - Utilities/Infrastructure
  - Landscape Services
  - Snow Removal
  - ADA Compliance
  - Transportation/Shuttle Buses/Motor Pool
  - Real Estate Acquisition and Management
  - Central Plants (Boiler/Geothermal)
  - Custodial Service
  - Energy Management/Sustainability
  - Space Studies
- Associate Vice President and University Controller
  - Office of University Controller
  - Financial Reporting
  - Systems & Security Oversight
  - Policies & Procedures
  - Purchasing Services:
    - Procurement
    - P-Card/Buyer Compliance
    - Accounts Payable & Travel (Accounts Payable Office)
  - Cash & University Investments
  - Retiree Health & Life Trusts
  - Retiree Benefits Plan
  - Accounting & Reporting
  - VEBA & OPED 115 Trust Management
  - Tax Compliance
    - Tax Filing & Research
  - Bursar & Loan Administration
  - Accounts Receivable
  - Perkins & Other Loan
  - Payment Systems
  - Student & Non-Student Billing & Collection
  - Financial Information Systems & Technology
    - Bank Security Admin.
    - eCommerce & Certain Mtgs
    - Banner Finance & Human Resource Systems Support
    - Argos Report Development
- Associate Vice President Business and Auxiliary Services
  - Risk Management
  - Enterprise Risk Management
  - Property & Casualty Insurance
  - Env. Health & Safety
  - Central Stores & Receiving
  - Inventory Control & Excess
  - Central Mail
  - Sports Facilities
  - Scheduling
  - Operations
  - Maintenance
  - Recreation Services:
    - Programming
    - Operations
  - Auxiliary Services:
    - Dining Services & University Catering
    - Barnes & Noble University Bookstore
    - Emens Auditorium & Pruis Hall
    - Printing Services & Bulk Mail
    - Alumni Center Operations
    - Conferences Services & Special Events
    - Auxiliary Revenue Contracts Administration
    - Licensing & Trademarks
    - Business Affairs Communications
    - Business Affairs Sustainability

Vice President for Human Resources
- Associate Vice President Human Resources
  - HR Services
    - Employee Recruitment
    - Position Classification
    - Learning & Development
    - Employee Records
    - Wage & Salary Administration
    - Leave Administration
  - Employee Relations
    - Labor Relations
    - EEO & Affirmative Action
    - Workers & Unemployment Compensation
  - Performance Management
  - Payroll
  - Timekeeping
  - Benefits
    - Employee Benefits
    - Retiree Benefits
    - Health Enhancement & WorkLife Programs
    - Wellness
    - Employee Assistance
    - Quick Clinic

Vice President for Governmental Relations
- Director of Governmental Relations

Vice President and CIO for Information Technology
- Associate Vice President for Information Technology
  - Director, Unified Technology Support
    - Concierge, Lab Admin
    - Adaptive Technology Support
    - Classroom and Lab Technology
    - Technology Store
    - Hardware Repair
    - Technology Helpdesk & L SP's
    - Learning Technologies Support
  - Director, Enterprise Project Support Office
  - Director, Enterprise Computing Operations
    - Enterprise Computing Operations
    - Computer Operations
    - PBX Operators
    - Enterprise Information Systems
  - Director, Enterprise Information Systems
    - Database Administrators
    - Distributed Systems Programmers
    - Application Integration Specialists
    - Data Integration & Solution Architects
  - Senior Director Unified Communications
    - Business Operations
    - Telephone Services
    - Voice Communications
    - Technology Communications
    - Video Conferencing & Multimedia
    - Network Integration Mgmt
    - Communication Technology Analysts
  - Print Management
  - Assistant Vice President/Chief Enterprise Architect
  - Director, Information Security Services
    - Enterprise Security Eng.
    - Security Operations
    - BSU ID Card Office
    - Security Management
  - Senior Strategist for Enterprise User Engagement
    - Secretary to VP for IT
    - Print Management
- Associate Vice President for Information Technology
  - Executive Director & General Manager of Public Broadcasting
    - News & Programming
    - Program Direction
    - Production
    - Engineering
    - Operations & Master Control
    - Marketing
    - Membership and Giving
    - Media Services
    - Media Sales
  - Director University Media Services
    - Production Management
    - Distance Learning
    - Media Management
    - UMS Engineering
    - Caption Writing/CART
    - Equipment Resources
    - Business & Financial Mgmt
  - Director Academic Project Support Office
    - Digital Corps
    - Project Management
    - Senior Software Developing Technologies

Provost and Executive Vice President for Academic Affairs
- Vice Provost for Academic Affairs
- Associate Provost for Faculty Affairs and Professional Development
  - Director of Immersive Learning Research and Academic Effectiveness
- Associate Provost for Undergraduate Education
  - Accreditation, Assessment, and Unit Reviews
  - Global Initiatives
  - Academic Systems
- Interim Dean University College
  - Academic Advising
  - Writing Proficiency Program
  - Learning Center
  - Student Athletic Support Services
  - Student Success
- Associate Vice President for Research
  - Sponsored Projects Development
  - Sponsored Projects Administration
  - Office of Research Integrity
- Dean, College of Health
- Dean, Graduate School
  - Graduate School Admissions Office
- Dean, College of Sciences and Humanities
- Assistant Provost for Learning Initiatives
  - Online and Strategic Learning
  - Dual-Credit
  - State Authorization
- Dean, Teachers College
- Director Medical Education
- Dean, Miller College of Business
- Dean, Honors College
- Dean, College of Architecture and Planning
- Dean, University Libraries
- Dean, College of Communication, Information, and Media
- Director, Finance and Budgets
- Dean, College of Fine Arts
- Special Assistant for Academic Operations
- Executive Assistant to Provost
- Director Finance and Budgets

Vice President for Marketing and Communications
- Senior Director Communications
- Chief Marketing Officer
- Director of Client Services
- Director of Creative Services
- Director of Digital Marketing

Vice President for Enrollment Planning and Management
- Associate Vice President, Enrollment Planning and Management
  - Admissions Marketing
  - Transfer Center
  - Graduate Recruitment Admissions
  - International Recruitment
  - Admissions
  - Undergraduate Recruitment
  - Admissions
  - Orientation
- Assistant Vice President For Admissions, Enrollment Planning and Management
  - Admissions Operations & Technology
  - Register
- Assistant Vice President, Financial Aid and Scholarships
- Executive Director, Enrollment Systems Technology & Reporting

Interim Vice President for Student Affairs
- Multicultural Center
- Office of Retention and Graduation
- BSU Achievements
- Office of Student Life
  - Student Center & Programs
- Assistant Vice President and Executive Director for Career and Professional Development
- Career Center
- Associate Vice President and Director, Housing and Residence Life
  - Housing and Residence Life
  - Counseling & Health Services
  - Public Safety (University Police Department and Parking Services)
- Dean of Students
  - Office of Disability Services
  - Office of Greek Life
  - Office of Health Alcohol and Drug Education
  - Office of Student Conduct
  - Office of Victim Services
  - Student Legal Services
  - Title IX

Vice President and General Counsel
- Senior Associate General Counsel
- Director of Institutional Equity and Internal Investigations
- Associate General Counsel
- Associate General Counsel
- Assistant General Counsel

Director of Intercollegiate Athletics
- Deputy Athletics Director External Operations
  - Associate AD for Strategic Marketing, Communication, & Fan Engagement
    - Marketing
    - Communication
    - Ticket Office
    - Sport Supervision
  - Associate Athletic Director for Alumni Relations
    - Sports Performance
    - Sports Supervision
    - Foundation Liaison
    - Learfield Liaison
    - Sport Supervision
- Deputy Athletics Director/SWA
  - Compliance
  - Event Management
  - Student-Athlete Support Services
  - Campus Liaison
  - Sport Supervision
- Assistant Athletic Director for Business Services
  - Human Resources Administration
  - Sport Supervision Support
- Head Coaches
- Academic Liaison

Beneficence Pledge

Values and Principles

With accreditation from the Higher Learning Commission, the values and principles of Ball State University reflect the guiding values and criteria of the Commission. The 10 guiding values are:

- Focus on student learning
- Education as a public purpose
- Education for a diverse, technological, globally, connected world
- A culture of continuous improvement
- Evidence-based institutional learning and self-presentation
- Integrity, transparency, and ethical behavior or practice
- Governance for the well-being of the institution
- Planning and management of resources to ensure institutional sustainability
- Mission-centered evaluation
- Accreditation through peer review.[18]

Adhering to Values and Principles

Ball State University expects students, staff, and faculty to perform according to the University's values and principles which are expressed through extensive policies and codes. The Beneficence Pledge emphasizes these values; faculty, staff, students and guests are encouraged to practice integrity, courtesy, and socially-responsible behaviors.[19]

A variety of handbooks and online resources detail policies and management processes that express the values and principles to assure quality teaching, research, and service. For example, these resources are especially instructive for different sectors of the University, e.g., Faculty and Professional Personnel Handbook,[20] Code of Student Rights and Responsibilities,[21] Conflict of Interest and Conflict of Commitment,[22] and Policy on Protection of Human Subjects in Research.[23]

Ball State University does not tolerate unethical or unlawful behaviors. Any stakeholder may report suspected violations or misconduct through EthicsPoint;. Those reporting suspected violations are protected under Ball State University's Whistle-blower policy and may remain anonymous.[24] Ball State University is committed to strive for excellence and encourage their staff, faculty, and students to practice such behaviors to help maintain a level of excellence.

Beneficence Pledge

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 responsible 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 intrinsic worth of every member of the community.

To respect and learn from differences in people, ideas, and opinions.

Sustainability Statement

The official Ball State University Sustainability Statement is broken into two sections of Vision and Commitment.

Vision:

Ball State University seeks to be a campus where:

All students, faculty and employees are provided opportunities to become literate in the environmental, social and economic interactions of human and biophysical systems.

Such opportunities are made available through strong undergraduate and graduate programs, as well as professional-specialization, faculty development and staff training offerings that provide diverse opportunities for learning. Collaborative faculty and student research on related issues is encouraged and supported.

Development of University leadership and expertise is seen as a continuous, participatory process of learning that contributes to local and regional sustainability efforts, fostering links with other institutions.

Understanding and concern for sustainability issues provide the foundation for a dynamic sense of campus cohesion and community. The University's practices reduce both the consumption of materials and energy and the emission of pollutants to their lowest levels possible, without decreases in the level of education, scholarly work, and services provided.

Sustainability Statement

Commitment:

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

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

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

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

For information contact:
BSU Council on the Environment

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Sustainability Focus

Precautionary Principle

The precautionary principle is an ethical guideline which the United Nations Educational, Scientific, and Cultural Organization defines as: "when human activities may lead to morally unacceptable harm that is scientifically plausible but uncertain, actions shall be taken to avoid or diminish that harm. Morally unacceptable harm refers to harm to humans or environment that is threatening to human life or health, serious and irreversible effects, inequitable to present or future generations, or imposed without adequate consideration of the human rights of those affected."[26]

Ball State University has publicly committed to social inclusion and environmental sustainability. The University exemplifies the precautionary principle through the practices of several offices and initiatives, such as the Office of Risk Management and the effort to develop an inclusive excellence plan.

External Memberships

Ball State University has publicly exhibited a commitment to environmental sustainability through its subscriptions to principles and charters, including The Talloires Declaration (1999), American College and University Presidents' Climate Commitment (2006), Ball State Commitment to Sustainability (2003), and Climate Leadership Climate Commitment (2015).[27]

Ball State University maintains membership and participates in organizations and networks that support the ideals of environmental and social sustainability. Some organizations that Ball State University subscribes to are The Association for the Advancement of Sustainability in Higher Education (AASHE), Alliance for Resilient Campuses (ARC), Intentional Endowments Network (IEN), Indiana Green Campus Network (IGCN), International Sustainable College Network (ISCN), and U.S. Green Building Council (USGBC).[28]

Significant Changes to the University

During this reporting period, Ball State University made significant changes to both the priorities and physical character of the campus.

Development of a New Strategic Plan

The most notable change was the creation and adoption of a strategic plan—*Destination 2040: Our Flight Path*[29]—which now influences the academic, administrative, and operational decisions of the University. President Mearns noted[30] that a sense of fiscal responsibility was a driver of the plan. The Board of Trustees endorsed this strategic plan in December of 2018 after multiple drafts of the plan were circulated among students, faculty, staff and alumni.

Destination 2040 consists of five goals: Undergraduate Excellence and Innovation, Graduate Education and Lifetime Learning, Community Engagement and Impact, Scholarship and Societal Impact, and Institutional and Inclusive Excellence. The plan reflects the University's commitment to social sustainability as stated within the enduring values and strategic imperatives, such as explicit references to integrity, inclusiveness, gratitude, social responsibility, and cultural competencies.

Though less extensive, economic and environmental sustainability goals are evident within Goal 5 of *Destination 2040* as it relates to institutional and inclusive excellence. Plans to enhance economic sustainability include aligning an incentive-based budget model with financial resources and completing a comprehensive capital campaign. As it relates to environmental

sustainability references are made to "advancing a legacy of environmental stewardship" and updating the campus master plan to better align with "enduring commitments to environmental stewardship and inclusive excellence."[31]

According to President Mearns, one of the greatest challenges of developing this strategic plan was making choices of what to include and exclude.[32] He noted that a significant challenge was building consensus without disappointing anyone if their ideas were not included in the final plan. Additionally, one of the biggest risks that President Mearns discussed was that this plan is designed for 2040, meaning that long-term initiatives may be challenged by unforeseen circumstances; however, President Mearns did note that ideas of environmental sustainability and the choices we make now will directly influence the next generation, which is an important aspect of this strategic plan.

Creation of a New Position at the Executive-level

When President Mearns began his time at the University, the chief of staff position was vacant; however, President Mearns opted to restructure the role into a chief strategy officer. President Mearns noted a distinction of the two positions: a chief of staff would mostly work on day-to-day objectives, while a chief strategy officer would work on big picture items.[33] The creation of a chief strategy officer allowed more time and energy to be focused toward the development and the implementation of a strategic plan.

Inclusive Excellence

A New Office and Campus-wide Plan

During FY 2019, the Office of Inclusive Excellence, headed by Dr. Marsha McGriff, was created. Inclusive excellence refers to integrating diversity, equity, and educational quality into the University's mission and institutional operations.[34] The office also lists programs and resources beneficial to students, such as the Diversity Associates Program, scholarship opportunities, and Pathways Mentoring program.

A campus-wide plan—*Inclusive Excellence Plan 2019-2024*[35] —was created with leadership from the Office of Inclusive Excellence. This five-year plan highlights six goals: Recruitment, Retention, Rewards and Recognition, Inclusive Excellence Training, Development, and Curriculum, Culture and Climate of Inclusion, and Inclusive University Policies, Systems, and Infrastructure. During President Mearns' interview with the GRI team, he noted that plans and goals can be implemented to raise awareness and promote inclusive excellence, but that does not guarantee that individuals will feel included.[36] Providing a campus where students, faculty, and staff can feel uplifted and included in the community was a goal when the Office of Inclusive Excellence and the *Inclusive Excellence Plan 2019-2024* was created.

Physical Changes to Campus

Infrastructure Projects in FY 2019[37]		
Ongoing or Planned	**Cost**	**Square**
Health Professions Building	**$27.1**	**165,000**
New York Parking Garage	$18.0	
Residence Hall #2	**$50.0**	**155,000**
Multicultural Center	$4.0	10,500
Foundational Science Building	**$87.5**	**208,000**
Indoor Practice Facility	$15.0	84,000
North Residence Hall	**$44.0**	**137,700**
North Dining		65,000
McKinley Street Alignment	**$2.3**	

Demolition Projects in FY 2019[37]	
Structure	**Square Footage**
Carmichael Hall	**60,000**
LaFollette Hall	530,000

Demolitions
Carmichael Hall
LaFollette Hall
Emens Parking

New Construction
Health Professions Building
North Residence Hall
Residence Hall #2
Foundational Science Building
Mckinley Street Alignment

Planned Construction
Multi-Cultural Center
Cooper Science Rennovation
New York St. Parking Garage

Ball State University saw significant physical changes during this reporting period that exemplifies the vision portrayed within the *2015 Master Plan.*[37] Seven buildings were under construction or in a bidding phase.[38] The Health Professions Building, a 165,000 square foot $27.1 million project, houses the academic, research and clinical programs of the College of Health. The Riverside Avenue location of the Health Professions Building integrates the University's campus with the Muncie Village.

The University demolished several buildings to make space for new facilities. The demolition of LaFollette Complex continued throughout this fiscal year making room for new construction to be sited south of the North Residential Neighborhood. Demolition of Carmichael Hall, a 60,000 square foot music and theatre building, will enable the development of the North Residential Neighborhood. The demolition of the 210,000 square foot Emens Parking Structure began in the spring of 2019 and will establish the East Quadrangle. The parking capacity previously held by Emens Parking, is being moved to a new parking garage off of New York Street.[39]
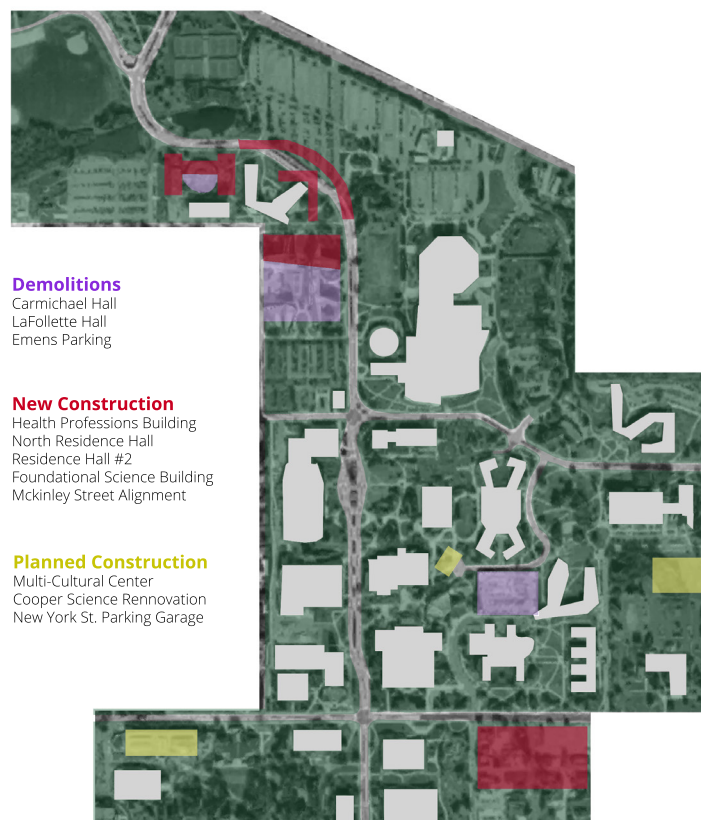
North Dining, a 65,000 square foot facility, was also under construction in this reporting period.[40] The facility provides a dining hall to the North Residential Neighborhood and administrative offices for University Dining and Housing and Residence Life.

In May of 2018, the Board of Trustees approved a proposal for a new Multicultural Center. Located within the heart of campus, the Center will showcase Ball State University's commitment to diversity and inclusion, key components of the strategic plan, *Destination 2040.*

Employment

The success of Ball State as an institution of higher education is contingent upon the support of its full-time and part-time employees. In FY 2019, Ball State University employed 3,941 people, excluding student workers,[41] demonstrating a 2.8% increase from FY 2017. For both full-time and part-time employees, about 46% (1,809) of employees were male.[42]

For the 3,275 full-time employees, employment classes included Service (Bargaining Unit or Non-Bargaining Unit), Staff (Exempt or Non-exempt), Faculty (Tenure & Tenure-track or Contract), and Professional Staff (Administrators & Support).[43] Staff were further identified as exempt or non-exempt. As expressed within the Fair Labor Standards Act, exempt employees were not entitled to overtime pay as they are paid on a salary basis, while non-exempt employees are entitled to overtime pay for each hour worked over 40 within a week.

In FY 2019, Ball State University employed 666 part-time employees of which 51.7% were female.[44]

FY 2019 Full-Time Employees by Employment Category and Gender (N=3,275)

Employment Category	Female	Male
Service: Bargaining Unit	275	285
Service: Non-Bargaining Unit	24	38
Staff: Non-Exempt	457	125
Staff: Exempt	41	41
Faculty: Tenure & Tenure Track	277	360
Faculty: Contract	277	179
Professional	437	459
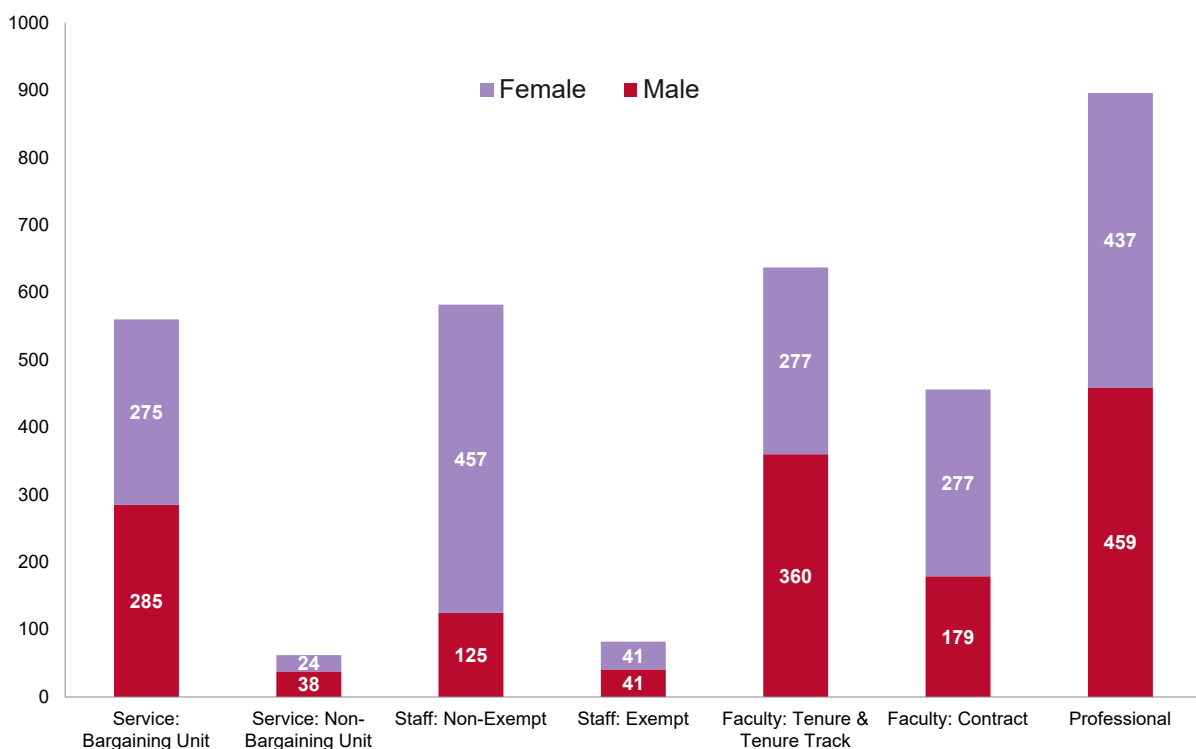
Employment

Compensation

An employee's basic salary or wage is based on the type of responsibilities one has in the organization. This varies by employee classification that covers everyone from administrative staff to service staff. The Board of Trustees are permitted to hire any consultants that they feel applicable to help them oversee their responsibilities, one which is to oversee the University's financial resources and assets.[45]

Salary Comparisons

During FY 2019, the highest salary was earned by President Geoffrey Mearns at $465,000.[46] This marks a significant change from FY 2017 in which the head football coach earned the highest salary at $427,914. Among full-time employee classifications, Service: Bargaining Unit had the lowest median salary at $35,651, while the President's Cabinet had the highest median salary of $223,201. The Dean category had a median salary of $126,237, which contains the salaries of all deans, including associate and assistant deans.[47] The Professional classification includes the salaries of the deans, cabinet, and president. They were also included in separate bars to be transparent in the discrepancy of their median salaries in comparison to the median salary of the Professional category.

Additional information on employees by gender is presented on pages 65 and 81.

Comparison of Highest Earnings to Median Earnings for Full-Time Employees by Employment Class in FY 2019

Employment Class	Median Salary
Service: Bargaining Unit	$35,651
Service: Non-Bargaining Unit	$44,075
Staff: Non-Exempt	$37,924
Staff: Exempt	$49,112
Faculty	$63,852
Professional	$65,285
Dean	$126,237
Cabinet	$223,201
President	$465,000

Sources: Woods, M. (personal communication, June 12, 2020), Ball State University, Administrative Offices. (2020). FLSA Rule Changes FAQs. https://www.bsu.edu/about/administrativeoffices/humanresources/forms-policies-guides/guides/flsa, Rubrecht, M. (personal communication, September 11, 2020).

Employment

New Hires

In FY 2019, Ball State University hired 512 new employees for both part-time and full-time positions, representing a decrease of 171 new hires as compared to FY 2018.[48] Relative to gender, there was a slight decrease in female new hires and an increase in the Under 30 age group.

Student Employment

Ball State University also employs student employees. Student employees are subject to the Indiana minimum wage of $7.25, but Dining Services paid above this base, and offered longevity increases. The maximum hourly wage a student employee can earn is $9.00 per hour with a raise of $0.25 per semester.[49]

Although the exact number of student employees is not disclosed on the Ball State University website, Ball State University recognizes that thousands of student employees work part-time jobs for nearly every department on campus.[50] This includes the library, the recreation center, dining halls, the Learning Center, and almost every academic department. Some students are employed through the Federal Work-Study aid, while others work as Honors College fellows, interns, as resident assistants, or as graduate assistants.

New Employee Hires in 2018 and 2019 by Gender and Age								
	FY 2018				FY 2019			
	Under 30	*30 To 50*	*Over 50*	*Total*	*Under 30*	*30 To 50*	*Over 50*	*Total*
Female	121	206	63	390	110	117	43	270
Male	95	152	45	292	82	124	35	241
Unknown	1			1	1			1
Total	217	358	108	683	193	241	78	512
Source: Woods, M. (personal correspondence, June 12, 2020)								

Finances, Supply Chain

Financial Statements

The official *Financial Report: Year Ended June 30, 2019*[51] is publicly available on the University's website within the Factbook. The report includes the consolidated financial statements for Ball State University, the Ball State University Foundation (a not-for-profit corporation), and Muncie Community School (a legally separate entity).[52] The Economic section (see p. 55) of this report provides a summary of revenues and expenses.

Supply Chain

An extensive network of about 40,000 suppliers from around the globe support the programs and operations of Ball State University.[53] The University strives to utilize local suppliers when applicable. These include businesses that provide materials, goods, and services to support research and learning laboratories, libraries, information technology, housing, dining, sports, student organizations, healthcare, museums and galleries, music, and cultural performances.

The Office of Purchasing Services manages the acquisition and distribution of supplies and equipment on the campus. Furthering Ball State University's commitment to a diverse and inclusive campus, Roger Hassenzahl, Director of Purchasing Services established a new policy requiring bidding packages to include at least two proposals from minority, women, or veteran owned businesses.[54] This policy demonstrates a commitment to diversity and social equity.

Risk Management

At the executive-level of the University, President Geoffrey Mearns, the Board of Trustees, and the President's Cabinet monitor and assess economic, environmental, and social situations that may jeopardize the well-being of the University.

Day-to-day risk management is the primary concern of the Office of Risk Management and the Office of Environmental Health and Safety. The Environmental Health and Safety Group is responsible for the following areas of risk: Environmental, Fire and Life Safety, Industrial Hygiene and Occupational Health, and Public Health. Additionally, Ball State University follows the Enterprise Risk Management approach which is a way of making risk management a part of executive-level decisions made by the University.[55] According to Kimberly Miller, Director of Risk Management and Insurance and Safety, the impacts of all areas of risk are addressed regularly by an interdisciplinary team. Furthermore, "a changing regulatory landscape is also driving change in the way the University manages its social, environmental, and economic risks. Social issues, such as human capital, data privacy, and cybersecurtiy, are a significant component and understandably have the attention of leadership."[56]

Evaluation of Sustainability Measures

The highest governance body at Ball State University is made up of the President, the President's Cabinet, and the Board of Trustees. In order to enhance this governing body's knowledge of economic, environmental, and social topics, various community groups and committees inform this body of risks, challenges, and opportunities. Groups include the University Senate, Staff Council, Student Government Association, and Council on the Environment.

Additionally, surveys are distributed to University stakeholders to gauge their opinions and concerns. When President Mearns began the strategic planning process, students, faculty, staff, alumni, and community members were included in the process in order to facilitate an inclusive plan which stakeholders would find beneficial.

Internally, the highest governance body evaluates the University's progress toward goals outlined in the *Destination 2040: Flight Plan 2019-24 Strategic Plan* on an annual basis. In an effort to promote accountability and transparency, a dashboard is available on the University website.[57]

Responsibility for evaluating the performance of the Board of Trustees and President—the highest governance body of the University—is spread across different parties. The economic performance and some aspects of social performance are evaluated by the Indiana General Assembly and Indiana Commission for Higher Education.

Relative to evaluating performance on environmental sustainability issues, the line of accountability is indirect and broad. The Presidential Sustainability Working Group chaired by James Lowe, evaluated the University's progress in reducing energy and carbon emissions.

It is likely that student and employee groups also take an evaluative role as it relates to carbon emissions, waste, water consumption and recyclable materials. To promote transparency on environmental performance, Robert Koester, Director of Center for Energy Research/Education/Service and Chair of Council on the Environment has supported sustainability reporting for several years. COTE has served as community partner for nine GRI reports. Also Mr. Koester coordinated the preparation of the University's report that was submitted to the Sustainability Tracking, Assessment, & Rating System (STARS)[58] in 2015. The 2015 report received a Gold rating which expired in December 2018.[59] The Univeristy did not submit a STARS report in FY 2019; a March 2020 submission recieved a Silver rating.[60]

Stakeholder Engagement

The Stakeholders

Ball State University recognizes any person or organization who has direct or indirect contact with the University as an important stakeholder. These people include but are not limited to:

- Students and their Parents
- Alumni
- Board of Trustees
- President of the University
- Employees
- Local and regional organizations
- Local businesses and suppliers
- Taxpayers
- Local and state governments in Indiana
- Accrediting boards
- The Higher Learning Commission
- Sponsors
- Bargaining unit representative

Ball State University engages stakeholders through a variety of approaches, such as surveys, questionnaires, community panels, written communication, collective bargaining agreements, and other methods. Many University faculty and staff are active throughout Indiana in local community, county, statewide and national organizations. Meetings of these bodies involve sharing perspectives about the University's outreach and engagement efforts. Feedback is routinely shared with department chairs, colleagues, and staff members.

Voicing & Raising Stakeholder Concerns

Stakeholders may share their priorities and concerns with the University in numerous ways. Employees may raise issues directly to their immediate supervisor, representative to Staff Council or University Senate, or bargaining unit representative. Parents and students may share concerns through the Parents Advisory Council (pac@bsu.edu), the Office of Student Affairs and Enrollment Services (studentaffrs@bsu.edu), and the Student Government Association.

Relative to environmental sustainability, stakeholders may contact members of the Council on the Environment (COTE). COTE "provides leadership for initiatives at Ball State University and in the surrounding community that promote the sustainable use of natural resources and the protection of ecological systems that sustain life."[61] The Council provides a space for open exchange regarding sustainability and environmental concerns on campus.

In addition to COTE, students could raise concerns with Marlene Jacocks, the student member of the Board of Trustees in FY 2019 or through various student organizations. Student organizations like Energy Action Team, Natural Resources Club, Emerging Green Builders, and Student Government Association were especially relevant to environmental sustainability.

Concerns of Stakeholders

Uncovering the concerns of students, faculty, staff, and administrators can alert University decision-makers to potential opportunities for improvement. To identify these concerns, the reporting team conducted interviews with several University leaders, conducted discussions with student groups, and reviewed University documents, such as Business Affairs reports, minutes of the Board of Trustees meetings and Council on the Environment meetings, *Financial Report: Year Ended June 30, 2019*, *Destination 2040: Our Flight Path*, and *Inclusive Excellence Plan 2019-2024*.

As noted below, the list of concerns was broad and differed slightly by stakeholder group. Stakeholder concerns included inclusion and equity issues, community engagement, environmental stewardship, sustainability education, transportation, health and safety, inclusiveness, lack of purchasing policies, affordability of completing a degree, financial stewardship, and diversity of the Board of Trustees.

A notable economic concern was the higher costs of health care for employees and retirees. As compared to FY 2018, the cost of employee benefits related to health care costs resulted in an increase of $15.2 million in FY 2019.[62] Furthermore, as the average age of employees increases and medical costs increase, the projected future liability for health care benefits is in question. In response, the Board of Trustees approved a measure to close the Retiree Health Care Plan to new hires beginning January of 2020. [63]

Concerns of Stakeholder Groups				
Issue	**Administrators**	**Faculty**	**COTE**	**Students**
Renewable, Efficient Energy	√	√	√	√
Education: Sustainability in Class	√	√	√	√
Carbon Emissions and Carbon Neutrality	√	√	√	√
Transportation		√	√	√
Pedestrian and Bike Lanes	√			√
Health and Safety	√	√		√
Diversity, Equity, and Inclusion	√	√		√
Recycling	√		√	√
Purchasing and Contracts	√			
Affordability	√			√
Compensation	√	√		
Human Rights	√	√		√
Labor Relation	√			
Board of Trustee Inclusion		√		
Risk Management	√			
Assessment of Operations	√			
Financial Stewardship	√			
Sustainable Management Practices	√			

Environmental Concerns of Stakeholders

Waste and Single-Use Plastics

Many students are striving to live a more sustainable lifestyle. Three major concerns of students are the reduction of single-use plastics, collection of recyclable materials, and food waste. Many students value reusable dining utensils and plateware because these reduce single-use plastic waste. Dining Services has made progress in reducing waste; some dining facilities are now trayless and Dining Services provide reusable bags to transport purchases at dining halls.[64] However, the use of single-use materials and products appears to be increasing in dining facilities.

Progress Toward Carbon Neutrality

Some environmental stewardship concerns can be considered long-term goals, such as Ball State University's public commitment to reaching carbon neutrality by 2030.[65] The Executive Dashboard demonstrating progress on the *Destination 2040: Our Flight Path* includes carbon emissions, yet in December 2020, the emission performance of Ball State University during FY 2017, 2018 and 2019 was not represented on this dashboard.[66]

A concern among faculty and students is the lack of public discourse surrounding carbon emissions and climate change. For many years, the Council on the Environment has supported both STARS and GRI sustainability reporting in an effort to promote broader awareness and campus engagement in adopting and implementing carbon reduction strategies throughout all University programs and operations.

Recommendation
The authors of this report urge the President, the Presidential Sustainability Working Group, and COTE to engage the imagination and talents of the entire University community in a system-wide effort to develop and implement strategies to reduce carbon emissions, single-use plastics, and food waste. In addition, the Executive Dashboard should be updated on an annual basis to promote transparency.

purchased energy

bike and pedestrian paths

education

renewable energy

tangible evidence

sustainable energy

recycling

recycling education

dining waste

student knowledge

unnecessary waste

food waste

building performance

energy use

composting

water usage

single use plastics

Social Concerns of Stakeholders

Inclusion and Equity

Historically, the population of Indiana has been ethnically and racially homogeneous, with population estimates of 84.8% white in July of 2019.[67] In addition, long standing practices and bias incidents contribute to an unwelcoming atmosphere. Throughout FY 2019, University leaders worked diligently to diversify the student population (78.9% white),[68] tenure/tenure-track faculty population (80.8% white),[69] as well as the contracts with minority and women-owned suppliers.[70]

During FY 2019, a strategic priority of Ball State University was to enhance social inclusion and equity for all its members. During the reporting year, the administration was in the midst of developing Ball State University's strategic plan for 2019-2040— *Destination 2040: Our Flight Path*. One of the five goals in this plan prioritized inclusivity and equity for all members of the Ball State University family. In addition, the Inclusive Excellence Plan for 2019-24 describes the approach that Ball State University will take to achieve this goal.[71]

Board of Trustees Acts to Suppress Bias

It should also be noted that during FY 2019, the Board of Trustees met 6 times in regular sessions to review economic and social topics.[72] In a special meeting of August 16, 2018, the Board approved a motion to "remove the name of John H. Schnatter from the school's Institute for Entrepreneurship and Free Enterprise and return funding to Mr. Schnatter's Family Foundation."[73] This action was a condemnation of John Schnatter's comments that were considered racist.

Diversity of the Board of Trusties

In fall of 2018 a concern arose in University Senate that representation on the Board of Trustees might be more inclusive by the addition of a faculty member. In response, Faculty Council established an Ad hoc Committee on Faculty and Staff Trustee, to investigate the possibility of including a voting faculty member on the Board.[74] In October 2018, the committee distributed an anonymous survey to 1,041 full-time tenure line faculty asking "Do you support the addition to the Ball State University Board of Trustees of a full-time BSU faculty member as a voting trustee."

Of the 495 responses 96% were in support of adding a full-time faculty member as a voting trustee.[75] The Ad hoc Committee concluded that the inclusion of a faculty member would assist in better representing the concerns of Ball State University faculty as a stakeholder group.

Environmental Disclosures

Environment Foreword

Providing modern services within 130 buildings for a community of about 22,000 students and 3,900 employees creates significant demands upon natural resources. Ball State University has a long-standing commitment to conserve these resources and actively seeks to employ alternative practices to minimize negative impacts on the environment.

Ball State University has future-focused leaders who are concerned about the real-world implications of the University's actions. President Mearns[76] referred to an old adage saying, "a wise person plants a tree of which the shade he will not live to enjoy."

In this section, environmental policies, management practices, and performance data are presented; including information about energy and water consumption, air emissions, waste generation, and biodiversity. These performance data are a measure of the effectiveness of the university's policies and practices in minimizing its environmental footprint.

Energy and
Sustainability Context

Energy consumption is an important sustainability issue for the health of the planet. Since energy production in the Midwest is largely tied to the burning of fossil fuels, it is important to reduce energy demand in order to reduce carbon emissions. Ball State University wants to reduce its energy usage and carbon footprint because climate change will affect Indiana greatly. According to climate data research from Purdue University, Indiana's average temperature has increased by 1.2° since 1895.[77] The change in temperature is important because the growing season of Indiana crops depends on the weather patterns for optimal growth. With increased weather extremes, crop health will be poor unless we reverse the trends of climate change. The same report also points out that Indiana's rainfall has increased 5.6 inches on an annual basis since 1895, and more of that rain is coming in downpours. More rain and big storms are detrimental to crop growth which will make food production more difficult in the coming decades.

Energy Consumption

Ball State University consumed 898.07 Terajoules (TJ) of energy in FY 2019.[78] This is an increase of 10.3% from FY 2017.[79]

James Lowe, Associate Vice President for Facilities Planning and Management and Member of the Master Planning Committee, explained that the reason for the increase was largely due to "initial operating parameters that have now been adjusted resulting in increased efficiencies" of the geothermal system on campus.[80]

The University's primary focus regarding energy is reducing consumption by the buildings on campus. The geothermal system, which finished construction in 2012, has been an integral part of Ball State University's approach to reducing energy consumption.[81] The geothermal system on campus provides nearly all of the heating and cooling needs for the buildings that are connected to it; some 47 buildings or 5.5 million square feet out of a total 7 million square feet. The only heating and cooling needed beyond the geothermal system is backup heating and cooling in case of power failure, and buildings that are too logistically difficult to connect, which are mostly the oldest buildings on campus. Not only does the geothermal system provide all the heating and cooling for the current buildings, but it has capacity for serving many more. By using the earth as a heat sink, the geothermal system can provide a hot water supply at 140 degrees and a cold-water supply at 55 degrees while using significantly less energy than that of a boiler or chiller.

No fossil fuels are directly burned as a result of this process, though there is a significant amount of electricity used to run compressors and pumps which leads to a large percentage of Scope 2 emissions outside the University.[82] For a list of conversion factors used, see Appendix: Environmental Unit Conversion.

Energy Consumption (TJ)

Koester, R. (personal communication, September 29, 2020)

Legend: Fuel Oil, E85 & E10 Gasoline, Gasoline, BioDiesel Fuel, Natural Gas, Electricity, Coal

Values above bars: 2014: 959.22, 2015: 946.69, 2016: 860.93, 2017: 814.18, 2018: 874.40, 2019: 898.07

Y-axis: TJ Consumed (0, 250, 500, 750, 1000)
X-axis: Year (2014, 2015, 2016, 2017, 2018, 2019)
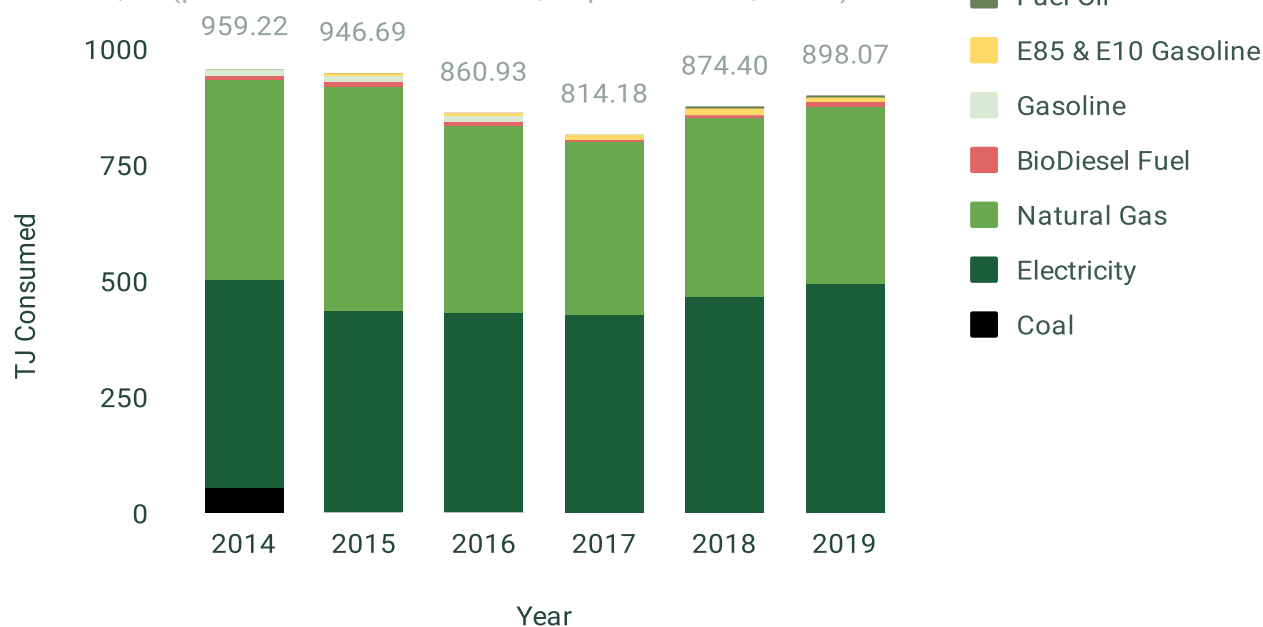
Energy Reduction

The University is exploring the possibility of a large initiative to reduce the University's carbon footprint significantly in the next few years. A Virtual Power Purchase Agreement (VPPA) would enable the University to offset all of its purchased electricity emissions.

This agreement would provide the electricity needed for the geothermal system, meaning that this would eliminate approximately 73% of the University's emissions as reported in the data from FY 2019.[83] Since the geothermal system covers all of the heating and cooling on campus, the campus would have minimum Scope 1 emissions and the Scope 2 emissions would be brought to nearly zero. This plan has yet to be implemented due to logistical and financial aspects, but the authors of the report would like to see this plan come to fruition in the next few years.

While a majority of the buildings on campus are connected to the geothermal system, some buildings are not able to be retrofitted to accept the geothermal system's heating and cooling. Two of the largest of these energy consumers on campus are the LaFollette Dorm Complex, and the Cooper Science Building, neither of which could be brought into the geothermal loop for logistical reasons.[84] During our reporting period, these two buildings were either demolished or in the design process for renovation, and will be replaced with buildings capable of being connected to the geothermal system. This will decrease the energy footprint of the University dramatically, hopefully offsetting the increase in emissions in FY 2018 and FY 2019.

Energy Consumption, FY 2015 To FY 2019 (TeraJoules)						
	2014	2015*	2016*	2017*	2018	2019
Coal	54.22	0.00	0.00	0.00	0.00	0.00
Electricity	448.08	437.54	431.96	427.31	464.98	493.26
Natural Gas	429.71	483.92	403.80	371.86	386.19	385.48
BioDiesel & Diesel	9.0	8.64	8.7	5.60	8.21	7.39
Gasoline	14.14	13.53	13.68	-	-	-
E85 & E10 Gasoline	4.07	3.01	2.73	9.36	14.88	11.82
Fuel Oil	0.00	0.05	0.06	0.05	0.14	0.12
Total	959.22	946.69*	860.93*	814.18*	874.40	898.07

Lowe, J. (personal communication, August 26, 2020)

*See page 102 for restatements from previous reports.

Energy Sold

Ball State University sells a percentage of its produced steam to Ball Memorial Hospital. The University provides the steam as an economy of scale, saving money for both the hospital and the University. In 2019, the University sold 29.68% of its produced steam, which is a slight decrease from 2018; however, the percentage of sold steam has been increasing. Over the last ten years, the steam sold has nearly doubled due to campus energy reduction and switching

from natural gas to the geothermal system for space heating. The University does not sell other forms of energy outside of the steam sold to Ball Memorial Hospital.

Energy Intensity

Ball State University had 21,884 students in the fall semester of 2018.[85] This is a slightly smaller student population compared to 2017. As seen in the Energy Intensity table, the energy consumption per student increased .004 TJ from FY 2017. The increase is due to larger electricity consumption.

Steam Production (TJ)

Lowe, J. (personal communication, August 26, 2020)
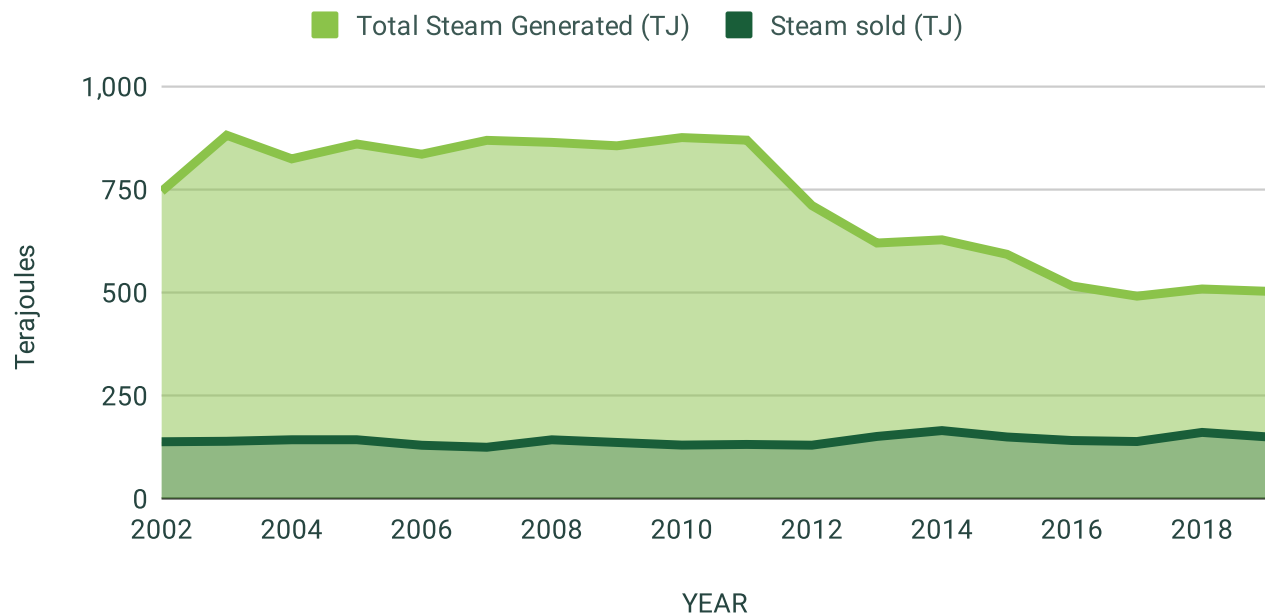
Energy Intensity			
Year	Energy Usage (TJ)	Student Enrollment	TJ/Student
FY 2015	946.69	20,655	0.046
FY 2016	860.93	21,196	0.041
FY 2017	814.18	21,998	0.037
FY 2018	874.40	22,513	0.039
FY 2019	898.07	21,884	0.041

Energy Intensity (TJ/Student)

Lowe, J. (personal communication, August 26, 2020)
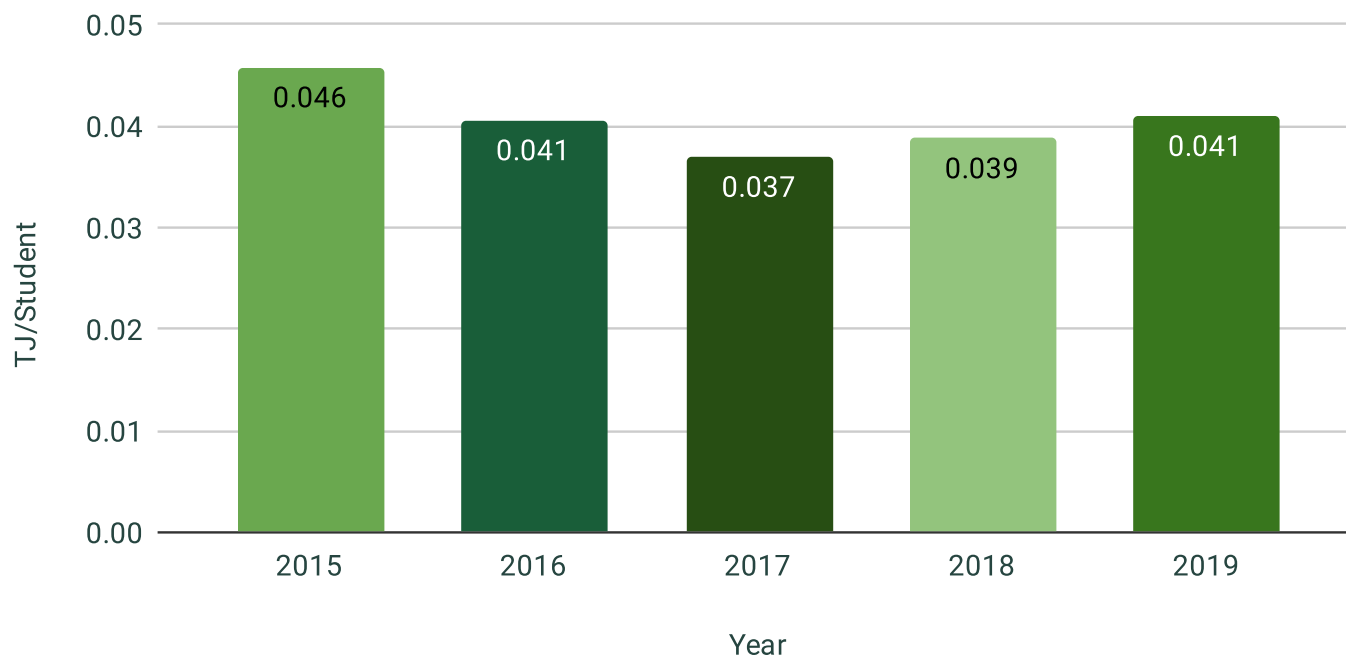
Energy Reduction

The University strives to reduce energy usage as significantly as possible by improving building construction quality.[86] This is illustrated in the Physical Changes to Campus section (p. 15).

There are many projects under construction or in renovation that will effect energy demand. With the deconstruction of the LaFollette Residence Hall Complex, the University is removing one of the few buildings left on campus that uses natural gas boilers. The Cooper Science building is also under renovation. With its renovation, another of the University's largest energy consumers will be updated and brought into the geothermal loop, making the majority of

campus buildings 100% heated and cooled without the direct burning of fossil fuels.

The University also requires that all new buildings on campus attempt to achieve LEED (Leadership in Energy and Environmental Design) Silver status, and are making many buildings retroactively LEED certified, such as the David Letterman Communication and Media Building. LEED is a rating system that scores buildings on their stewardship of the environment, care for occupant wellbeing, and connection to a broader neighborhood context. By requiring that new buildings achieve a LEED Silver certification, the University is bringing action and focus to sustainability.

Emissions and Sustainability Context

Greenhouse gas emissions (GHG)—such as carbon dioxide, methane, and nitrous oxide—are a major threat to the planet. The Sustainability Indicator Management and Analysis Platform (SIMAP®) was used to estimate GHG emissions for Ball State University; steam production sold to the Indiana University Ball Memorial Hospital was not included in this estimate. In FY 2019, the estimated GHG emissions for the University were 116,233 metric tons carbon dioxide equivalents (CO2e),[87] representing, an increase of 9.3% from FY 2017. According to James Lowe, Associate Vice President for Facilities Planning and Management, the increase in emissions, much like the energy consumption, was due to "initial operating parameters that have now been adjusted resulting in increased efficiencies" of the geothermal system.[88]

The more emissions released, the more damage inflicted on the environment thereby increasing effects of climate change. While Indiana might not suffer the effects of increased hurricanes, Indiana will continue to suffer from other effects caused by climate change. In a climate report by Purdue University, researchers found that weather extremes will become more common and intense due to climate change.[89] The report pointed out that from 1915 to 2003, southern Indiana faced an average 7 extremely hot days in a year. With current projections, by 2050, the same region will face 38-71 extremely hot days per year. This will affect Indiana because it will cause health concerns, such as heat stroke, and will devastate crop growth. Ball State University is committed to minimizing its GHG emissions in order to keep ecosystems and population healthy.

Management of Emissions

The management of Ball State University is dedicated to the reduction of carbon emissions. James Lowe, Associate Vice President for Facilities Planning and Management and Member of the Master Planning Committee says that this committee is a team of people dedicated to making Ball State University environmentally sustainable.[90] In order to reduce the carbon emissions of the University, a holistic view of our carbon footprint is necessary. Ball State University's largest carbon reduction strategy is it's geothermal system, which provides all the heating and cooling needs for buildings on campus and has the capacity to serve for many more buildings. The geothermal system is crucial to the long term sustainability of the University because it will enable the possibility of carbon neutral heating and cooling on campus once the geothermal pumps are operated on renewably-generated electricity. The geothermal plant has achieved significant energy savings since it finished construction in 2012, while also saving 85,000 tons of greenhouse gas emissions every year.[91]

Emissions (Metric Tons CO2e)

Koester, R. (personal communication, September 29, 2020)
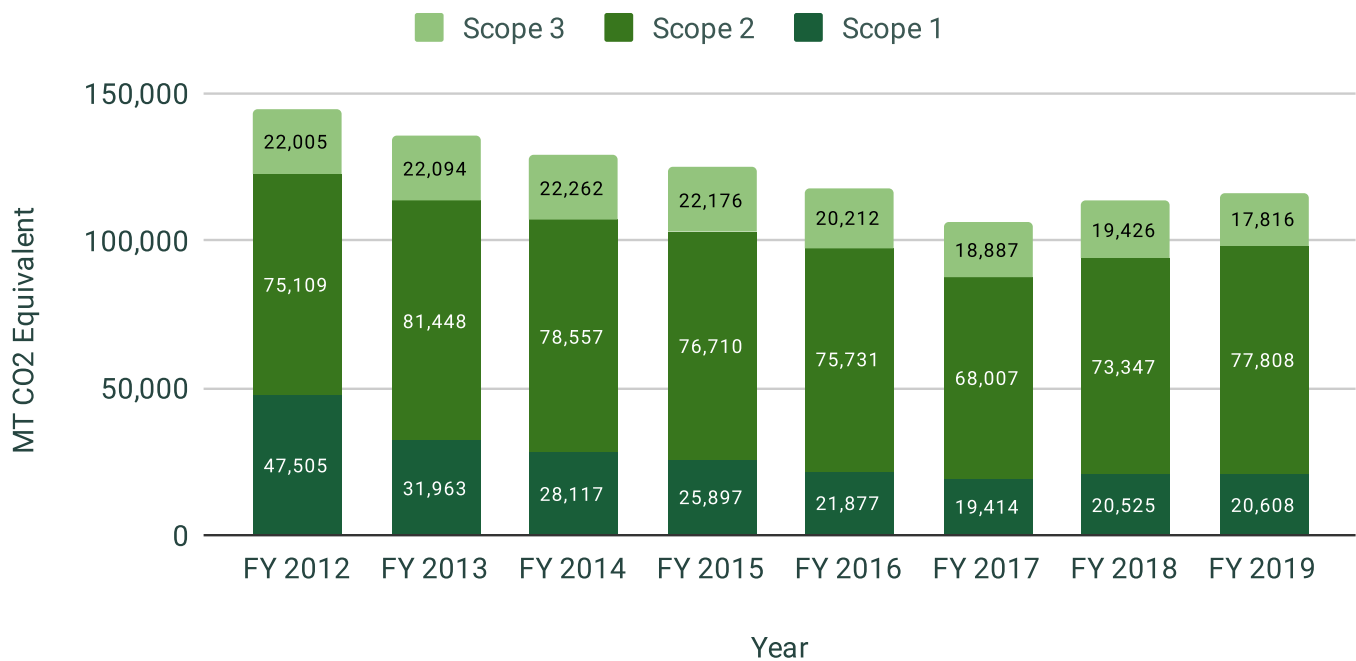
FY 2019 Emissions by Scope and Compound Type				
FY 2019	**CO2**	**CH4(CO2e)**	**N2O(CO2e)**	**TOTAL Metric Tons CO2e**
Scope 1	20,527,578	49,100	31,588	20,608
Scope 2	77,311,801	181,800	314,986	77,808
Scope 3	7,915,084	9,689,350	29,204	17,816
Total	105,754,463	9,920,250	375,778	116,233
Koester, R. (personal communication, September 29, 2020)				

Emission Breakdown by Scope (%)

Koester, R. (personal communication, September 29, 2020)

Scope 3
7.5%

Scope 1
19.4%
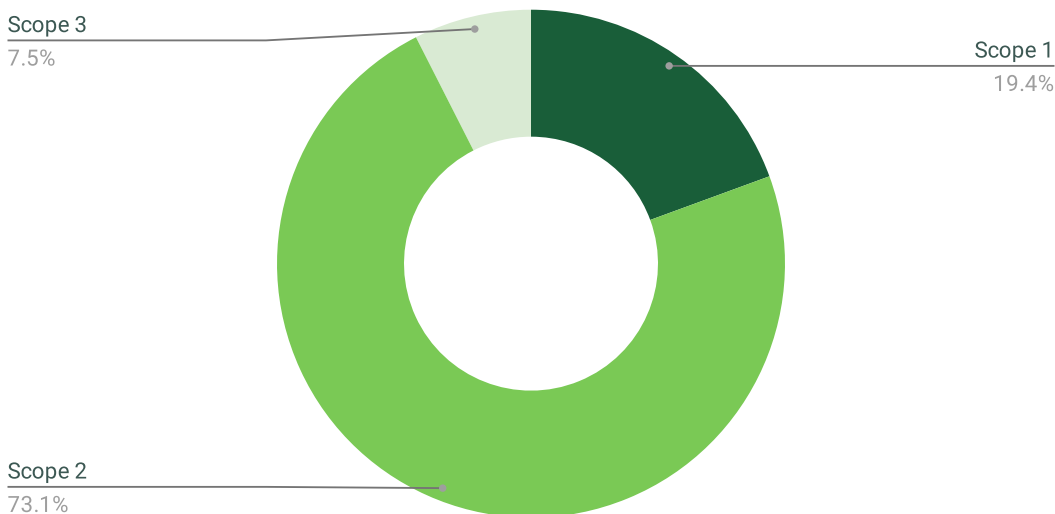
Scope 2
73.1%

Scope 1 Emissions

Scope 1 emissions are created directly by the University and in 2019 made up 19.4% of the University's CO_2e emissions. The majority of the Scope 1 emissions of the University come from the burning of natural gas used primarily for heating and cooling the few buildings on campus not connected to the geothermal plant. The rest of the natural gas burned on campus is used to heat domestic hot water, particularly in the dining halls since they require higher temperature water for sanitation. Other emission sources considered under Scope 1 are the emissions created from the transportation fleet, such as the consumption of 127,153 gallons of E-85 gasoline and 50,746 gallons of biodiesel fuel.[92]

Scope 2 Emissions

Scope 2 emissions are emissions caused by the direct purchasing of electricity. Due to the high electricity consumption of the buildings on campus and the electricity needed to run the geothermal plant, the majority of the University's emissions are in electricity consumption. In 2019, two thirds of the University's emissions were from purchased energy under Scope 2. In order to reach the University's carbon neutrality goal, the administration plans to establish a Virtual Power Purchasing Agreement (VPPA) that would reduce our Scope 2 emissions to nearly zero.

Scope 3 Emissions

The Environmental Protection Agency describes scope 3 Emissions as "the result of activities from assets not owned or controlled by the reporting organization, but that the organization indirectly impacts in its value chain."[93] Some of the most common Scope 3 sources are employee commuting, waste disposal emissions, and third party emissions related to goods and services distributed to the University. As seen in the graph above, the Scope 3 emissions are a small portion of the University's carbon footprint. Since the Scope 3 emissions are such a small percentage, policy and practices should focus primarily on emissions reduction in Scope 1 and Scope 2 emissions.

Emissions Intensity

In 2019, Ball State University's student enrollment was 21,884 and total GHG emissions was 116,233 MTCO2e[94] resulting in an emission intensity of 5.31 metric tons CO2e per student. This is an increase of 9.9% from FY 2017 when energy intensity was at its lowest level.

Ozone Depleting Substances

Since the introduction of the geothermal system that uses R134A HFC (Hydro-fluoro-carbon) refrigerant,[95] there has been a significant reduction in ozone depleting substances used at the University. Most of the refrigerants that have significant ozone depletion have been phased out. According to James Lowe, reports on our geothermal system also show that there are no fugitive emissions from released refrigerants used in the geothermal system. However, it should be noted that R134A HFC is a powerful greenhouse gas.

Suggestions from the Authors

The University wants to be a leader for sustainability in Indiana and the Midwest: however, the current trajectory of emissions does not reflect progress toward the University's carbon neutrality goal. Unfortunately, the past two years have reversed the trend of emission reductions that has been demonstrated over the last decade at the University. If the campus is to become more sustainable, Ball State University needs to make focused efforts to steadily reduce emissions as it had been until FY 2018.

The geothermal system is revolutionary for the campus but does not eliminate all emissions. There is still significant electricity

Emission Intensity (Metric Ton CO2e per Student)

Koester, R. (personal communication, October 6, 2020)
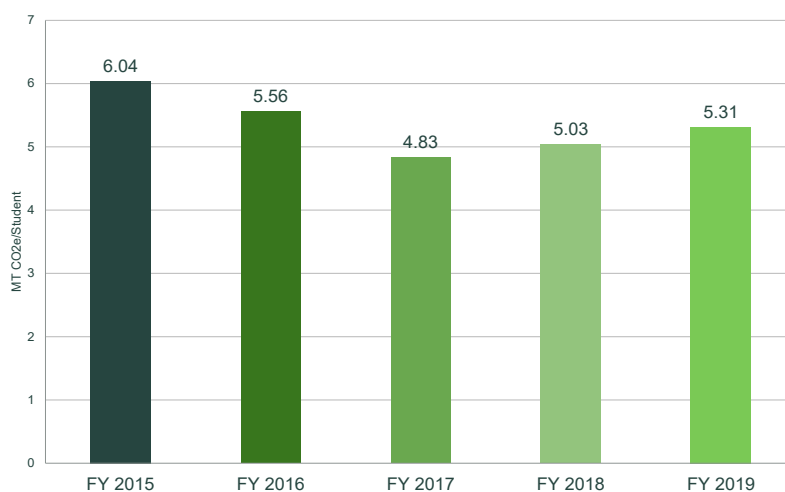
consumption to run the pumps of the geothermal system and the electricity that powers those systems has a fuel mix that emits high amounts of greenhouse gases.

As mentioned earlier in this document, a virtual power agreement would drastically change the outlook of our carbon impact. Switching to a renewable energy source for all of our electric consumption would reduce the University's carbon impact by 73%. This is strongly encouraged and will set an example of how Indiana universities can be stewards of the environment.

Though the University has current measures to make all new construction of campus buildings LEED Silver, perhaps Ball State should seek to achieve even more than Silver. The Council on the Environment should recommend that all buildings should be LEED Platinum instead.

Materials

Ball State University consumes materials as it meets its education, research, and service missions. As a higher education institution, Ball State University seeks suppliers and products that comply with its sustainability goals, including locally-sourced, energy conserving, and recycled-content materials.

The products generated by Ball State University consist mostly of intellectual property and human capital, i.e., graduates with undergraduate and graduate degrees. The Purchasing Services Office manages the purchase of materials and products to fulfill the education, research and service mission of Ball State University.

According to Roger Hassenzahl, Director of Purchasing Services, "the University recognizes the importance of green products and a high percentage of our showcase suppliers offer these products for purchase by the campus community" though cost-effectiveness is the primary criterion for purchasing decisions. Mr. Hassenzahl notes that the office "makes a conscious decision to purchase items that are energy efficient, sustainable and recyclable."[96] For computers and other electronic equipment, the Office employs EPEAT and Energy Star ratings to guide purchasing decisions.

Purchasing Services does not use environmental criteria by which to assess new or existing suppliers. There is no information about the existing or potential negative environmental impacts in the University's supply chain.

Recycled Content

The University also selects a few products comprised of recycled content. In FY 2019, 71%[97] of the University's $204,256 purchase of copy paper[98] contained recycled content. Also, Dining Services purchased products with recycled content, including 11,826 lbs of single use food containers and 17,682 lbs of napkins.[99] The napkins have both ECOLOGO Certification and Green Seal Certification.

Wastes

Ball State University is committed to collecting and transporting waste and spent products in a safe, environmentally responsible manner. Several offices oversee waste and collection for recycling programs on the campus, including Environmental Health & Safety (EHS), Purchasing Services, Landscape Services, and Dining Services.

Institutional Solid Waste

The collection and processing of solid waste generated on campus was contracted to Best Way of Indiana. This does not include the wastes which were associated with the construction and demolition (C&D) of several structures on campus (see p. 15) as these wastes are managed by a different external contractor.

In FY 2019, Best Way collected over 2,902 tons of solid waste from the University;[100] this represents an 88.7 ton increase in solid waste since the *FY 2017 Sustainability Report for Ball State University.*

Diversion of Recyclable Materials

Relative to the collection of recyclable materials, Ball State participates in Muncie Sanitary Districts' commingled collection system called Blue Bag.[101] In this system, recyclable materials are placed in blue plastic bags and sorted at a central facility. Materials collected for recycling included mixed office paper, newspaper, cardboard, metal, aluminum and glass containers, and some plastics, including # 1-5, and #7. The following plastic materials are **not** collected for recycling: polystyrene (PS #6), Styrofoam, plastic bags/films, and k-cups.

Solid Waste and Recycling

Planton, Mike. (2020, October 5). GRI Report Data FY 2019.
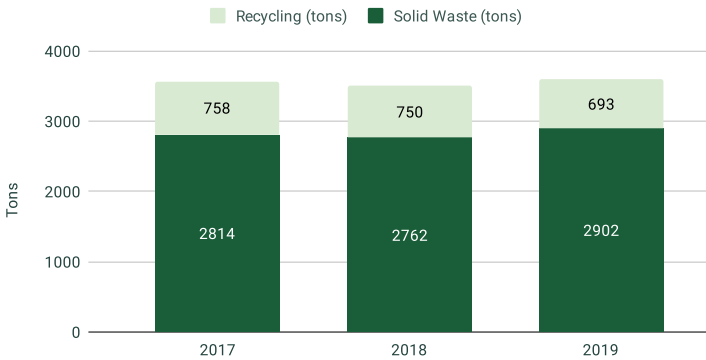
Municipal Solid Waste		
Year	Waste (tons)	Recycling (tons)
2017	2,813.5	757.7
2018	2,762.0	750.3
2019	2,902.2	693.2

Planton, M. (personal communication, October 5, 2020)

Mike Planton, Associate Director for Landscape and Environmental Management, reported that 693 tons or 19.2% of the waste generated on campus was collected for recycling by Best Way in FY 2019.[102] This represents a decrease of 64.5 tons from FY 2017 and confirms a downward trend in the tonnage of recyclable materials collected these past three years.

The authors urge University decision makers to examine a wide range of strategies to divert recyclable materials from the solid waste stream, including policies to purchase products with recycled content and deploying communication and educational programs to raise awareness of the collection system on campus.

Fate of Plastics

Nationally in 2018, only 9% of plastics generated were collected for recycling;[103] of this 9%, only 3% were transported to a recycler, 75% were landfilled, and 16% were combusted for energy recovery.[104] Combustion of plastics emits carbon dioxide and noxious chemicals. In landfills, plastic wastes—a non-biodegradable materials—persists and accumulates in Best Way's Randolph Farms Landfill in Modoc, Indiana.

Ball State University has a significant solid waste footprint on its campus and in its supply chain especially as it relates to the construction and demolition of buildings. Given the decreased rates of collection for recyclables and increased use of single-use plastics on campus, especially in Dining Services, the plastic waste stream will continue to grow.

The authors urge University decision makers to take decisive action to increase recycling rates and reduce the solid waste generated on campus especially by eliminating single-use plastics in dining facilities and across the campus.

Landscaping & Composting

The main campus of the University consists of more than 780 acres with well-tended landscaping and thousands of trees comprising hundreds of species. The campus was awarded a Level II Accreditation as an arboretum by ArbNet.[105] The Landscape and Environmental Management personnel stockpile and process the wood waste—logs and wood chips—into mulch; in FY 2019 this generated 635 cubic yards of mulch that was applied to University planting beds.[106]

A separate composting operation mixes leaves, brush, wood wastes, and herbaceous plants and mixes it with manure and straw from the Delaware County Fairgrounds. This composting operation processed about 5200 cubic yards of finished compost during FY 2019.[107]
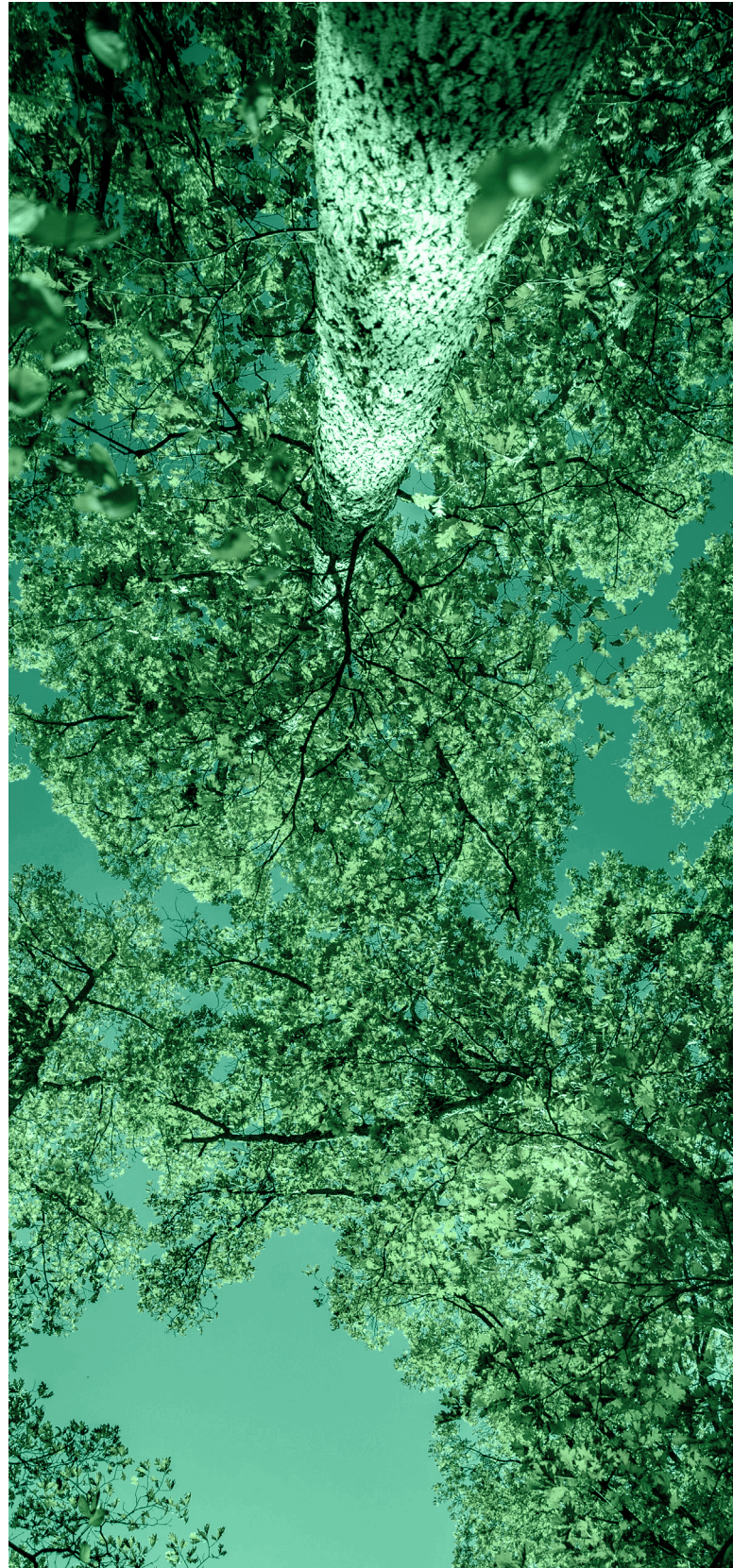
Food Waste

Dining Services has explored several strategies to reduce food waste and increase recycling. Dining Services contracted with Fry Tech Edible Oils to collect waste vegetable oil for use in the creation of biodiesel and animal feed. In FY 2019, 84,039 lbs of vegetable oil was collected.[108]

In Woodworth Complex, an experimental biodigester was installed in August 2017.[109] The machine uses enzymes to break down organic waste, then outputs a greywater and grease mixture which is then collected and removed.

Ball State Dining Services no longer uses the experimental biodigester. Karen Adkins, Senior Director of Auxiliaries for University Dining & Catering, explained that this implementation ended up being more a hindrance than a help for Dining personnel at Woodworth Complex. Maintaining the biodigester required continuous manual labor to extract the grease within the bottom of the biodigester, which resulted in more time working to clean and filtrate through the decomposed produce.

The bulk of food waste generated in University dining facilities was disposed of via the solid waste stream. Eventually, the University's food waste was buried in Best Way's Randolph Farms Landfill in Modoc, Indiana. In a landfill, biodegradable materials, such as food waste, undergoes anaerobic decomposition that generates methane, a potent greenhouse gas.

Recommendation
The authors urge Dining Services to divert food waste from the solid waste stream. The following strategies may be helpful: composting, anaerobic digesters, or contracting to a responsible service provider.

Hazardous & Chemical Wastes

All hazardous and chemical wastes were monitored and managed by personnel within Environmental Health and Safety (EHS). Under the Resource Conservation and Recovery Act (RCRA), Ball State University was classified as a Small Quantity Generator of hazardous waste. In addition, the University complies with "RCRA Subpart K regulations which are specific to management of all laboratory chemical wastes whether constituting hazardous wastes or other wastes."[110] No hazardous wastes were directly imported, exported, or transported by the University. Waste materials were labeled and segregated according to chemical compatibility and packaged in Department of Transportation-approved shipping containers. These chemical wastes are disposed of under a "no landfill" contract.

EHS manages the transfer of all chemical wastes from laboratories, medical education, and building maintenance services. Several plans and policies have been established regarding waste management including: Laboratory Waste Management Plan, Drain Disposal of Laboratory Wastes, Acceptable Chemical Waste Containers, and Chemical Spill Prevention and Response.

Biological/Infectious Wastes

All generators of biological and infectious wastes— biology labs, medical education, human performance labs, and sports facilities—were provided labeled and lined infectious waste boxes. Compliant sharps containers were also provided to numerous facilities. EHS personnel collected and stored wastes temporarily until a permitted biological waste vendor collected and disposed of the waste via shredding, microwaving, or combustion for energy recovery.

Quantity and Disposition of Hazardous Waste	
Final Disposal Management Method	Quantity (lbs)
Metals (Retorting, smelting, chemical, etc.)	1,431
Solvents(Distillation)	2,146
Energy Recovery/Fuel Blending	5,366
Thermal Treatment	7,512
Stabilization/Solidification/Physical Treatment	1,431
Total	17,886

Planton, M. (personal communication, October 5, 2020)

Materials and Products Shipped to or Collected by Recyclers			
	FY 2017	FY 2018	FY 2019
Metals	196,486 lbs	134,985 lbs	127,168 lbs
Computers	28,138.5 lbs	23,351 lbs	22,792 lbs
Printers/Other	5,618 lbs	680 lbs	2135
Batteries	2,715 lbs	-	1,926 lbs
Lamps	20,784 units	21,671 units	11,564 units
Ballasts	12,911 lbs	7,019 lbs	5,185 lbs
Pallets	2,464 ea	1,713 ea	2,278 ea
Vegetable Oil	135,849 lbs	43,540 lbs	84,039 lbs

Hassenzahl, R. (personal correspondence, September 30, 2020)

Waste Recovery of Products with Hazardous Materials

Used batteries (including alkaline and zinc-carbon), PCB transformers and switches, mercury, mercury contaminated equipment, and lamps are collected and transported to recyclers pursuant to the RCRA Universal Waste rules.[111] Some chemical products (e.g., cleaning/disinfection compounds, solvents, and paints) are also segregated during chemical waste pickups for storage and eventually sold at public auctions. Used oils are collected for recycling by an outside vendor.

Water

Ball State University's Office of Facilities Planning and Management oversees water usage on the campus. Water conservation is inherent to the day-to-day operational practices of this office but is not explicitly stated within management policies.

Ball State University purchases drinking water from Indiana American Water (IAW), a subsidiary of American Water. IAW is the largest investor-owned water utility in the state, providing high-quality water to approximately 1.32 million people.[112] Water supplied by IAW is drawn from surface and groundwater sources, primarily the White River. Surface water is also obtained from Prairie Creek Reservoir, and ground water sources are obtained from one well field with four wells. Muncie has maintained the prestigious 15-Year Director's Award from Indiana American Water, under the Partnership for Safe Water program administered by United States Environmental Protection Agency, Indiana Department of Environmental Management, and other water-related organizations.[113]

In addition, the University draws water from University-owned wells and rain tanks primarily to water vegetation on the campus and other properties.

Water Consumption

Mike Planton, Associate Director for Landscape and Environmental Management, reported that the University consumed 213,719,004 gallons (809.01 Megaliters) of potable water purchased from Indiana American Water in FY 2019.[114] This continues a downward trend in potable water consumption that extends from FY 2015 and represents a 9.4% decrease from the 231,389,707 gallons consumed in FY 2017.

During FY 2019, Ball State University used 96,650 gallons of water from its wells and 24,975 gallons from rain tanks.[115] As with potable water consumption, this continues a downward trend in water consumption. . For instance, as compared to FY 2017, this represents a 151% decline in water used from University-owned wells and a 74.7% decline from water tanks.

Water Consumed and Waste Water Generated (Megaliters)

Planton, M. (personal communication, October 5, 2020)
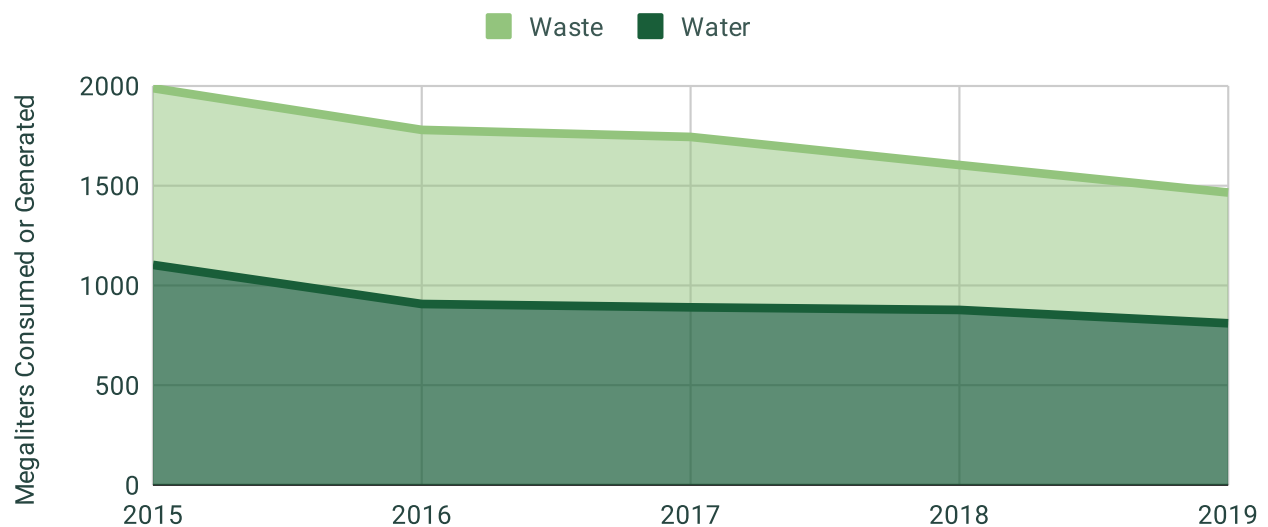
Water Consumed and Waste Water Generated in Megaliters				
FY	**Potable Water**	**Wells**	**Rain Tank**	**Waste Water**
2015	1101.5			885.2
2016	905.6	3.5		872.1
2017	888.9	2.7	0.2	853.5
2018	875.9	0.5	0.1	725.9
2019	809.0	0.4	0.1	654.9
Planton, M. (personal communication, October 5, 2020); *2017 Ball State University Sustainability Report*.				

Stormwater

Ball State University believes that it is imperative to ensure that bodies of water and groundwater are not contaminated with pollutants. Ball State University is considered a separate MS4 (Municipal Separate Storm Sewer System) and is responsible for managing the storm water on campus and its quality when it leaves campus. Polluted stormwater runoff is commonly transported through MS4's, then often discharged, untreated, into local bodies of water.

In a storm, water on campus drains either to the White River through University storm drains and the Muncie water management system or the water drains to the Duck Ponds through Cardinal Creek. Eventually, the water from the ponds flows through the Yorktown drainage system, then to the White River.

On University property, 40 catch basins were cleaned of 235 cubic yards of debris. Water leaving campus is not treated, it is treated at the City of Muncie's treatment plant.[116] The Muncie Delaware County Department of Stormwater Management collaborates with the Muncie Sanitary District, Delaware County, Town of Yorktown, and Ivy Tech/Muncie.[117]

Effluents

Effluents is a term that describes liquid sanitary wastewater and sewage that is discharged into a stream or the ocean. Effluents leaving the campus are conveyed via the Muncie Sanitary District's sewer system to its wastewater treatment plant.[118] In FY 2019, Ball State University generated 173,017,148 gallons (654.94 Megaliters) of effluents.[119] As with the consumption of potable water, there has been a downward trend in the generation of wastewater; as compared to FY 2017, this has been a -23.3% change.

Reduction Strategies of Dining Services

Ball State University does not have or use a system for recycling or reusing gray water, i.e., water from baths, sinks, and food preparation. However, Dining Services employs practices that minimize the introduction of fats, oils, and grease (FOG) into the wastewater stream from kitchens and dining facilities. Dining Services contracts with Fry Tech Edible Oils for the collection of used FOG. Then, Fry Tech uses these to make animal feed or biodiesel fuel.

In addition to reducing the unnecessary pollutants, the Dining Services program helps reduce maintenance on the part of the City of Muncie's Sanitary District. Actions that have been implemented include new tray conveyor systems in two locations that require less labor, and automatic water sensors to control water flow to rinse nozzles for increased water savings. Plus, the tray conveyor systems have built-in scrapers that eliminate solid food waste from entering public sewers.

Biodiversity

Ball State University is in the United States Environmental Protection Agency's Eastern Corn Belt Plains ecoregion.[120] This ecoregion is transitional between Loamy, High Lime Till Plain, and the Maumee Lake Plains. The farming of corn, soybean, wheat, and livestock have replaced the deciduous forests that originally covered the region.

Ball State University Field Station and Environmental Education Center (FSEEC) contains and manages six properties, totaling in 425 out of the 1,000 acres owned by Ball State.[121] Reaching across all six properties, FSEEC maintains these properties with the goal of restoring the once native biodiversity of Indiana.

FSEEC was founded to provide hands-on learning and observation of nature. Their research activities are directed towards understanding the human impact on ecological processes and communities. Within the six properties, there is a wide range of habitats to maintain including forests, meadows, tallgrass prairies, and wetlands across all six properties.

Red List Species

FSEEC land management practices include the investigation of methods to prevent the extinction of species by preserving and developing surrounding natural habitats for endangered and threatened species. Ball State University properties may serve as summer habitat for the federally endangered Indiana Bat (Myotis sodalis), a tree-roosting bat. As of 2018, the International Union for Conservation of Nature and Natural Resources (IUCN). has categorized the Indiana Bat as "Near Threatened." [122]
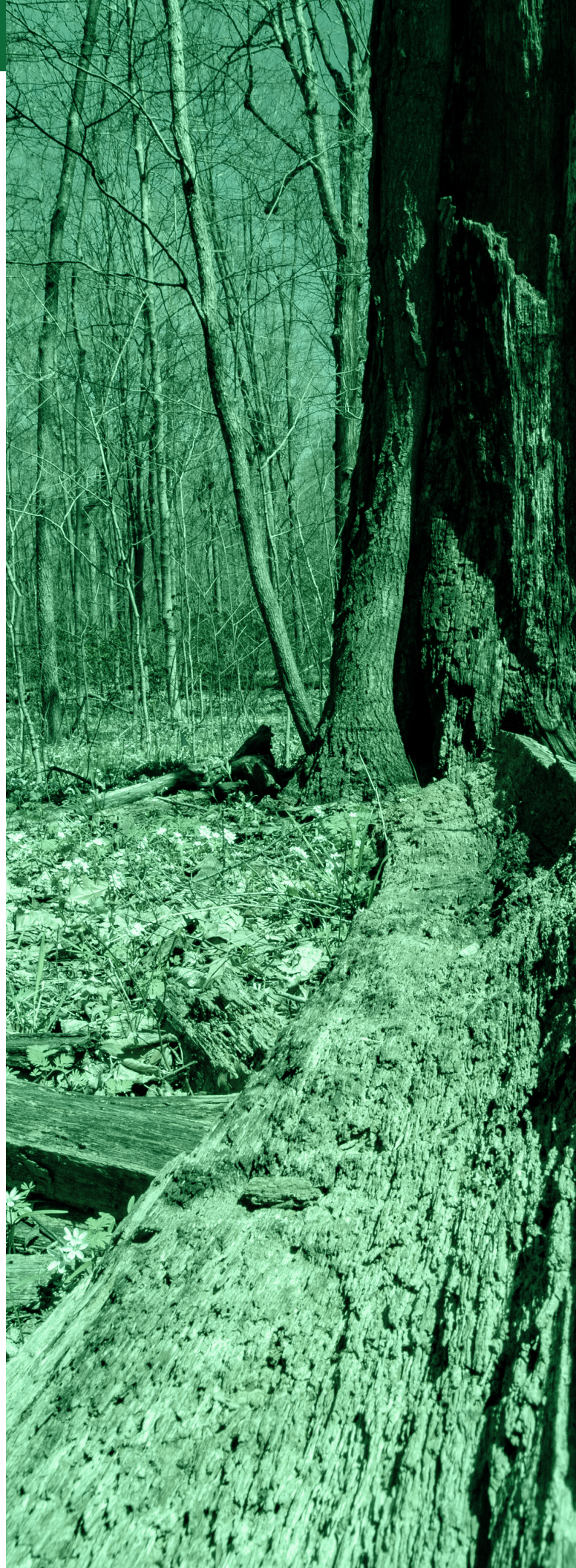
Christy Woods

Christy Woods is an outdoor teaching laboratory for Ball State students and members of the surrounding community. It is located on the southwest corner of Ball State University's campus. Christy Woods is a 17-acre property preserved with approximately two-thirds of the area as a mature deciduous forest that is dominated by oak, hickory, walnut, hackberry, and sugar maples.[123] The open area is filled with a tall grass prairie, like the habitat that once covered much of northwest Indiana. Spring flora include species of native wildflowers. Other plant communities include bog, sedge, meadow/fen, and pond. Additional flora found in east central Indiana are wildflowers, trees/shrubs/vines, ferns, grasses, and nonnative species.

Christy Woods emphasizes native plants and native ecosystems found within Indiana. This land is managed to function as an outdoor learning laboratory in support of FSEEC. It supports research by faculty, graduate, and undergraduate students.

Ball State University owns two greenhouses, both located within Christy Woods: Orchid Greenhouse and Teaching and Research Greenhouse.

The Dr. Joe and Alice Rinard Orchid Greenhouse houses over 2,000 orchids, containing the largest University-based orchid collection in the United States, including the Wheeler-Thanhauser Orchid Collection and Species Bank, and Betty Kendall Ladyslipper Orchid Species Collection.[124] As a living museum it provides opportunities for education and conservation of rare and endangered orchid species and is used for orchid research. This vast collection continues to provide opportunities for students and visitors to learn about the diversity of tropical species. The 3,400 square foot greenhouse is a resource used by students in biology, natural resources, art, technology, landscape architecture, and photography and is used to offer educational programs open to the general public.

Ginn Woods

At 161 acres, Ginn Woods is the second largest remaining old-growth forest within central Indiana.[125] This property is a critical educational and research asset for the University. The natural value of the area was cited in the 1969 Indiana Academy of Science book, <u>Natural Areas of Indiana and their Preservation</u>, edited by Alton Lindsey.[126] The area is a high priority as an educational area because of its diverse community of plants and animals and so uncommon in the landscapes of east-central Indiana. Ginn Woods supports faculty and student research projects, such as migratory bird counts, amphibian monitoring, and climate impact on tree growth.

Once owned by the Ginn family from the 1830's to 1970's, the land was protected from livestock grazing and cutting of trees. Ball State University purchased the land in the 1970's and has protected the property ever since. As an area of special concern, land management principles focus upon preserving and protecting the herbaceous plant community and wild life populations, as well as monitoring exotic plant species and eradicating them as they appear.[127]

John Taylor, Land Manager for the Field Station and Environmental Education Center at Ball State University, is attempting to raise standards for protecting natural areas for research and education purposes by proposing that Ginn Woods be dedicated as an Indiana State Nature Preserve.[128]

The property is located in the Gaston quadrangle of Union Township in north-central Delaware County, Indiana. It consists of Nixon Woods, a 40-acre area of continuous old-growth forest, and Wesley Wetland a 10-acre former agriculture field.

Cooper Farm

Located northwest of Ball State, Cooper Farms is divided into two sections: the Cooper Woodland Area and Cooper Natural Area. As a whole, Cooper Farms is a restored prairie that is managed by controlled burns and contains distinct micro-environments that constitute a rich diversity of biological habitats for environmental education and research. The area provides outdoor laboratories for observation and tactical research.

The Cooper Wetland area is approximately 31.5 acres, comprising 17 acres of forest and 14 acres of secondary succession.[129] The southern boundary is along Bethel Avenue; Eagle Branch of Jakes Creek flows east to west along the northern boundary. The Cooper Natural Area was added to the Cooper Farm in 1999. Cooper Farms, one of the six properties in the FSEEC, shares common boundaries with the Skinner Field Area, totaling 131 acres combined.[130]

Cooper Farm Hockney Photo by Chase Holloway

Donald E. Miller Wildlife Area

On the north bank of the White River on the west side of Muncie, the Donald E. Miller Wildlife Area is 16.5 acres of land, on the west side of Muncie.[132] This site provides opportunities to study nature and participate in environmental sciences field experiences for students from pre-K through college. The Miller area is a remnant of White River bottomland that was isolated in the late 1940's when the Army Corps of Engineers straightened the river channel and constructed a levee.

This conservation area contains a diversity of plants, animals, and habitat types. An oxbow pond that was created when the old river channel was isolated by the levee is located within the preserve. Ponds on site are shallow but contain high levels of organic matter. Due to extensive duckweed in the growing season, it also has lower oxygen levels. Turtles and amphibians that inhabit the pond, as well as a few species of fish, are tolerant to the conditions. The Miller Area includes a mature bottomland forest of predominantly sycamore and hackberry trees on a relatively flat river terrace east of the pond.

The transitional character of the woods along a topographic moisture gradient, plus the presence of the oxbow pond create a diverse habitat conducive to the presence of many bird species. Over the last three decades, the rich understory has given way to two invasive exotic plant species: bush honeysuckle and garlic mustard.[133] The current management goals for the Miller Wildlife Area include maintenance of the present trails and establishment of access lanes for research activities. This is labor-intensive effort is to be completed over the upcoming years.[134]

Environmental Compliance

The Office of Risk Management, together with the Office of Environmental Health and Safety, works cooperatively with other departments or entities throughout the University. The overall management approach is through the identification, assessment, and priority of risks, then is followed by the coordinated and economical application of Ball State University resources. An environmental insurance policy is purchased to fill the insurance coverage gaps created by pollution exclusion for liability and property insurance policies.[135]

Active programs of recognition, assessment, and management of potential hazards, similarly with preparedness and prevention, are the focus of Environmental Health and Safety (EHS). Implemented programs of personnel training, facility inspections, physical actions, record-keeping, program compliance, pollution prevention practices, spill responses, and regulatory reporting are ongoing through the office. EHS oversees a myriad of regulatory-driven and voluntary programs such as:

- Asbestos management
- Chemical waste management and recovery
- Hazard awareness
- Underground and above ground storage tanks
- Reporting, chemical spill response
- Oil spill response
- Biological waste management
- Decontamination and disinfection
- Underground utility safety
- Hazardous material transportation and security
- Resource recovery
- Used oil recovery
- Polychlorinated biphenyls.[136]

Ball State University Facilities Management and Planning staff oversee the institution's air quality permit and operational compliance, while Landscape Services and Environmental Management ensures compliance with stormwater regulations as an MS4 entity.

Dining Services

Ball State University's Dining Services is dedicated to a continuous history of including sustainability within their critical decision-making process. This includes a campus culture that continues to be transparent, proactive, and inclusive by providing food that is nutritious, wholesome, and of good value. They incorporate programs, practices, and policies while focusing on serving quality food in 14 locations.

Dining Services looks for the best overall value—"top quality products at the best available price"—when looking for food suppliers.[137] Ball State Dining Services purchased its food from several extensive food distributor services, including Gordon Food Services (GFS), Piazza Produce, Stanz, Alpha Baking, Caito (pre-packaged), McConnell & Sons (C-Store), Snapple, Pepsi, Coca-Cola, SYSCO Foods, and Munsee Meats. Other than GFS, whose warehouse is based in Ohio, all the suppliers' warehouses are based in Indiana.

From 2018 to 2019, Ball State University had discontinued its contract with US Foods and added SYSCO Foods.[138] When searching for a new product supplier for the campus,

Ball State Dining Services and Purchasing Office used a three-pronged investigative approach:
• How many local products do they buy?
• Where do they source their food? and
• What sustainable efforts are they making?

For example, SYSCO Foods are setting sustainability trends by diverting 90% of waste from operations and food production away waste from landfills.[139]

Dining Services uses locally grown produce when available and in season. Locally grown is defined as a radius of 250 miles from campus. Karen Adkins, Senior Director of Auxiliaries for University Dining and Catering, explained that sourcing locally grown produce is challenging because demand quickly outpaces the local supply.[140] More specifically, Ball State Dining Services is open from 6:30 am to 12 am, resulting in about 15,000 transactions each day in the dining facilities across campus. This demand would deplete the local farmers' inventory. Thus, Dining Services sources fresh produce beyond the local community.
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Reducing Waste in Dining

Ball State Dining and Catering Services researches the best practices, investigates other institutional programs, vendors, recipes, and preserves techniques to increase the utilization of local and regional food products. Ball State University also tries to use environmentally friendly cleaning supplies, equipment, and service-ware. To achieve this, the department conducts weekly inventories to keep stocks low and avoid food products' spoilage. The majority of napkins used in dining facilities are composed entirely of recycled content. Plates, bowls, and clamshells made from corn were used as biodegradable and compostable tableware and bamboo-based plates at the Tally Chef's Station and Catering. Woodworth Commons benefits from one of the campus's greenhouses by incorporating fresh herbs into their menus.[141]

Dining Services employs bulk frying oil practices to reduce the need for either single/multi-use paper and plastic oil containers. These used oils are collected and used to make animal feed and biodiesel.

Dining Services donates high-quality uneaten foods to local food kitchens. In FY 2019, some of the recipients of approximately 28,187 pounds of donated food included the Muncie Mission, Cardinal Kitchen, and Muncie Soup Kitchen.[142]

Sustainability in Dining

Ball State Dining continues to implement sustainability initiatives to help the environment, with one of the most prevalent issues being single use products. One example is the introduction of refillable Ball State Dining mugs and tumblers used across campus at most dining locations to obtain a discount on all drinks. [143]

In the past years, efforts have been made to reduce the single-use plastic bags within dining facilities. Dining Services offers reusable bags made from recycled content for the transport of food products. These bags are donated to new students during orientation, and students are encouraged to use them for food purchases.

To help eliminate continuous work on equipment, Ball State Dining Services uses preventive maintenance programs to reduce equipment breakdowns and outages. Implementing a preventive maintenance program prolongs the life of the equipment and reduces downtime due to unexpected breakdowns.

When equipment, supplies, and assets are out of date or out of use for dining facilities, the equipment is sent to Purchasing Services to be redistributed, recycled, reused, or auctioned off. When sourcing new equipment for dining facilities, Dining Services buys energy-efficient and Energy Star rated equipment and energy-efficient LED lighting when feasible to reduce energy consumption and emissions.[144]

Safety and Well-being in Dining

Ball State Dining Services employed approximately 700-800 students and 325-350 adult employees; in FY 2019; Dining Services was the single largest student employer on campus. All employees undergo ServSafe Certified Training regarding food and sanitation safety twice a year; training is 8 hours for adult employees and 4 hours for students. This establishes a comprehensive employee-training program that develops skills and enhances upward team mobility. Access to an individual's unit and departmental training are available as needed.[145] Dining Services is committed to providing the safest dining experience possible.

Any possible dietary restriction is handled within dining by providing different dietary options to hosting events that promote food variety and wholesome nutrition. Options for those with allergies or dietary restrictions are included at all levels of dining. Available labeling system designates if a food product contains gluten, is vegetarian, or vegan. Throughout dining halls, signage communicates the extensive allergenic products, including goods containing peanut oil and soy. To keep standards consistent for the quality food being served, hourly temperatures are taken of both the hot and cold foods. Dining Services also uses Net Nutrition, an online tool that contains nutrition information on all food and dishes served. [146]

Economic Disclosures

Economic Foreword

As a state-assisted institution, Indiana taxpayers contribute to the financial well-being of Ball State University. This report outlines and compares the University's financial activity to previous years so taxpayers and other stakeholders can better understand the economic status of the institution. This section of the report highlights key aspects related to the economic conditions of the University during fiscal year 2019, July 1, 2018, through June 30, 2019, including, but not limited to, total funding, revenues, liabilities, and expenses.

Ball State University's FY 2019 financial report included the economic activities of the University, Burris Laboratory Schools, the Indiana Academy for Sciences, Mathematics, and Humanities, and Muncie Community Schools.[147] This included 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 University. Financial reporting for the University is in accordance with the principles of the Governmental Accounting Standards Board (GASB).

Economic Summary

Between July 1, 2018, and June 30, 2019, the financial situation of the University demonstrated several increases, including:

· operating revenue went up around $6 million for a total of $281 million.
· operating expenses went up around $27 million for a total of $510 million;
· liabilities went up around $80 million for a total of $581 million; and
· government funding went up around $1 million for a total of $221 million.[148]

The current ratio for the University of revenue to liabilities decreased from 4.94:1 for FY 2018 to 3.35:1 for FY 2019. The largest source of revenue, 30%, was generated from the net value of tuition and fees. On the other hand, the largest expense category, 66%, was for salaries and benefits. The total net position of the University rose $21.5 million during FY 2019 to $732.7 million. Additional details are offered throughout the Economics section.

Trends Over Time (In Millions of Dollars)
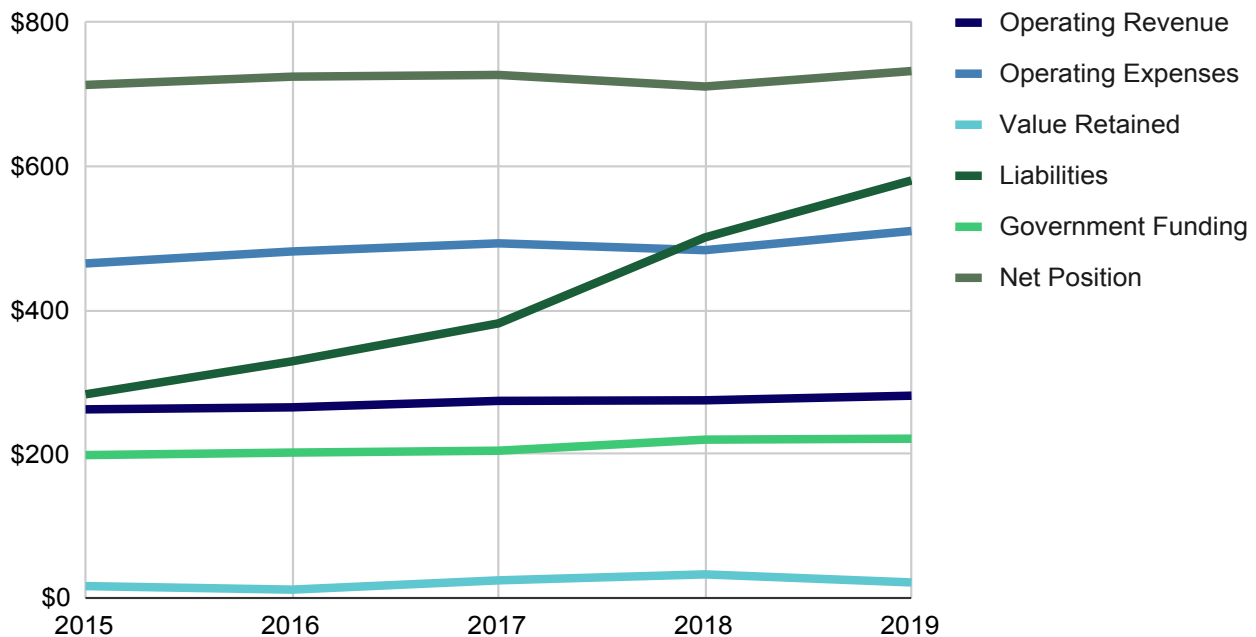
| Changes in Revenue and Expenses over Time (in Millions)					
	2019	**2018**	**2017**	**2016**	**2015**
Operating Revenue	$281.2	$271.8	$274.0	$265.0	$262.2
Operating Expenses	$510.3	$483.6	$493.1	$481.8	$465.1
Value Retained	$21.5	$32.7	$24.4	$11.5	$16.4
Liabilities	$580.6	$501.3	$381.8	$329.0	$283.1
Government Funding	$221.4	$220.1	$204.7	$202.1	$198.6
Net Position	$732.7	$711.2	$727.3	$724.9	$713.4
Ball State University, Office of University Controller. (2019). Financial Report: Year Ended June 30, 2019. Muncie, Indiana: Author. https://ballstate.app.box.com/s/b5a342y08rn7ljp9r4dnj15n0ckk32tf/file/595017689874					

Revenues

Revenues generated by Ball State University are reported as, operating, non-operating, and other. Operating revenues include income acquired through the sale of goods or charges from services, including, tuition and fees, housing, dining, and athletics. State appropriations, used mainly for operations, are considered non-operating.[149] Other revenues include capital appropriations, gifts and grants, and non-recurring revenues.

In FY 2019, the total operating revenue was around $281 million[150] which was an increase from the previous fiscal year by $6.4 million or 2.3%. A decrease in on-campus housing and student enrollment caused a decrease of $7.7 million in revenue from student tuition, fees, and residential life. However, revenues from grants and contracts increased by $11.0 million from the previous fiscal year. On top of this, debt obligations decreased during 2018-2019, decreasing the offset to other operating revenue and contributing to the other $2.3 million increase of revenue during FY 2019.

Total Revenue By Source

Legend: ■ 2019 ■ 2018 ■ 2017 ■ 2016 ■ 2015
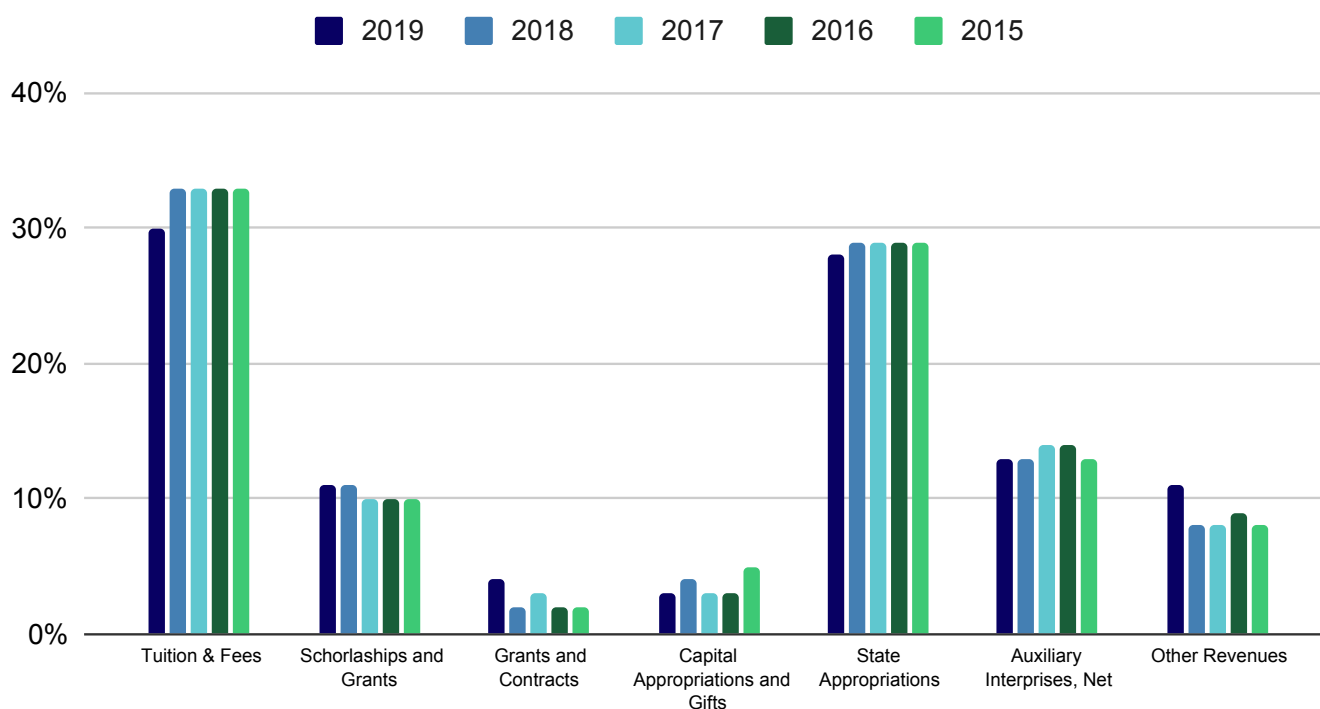
Total Revenue by Source					
	2019	**2018**	**2017**	**2016**	**2015**
Tuition & Fees, Net	30%	33%	33%	33%	33%
Scholarships and Grants	11%	11%	10%	10%	10%
Grants and Contracts	4%	2%	3%	2%	2%
Capital Appropriations and Gifts	3%	4%	3%	3%	5%
State Appropriations	28%	29%	29%	29%	29%
Auxiliary Enterprises, Net	13%	13%	14%	14%	13%
Other Revenues	11%	8%	8%	9%	8%
Ball State University, Office of University Controller. (2019). Financial Report: Year Ended June 30, 2019. Muncie, Indiana.					

Expenses

Operating expenses at Ball State University consist of all expenses needed to implement the operations and programs of the University. In FY 2019, total operating expenses were around $510 million,[151] an increase of $26.7 million or 5.5% from the previous fiscal year. Personnel services and benefits, which account for about 70% of total operating expenses, increased by $1.2 million or 0.5% during FY 2019. Similarly, benefits expenses also increased by $15.2 million, primarily due increased health care costs.[152] Other supplies, expenses, repairs, and maintenance combined, increased a total of $9.7 million, mainly due to increased construction costs. Finally, student aid,

including financial aid and scholarships, decreased by $0.4 million or 2.5%.

In FY 2018, operating expenses totaled around $484 million, a decrease of $9.5 million or 1.9%. The following increased during 2017-2018: personal services by $3.2 million; supplies, expenses, repairs, and maintenance combined by $1.1 million; and student aid, including financial aid and scholarships, by $1.8 million. On the other hand, benefits decreased by $17.3 million mainly due to Other Post-employment Benefits (OPEB) liability reporting requirements related to the implementation of GASB No. 75.[153]

Percentage of Expenses Breakdown By Source
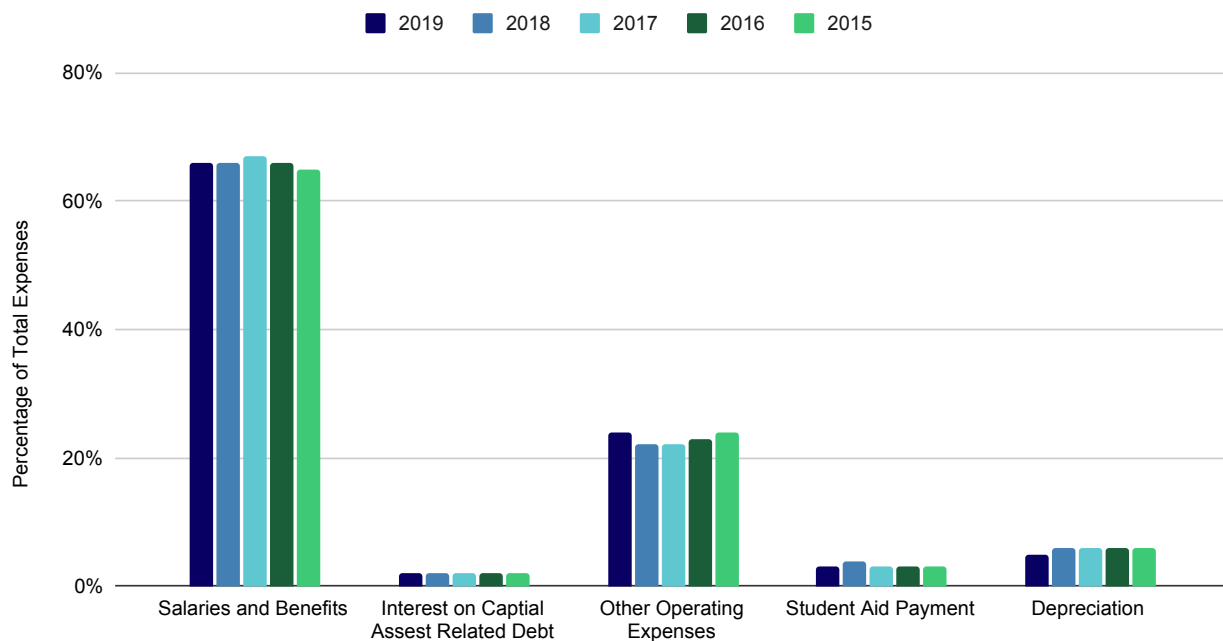
Total Expense By Source					
	2019	**2018**	**2017**	**2016**	**2015**
Salaries and Benefits	66%	66%	67%	66%	65%
Interest on Capital Assets Related Debt	2%	2%	2%	2%	2%
Other Operating Expenses	24%	22%	22%	23%	24%
Student Aid Payment	3%	4%	3%	3%	3%
Depreciation	5%	6%	6%	6%	6%

Ball State University, Office of University Controller. (2019). Financial Report: Year Ended June 30, 2019. Muncie, Indiana: Author. https://ballstate.app.box.com/s/b5a342y08rn7ljp9r4dnj15n0ckk32tf/file/595017689874

Tax Status & Approach

Indiana Code Title 21, Article 19[154] established Ball State University as an instrumentality of the state of Indiana, United States of America. As such, the University receives a tax exempt status under Section 115 of the Internal Revenue Code, including for property tax purposes.

The Office of University Controller manages all tax compliance issues and filings while also providing training and support for University personnel on these matters.[155] The audited financial report for FY 2019[156] and many of the policies and practices to support tax compliance[157] are publicly available.

Total Value Retained					
	2019	**2018**	**2017**	**2016**	**2015**
Operating Revenues	$281,179,839	$274,775,505	$274,006,946	$265,002,481	$262,196,219
Non-Operating Revenues	$243,733,397	$232,342,886	$213,822,564	$220,356,991	$204,497,975
Other Revenues	$6,916,124	$9,125,282	$7,679,369	$7,991,003	$14,790,813
Total Revenues	$531,829,360	$516,243,673	$495,508,879	$493,350,475	$481,485,007
Total Operating Expenses	$510,293,441	$483,568,353	$493,066,361	$481,846,017	$465,096,945
Value Retained	$21,535,919	$32,675,320	$2,442,518	$11,504,458	$16,388,062
Ball State University, Office of University Controller. (2019). Financial Report: Year Ended June 30, 2019. Muncie, Indiana: Author. https://ballstate.app.box.com/s/b5a342y08rn7ljp9r4dnj15n0ckk32tf/file/595017689874					

Liabilities

Liabilities for Ball State University, both short-term and long-term combined, increased around $79 million. Current liabilities rose $17.6 million or 30.8%.[158] Noncurrent liabilities increased $58 million or 13.8% during FY 2019. The two leading causes for these increases were an increase of accounts payable and accrued related to construction and an increase in long-term liabilities for bonds due before June 30, 2020. During the previous FY 2018, liabilities increased around $92 million.

Liabilities					
	2019	**2018**	**2017**	**2016**	**2015**
Current	$74,527,975	$56,966,036	$49,774,724	$49,411,657	$49,078,031
Non-current	$477,334,729	$419,342,829	$327,311,261	$4,273,716,582	$227,290,917
Deferred Inflows of Resources	$28,703,841	$24,944,386	$4,681,084	$5,825,411	$6,759,333
Total	$580,566,545	$501,253,251	$381,767,069	$328,953,650	$283,128,281
Ball State University, Office of University Controller. (2019). Financial Report: Year Ended June 30, 2019. Muncie, Indiana:					

Financial Challenges

Some additional challenges during FY 2019 related to tuition; due to a smaller than expected freshman class and lower retention of existing students, revenues generated from tuition were below the tuition budget.[159] The harsh winter also caused utilities and some one-time expenses, previously not expected, to go above the budget.

In general, over the past 5 to 10 years, budgets for higher education have become tighter as state funding has remained stable and has not kept pace with inflation.[160] In addition, tuition increases are seen in a negative light by the public, so increases in tuition are typically set below inflation.

Overall, this means that Ball State University and other state-assisted institutions must be "more efficient and more cost conscious," stated Rob Marvin, Senior Director of University Budget Development.[161]

Government Funding and Aid					
	2019	**2018**	**2017**	**2016**	**2015**
Operating Revenues: Federal Grants and Contracts	$4,812,343	$4,875,443	$4,654,999	$5,561,193	$5,561,137
Operating Revenues: State and Local Grants and Contracts	$2,697,941	$2,480,670	$2,432,258	$2,584,002	$1,622,278
Federal and State Scholarships/Grants	$58,262,211	$59,255,786	$52,408,370	$49,905,136	$48,015,068
Non-Capital Financing Activities: State Appropriations	$155,663,928	$153,449,894	$145,366,234	$144,084,123	$143,352,066
Total Government Funding	$221,436,423	$220,061,793	$204,681,861	$202,134,454	$198,550,549
Ball State University, Office of University Controller. (2019). Financial Report: Year Ended June 30, 2019. Muncie, Indiana: Author. https://ballstate.app.box.com/s/b5a342y08rn7l-jp9r4dnj15n0ckk32tf/file/595017689874					
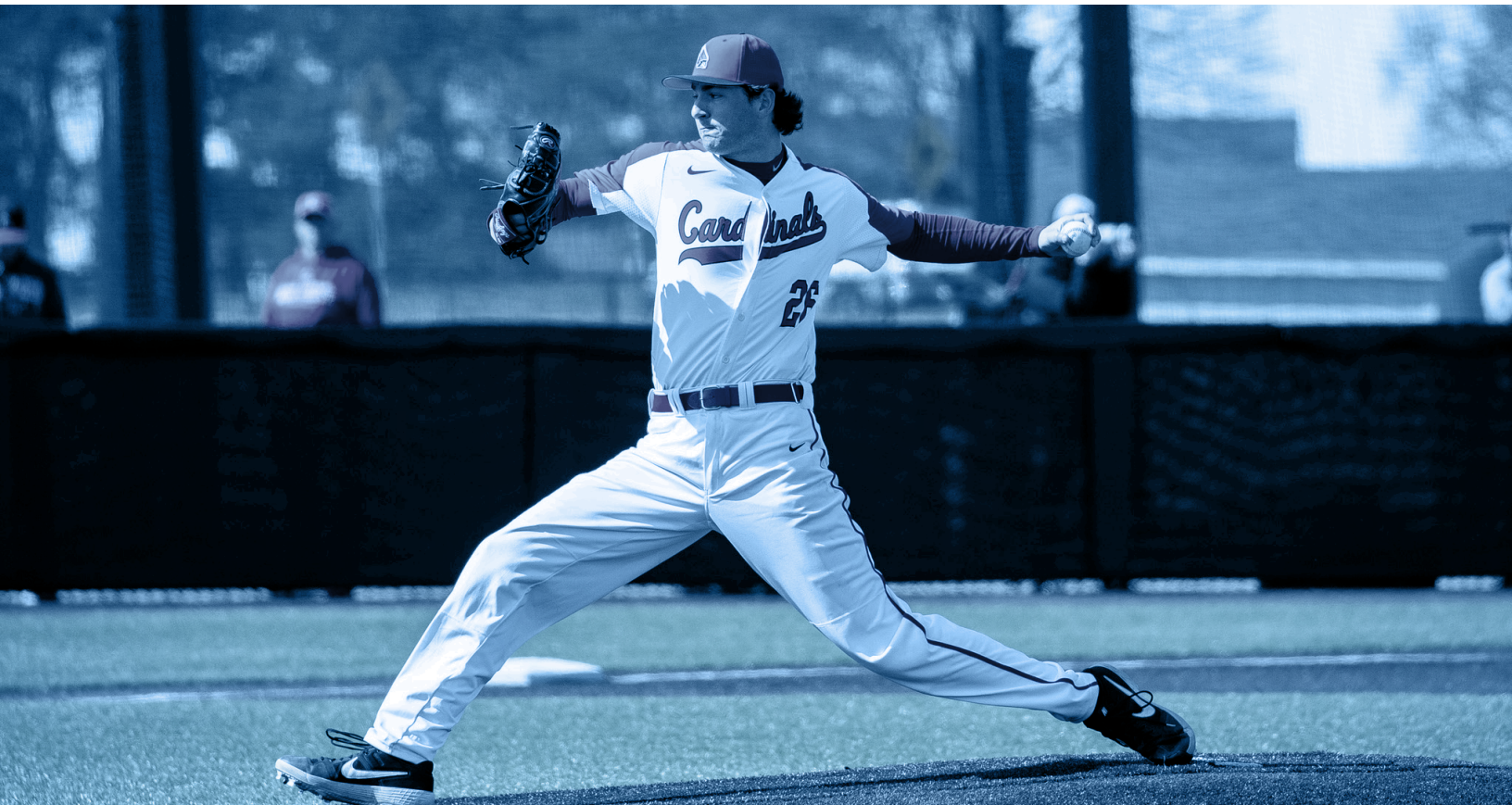
Climate Change Risks & Opportunities

Climate change is an ongoing and ever-worsening risk for all entities around the world. Ball State University runs the risk of both damage and disruption from climate change. Damage may come in the form of severe weather, especially types that leave water intrusion that could harm buildings and infrastructure.[162] Similarly, the University's operation and delivery of instruction could be disrupted in the event of those physical losses. If such events occur, they will be handled in the overall cost of doing business for the University. Physical losses also have insurance available to help cover them; however, it is not a cure-all solution. In the long run it would be more beneficial to build up resilience instead of relying on insurance. Repeated insurance losses may result in higher premiums or the unavailability of insurance in the future.[163]

Researchers at Purdue University have gathered large amounts of data concerning how climate change could affect Indiana in the future.[164] If trends continue, Indiana will likely see a higher frequency of hotter temperatures, number of hot days, wetter winters and springs, and intense precipitation events. These changes increase the risk of damage to urban forests, prairies, farms, and other green spaces due to heat, flooding, diseases, and pests. Corn is one of the primary crops at risk for Indiana and is expected to decrease in yield quantities by 16 to 20% by mid-century with even larger losses by the end of the century.

The coal used for electricity is projected to be replaced entirely by 2080 by solar, natural gas, and or wind due to cost-effectiveness and environmental goals. It is also important to note that those who are young, elderly, from low-income households, and or who have chronic illnesses will be the most at risk due to climate change. For more information about how climate change will affect Indiana's climate, read the *Indiana Climate Change Impact Assessment* located at https://ag.purdue.edu/indianaclimate/.

Opportunities

The recognition of climate change as a potential threat to the economic health of the University provides incentives to reduce direct and indirect greenhouse gas emissions and other operational costs. These can include but are not limited to the conversion to more efficient systems for climate control in buildings, increasing 'green spaces' on campus, construction and renovation of buildings to meet LEED (Leadership in Energy and Environmental Design) certification, reduction of paper use, increasing electronic transactions, and online learning.[165]

Anti Corruption

During FY 2019, no incidents of corruption or anti-competitive behavior were reported by Ball State University.[166] The University uses an Enterprise Risk Management (ERM) program that "focuses on identifying and treating risk across the entire institution."[167] Part of this program entails interdisciplinary teams meeting regularly to discuss potential impacts of all types of risk.

The University has created several conflict of interest policies to emphasize to all University community members not to engage in behaviors that could compromise the University's reputation and integrity. Such policies are outlined in both the employee and student handbooks, which all members of the Ball State University community are asked and expected to read before officially joining the University. A conflict of interest is described in the employee handbook as an event where "a University employee is in a position to influence, either directly or indirectly, University business, research or other decisions in matters in which the employee or a dependent of the employee has a significant financial interest."[168]

Opportunities on Campus

Constructing new buildings and renovating existing campus buildings to achieve LEED Certifications.

Training programs for University maintenance and custodial staff in rapid response to incidents of water intrusion into buildings in order to minimize damage to the structures or interior equipment and furnishings

Development of academic and support capabilities to allow online education and increased teleworking opportunities for faculty, staff, and students.

Landscape Services maintains a Tree Nursery and the Ball State Arboretum allows for the sound maintenance and exploration of our 780 acre campus with hundreds of species of trees. The University is also the owner and steward for several agricultural farms and forested areas (Christy Woods, Ginn Woods, Cooper Farm, Hults Environmental Center, Miller Wildlife Area, Skinner Field Area, and several Greenhouses) that may serve to offset any greenhouse emissions.

A Master Campus Plan that features increased "green spaces" and opportunities for walking and biking.

Reuse of materials such as concrete and wood for road construction and compost or mulch, respectively.

Employees by Gender

Excluding students, the total number of employees at Ball State University was 3,941 in FY 2019.[169] Overall, there were more female employees in both full-time (55%) and part-time (52%) job positions.[170]

The total number of employees subject to hourly wage compensation was 1,601 (41%) including those who were employed as service and maintenance staff. Additional information regarding remuneration and gender is offered on page 81.

Employees by Gender				
	2019	**2018**	**2017**	**2016**
Full Time - Female	1788	1757	2264	2259
Full Time - Male	1487	1462		
Part Time - Female	344	371	1570	1617
Part Time - Male	322	301		
Grand Count	3941	3891	3834	3876

Woods, M. (personal correspondence, June 12, 2020).

Senior Management

Senior management is defined as those who serve on the President's Cabinet consisting of vice presidents and senior leaders that represent the divisions of the University. This Cabinet is populated by the president of the University with approval from the Board of Trustees. In FY 2019, the President's Cabinet consisted of 11 members (see table below).[171]

It is not clear which Cabinet members were hired from the local region. Ball State University seeks out senior management personnel through nationwide searches or internal promotions and executive appointments.[172]

As a campus that prides itself on diversity, a nationwide search for senior management is a reasonable course of action to recruit skilled employees. The local economy is affected by Ball State University bringing in

expertise from around the country while collaborating with the local community. This wide search can also be negative, as local voices may feel under-heard or underrepresented.

In March of 2018, Sue Hodges Moore joined Ball State University as its first Chief Strategy Officer.[173] She oversees several offices, including Institutional Research and Decision Support, Community Engagement, and Institutional Diversity. Critical responsibilities of the Chief Strategy Officer included assisting with the development of the new strategic plan for the University and supporting the plan's successful implementation. This involved helping divisions, colleges, and units with the development and implementation of their unit plans while ensuring that those plans aligned with the University's priorities.

Members of the President's Cabinet and Compensation		Total Compensation	
Member	**Position**	**2019**	**2018**
Kay Bales	Vice President for Enrollment Planning and Management	$289,040	$284,687
Jean Crosby	Vice President of Strategy, Engagement, and Communications*	$196,412	$175,643
Sali Falling	Vice President and General Counsel	$223,201	$228,177
Beth Goetz	Director of Athletics	$303,668	$169,677
Bernard Hannon	Vice President for Business Affairs and Treasurer	$166,927 **	$295,803
Loren Malm	Vice President for IT and Chief Information Officer	$215,092	$186,170
Sue Hodges Moore	Chief Strategy Officer	$288,504	$246,023
Becca Polcz Rice	Vice President for Governmental Relations	$187,041	$192,078
Susana Rivera-Mills	Provost and Executive Vice President for Academic Affairs	$325,954	$184,375
Ro Anne Royer Engle	Interim Vice President for Student Affairs	$169,719	$130,966
Kathy Wolf	Vice President for Marketing and Communications	$238,069	$251,068
	*Director of Donor Relations Spec Proj for BSU Foundation till 2019	**inactive	

Sources: Ball State University. (2019, June 11). President's Cabinet Directory. http://wayback.archive-it.org/11029/20190611194357/www.bsu.edu/about/administrativeoffices/president/presidentscabinet/presidentscabinet; Ball State University, Marketing and Communication. (2019, January 17). Ball State University, State County, Indiana, Total Compensation 2018, Factbook. https://www.bsu.edu/-/media/www/departmentalcontent/factbook/transparency/2018%20gateway100r%20for%20factbook.pdf?la=en; Ball State University, Office of University Controller. (2019). Financial Report: Year Ended June 30, 2019. Muncie, Indiana: Author. https://ballstate.app.box.com/s/b5a342y08rn7ljp9r4dnj15n0ckk32tf/file/595017689874

Purchasing

The Purchasing Services Office coordinates the procurement, storage, and distribution of materials, products, and services across the campus. According to Roger Hassenzahl, Director of Purchasing, "local suppliers are included when feasible and selected when cost effective."[174] Purchasing Services considers local to be within 250 miles. Companies headquartered in Indiana are considered to be local suppliers. As of 2020, Purchasing Services Office does not track the percentage of the procurement budget spent locally.

Purchasing Services partners with the Indiana Department of Administration, Mid-States Minority Supplier Development Council, and Great Lakes Women's Business Council. These partnerships provide processes that help diversify spending among women, minority, and veteran-owned businesses.[175] In addition, Purchasing Services strives to promote local bidding participants.

Significant Infrastructure Investments during FY 2019 & 2018 (Thousands U.S. Dollars)	
McKinley Street Alignment	~$3,000 K
Geothermal Extensions (Student Center, BU & LU)	~$732 K
Infrastructure/Tunnel Utility System	~$443 K
McKinley Street Alignment Continued	~$2,300 K
Express Feeder Phase 2	~$260 K
East Campus Primary Power Phase 2	~$260 K
Marvin, R. (personal correspondence, November 3, 2020)	

Indirect Economic Impacts

Infrastructure

Ball State University's significant infrastructure investments during FY 2019 and 2018 are shown in the table above. When working on any major infrastructure, there are impacts on the surrounding communities and local economies.

Working on roadways such as the McKinley Street Alignment project does not only affect students on campus but everyone who drives through campus. This includes the Muncie Indiana Transit System (MITS) which connects the University to the Muncie community.

Extending the geothermal heat pump system to additional buildings—Student Center, Burris Laboratory School, Indiana Academy, and Lucina Hall—affected the Indiana economy. A majority of the contractors working on the system were from Indiana and employed American-made products.[176] As a result, manufacturers supplying the project increase production and keep more workers on the job.

Broad Impacts

Ball State University's economic activity occurs across a broad set of economic sectors. The largest of these include commercial rental properties, retail trade, healthcare, finance, and insurance. The higher population levels in Muncie and the surrounding areas are due to Ball State University's faculty, staff, students, their families, and others who live in the region.

Ball State University offers many unique experiences for both University and community members, which generate revenue for the University and positively impacts surrounding businesses. Entertainment and educational events are held in a number of venues, including Emens Auditorium, David Owsley Museum of Art, Brown Planetarium, Sursa Hall, Pruis Hall, University Theater, the Cave, Worthen Arena, and Muncie Civic Theater.[177]

During FY 2019, Emens Auditorium had 169 events, including 34 sponsored performances.[178] Some of the highest revenue-generating events were country and rock concerts, comedians, and Broadway shows. Many of the shows were intended to attract a wide range of people; however primary ticket buyers were typically women from ages 20 to 65+.[179] In addition, Emens fostered community involvement by developing community members to serve as volunteer ushers, enabling them to experience these performances.

Impacting the Community

Sports Facilities and Recreation Services (SFRS) department at Ball State University provides "experiential opportunities leading to healthy citizens of the world."[180] SFRS also helps in the management of events such as those offered by Ball State University Athletics, Burris High School/Middle School, student organizations, and special events like the Muncie Community Sing, and programs provided by Recreation Services such as Rec Fit classes, Outdoor Pursuit Trips, Intramural Sports, Sports Clubs, Informal Recreation opportunities and others.

The sports programs and recreational facilities, such as Scheumann Stadium, Worthen Arena, and Briner Sports Complexes—also bring economic activity to the community. Gonzo Barajas, Senior Director of Business and Auxiliary Services, explained that "events hosted in our performance venues generate a discernible economic benefit for our community, increasing the level of tourism, driving restaurant activity and hotel stays, as well as fostering event -related employment."[181]

The cultural, artistic, and sporting experiences and amenities offered by Ball State University contribute to the quality of the Muncie community. These provide personal growth opportunities for citizens of East Central Indiana, and encourage citizens to remain as residents in the local community.

Muncie Community Schools

After less than a year serving as the president for Ball State University, Geoffrey Mearns proposed the radical idea for Ball State University to become the first University in Indiana history to oversee a public-school district.[182] At the beginning, some stakeholders were against the takeover, but as Ball State became more transparent, it became more widely supported.[183] In July 2018, the University and Muncie Community Schools launched a historic partnership to transform the city's public-school district into a model for innovative and holistic education.

The overall net position of Muncie Community Schools was around $27 million at the conclusion of FY 2019.[184]

Muncie Community Schools Financial Statement Ending June 30, 2019 (Dollars)	
Revenues & Transfers	$67,483,878
Operating Expenses	-$58,305,500
Change in Net Position	$9,178,378
Net Position, End of Year	$27,028,263
Ball State University, Office of University Controller. (2019). Financial Report: Year Ended June 30, 2019. Muncie, Indiana. https://ballstate.app.box.com/s/b5a342y08rn7ljp9r4dnj15n0ckk32tf/file/595017689874	

Recommendations From the Authors

The GRI team for FY 2019 would like to repeat the FY 2017 team's encouragement that the Purchasing Services Office prioritize environmental criteria in their policies, contracts, and selection of suppliers, products, and services. Doing so will encourage University suppliers to prevent, mitigate, or remedy their negative environmental impacts. In particular, the following qualities might be used to compare products and services: low greenhouse house gas emissions, energy efficiency, recyclability, recycled content, water efficiency, sustainably sourced materials, and durability.

We also recommend that the minimum wage for on-campus jobs be raised to a living wage. This would benefit student workers and help to relieve some of their financial stress, especially for those who come from low-income families or who are trying to pay their own way through college.

Social Disclosures

Social Foreword

Ball State University is committed to being a socially sustainable workplace for employees. The University values equal opportunity, diversity, inclusion, nondiscrimination, compliance, training, and the protection of human rights. Melissa Rubrecht, Director of Employee Relations and Affirmative Action, states that, "we believe that every one of these aspects is imperative to the continued sustainability of Ball State University as a trusted, viable employer. The workforce must trust that the institution is committed to the vision and mission without fail and if there are inadvertent missteps that immediate and ethical corrective measures will be taken to ensure the trust of those individuals is not compromised."[185]

The University implements these values by offering training and educational programs for staff regarding professional development, employee rights and responsibilities, processes, and benefits. Ball State University has programs and regulations in place to ensure that social impacts are sustainable, and is dedicated to providing a safe and non-discriminatory workplace environment for all employees.[186]

RIGHTS OF SERVICE EMPLOYEES

Collective Bargaining and Union Affiliation

The American Federation of State, County, and Municipal Employees (AFSCME), Local #293 is the exclusive representative of regular, full-time service personnel (bargaining unit). Eligible employees have the right to freely join or to refrain from such activity.

Meal Period

For an employee working six (6) hours or more, an unpaid thirty (30) minute meal period is typically scheduled. An employee is expected to take his/her full meal period and perform no work during the meal period except in the case of emergency or at the request of his/her supervisor.

Rest Period

During each four (4) hour working period, an employee is allowed one fifteen (15) minute rest period which is limited to fifteen (15) minutes of absence from the job. The rest period is intended to be preceded by and followed by an extended work period; thus, it may not be used to cover any late arrival to work or early departure, nor may it be regarded as cumulative if not taken.

Maternal and Parental Rights

During the first year after a child's birth, nursing mothers may take reasonable paid break times to express breast milk each time such employee has need to express milk. Ball State University offers up to twenty-six (26) weeks of leave to eligible employees for the birth, adoption, or foster care placement of a child.

Absences from Work

Paid Time Off (PTO) is accrued beginning on the employee's effective date of employment; but for a new employee, it is not available for use until the beginning of the pay period following satisfactory completion of the probationary period.

Tuition Remission

An employee who meets the normal admission requirements of the University and who has completed their probationary period may enroll for up to six (6) credit hours per fall semester, six (6) credit hours per spring semester, and a total of six (6) credit hours during any combination of summer sessions and at no cost to the employee.

Retirement

Service employees participate in the Public Employees Retirement Fund (PERF) and are eligible after ten (10) years of credible service for the State of Indiana PERF retirement benefits (pension and annuity). Service employees may also contribute to a Tax-Deferred Annuity and 457(b) Deferred Compensation Plans.

Ball State University, University Human Resource Services. (2018). Handbook for Service Personnel (Bargaining Unit).
https://www.bsu.edu/-/media/www/departmentalcontent/human%20resources/pdfs/policies%20guides/handbooks/handbook%20for%20barganing%20unit%202014.pdf?la=en&hash=0156FC3E90EEEB31F279B02D5CFF7AC12EA651CB

Employee Benefits

In FY 2019, Ball State University was the largest employer in the Muncie community, employing 3,941 people in full-time and part-time positions.[187] See pages 16-17 for additional information.

Health Insurance

Ball State University is committed to providing employees high-quality health and wellness resources. The University offers mandatory benefits for full-time employees, such as life insurance, accidental death and dismemberment insurance, University-subsidized short-term disability (for Service employees only), and long-term disability.[188] Employees may waive certain benefits, such as three medical plan options, dental, vision, a health savings account, and flexible spending accounts. There were no significant changes to benefits in FY 2019. Ball State continues to offer wellness incentives and tools from Anthem to help manage healthcare costs.

Parental Leave

All full-time and part-time employees of Ball State University were entitled to a maximum of 26 weeks of parental leave for the birth or adoption of a child during the FY 2019.[189] 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.

Union Representation of Employees

Unions contribute to social sustainability by allowing the working class of a business, organization, or general working community the opportunity to have their voice heard by managerial or higher ranking members of said working community through a collective bargaining process. Unions are essential to eliminating bias, unfairness, and unsafe conditions within a working group.

Collective bargaining refers to all negotiations which take place between one or more employers or employers' organizations, for determining working conditions and terms of employment or for regulating relations between employers and workers. This agreement represents a form of joint decision-making concerning the organization's operations.

Service Personnel

Ball State employees working in full-time bargaining unit service positions had the opportunity to join the American Federation of State, County, and Municipal Employees (AFSCME), Local #293. While all bargaining unit employees are represented by the Union, individual employees may elect to join the Union (pay union dues) or not without risk of penalty or reprisal.[190]

In FY 2019, Melissa Rubrecht, Director of Employee Relations and Affirmative Action, reported that 14.7% of all employees were covered by a collective bargaining agreement.[191]

The bargaining agreement does not allow for unionized employees to strike against the University, the state of Indiana, or any agency that may be applicable. Employees within the union organization are also not allowed to assist in a strike, picket, slowdown, stoppage, or any other organized action that would impede on Ball State University's normal operations.[192]

In the case of an investigatory meeting, bargaining unit employees are given at least a one hour advance notice, but only when it is deemed "possible to do so."[193] This advance notice enables the employee to contact their AFSCME representative for consultation, and to have a union representative present for the investigatory meeting. It is important to note that the union organization representing full-time bargaining unit personnel at Ball State is not at operational or existential risk due to geographic region or country.

Instructional Staff

Full-time instructional staff did not have access to collective bargaining in FY 2019.

Muncie Community School

After the Indiana Assembly authorized Ball State University oversight of Muncie Community Schools (MCS), it was unclear whether MCS educators would have the ability to be a part of a collective bargaining agreement. Prior to 2018, MCS educators had the opportunity to join the Muncie Teachers Association,[194] backed in part by the Indiana State Teachers Association. In August 2018, the President of the MCS Board announced that collective bargaining would not begin in September of 2018, thus denying educators union representation.[195]

Labor Practices

Labor Relations

The Preamble in the *Conditions of Cooperation Between Ball State University and Employee Organizations* states, "It is the policy of the Ball State University Board of Trustees to receive and consider suggestions and advice from the University employees staff in connection with the formulation of policies and the solutions of problems affecting the general welfare and working conditions of, and the services rendered by staff personnel of the University."[196]

This statement is a representation of the working relationship between Ball State University and those who work for the University. The Board of Trustees openly cooperates with the collective bargaining organizations with which employees are involved. In addition to this, both parties, employer and employee, have agreements on other documents and principles that give employees the right to have reasonable notice regarding significant operational changes. An aspect of this is the Seniority Agreement, which states that the Union as

well as affected employees are provided at least seven days notice before a layoff of greater than 20 days is implemented.[197]

There is also the Overtime Agreement, which allows the University to require mandatory overtime work, but only after they have been provided "reasonable advance notice" of all overtime opportunities.[198]

Forced or Compulsory Labor

There were no reports of forced or compulsory labor nor child labor amongst Ball State University employees and its suppliers and contractors. Ball State University respects the rights of its employees, including but not limited to collective bargaining and union affiliation, meal period, rest period, maternal and parental rights, paid time off, tuition remission, and retirement.[199]

Inclusion, Diversity & Human Rights

Ball State University values its employees and ensures the protection of human rights in its policies and practices. "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."[200]

The labor and social practices the University upholds are vital to its effectiveness as an institution of higher learning, as well as the general health, safety, and satisfaction of all stakeholders. Ball State University provides equal opportunity to all employees and applicants for employment in regards to hiring, compensation, and benefits.

Several offices strive to create an inclusive culture that respects human rights, including Employee Relations, Office of Inclusive Excellence, and the Multicultural Center.

Office of Employee Relations

Employee Relations, a division of Human Resources, provides administrators, supervisors, faculty, and staff with advice, direction, and interpretation regarding a broad range of employment issues, policies, and concerns, such as: problem prevention, workplace problem resolution, corrective action and disciplinary processes, involuntary terminations, relationships between employees and their representatives, and grievance response. The Employee Relations office does not provide specific

training solely on human rights; however, their management approach intends to incorporate this concept into any training sessions which deal with professional development, employee rights and responsibilities, processes, and benefits.

Office of Inclusive Excellence

During FY 2019, the Office of Inclusive Excellence was created and Dr. Marsha McGriff was appointed Associate Vice President for Inclusive Excellence.

According to Dr. Melinda Messineo, the Interim Associate Vice President of the Office of Inclusive Excellence, the *Inclusive Excellence Plan for 2019-2024* became the "next step towards focusing on the values of diversity, equity inclusion, and inclusive excellence for all students, staff, and faculty."[201] The Plan was created through the engagement of President Mearns, his Advisory Council on Inclusive Excellence, administrators, various student organizations, faculty, and staff. Together, they developed six strategies to cultivate a supportive and thriving environment which addressed: recruitment; retention; rewards and recognition; training, development, and curriculum; culture and climate of inclusion; and Inclusive University policies, systems, and infrastructure.

Multicultural Center

The Multicultural Center advances the University's commitment to cultural diversity by supporting students of color and promoting multicultural understandings among the entire Ball State community. In 2018, the Board of Trustees approved a budget of $4 milliion for the construction of a new Multicultural Center.[202]

Diversity of Employees

Full-time Employment Categories by Race in FY 2019						
Category	American Indian Alaskan Native	Hispanic	Asian	Black	White	Biracial
Service: Non-Bargaining Unit		3.4%		1.0%	93.1%	1.7%
Service: Bargaining Unit	1.1%	1.6%	0.2%	9.2%	86.1%	1.8%
Staff: Exempt		3.9%	1.3%	2.6%	92.2%	
Non Exempt Staff		0.8%	0.3%	3.5%	93.3%	2.0%
Facuty: Tenure/Ten. Track		2.9%	11.8%	3.0%	80.8%	1.4%
Faculty: Contract		3.5%	5.4%	2.8%	87.5%	0.7%
Faculty: Semester					100.0%	
Professional	0.3%	1.3%	1.9%	3.6%	92.3%	0.6%
Professional: Contract		1.7%	1.7%	9.3%	84.3%	2.9%
Professional: 10 Month				4.2%	95.8%	
Rubrecht, M. (personal correspondence, September 11, 2020)..						

Ball State University aims to fulfill its mission of inclusive excellence by recruiting, supporting, and retaining a diverse population of students, faculty, and staff. Inclusion creates an optimal learning and working environment for all.

In FY 2019, the racial composition of full-time and part-time employees at Ball State University was predominately White. Among the full-time employment categories, Faculty with Tenure or Tenure Track positions (n=637)[203] were the most diverse relative to race and ethnicity with 19.2% of Faculty self-identifying as **NOT** White.[204] In addition, the Asian population was highest among Faculty with 11.8% identifying as Asian.[205]

Full-time employees categorized as Bargaining Unit consisted of employees holding service and maintenance responsibilities (n=560).[206] The racial composition of the Bargaining Unit consisted of 86.1% White, 9.2% Black and less than 2% each for other races and ethnicities.[207]

The U.S. Census Bureau recorded Indiana's racial composition as 84.8% White, 9.7% Black or African American, 6.8% Hispanic or Latino, and 2.6% Asian in 2019.[208] Comparing Ball State's employment to Indiana's population suggests that racial minority groups were under-represented among full-time and part-time employees.

The University provides equal opportunities for all employees and applicants for employment "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."[209] Through its affirmative action program, the University provides qualified individuals access to all employment opportunities "on the basis of demonstrated ability without regard to personal factors that are irrelevant to the program or job requirements involved."[210]

Diversity of Student Body

Student Enrollment in Fall of 2018 by Race

Source: Ball State University, Office of Institutional Effectiveness. (2019). Enrollment by race on-and off-campus unduplicated*by race. Fact Book. https://www.bsu.edu/-/media/www/departmentalcontent/factbook/1819pdfs/enrollment by race both campuses_fall18.pdf?la=en&hash=01DE36B12ADCB67174FC724275E8DB3F551857F0

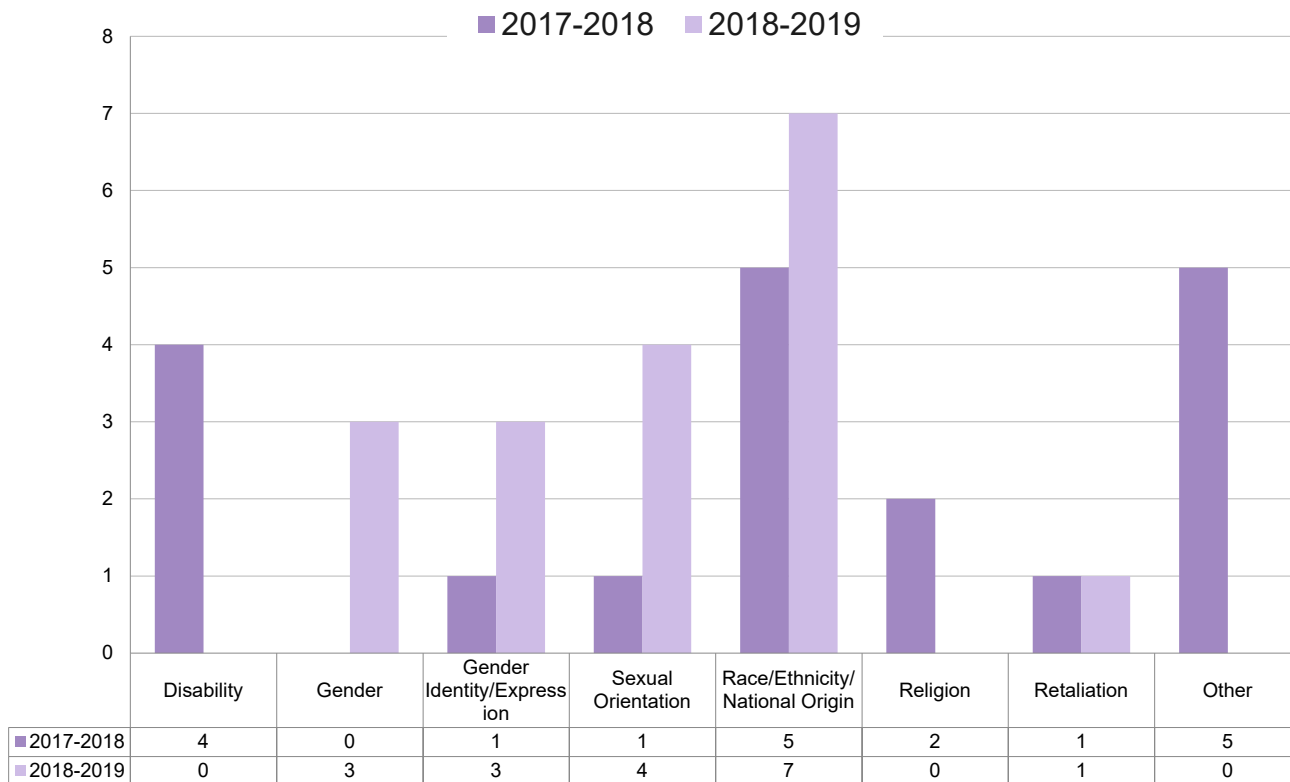- Black/African American, 8%
- American Indian or Native Alaskan, <.01%
- Asian, 2%
- Two or More Races, 3%
- Hawaiian or Pacific Islander, <.01%
- Hispanic, 6%
- Unknown/Other, 4%
- White, 78%

8% 2% 3% 5% 4% 78%
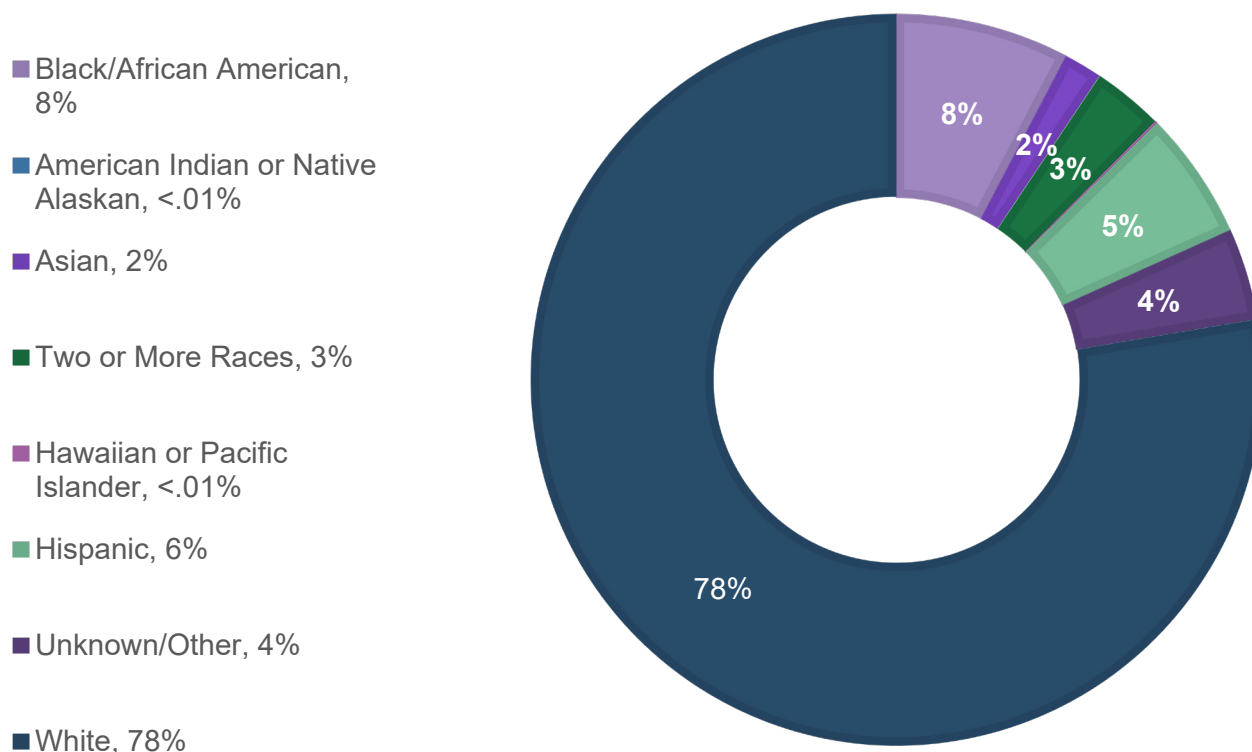
In fall of 2018, student enrollment at Ball State University totaled 21,884, including 16,160 undergraduate and 5,724 graduate students.[211] The student body's racial composition was 78% White, 8% Black or African American, and 6% Hispanic or Latino.[212] The gender composition of the student body was 65% female and 36% male.[213] Age composition of the student body was under 30 (88%), 30-50 (11%), over 50 (1%), and Unknown (0.03%).[214]

The University actively worked to provide equal opportunities to all students and applicants for admission in its education programs, "without regard to race, religion, color, sex (except where sex is a bona fide qualification), sexual orientation, physical or mental disability, national origin, ancestry, or age."[215]

Non-Discrimination

Bias Incident Report Type by Year

Steele, B. (personal correspondence, September 24, 2020).

■ 2017-2018   ■ 2018-2019

	Disability	Gender	Gender Identity/Expression	Sexual Orientation	Race/Ethnicity/ National Origin	Religion	Retaliation	Other
■ 2017-2018	4	0	1	1	5	2	1	5
■ 2018-2019	0	3	3	4	7	0	1	0

Title IX & Bias Incident Reporting

Title IX of the Education Amendments of 1972 specifies that any organization receiving federal financial assistance shall not exclude individuals on the basis of sex. Ball State University takes active steps to prohibit discrimination and bias in all of its forms, including sex discrimination and sexual harassment. Several policies and resources provide support. Inquiries regarding Title IX can be directed to the Title IX Coordinator, Katie Slabaugh.[216]

Students are encouraged to report any bias incidents by contacting the Multicultural Center or completing an online form at https://www.bsu.edu/ campuslife/multicultural-center/bias-incident-reporting.[217] Employees may use the EthicsPoint Hotline to report bias or violations of University policy at http://www. bsu.edu/ethicspoint.[218]

In FY 2018 and 2019, the reported bias incidences by students totalled 18 and 19, respectively.[219] The most frequently reported type of bias incidence related to race, ethnicity, and national origin.

Gender and Remuneration

Equal Pay

In FY 2019, females accounted for about 55% of the full-time employee base;[220] overall this represented no significant change from the FY 2017 reporting period. As of October 30, 2018, female to male representation ratios were not equal in six out of 10 full-time employee categories with the greatest underrepresentation occurring among Skilled Trades (6.1%) and Professors (37.5%).[221]

As of October 30, 2019, average annual earnings for full-time employees indicated a significant gender gap for most employment categories. Females earned significantly less than their male counterparts with the highest differences indicated for Professional Staff (-18.3%), Professors (-13.9%), and Service/ Maintenance Staff (-13.7%). In contrast, female over-representation was the highest among three employment categories where average earnings were the lowest, including Clerical Staff (Md=$37,505), Non-Tenure Track Instructors (Md=$48,268), and Service/Maintenance (Md=$33,583).[222]

State and Nation

In the U.S., a woman who worked full time earned 81.6 cents for every dollar a man earned working full time in 2019.[223] Additionally, women's average annual earnings were $9,774 less than men's average annual earnings.[224]

Gender Equity Task Force

Originally formed under the auspices of the Office of Institutional Diversity in 2015,[225] the University's Gender Equity Task Force completed its charge to examine qualities of a high-quality work-life environment in the spring of 2019. The efforts of the Task Force underscored efforts to develop a paid parental leave policy for University employees; the parental leave policy was approved by the Board of Trustees in the spring of 2017.[226] In the fall of 2019, the Gender Equity Task Force was dissolved with the creation of the President's Advisory Committee on Inclusive Excellence (PACIE).[227]

Gender and Remuneration Among Full-Time Employees						
	FY 2019		**FY 2018**		**FY 2017**	
Employment Category	Female Representation	% Difference of Average Actual Earnings of Females to Males	Female Representation	% Difference of Average Actual Earnings of Females to Males	Female Representation	% Difference of Average Actual Earnings of Females to Males
Administrative Staff	50%	5.6%	39.4%	-0.4%	45.7%	-13.4%
Professional Staff	48.9%	-18.3%	49%	-22%	47.8%	-17.5%
Technical Staff & Clerical Staff	74%	-5%	75%	-7%	74%	-13.3%
Skilled Trades	6.1%	-3.4%	7%	-6%	6.2%	-0.4%
Service/Maintenance	56.7%	-13.7%	58%	-14%	59.3%	-12.2%
Instructional Staff						
Professor	37.5%	-13.9%	36%	-14%	39.3%	-15.7%
Associate Professor	47.8%	-7.8%	48%	-7%	47.8%	-7.1%
Assistant Professor	46%	-1.7%	46%	-4%	45.7%	-1.5%
Instructors (No-Tenue Track)	63.1%	-6.7%	63%	-11%	60.7%	-6.6%
Source: Woods, M. (personal correspondence, June 12, 2020)						

Health and Safety

Employees and customers of Ball State University—the students, their families, and community members—have a legal right to a safe working and learning environment. As demonstrated by policy, programs, and performance, Ball State University is committed to supporting the health, safety, and well-being of the entire community "with strong programs that promote personal safety, accident and injury prevention and compliance with health and safety laws and regulations."[228]

The Office of Risk Management (RM) administers many programs that identify, analyze, and mitigate potential risks to community members. Located within RM, the Office of Environmental Health and Safety (EHS) provides comprehensive environmental, health, and safety services to the University community and strives to protect the environment. The EHS is responsible for environmental programs, occupational safety, and public health of the employees and students at the University. However, contractors and suppliers to the University are responsible for complying with federal and state safety regulations and providing occupational health services to their employees.[229]

EHS staff are available to advise personnel regarding safety, evaluate work conditions, and recommend or require necessary safety controls may it be the engineering controls, administrative work practices, or personal protective equipment. At a minimum, all OSHA regulatory requirements for worker safety and health are complied with, as well as those of other regulatory agencies such as the National Institutes of Health, Department of Transportation, National Regulatory Commission, Food and Drug Administration, etc.

Compliance

At Ball State University, there have been no incidents of non-compliance with regulations concerning health and safety impacts of products and services occurred during the reporting period.[230]

Hazards and On-the-Job Injuries

Ball State University employs several strategies to identify potential hazards on campus, including "the collection of work-related injuries, self-inspections, job-hazard analysis, accident investigations, maintenance work orders and worker suggestions."[231] In addition, "Environmental Health and Safety (EHS) staff maintain numerous certifications, registrations, and demonstrate competence in safety, industrial hygiene, and hazard control to ensure the safety of all employees."[232]

Injuries & Illness Data

The University has collected work-related injuries and illnesses for many years. "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."[233]

Melissa Rubrecht, Director of Employee Relations and Affirmative Action, reports that "there have been no work-related fatalities in more than a decade." [234] For the 2018 calendar year (CY), 422 on-the-job injuries and illnesses were reported;[235] this represented a 2% reduction from CY 2017. The most frequently reported lost time injury (n=38) was from sprains and strains.[236]

Examining the data from CY 2016, 2017, and 2018, there were increases in injury and illness reporting categories, including: missing days of work, missing more than one week, total lost work days, and increased average lost day rate.[237]

In the event of on-the-job injuries, exposures, or health concerns, the Health Center at Ball State University provides treatment and outpatient care for any employee. "If further care is necessary, or after hours, the employee is referred to one of two occupational health clinics, or the nearby hospital emergency room—depending on the time of day and nature and severity of the employee's injury or condition." [238]

Employee Injury Statistics by Calendar Year (CY)				
	CY 2016	**CY 2017**	**Change**	**CY 2018**
On The Job Reports of Injury or Illness	464	431	-2.1%	422
Number of Report that Resulted in at Least One Day of Absence	70	73	5.5%	77
Number of Reports That Missed More Than One Week Of Work	28	40	7.5%	43
Total Lost Work Days Due to Injury or Illness	1471	1873	33.6%	2503
Average Lost Day Rate	21	26	26.7%	33
Number of Fatalities	0	0	0%	0
Source: Rubrecht, M. (personal correspondence, 2020, September 11)				

Employee Lost Time Injuries per Calendar Year (CY)

Source: Rubrecht, M. (email correspondence, September 11, 2020)
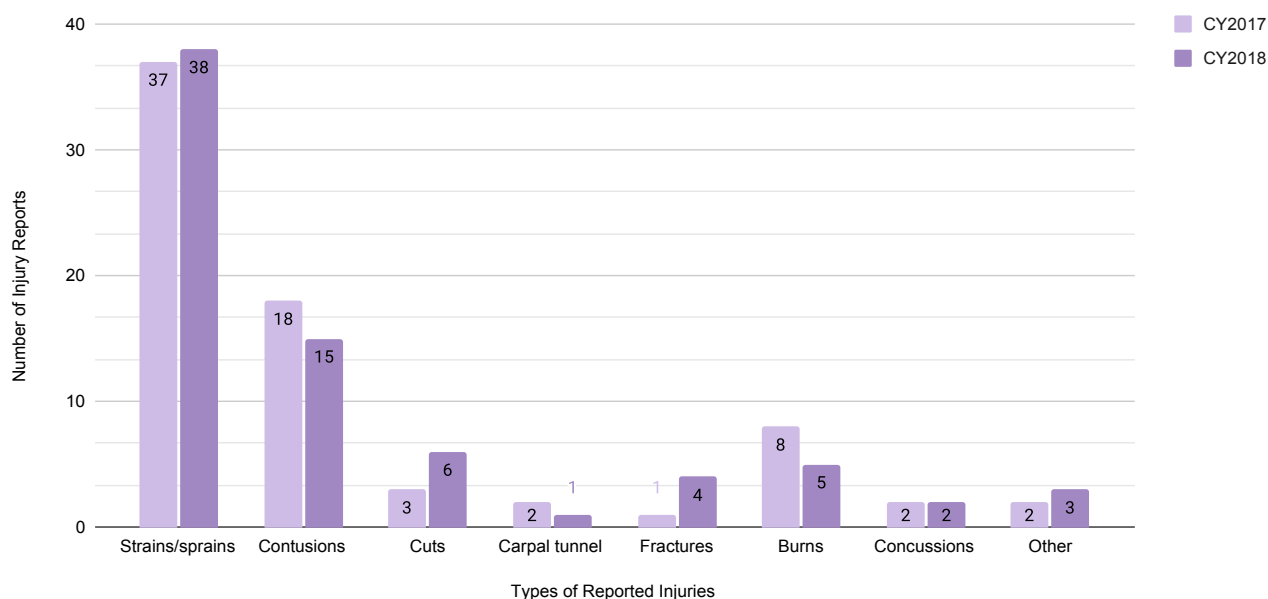
Oversight for Safety Programs

Oversight for hazard identification, risk assessment, and incident investigation was provided by several committees. A joint workplace safety committee coordinated by Employee Relations met regularly to monitor working conditions and discuss the focus of the workplace safety program. The Ball State Laboratory Safety and Security Committee consisted of members from a broad range of departments and reflected the diversity of scientific disciplines and regulator issues involved with laboratory safety, integrity, and security on campus.[239]

In addition, various committees reviewed and monitored protocols for safety, environmental, animal welfare, and societal concerns that were required by regulatory agencies. Then each committee reported to the University through designated institutional officials. Committees typically included representatives from the administration, faculty, staff, and the broader community. Specialized training was provided for committee members to assure compliance with policy and regulations.

The metrics used to evaluate effectiveness in the health and safety services included;
- Worker inquiries or complaints received
- Comments from the University Safety Committee representatives
- OSHA reportable injuries or illness reports
- Findings from any OSHA complaints or other agency inspections or investigations
- Quiz results and questions asked during training sessions
- EHS staff observations during inspections and hazard assessments.[240]

Training and Development

Ball State University offered many programs that enabled employees to enhance their skills. These programs also assisted in proactively managing risk while enhancing the safety, security, and efficiency of the University. Aside from part-time student workers, all employees underwent regular performance reviews specific to the employee's role in the University.

Environmental Health & Safety

The Office of Environmental Health and Safety (EHS) committed major effort and resources to the health, safety, and environmental training of employees. Employee training was mandated under several regulatory programs, such as Occupational Safety and Health Administration (OSHA) and Environmental Protection Agency (EPA). Several of these training programs required initial, annual, or refresher training. Numerous training programs were provided to support work functions. This included work performed by skilled trades employees (such as plumbers, electricians, and, carpenters), custodial and dining personnel, laboratory workers, artists, and office workers.

Ball State also offered education and training to improve the qualities of positive safety leadership for all employees and staff. These programs focused on areas such as hazard recognition, safety culture, personal protective equipment, accident investigations, plus more than a dozen other general industry safety topics. For office workers, programs covered issues such as as ergonomics, air quality, and slip/trip/fall hazards, etc. Other training, such as OSHA 30-hour for supervisors and First-Aid/CPR is also provided by EHS staff. Upon completion of this coursework, participants can earn their 30-hour OSHA card and receive a First Aid/CPR card from the American Heart Association.[241]

The University provided training by whatever means was best suited for the audience. The University subscribed to Training Network Now and Laboratory Safety Training Consortium.[242] Training Network Now provided a collection of training videos covering many aspects of general industry safety. Laboratory Safety Training Consortium addressed the training needs of the University's laboratory staff and students, including the sciences, arts, and architecture.

Environmental Health & Safety Training Hours by Employee Category and Gender		
July 1, 2017 - June 30, 2019		
Employee Category	**Training Hours - Male**	**Training Hours - Female**
Skilled Trades	2887	155
Service/Maintenance	1223	1731
Administrative Staff	48	49
Technical Staff	109	130
Instructional Staff	138	69
SUBTOTALS	4405	2134
TOTAL	6539	
Source: Miller, K. & Russell, T. (personal correspondence, August 17, 2020)		

University Police

Ball State University takes campus security seriously, with coverage on public safety advisories, trespassing notices, crime logs, annual security and fire safety reports, emergency phone numbers and procedures, sexual assault awareness and prevention, drug policies, and University Police.

Training is required and mandated by the state for all University police officers; All officers must complete 80 hours of instruction through the University field training program.[243] The University Police Department (UPD) uses a field training program based on the most frequent activities performed by police officers. Some of the types of training include: Active Shooters, Bias Hate Crimes, CPR and AED, Physical Tactics Training, and Standardized Field Sobriety Test.[244]

University Police "promote social justice and responsibility through education."[245] Campus officers provide free Rape Aggression Defense (RAD) courses, an immersive program of realistic self-defense tactics and techniques, throughout the year for all students. Emergency phones are placed at various locations on campus to aid in the reporting of crimes or other emergencies. Charlie's Charter is a free escort service for faculty, staff, and students within the Ball State campus operating from 6 p.m. to 3:30 a.m. Sunday through Thursday.

In the event of an on-campus emergency, students and employees receive text alerts and emails providing information on the event. This includes areas to avoid and descriptions of suspects and weapons carried. Additionally, the UPD encourages students to participate in their Lunch with a Cop program which is a successful way to promote community outreach and public engagement.[246]

CAMPUS SAFETY

Public Safety Advisories.

THE UNIVERSITY ISSUES PUBLIC SAFETY ADVISORIES TO INFORM STUDENTS AND EMPLOYEES ABOUT INCIDENTS NEAR CAMPUS.

Ball State is required to report incidents according to the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act. Clery crimes that occur include:

• on campus
• on public property such as thoroughfares, streets, sidewalks, and parking facilities within or adjacent to the campus
• Clery-defined non-campus buildings or property

Trespass Notices.

THE UNIVERSITY POLICE DEPARTMENT MAINTAINS AND RELEASES A LIST OF PEOPLE PROHIBITED FROM CAMPUS.

A list of recent trespasses is available on the University website. Indiana law authorizes Ball State University to issue trespass notices to individuals in violation of the law and/or campus rules and regulations.

Emergency Phone Numbers.

UNIVERSITY OFFICES AND AGENCIES ARE AVAILABLE TO ASSIST YOU DURING AN EMERGENCY WHEN YOU ARE ON OR NEAR CAMPUS.

There are emergency telephones located across campus. Emergency telephone numbers include:

• Emergency: 911 or from an on-campus phone: 5-1111
• from a cellular phone: 765-285-1111
• Muncie Fire Department: 765-747-4877
• Muncie Police Department: 765-747-4838
• Emergency Medical Services: 765-747-7790
• Poison Control: 1-800-382-9097
• IU Health Ball Memorial Hospital: 765-747-3111

University Police Department.

THE UNIVERSITY POLICE DEPARTMENT IS AN ACCREDITED LAW ENFORCEMENT AGENCY DEDICATED TO SERVING BALL STATE'S CAMPUS.

Training is required and mandated by the state for all University police officers. All officers must complete 80 hours of instruction through the University field training program. The Ball State Police Department uses a field training program based on the most frequent activities performed by police officers. Some of the types of training include:

• Active Shooters
• Bias Hate Crimes
• CPR and AED
• Physical
• Tactics Training
• Standardized Field Sobriety Test

Ball State University. (2020). Campus safety. https://www.bsu.edu/campuslife/healthsafety/campus-safet

Information Security

The Office of Information Security Services is responsible for the confidentiality, integrity, and availability of all information assets at Ball State University.[247] The office protects University data and the personal information of students and employees through policy, monitoring, inspection, and consistent management practices. Information technology management procedures include authentication, remote password and reset procedures, procedures for hosting information systems managed by units of the University, and localized response protocols when threats have been suspected.

One of the information technology management policies is the Users' Privileges and Responsibilities provided to students, faculty, staff, and visitors before acquiring a network password and strategically throughout the year.[248]

In addition, the University acts in accordance with the Health Insurance Portability and Accountability Act of 1996 (HIPAA) Privacy Rule as it relates to confidentiality of worker's personal health-related information.[249] This protects sensitive patient health data from disclosure without the patient's consent. University employees and students may disclose personal health-related information in order to request assistance or accommodations on the job or for educational purposes.

Data Privacy

Tobey Coffman, Director of Information Security, reported that the University "did not suffer any institutional breaches" concerning losses of data or customer privacy during FY 2019.[250]

Supplier Social Assessment

In FY 2019, Purchasing Services distributed 36,881 purchase orders and completed 44 Public Works projects that totalled $208,327,859.[251] Selecting suppliers and service providers that employ just and equitable practices can promote social sustainability across the University's supply chain. Several criteria might be used to screen potential suppliers such as:
- child labor and forced labor
- human rights
- fair compensation
- employment practices
- safe working conditions
- impacts on local and indigenous communities.

The Purchasing Services Office did not identify any specific social criteria for assessing new suppliers, nor does the Office "accurately track this data."[252] Roger Hassenzahl, Director of Purchasing Services, indicated that if the Office discovered severe social violations amongst Ball State University suppliers, "ties would be cut the very same day." [253]

Purchasing Services subscribes to the Purchasing Code of Ethics of National Educational Procurement which emphasize that "all competitive suppliers be granted equal consideration."[254] At Ball State University, new suppliers register through SciQuest and individual departments/units select products and their suppliers through an online platform. For purchase orders over $1,000, competitive bids may be issued and for purchase orders over $15,000, competitive bids are required.

Some units within the University use social criteria to guide supplier decisions. As an affiliate of the Fair Labor Association and Worker Rights Consortium, Business and Auxiliary Services takes steps to assure that manufacturers of products bearing University trademarks adhere to principles of human rights and worker rights within their factories.[255]

In keeping with Ball State University's value for diversity and inclusion, Purchasing Services issued a policy by which to promote the diversity of vendors, especially among minority, women and veteran owned business enterprises (MWBE/V).[256] That policy requires the Purchasing Agent to solicit price quotes from two MWBE/V on requests for quotes and proposals. However, the reception of a quote from a MWBE/V does not guarantee a successful award, as the price point of a supplier is the ultimate deciding factor.

Recommendation

The social impacts of Ball State University's suppliers are not formally assessed by the Purchasing Services Office. Ball State University should be more proactive in their assessment of suppliers and purchasing decisions to ensure that the suppliers are respectful of the social and environmental values espoused by the University.

Trademark and Licensing

Products and other goods with Ball State University's brand are socially and economically valuable to the University. Students, faculty, administration, family members, and other consumers of Ball States' products provide significant revenue to the University.

Ball State University's name, logo, and seal are registered trademarks and may only be used for those purposes.[257] The Division of Marketing and Communications develops, promotes, and protects Ball State University's brand and image by establishing communication and marketing standards. These guidelines are approved by the President's office and outlined in the *Ball State University Brand Style Guide* and the *Marketing and Communications Guidelines*.[258]

Management

Ball State University assures that its name, logo, and seal are used for sanctioned purposes and with quality reproduction by operating a licensing program. Therefore, all producers of products representing a registered trademark of the University must be licensed.[259]

Ball State University is a member of Worker Rights Consortium (WRC) and the Fair Labor

Association (FLA).[260] The FLA monitors manufacturers of licensed products for adherence with the FLA Code of conduct that addresses employment standards. WRC monitors clothing apparel companies to make sure that they conform with workers' rights. Stephanie Shockey, Coordinator of Communications and Compliance, explained that "by being a part of these organizations, the University upholds a high standard for the sourcing of products with the Ball State name as well as to ensure that the integrity of the brand is maintained."[261]

Social Compliance

Sali Falling, Vice President and General Counsel, stated that she was "unaware of any information" regarding non-compliance with social and economic policies or regulations. Stephanie Shockey confirmed that "there were no incidents of non-compliance with regulations or voluntary codes related to Ball State University branding and labeling."[262]

As a state-assisted institution, it is inappropriate for the school to make political contributions. 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.[263]

Community Involvement

Ball State University contributes to the economic, educational, and cultural richness of East Central Indiana through engagement with community partners, service learning and immersive learning projects, educational and cultural programming, and leadership. Ball State University defines "community engagement as the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity with friends and neighbors in Muncie and East Central Indiana."[264]

Several Ball State University offices coordinate community engagement initiatives, such as Office of Community Engagement which strives to connect University "resources with community priorities and initiatives, resulting in more engaged faculty and students; greater prosperity for local residents, businesses, and organizations; and improved quality of life for all."[265]

The following partnership with Muncie Community Schools illustrates the depth of the University's commitment to and engagement with the local community.

Muncie Community Schools

Ball State University became the first university to oversee a public-school district. In May of 2018, the Indiana General Assembly and Governor Eric Holcomb approved a bill authorizing Ball State University oversight of Muncie Community Schools.[266] This

agreement also granted debt relief to the school district. This association hopes to create a national model for innovative education.

Following the initiation of this partnership, Muncie Community Schools welcomed a new Board of Trustees, including seven members.[267] This partnership resulted in increased community support for the school district. Student enrollment in Muncie Community Schools took only a moderate drop of 48 students compared to the projected loss of 450 students, which allowed eight elementary teachers to be hired.[268]

To support this partnership, Ball State University selected a group of passionate community members to oversee a Community Engagement Council (CEC).[269] This group coordinated volunteer efforts within the district and coordinated fundraising.

In July of 2019, the Board of Trustees voted to raise the starting salary of Muncie Community School teachers, which was the first approved pay raise in eight years; purportedly, the new starting teacher salary will be the second highest in the county.[270]

Learn more about the partnership with Muncie Community Schools at https://www.bsu.edu/muncie-community-schools/innovation-plan

End Matters

GRI Index

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

#	Indicator	Material	Reported	Reason Omitted	Page
GRI 102 General Disclosures					
1. Organizational Profile					
102-1	Name of the organization		Yes		1
102-2	Activities, brands, products, & services		Yes		1, 5
102-3	Location of headquarters		Yes		1
102-4	Location of operations		Yes		1
102-5	Ownership & legal form		Yes		1
102-6	Markets served		Yes		1
102-7	Scale of the organization		Yes		16-19
102-8	Information on employees & other workers		Yes		16-18
102-9	Supply chain		Yes		19
102-10	Significant changes to the organization & supply chain		Yes		13-15
102-11	Precautionary Principle or approach		Yes		12
102-12	External initiatives		Yes		12
102-13	Membership of associations		Yes		12
2. Strategy					
102-14	Statement from senior decision-maker		Yes		3-4
102-15	Key impacts, risks, & opportunities		Yes		13
3. Ethics and Integrity 2016					
102-16	Values, principles, standards, & norms of behavior		Yes		9
102-17	Mechanisms for advice & concerns about ethics		Yes		9
4. Governance					
102-18	Governance structure		Yes		6-8
102-19	Delegating authority		Yes		6-7
102-20	Executive-level responsibility for economic, environmental & social topics		Yes		7
102-21	Consulting stakeholders on economic, environmental, & social topics		Yes		21
102-22	Composition of the highest governance body & its committees		Yes		6-7
102-23	Chair of the highest governance body		Yes		7
102-24	Nominating & selecting the highest governance body		Yes		6
102-25	Conflicts of interest		No	ND	
102-26	Role of highest governance body in setting purpose, values, & strategy		Yes		6
102-27	Collective knowledge of highest governance body		Yes		20
102-28	Evaluating the highest governance body's performance		Yes		20
102-29	Identifying & managing economic, environmental & social impacts		Yes		20
102-30	Effectiveness of risk management processes		Yes		19
102-31	Review of economic, environmental, & social topics		Yes		6
102-32	Highest governance bodies role in sustainability reporting		Yes		20
102-33	Communicating critical concerns		Yes		21
102-34	Nature and total number of critical concerns		Partial	MD	22-25
	See minutes of Board of Trustees at Digital Media Repository, University Library				

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#	Indicator	Material	Reported	Reason Omitted	Page
102-35	Remuneration policies		Yes		**17-18**
102-36	Process for determining renumeration		Yes		**17**
102-37	Stakeholders' involvement in remuneration		Yes		**17**
102-38	Annual total compensation ratio		Yes		**17**
102-39	Percentage increase in annual total compensation ratio		No	MD	**19**
5. Stakeholder Engagement					
102-40	List of stakeholder groups		Yes		**21**
102-41	Collective bargaining agreements		Yes		**75**
102-42	Identifying & selecting stakeholders		Yes		**21**
102-43	Approach to stakeholder engagement		Yes		**21**
102-44	Key topics & concerns raised		Yes		**21-24**
6. Reporting Practice					
102-45	Entities included in the consolidated financial statements		Yes		**19**
102-46	Defining report content & topic boundaries		Yes		**1-2**
102-47	List of material topics		Yes		**93-95**
102-48	Restatements of information		Yes		**102**
102-49	Changes in reporting		Yes		**2**
102-50	Reporting period		Yes		**1**
102-51	Date of most recent report		Yes		**1**
102-52	Reporting cycle		Yes		**1**
102-53	Contact point for questions regarding the report		Yes		**2**
102-54	Claims of reporting in accordance with the GRI Standards		Yes		**1**
102-55	GRI content index		Yes		**93-95**
102-56	External assurance		Yes		**2**
GRI 200 Economic Topics.					
GRI 201 Economic Performance 2016					
201-1	Direct economic value generated and distributed	Yes	Yes		**57-59**
201-2	Financial implications and other risks and opportunities due to climate change	Yes	Yes		**63-64**
201-3	Defined benefit plan obligations and other retirement plans	Yes	Yes		**78**
201-4	Financial assistance received from government	Yes	Yes		**57-58, 60-62**
GRI 202 Market Presence 2016					
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Yes	Yes		**65**
202-2	Proportion of senor management hired from the local community	No	No	MD	**66**
GRI 203 Indirect Economic Impacts 2016					
203-1	Infrastructure investments and services supported	Yes	Yes		**68**
203-2	Significant indirect economic impacts	Yes	Yes		**68-70**
GRI 204 Procurement Practices 2016					
204-1	Proportion of spending on local suppliers	UK	No	ND	**67**

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#	Indicator	Material	Reported	Reason Omitted	Page
GRI 306 Waste 2020					
306-1	Waste generation and significant waste-related impacts	Yes	Yes		37-39
306-2	Management of significant waste-related impacts	Yes	Yes		37-39
306-3	Waste generated	Yes	Yes		37-39
306-4	Waste diverted from disposal	Yes	Yes		37-40
306-5	Waste directed to disposal	Yes	Yes		37, 40
GRI 307 Environmental Compliance 2016					
307-1	Non-compliance with environmental laws and regulations	Yes	Yes		50
GRI 308 Supplier Environmental Assessment 2016					
308-1	New suppliers that were screened using environmental criteria	Yes	No	ND	36
308-2	Negative environmental impacts in the supply chain and actions taken	Yes	No	ND	54
GRI 400 Social Topics					
GRI 401 Employment 2016					
401-1	New employee hires and employee turnover	Yes	Partial	MD	18
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Yes	Yes		74
401-3	Parental leave	Yes	Yes		74
GRI 402 Labor/Management Relations 2016					
402-1	Minimum notice periods regarding operational changes	Yes	Yes		75-76
GRI 403 Occupational Health and Safety 2018					
403-1	Occupational health and safety management system	Yes	Yes		82-85
403-2	Hazard identification, risk assessment, and incident investigation	Yes	Yes		83-84
403-3	Occupational health services	Yes	Yes		83
403-4	Worker participation, consultation, and communication on occupational health and safety	Yes	Yes		84
403-5	Worker training on occupational health and safety	Yes	Yes		85
403-6	Promotion of worker health	Yes	Yes		85
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Yes	Yes		85
403-8	Workers covered by an occupational health and safety management system	Yes	Yes		82
403-9	Work-related injuries	Yes	Yes		83-84
403-10	Work-related ill health	Yes	Yes		83-84
GRI 404 Training and Education 2016					
404-1	Average hours of training per year per employee	Yes	Partial	MD	54, 60, 64, 77, 84-85, 86
404-2	Programs for upgrading employee skills and transition assistance programs	Yes	Partial	MD	
404-3	Percentage of employees receiving regular performance and career development reviews	Yes	Yes		85
GRI 405 Diversity and Equal Opportunity 2016					
405-1	Diversity of governance bodies and employees	Yes	Yes		78
405-2	Ratio of basic salary and remuneration of women to men	Yes	Yes		81

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#	Indicator	Material	Reported	Reason Omitted	Page
GRI 406 Non-discrimination 2016					
406-1	Incidents of discrimination and corrective actions taken	Yes	Yes		80
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	Yes	Yes		75
GRI 408 Child Labor 2016					
408-1	Operations and suppliers at significant risk for incidents of child labor	Yes	Yes		76
GRI 409 Forced or Compulsory Labor 2016					
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Yes	Partial	MD	76
GRI 410 Security Practices 2016					
410-1	Security personnel trained in human rights policies or procedures	Yes	Partial	MD	86
GRI 411 Rights of Indigenous Peoples 2016					
411-1	Incidents of violations involving rights of indigenous peoples	No	No	ND	
GRI 412 Human Rights Assessment 2016					
412-1	Operations that have been subject to human rights reviews or impact assessments	Yes	Yes		77
412-2	Employee training on human rights policies or procedures	Yes	Yes		77, 86
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Yes	No	ND	
GRI 413 Local Communities 2016					
413-1	Operations with local community engagement, impact assessments, and development programs	Yes	Yes		90
413-2	Operations with significant actual and potential negative impacts on local communities	Yes	Yes		90
GRI 414 Supplier Social Assessment 2016					
414-1	New suppliers that were screened using social criteria	Yes	Partial	ND	88
414-2	Negative social impacts in the supply chain and actions taken	Yes	Partial	ND	88
GRI 415 Public Policy 2016					
415-1	Political contributions	No	Yes		89
GRI 416 Customer Health and Safety 2016					
416-1	Assessment of the health and safety impacts of product and service categories	Yes	Yes		84
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Yes	Yes		82
GRI 417 Marketing and Labeling 2016					
417-1	Requirements for product and service information and labeling	Yes	Yes		5, 89
417-2	Incidents of non-compliance concerning product and service information and labeling	Yes	Yes		89
417-3	Incidents of non-compliance concerning marketing communications	Yes	Yes		87
GRI 418 Customer Privacy 2016					
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Yes	Yes		89
GRI 419 Socioeconomic Compliance 2016					
419-1	Non-compliance with laws and regulations in the social and economic area	Yes	Yes		89

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Appendix

Environmental Unit Conversions		
Conversion	Conversion Equation	Conversion Source
Mcf to btu	MCF = 1.085 GJ	Environmental Protection Agency. (n.d.). Thermal energy conversions, Energy Star..
Kwh to TJ	1 (kWh) = 3.6 x 106 J	American Physical Society. (2020). Energy units. https://www.aps.org/policy/reports/popa-reports/energy/units.cfm
Gallon gasoline equivalent	GGE = E85 gal x 0.734 GGE = Diesel gal x 1.155	Department of Energy. (n.d.). Fuel conversion factors to gasoline gallon equivalents. https://epact.energy.gov/fuel-conversion-factors
GGE to Btu	114,500btu/gallon	Environmental Protection Agency. (n.d.). Gallon gasoline equivalents. https://nepis.epa.gov/Exe/ZyNET.exe/P100B3FL
Kbtu to TJ	1 Kbtu = 0.0000010551 TJ	American Physical Society. (2020). Energy units. https://www.aps.org/policy/reports/popa-reports/energy/units.cfm
CO2e Conversions		Environmental Protection Agency. (2014, April 4). Emission factors for greenhouse gas inventories. https://www.epa.gov/sites/production/files/2015-07/documents/emission-factors_2014.pdf

Restatement

The following is a restatement of information reported within the *FY 2017 Sustainability Report.*
1. The values for biodiesel and diesel were incorrectly reported due to a transfer error.

Ball State University
FY 2019 Sustainability Report
August 23, 2021