A 2010 Global Reporting Initiative (GRI)

## SUSTAINABILITY REPORT

for

BALL STATE UNIVERSITY

#### acknowledgements

GRI 2010: i A 2010 Global Reporting Initiative (GRI) Sustainability Report for Ball State University

#### Acknowledgements

A report of this kind requires the cooperation and gathering of information from many individuals within various departments and offices. We would not have been able to produce the following report without the assistance of Kathy Smith, Robert Koester, Kevin Kenyon, Stacy Wheeler, Dr. James Eflin, Douglas Baker, Dr. Marilyn Buck, Kelli Huth, Ruth Coffey, and Larry Wood. We would especially like to thank Dr. Gwendolen White for her guidance, advice, photography skills, humor, support and creative ideas.

#### message from the president



Ball State University. "Jo Ann M. Gora, Ball State University president." 2010. JPEG file.

#### introduction

A message to readers:

At Ball State University, we have a long history of identifying and implementing methods to protect and enhance our environment. We are proud to maintain this forward momentum by our active use of the Sustainability Tracking, Assessment and Rating System<sup>1</sup> (STARS); a reporting tool now in use by some 675 campuses throughout North America. In fact, we are on schedule to file our first full STARS Report by the close of this calendar year.

As a compliment to this nation-wide collaboration to report on campus sustainability, we have been working through our Ball State University Building Better Communities (BBC) Fellows Program to explore the use of an additional assessment tool: the Global Reporting Initiative<sup>2</sup> (GRI). Like STARS, this tool provides a framework for reporting sustainability performance and it is in use today by some 1500 organizations in over 60 countries.

An interdisciplinary team of students working within our BBC Fellows program, under the direction of Dr. Gwen White, Associate Professor in the Miller College of Business, was instrumental in gathering the information necessary to construct this first GRI Sustainability Report for BSU. Through this experience they have become versed in environmental, social and economic sustainability, developed leadership skills, and worked in a collaborative environment. Their efforts contribute to our actions to protect and enhance our environment.

With the country's largest geothermal project underway on our campus, our biennial Greening of the Campus Conference Series and our very active campus-wide Council on the Environment, we maintain a substantial investment in achieving campus sustainability. The use of STARS and GRI for annual Sustainability Reporting extends that work as a valuable resource for our full academic community: our students, faculty, staff and administrators.

Jo Ann Gora President Ball State University

<sup>1</sup> STARS is a transparent, self-reporting framework for use by colleges and universities to gauge relative progress toward sustainability. STARS was developed by AASHE with broad participation from the higher education community.

<sup>2</sup> The GRI was formed by the United States based non-profits <u>Ceres[1]</u> (formerly the Coalition for Environmentally Responsible Economies) and Tellus Institute, with the support of the United Nations Environment Programme (<u>UNEP</u>) in 1997. It released as an "exposure draft" version of the Sustainability Reporting Guidelines in 1999, the first full version in 2000, the second version was released at the World Summit for Sustainable Development in <u>Johannesburg</u> – where the organization and the Guidelines were also referred to in the Plan of Implementation signed by all attending member states. Later that year it became a permanent institution, with its Secretariat in <u>Amsterdam, the Netherlands</u>. Although the GRI is independent, it remains a collaborating centre of <u>UNEP</u> and works in cooperation with the <u>United Nations Global Compact</u>.

Prepared by Building Better Communities Student Fellows as an Immersive Learning Project iv

GRI:

#### sustainability report



White, Gwendolen. "Lakeside View." 2010. JPEG file. GRI 2010: v A 2010 Global Reporting Initiative (GRI) Sustainability Report for Ball State University

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## Sustainability Reporting

## introducing the 2010 Ball State University Report

The following report has been compiled in accordance with the Global

GRI:	Reporting Initiative (GRI) framework. Following a section detailing organization, report parameters and governance are sections describing the University's environmental, economic and social performance. On the left- hand side of each page, a list of the report's disclosures as they relate to the GRI and STARS systems can be found.
2.1 2.2	Organizational Structure:
2.4 2.5 2.6 2.7 2.8 2.9	The subject of this sustainability report is Ball State University (BSU). BSU is a state-assisted, comprehensive, residential university, which offers approximately 180 undergraduate and 100 post-graduate degrees (Ball). The university provides programs both on its main campus in Muncie (2000 W. University Ave., Muncie, IN 47306) and through classes offered electronically.
2.10	The university is composed of 8 colleges: The College of Applied Sciences and Technology, the College of Architecture and Planning, the Miller College of Business, the College of Communication, Information and Media, the College of Fine Arts, the Honors College, the College of Sciences and Humanities, and the Teachers' College. Within these colleges the areas of study are divided into departments and programs.
	BSU serves 21,000 students with the majority attending on campus. Students come from 49 states, 1 U.S. territory and 90 countries (Students/Enrollment). 87% of the student body comes from Indiana (Ball). There are about 500 international students, and minorities compose 10% of the student population (Students/Enrollment). Ball State does collaborate with other universities both within the United States and abroad to offer exchange and foreign study opportunities, but each university remains a distinct and separate organization.



White, Gwendolen. "Beneficence." 2010. JPEG file.

Ball State employs over 2,800 faculty, staff and service employees (Ball). It has operating expenses of \$390 million with \$268 million reflecting payroll expenses. The university has net assets of \$597 million and receives \$130 million in general operational funds from state appropriations.

BSU was the only public institution in Indiana to be listed among the country's most environmentally responsible in the 2010 Princeton Review Guide to 286 Green Colleges (Ball). It was ranked 20th in up-and-coming universities in 2010 by U.S. News and World Report and was noted to have made the most promising and innovative changes. For the 7th consecutive year, US News and World Report has also recognized Ball State's 1st year programs. The Princeton Review has ranked the university among the top 25% best in the Midwest for the past 6 years. It won the 2009 Academic Institution of the Year Award from the Mobile Marketing Association and was named a 2011 Military Friendly School.

#### report parameters

GRI: 3.1	Report Parameters: Profile, Scope & Boundary, Assurance			
3.2 3.3 3.4 3.5 3.6 3.7 3.8	Reflecting variance in the data available, the reporting period of each of the indices in noted separately in the narrative of each indicator. This report represents the university's 1st Global Reporting Initiative (GRI) based sustainability report and is anticipated to have an annual reporting cycle. For questions regarding this report or its content, please contact Dr. Gwendolen White at gwhite@bsu.edu.			
3.9 3.10 3.11 3.12 (p. 53) 3.13	Content of the report has been adapted to reflect an institution for higher learning as opposed to a manufacturing or business setting and, as such, mainly focuses on environmental data. The authors contacted the university academic and operations personnel for input. In addition, public data and the university's web site provided information that was used to develop the content of this report. It is anticipated this report will be of use to the university's administration, faculty and students along with the governmental agencies which fund and work with the school. This report reflects data for the Muncie campus and properties. More specific boundaries of this report are identified within each of the indices.			
GRI:	As an inaugural report, both stakeholders and authors have to become more fluent in identifying relevant information. Specific measurement techniques, bases of calculations and assumptions are noted in each of the indices. Over the next 5 years, the report needs to find more accurate ways to measure indices as well as bringing professional participation into the process. There is not currently a policy or practice in regard to external assurances for a GRI report and the development of such a policy is identified as a need.			
4.1 4.2	Report Parameters: Governance, Commitments and Engagements:			
4.3 4.4 4.5 4.6 4.7 4.8 4.9	The leadership of Ball State University is a collaborative effort between the administration and 9 members comprising the Board of Trustees (Ball). This Board, appointed by the Governor of Indiana, is responsible for the overall strategic direction and policy making for the university. They have financial responsibility, control conditions for admission and grant degrees.			
4.10 4.11 4.12 4.13 4.14 4.15 4.16 4.17	The President and Board receive support from the President's Cabinet made up of the Provost and Vice-President for Academic Affairs, the Vice-President for Student affairs and Dean of Students, the Vice-President for University Advancement, the Vice-President of Business Affairs & Treasurer, the Vice- President of Information Technology, the Vice-President for Enrollment, Marketing and Communications, and the Director of Intercollegiate Athletics.			

The University Senate addresses educational and institutional policy for faculty, professional staff and students, and has a roster of 63 members, 4 officers and 2 standing committees. The university Staff Council has an on-line link through the BSU web site that allows for comments. This link offers confidentiality if requested. As well, there is a Student Government Association with 4 officers and 7 members.

Ball State University has vision and mission statements, a strategic plan and a Conflict of Interest policy posted and open for review. There are separate Codes of Conduct for students and staff that are posted and available for review on the university's web site. The Codes of Conduct apply equally to international students and staff who study locally and to students and staff who travel abroad.

The Vision statement of the university includes its commitment to "improve economic vitality and quality of life" (Ball). The Mission statement adds the university goal to "Engage state, national and international communities to enhance educational, economic and cultural development" (Ball). Finally, the Values and Statements note, "We expect all members of the university community to act with integrity and civility... We seek healthy and productive living, social justice, and environmental sustainability for Indiana, the nation and the global community" (Ball).

The university has an internal audit department that acts as a liaison with external auditors. The department is charged with providing the administration with independent and objective evaluation of the effectiveness of its plans to reach its goals, remain in compliance with its own policies and procedures, regulatory requirements and sound business practices.

*Ball State University*. Ball State University, 2010. Web. 27 Nov. 2010. "Students/Enrollment." *Ball State University*. Office of Academic

Assessment and Institutional Research, October 15, 2010. Web. 29 Oct 2010. The internal auditors are expected to bring a "systematic, disciplined approach to evaluation and improve the effectiveness of... governance processes" (Ball). They have full and unrestricted access to any and all records and are prohibited from performing duties for the university or its affiliates. While the university is not directly involved in product development, the internal auditors also look at risk management.

The Building Better Communities program was launched with funding from the Indiana Legislature. The Building Better Communities Fellows and the Digital Exchange receive endowments from the Lilly Foundation. The Emerging Media Initiative identified institutional and new private resources.

The university is a member of the following associations:

- Nat'l Association of Schools of Music
- Nat'l Association of Schools of Art and Design
- Association of Collegiate Schools of Arch.
- American Association of State Colleges and Universities
- American Council on Education
- American Assoc. of Colleges for Teacher Edu.
- Council of Graduate Schools in the US
- College Entrance Examination Board
- Council for Advancement and Support of Edu.
- Nat'l University Continuing Education Assoc.

Ball State University stakeholders include the State of Indiana and governmental agencies, state and local communities, local businesses and businesses that utilize university services, tax payers, students and faculty and staff. Reflecting time constraints, beyond university contacts noted above or contacts specified in individual indices, there was very limited stakeholder engagement in the development of this initial report. This represents an important area for improvement in future reporting.

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#### **Environmental Dimension**

The Global Reporting Initiative explains "the environmental dimension of sustainability concerns an organization's impacts on living and non-living natural systems, including ecosystems, land, air, and water. Environmental Indicators cover performance related to inputs (e.g., material, energy, water) and outputs (e.g., emissions, effluents, waste)" (Disclosure). Additional topics include biodiversity, environmental compliance, and other pertinent information.

"Disclosure on Management Approach." Global Reporting Initiative. Stichting Global Reporting Initiative, 2007. Web. 25 Nov. 2010.

### ENVIRONMENT

White, Gwendolen. "Leaf." 2010. JPEG file.

## Energy Use

... the university conducted an energy challenge with the nine residence halls on campus...

GRI:

EN 3 EN 6

STARS: OP Credit 7

OP Credit 8 ER credit 2 The majority of Indiana's energy needs are met through energy produced in coal-fired power plants, which remains a leading cause of GHG emissions linked to climate change. Ball State University currently has one heating plant, which burns coal and natural gas in order to provide pressurized steam across campus (Stedman and Vann). Stepping into a leadership position, however, BSU is incorporating a geothermal system to provide its heating and cooling needs to more than 40 buildings on campus. During the fiscal year ending June 30, 2010, 33,710.62 tons of coal were burned to heat the campus as well as 133,760,100 cubic feet of natural gas (Wheeler "Data"). After completion of the geothermal project, 85,000 tons of annual emissions can be expected to be cut (Goin).

The University's electricity consumption can be rather high, and with 2009 usage at 110,331,210 kilowatt hours, remains a concern (Wheeler "Data"). In an effort to reduce energy consumption while simultaneously educating BSU students, the University conducted an "energy challenge" with the nine residence halls on campus (Residence). The four-week contest was carried out in order to teach students how minor behavioral changes can result in great energy savings. The goal for each week was to reduce energy consumption by 10 percent from a baseline calculated from averages over the previous two years.

Along with the other efforts to reduce energy consumption, the University plans to implement a program allowing all network computers to be placed into various levels of energy saving mode (Wheeler, Personal). Scheduled to be fully active by Fall Semester of 2011, the program will allow all network computers' energy use to be controlled based on several factors. The energy levels can be determined based on day of week, time of day, or even the amount of time the computer is left unused.

#### environment



#### White, Gwendolen. "Coal Plant." 2010. JPEG file.

Works Cited:

Going Geothermal. University Marketing and Communications at Ball State University, n.d. Web. 29 Oct. 2010. Residence Hall Energy Challenge. Ball State Energy Action Team. n.d. Web. 15 Nov. 2010. Stedman, Barb and John Vann. "Framework for Action Tear Sheets Appendix C." n.d. Wheeler, Stacy Edmonds. Personal interview. 14 Oct. 2010 Wheeler, Stacy Edmonds. Data Request. Message to Jim Lowe. 18 Nov. 2010. E-mail.

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## **Energy Reduction Initiatives**

## ... the largest geothermal project of its kind...

#### Infrastructure: Geothermal Project

Since its groundbreaking ceremony in May of 2009, the efforts put forth in Ball State University's geothermal energy project have not gone unnoticed. On campus, a total of 4,100 bore holes will eventually be drilled creating the largest geothermal project of its kind. Supported by the University's Council on the Environment (COTE), the initiative is projected to not only reduce carbon emissions by one-half (80,000 tons per year), but also to save over \$2 million annually. The unique closed-loop system, part of which is expected to be operational in late 2011, will use the Earth as a heat source and sink for the eventual heating and cooling of at least 45 campus buildings (Going Geothermal). Regarded by President Dr. Jo Ann Gora as an atypical project, with "no silver shovels and no artist's renderings" to celebrate the leadingedge technology, the completion of its own geothermal system will allow the University to utilize the Earth's free and sustainable energy (Gora).

Aside from the preparatory earthwork that is currently changing the way campus looks, the installation of geothermal pipe and infrastructure is a temporary but necessary step in switching energy sources. Currently, coal-fired boilers are used to achieve optimal temperatures in almost all facilities across the 660-acre campus, apart from the Marilyn K. Glick Center for Glass which already boasts its primary reliance on geothermal energy sourcing and sinking (Cameron, "Eyes"). The total completion of the project, phase two, will mark the abandonment of four boilers (Cameron, "Going"), along with the construction of distribution systems and energy stations. One of these energy stations is scheduled to be installed by the end of this year (2010), along with a distribution system ready for operation at the completion of phase one next year. Two of the four declining boilers will be disconnected at that time. Additionally, two massive heat pump chillers are set to arrive at the University before year-end, at which point the assembly and placement of such vital equipment will begin (Cameron, "Eyes").

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GRI: EN 6 EN 18

STARS: OP Credit 5 OP Credit 8

#### environment



Geothermal Map. Going Geothermal. University Marketing and Communications at Ball State University, n.d. Web. 15 Nov. 2010.

Although the total cost to complete the project is estimated to exceed \$65 million, the University's initiative and progress shows its commitment to a more sustainable future (Going Geothermal). Being one of the first 12 founding presidents to participate in the American College and University Presidents' Climate Commitment (ACUPCC), Dr. Gora has maintained rooted efforts in her pledge to eliminate greenhouse gas (GHG) emissions (Council). The University has been placed in a challenging position; one of environmental stewardship for not only higher education institutions in America, but any global entity contributing significant amounts of potentially harmful emissions in our direct and indirect environments. With their continuing efforts on a geothermal project of its size, and an aggressive approach for responsibility and accountability, Ball State University is making significant steps in achieving its goal of total climate neutrality ("Climate" 3).

Works Cited:

Cameron, Layne. "Eyes of the nation – and the world – on Ball State as geothermal project moves ahead." *Newscenter*. University Marketing and Communications at Ball State University, 29 Mar. 2010. Web. 29 Oct. 2010.

Cameron, Layne. "Going geothermal; university plans to install the largest system in the country." *Newscenter*. University Marketing and Communications at Ball State University, 06 Feb. 2009. Web. 29 Oct. 2010.

"Climate Action Plan for Ball State University." ACUPCC Reporting System. American College and University Presidents' Climate Commitment (ACUPCC) and the Association for the Advancement of Sustainability in Higher Education (AASHE), 02 Feb. 2010. Web. 29 Oct. 2010.

*Council on the Environment*. The Center for Energy Research/Education/Service (CERES) at Ball State University, n.d. Web. 29 Oct. 2010. *Going Geothermal*. University Marketing and Communications at Ball State University, n.d. Web. 29 Oct. 2010.

Gora, Jo Ann. *Geothermal System Groundbreaking Ceremony*. Office of the President at Ball State University. Geothermal field west of Carmichael Hall, Muncie, IN. 09 May 2009. Welcoming remarks. Web. 29 Oct. 2010.

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#### energy reduction



Senator Lugar and President Gora. Flickr.com. Photograph. Web. 15 Nov. 2010.



According to Ball State University,

the geothermal heat pump uses the Earth as either a heat source -when operating in heating mode- or a heat sink-dissipating heat while in cooling mode. At two district energy stations on campus, the heat pulled from the ground or returned to the ground will be transferred, or exchanged, with heat pump chillers that will be connected to two district loops that run through campus. One is a cold water loop, which flows at a constant 42 degrees, and the second is a hot water loop, which flows at a constant 150 degrees. Inside buildings, heat exchangers and fans will deliver the temperature desired by occupants ("Geothermal").

#### energy reduction



White, Gwendolen. "Marilyn K. Glick Center for Glass." 2010. JPEG file.

The newly constructed Marilyn K. Glick Center for Glass is the first building to utilize geothermal heating and cooling.

#### environment



White, Gwendolen. "Geothermal Installation." 2010. JPEG file. Prepared by Building Better Communities Student Fellows as an Immersive Learning Project 14

## ...motion sensors will eventually be placed in all rooms to control lighting needs

GRI: EN 6 EN 18

STARS: OP Credit 5 OP Credit 8

#### Facilities: Campus Buildings

As noted in the University's Working Report of the Climate Action Planning Task Force, the transfer of energy reliance from coal to electricity will require closer attention and reduction of unnecessary electrical usage in order to remain a sustainable force ("Climate" 5). Coincidentally, Ball State University's most current Strategic Plan (2007-2012) calls for over 100 administrative unitlevel sustainability reports, in which certain initiatives to reduce energy use across campus can be reported ("Climate" 8). Many of these administrative groups have made operational commitments for the buildings they occupy, ranging from special types of lighting to motion sensor devices. For example, older fluorescent lamps are in the process of being converted to more energyefficient fixtures, while compact lamps have more capacity in terms of output by the installation of reflective housings. Motion sensors will eventually be placed in all rooms to control lighting needs ("Unit-Level").

Additionally, the unit-level sustainability report for Business Affairs which includes Facilities Planning & Management and Dining – the two largest groups within that division – shows significant dedication to sustainable practices. Dining not only commits to the suggestions of their own Green Initiatives Committee, which focuses on energy reduction and conservation among other recycling efforts, but purchases and maintains Energy Star equipment. The department also belongs to the Indiana College and University Food Alliance, known for its goals of increasing environmentally-friendly practices in the purchase and preparation of food at educational institutions throughout the state of Indiana ("Business").

#### environment



White, Gwendolen. "Motion Sensor Devices." 2010. JPEG file.

Similarly, Facilities Planning & Management continually maintains heating, cooling, and ventilation equipment to save on energy-related costs, while the use of electricity is monitored throughout campus with the assistance of computerized technology. Low flow water Works Cited: systems have also been installed, in addition to waterless urinals in at least three widely-used campus facilities. Requirements of the Leadership in Energy and Environmental Design (LEED) certification program have been met in the recent construction of a dormitory and

White, Gwendolen. "Special Lighting." 2010. JPEG file.

the prominent David Letterman Communication and Media Building, while a commitment to remain LEED certified on all future construction projects has been made by the department ("Business").

"Business Affairs Sustainability Report." Council on the Environment. The Center for Energy Research/Education/Service (CERES) at Ball State University, n.d. Web. 29 Oct. 2010.

"Climate Action Plan for Ball State University." ACUPCC Reporting System. American College and University Presidents' Climate Commitment (ACUPCC) and the Association for the Advancement of Sustainability in Higher Education (AASHE), 02 Feb. 2010. Web. 29 Oct. 2010.

"Unit-Level Sustainability Plans." Council on the Environment. The Center for Energy Research/Education/Service (CERES) at Ball State University, n.d. Web. 29 Oct. 2010.

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## ...the University maintains 67 vehicles running on E85 and one completely electric car

#### Transportation: Hybrid Fleet

Since receiving their first hybrid-electric bus in 2005 ("Business"), Ball State University has continually added the same technology to the University's shuttle system for a current total of six hybrid-electric buses ("Green"). The current fleet has been fueled with B20 biodiesel blend since 2003 ("Business"), as with all other 31 diesel vehicles ("Green"), and puts the University in the lead for being the first educational institution within the state of Indiana to utilize hybrid-electric technology ("Business"). Facilities Planning & Management has also been adding hybrid passenger vehicles since 2003 ("Business"), with a total of 19 vehicles in the current fleet ("Green") – 11 of which can be rented by university-affiliated members ("Business"). Further, the University maintains 67 vehicles running on E85 and one totally electric car ("Green"). Because of their efforts in the implementation and use of alternative fuels, the Transportation Office in Facilities Planning & Management was presented with an Outstanding Accomplishments award from the Central Indiana Clean Cities Alliance in 2008 ("Business").

EN 18 STARS:

GRI:

EN 6

OP Credit 5 OP Credit 8 OP Credit 14



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

Works Cited:

"Business Affairs Sustainability Report." Council on the Environment. The Center for Energy Research/Education/Service (CERES) at Ball State University, n.d. Web. 29 Oct. 2010.

"Green Campus." Going Geothermal. University Marketing and Communications at Ball State University, n.d. Web. 29 Oct. 2010.

### Water

## ... the public water system relies on surface water as well as ground water resources...

GRI: EN 8 EN 9

STARS: OP credit 22 Water Tier Two Credit Being located in Muncie Indiana, Ball State University taps into the local water source serving the Muncie area. This public water system relies on surface water as well as ground water resources. The surface water comes from two locations: White River and the Prairie Creek Reservoir (Indiana). The ground water comes from three wells located in a single well field adjacent to the treatment facility for the area (Reuscher "Ball").

During the fiscal year ending June 30, 2010, the buildings and properties owned and operated by Ball State University consumed **37,251,100** cubic feet of water (Wheeler "BBC").

Determined to reduce water use, Ball State is currently working to implement policies and procedures, as well as devices to encourage more thoughtful use of the resource. One of the devices being installed is a dual-flush handle on many of the toilets throughout campus. This allows the user to specify whether to perform a small flush or a full, complete, flush. Additionally, several of the buildings on campus have installed waterless urinals, low-flow shower heads and low-flow water faucets.

#### environment



White, Gwendolen. "Faucets." 2010. JPEG file.

Works Cited:

Indiana American Water. "2009 Annual Water Quality Report." 2009. PDF file. Reuscher, Nicholas. "Ball State University Water Source." Message to Larry Wood. 19 Oct. 2010. E-mail. Wheeler, Stacy Edmonds. "BBC Sustainability." Message to Gwendolen Barnett White. 15 Nov. 2010. E-mail

## Greenhouse Gas

## ... a follow up report is scheduled to be released by the end of 2010...

#### GRI: Disclosure of greenhouse gas (GHG) emissions is particularly important due to EN 16 the relationship between GHG emissions and climate change. The most recent EN 17 calculations for Ball State University describe emissions over a 12 month period beginning August 1, 2007 (GHG). STARS: **OP Credit 5** The published 2008 Green House Gas report can be found on the Association **OP Credit 8** for the Advancement of Sustainability in Higher Education (AASHE) website. This document was part of the Sustainability Tracking, Assessment & Reporting System (STARS<sup>®</sup>) report also conducted through AASHE. A follow up report is scheduled to be released by the end of 2010. The 2008 report calculations were conducted using the Clean Air – Cool Planet carbon footprint calculator (CA-CP). The American College & University

Planet carbon footprint calculator (CA-CP). The American College & University Presidents' Climate Commitment (ACUPCC) recognizes its suitability since the scope of the calculator is based on emission sources and emission offsets. Overall emissions are broken into three categories. Scope one describes direct sources of GHG emissions owned and controlled by the institution. Scope two refers to imported energy (only electricity), and Scope three covers other impacts driven by institution decisions that are owned or controlled by others, typically including travel and solid waste disposal. The CA-CP does not include emissions associated with the manufacturing and transportation of consumable materials, food, paper, plastic and construction on campus.

#### environment

#### Greenhouse Gas Emissions

The adjacent list summarizes the GHG emissions presented in the 2008 Green House Gas report. All data is given in Metric Tonnes and eCO2 (carbon dioxide and carbon dioxide equivalent greenhouse gasses). The geographic limitations of the report are held to the facilities in Muncie, IN, and their various field station farms and contained woodlands, grasslands, etc. Distance learning centers are not included because the university does not have operational control over leased facilities.



White, Gwendolen. "Coal." 2010. JPEG file.

 Totals

 Scope 1
 77,043

 Scope 2
 101,671

 Scope 3
 14,157

#### Total All Scopes 192,871

Scope 1

On-campus Stationary/ Natural Gas 4,1421 1 On-campus Stationary/ Coal 70,3391 1 Campus Fleet 2,562

Scope 2 Purchased Electricity 101,671

Scope 3 Student Commuting 1,588 Faculty Commuting 7252 <sub>2</sub> Staff Commuting 1,7652 <sub>2</sub> Air Travel 6,992 Solid Waste 3,119

#### Offsets

Composting (550)

1: These values are an interpolation of the CA-CP Calculator result. The calculator gave only a total for on-campus energy emissions. A separate calculator was used to determine that 4,143 metric tons (MT) of the total were attributable to the 78,000 million metric British thermal units (MMBTU) of natural gas combustion, leaving the remainder of the 74,481 MT of eCO2, 70,339 MT, coming from the burning of coal.

2: The CA-CP Calculator provided a total for faculty and staff commuting combined. The values shown here were arrived at by using the respective fuel consumption values provided by the calculator—81,123 gallons for faculty and 197,525 gallons for staff— to proportion the emission values.

Works Cited:

GHG Report for Ball State University. ACUPCC. AASHE, 26 Nov. 2008. Web. 14 Oct. 2010.

Fisher, Robert A. "Greenhouse Gases (GHG) Emissions Report." Ball State University (2008): 1-17. Web. 14 Oct. 2010.

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## Biodiversity

... areas used for educational and experimental learning...field trips and research...

#### GRI: EN 11 EN 12 EN 13

EN 14

Ball State University is comprised of six different field stations for a total of 625 additional acres not included on campus. The different field station properties include Christy Woods, Cooper Farm, Skinner Field Area, Ginn Woods, Hults Environmental Learning Center and the Miller Wildlife Area. These areas are used for educational and experiential learning, as well as providing areas for field trips and research (Field).

#### Christy Woods:

Christy Woods is the only property other than the Teaching and Research Greenhouse and the Orchid Greenhouse located directly adjacent to campus. (Christy Woods). The area was part of a land gift from the Ball Brothers to the State of Indiana in 1918. While the land acquired was in poor condition, biology students recognized the property's potential to facilitate education and immersive learning experiences. The promotion of plant conservation, diversity and education remain an ongoing part of the site's mission.

The proximity of this seventeen-acre property, just southwest of campus, and the diverse collection of plant species in its greenhouses, garden, mature deciduous forest and tallgrass prairie have proved to be an asset to the University. Since acquisition, the area has provided an outdoor laboratory for many classes including introductory biology and Natural Resource classes, Ecology, Forestry, Plant taxonomy, Entomology, Aquatic botany, Limnology, Ornithology, as well as for courses provided by other local schools.

#### environment



White, Gwendolen. "Trout-lily (Erythronium americanum)." 2010.

Cooper Farm/Skinner Field area:

In 1969, Dr. and Mrs. Robert H. Cooper donated this property to Ball State University to be managed by the Department of Biology (Cooper). The original Cooper Woodland Area was comprised of 17 acres of forest and an additional 14 acres of land. The Cooper Natural Area was added in 1999 and includes approximately 57 acres, which consist of tallgrass prairie and several acres of turf, lanes and developed area.

In 2000, former Ball State University Foundation Chairman Bill Skinner, donated the Skinner Field Area to the University (Skinner). At the time of the donation, Skinner stated, "We have an interest in helping provide opportunities for students at the university for hands-on experience." The property includes deciduous forest, meadow, ephemeral wetlands and agricultural fields that are still in use.

There are currently no programs available at Cooper farms and the Skinner field area, but the farm offers an excellent site for field trips and research. Within the 131 acres of shared land between the two areas there are a number of distinct microclimates, which allow for great diversity of biological habitats for field research (Cooper and Skinner). These include: Dr. Cooper's original wildlife plantings, a wooded area, several vernal ponds located inside the woods, a small farm pond, a grassed waterway, a prairie grassland, a small savannah and a marsh. Management of these areas primarily consists of vegetation management in order to maintain the area in a natural but usable state for research and education.

#### biodiversity

GRI:

EN 11

EN 12

EN 13 EN 14

#### Ginn Woods:

Ginn woods is a 161 acre complex consisting of three neighboring parcels of land that differ based on land-use history, degree of disturbance and site conditions related to soil drainage (Ginn). The property supports the second largest stand of old-growth forest remaining in Indiana, and has a rare diversity of plants and animals. The first and largest parcel is only known to have had one family to own and live on this land since European settlement. The owners claim they never grazed livestock, or burned the understory in the area, and state there was no significant logging before the acquisition by Ball State in 1971. Nixon Woods, a 40-acre area of old-growth forest, and Wesley Wetland, a 10-acre wetland, were later added to the Ginn woods complex.

Donald E. Miller Wildlife Area

Ball State purchased 16 acres of this property in 1946 and 1947 (Donald). At the time it was called Sixteen Acres, but was later renamed in honor of Donald E. Miller. The property is used for nature study and environmental field experiences by students of all ages. Despite the preserve's small area, it contains a wide diversity of animals, plants, and habitats. During 1947 and 1948 a trail-system and picnic area were installed on the site for use by Ball State students and staff. Unfortunately, due to acts of vandalism in 2000, permission is now required for entrance to the site.

#### Juanita Hults Environmental Education Learning Center

Juanita Hults Maley was a lover of nature (Hults). In 1970 she attended a conservation seminar conducted by Clyde Hibbs, founder of the Natural Resources Department at Ball State. Consequently, she contacted Dr. Hibbs after the seminar and asked if the department would be interested in her farm. After confirmed interest, Juanita arranged for the University to receive the 99-acre farm and endowment upon her death. In 1987 the property ownership was transferred to Ball State University as an environmental learning center. The purpose of the learning center is to provide quality environmental education targeting educational activities, retaining existing habitat, and restoring additional areas to native plant and animal species. The property offers a very diverse array of ecosystems: a wetland, a tallgrass prairie, a hardwood forest, successional areas and agricultural land.

permission is no Juanita Hults En Juanita Hults M

#### Educational and Outreach Mission

To promote and support multidisciplinary environmental education in natural settings for students of all ages.

- 1. Provide a variety of opportunities for students of all ages to observe nature and natural processes.
- 2. Provide hands-on training to teachers at all stages of career development that will enable them to expand their classrooms to include the natural world.
- 3. Coordinate interdepartmental activities in support of environmental education.
- 4. Maintain field properties for the purpose of providing a diverse array of natural and managed ecosystems.
- 5. Monitor environmental and ecological changes on field station properties using appropriate technologies, in support of property maintenance and educational objectives.
- 6. Provide an outdoor laboratory that supports investigations of sustainable land use and restoration of damaged ecosystems.
- 7. Provide opportunities for lifelong learning about the natural world to the broader community of east central Indiana.

#### **Research Mission**

To promote and support scientific inquiry into the functions and interactions between natural and human-dominated ecosystems of East Central Indiana and the Midwest.

- 1. Provide a setting for biodiversity investigations and experimentation.
- 2. Create a database of flora and fauna present in East Central Indiana.
- 3. Monitor anthropomorphic changes in human-dominated landscapes.
- Investigate long-term effects of alternative management techniques such as ecological restoration for biodiversity and environmental qualities.
- 5. Conduct sustainability research on constructed environments and their surrounding landscapes.
- 6. Assess learning outcomes for experiential education in field settings.

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"Ginn Woods." Field Station and Environmental Education Center. Ball State University, 2010. Web. 26 Oct. 2010.

"Hults Environmental Learning Center." Field Station and Environmental Education Center. Ball State University, 2010. Web. 25 Oct. 2010.

"Skinner Field Area." Field Station and Environmental Education Center. Ball State University, 2010. Web. 25 Oct. 2010.

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#### **Economic Dimension**

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

<sup>&</sup>quot;Disclosure on Management Approach." Global Reporting Initiative. Stichting Global Reporting Initiative, 2007. Web. 25 Nov. 2010.



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## Economic Structure

GRI:

EC 1

EC<sub>4</sub>

EC 5

STARS:

PAE Credit 11

... the university is offering free health screenings to all employees and their spouses...

> As a public institution, the economic state of the University is dependent on that of the State of Indiana. For the year ending June 30, 2009, state appropriations of \$152,135,238 made up 34 percent of the revenue (Ball State University). During the year the Indiana jobless rate rose to 10.1 percent. This led to decreases in state revenue, which leaves less funding for Indiana public universities.

Due to these rising unemployment rates, state appropriations were cut one percent during the year (Ball State University). The University, however, maintained its ability to provide an affordable education to its students. Students paid only about one quarter of the cost of the education provided, with tuition and fees making up only 27 percent of the University's revenues.

While employee salaries and benefits make up 68 percent of the total expenses incurred by the University, a portion of these expenses are attributable to the increased cost of health care (Ball State University). For the fiscal year of 2009, a 10 percent increase in the cost of employee health care caused the annual cost to exceed \$45 million. In order to mitigate the rising health care costs, the University is offering free health screenings to all employees and their spouses. Additionally, it is expanding its health enhancement program and working with employees to manage their chronic health conditions. Furthermore, the cost of salaries reflects the University's desire to attract and retain highly productive, top quality faculty in order to provide a nationally recognized education.

#### economy



White, Gwendolen. "Dow Jones Monitor." 2010. JPEG file.

In an effort to provide a customer focused environment, BSU strives to maintain a staff that is capable of providing great customer service. The University believes this is only possible when employees are satisfied with the work they are doing. By providing competitive compensation to all employees, as well as providing the necessary training and resources required to perform their duties effectively, BSU feels that employees will provide the great service customers seek. Even at the entry-level, full time employees receive compensation rates starting at \$10.00 per hour, which is 37% above the state required minimum (Reuscher, "BBC"). As the University is the largest employer in the community, the employees' compensation is a major driving force of the local economy (Major).

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<sup>&</sup>quot;Major Employers." n.d. Muncie-Delaware County, Indiana. Web. 19 Oct. 2010.

Reuscher, Nicholas. "BBC-Sustainability Report." Message to Douglas A. Baker. 12 Oct. 2010. E-mail.

#### economic structure



#### **Revenues by Source**



#### **Expenses by Source**

Social Dimension

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

"Disclosure on Management Approach." Global Reporting Initiative. Stichting Global Reporting Initiative, 2007. Web. 25 Nov. 2010.



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## Societal Impacts

## ... the University has made wellness a priority...

GRI:	Summary
LA 13	<ul> <li>Ball State has made efforts to increase its diversity both within its student body and among faculty members</li> </ul>
STARS:	body and among faculty members.
ER Credit 6 ER Credit 7 ER Credit 8 ER Credit 11	<ul> <li>Ball State's involvement in the community through Greek life and student voluntary programs has had a valuable and lasting impact on the surrounding community.</li> </ul>
PAE Credit 6 PAE Credit 7 PAE Credit 22 PAE Credit 23	<ul> <li>The University has made wellness a high priority, making many advances towards a healthier student, faculty and staff.</li> </ul>
	<ul> <li>The University has worked towards professional development through its Building Better Community program which helps promote student involvement in the surrounding community. The BBC projects are a part of Ball State's Strategic Plan for increasing student skill levels.</li> </ul>

• The University has incorporated undergraduate and graduate classes in sustainability

White, Gwendolen. "Atrium Dining." 2010. JPEG file.

#### society

## Campus Diversity

### ... students come from 49 states, one U.S. territory, about 90 countries, and every IN county ...

GRI: LA 13

STARS: PAE Credit 6 PAE Credit 7 Assessing Indicators of Diversity

Ball State University has worked diligently to increase diversity among its students and faculty, and has continuously worked towards goals of increasing the numbers of students and faculty from a variety of ethnic backgrounds. As a key part of its strategic plan, Ball State has made efforts to increase its international and diverse ethnic student population and increase the numbers of ethnically-diverse faculty.

"Ball State enrolls about 21,000 students, with more than 17,000 attending on campus. Students come from 49 states, one U.S. territory, about 90 countries, and every Indiana county. Out-of-state students make up about 11 percent of on-campus enrollment, and ethnic minorities comprise about 10 percent. The university has about 500 international students" (Students/Enrollment).

"Ball State has 940 full-time faculty members. About 91 percent of all tenured and tenure-track faculty hold terminal degrees in their disciplines, and many have years of professional experience in their areas. Overall, the university is one of the area's largest employers with more than 2,800 full-time faculty, staff, and service employees. Jo Ann M. Gora is Ball State's 14th president" (Faculty/ Staff).

Works Cited:

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GRI 2010: 37 A 2010 Global Reporting Initiative (GRI) Sustainability Report for Ball State University

#### society



Diversity Among All Undergraduates







Ethnic Minorities Among All Students

Underrepresented Minorities Among All Employees



**Fiscal Year** 

#### society



International Students





## Community Impacts

## ...increased participation of students in volunteer programs...

GRI: LA 13

STARS: PAE Credit 22 PAE Credit 23 Assessing Impacts on the Community

The number of Ball State Students participating as volunteers in the community has increased dramatically over the last few years. Student organizations, fraternities and sororities have made significant progress in increasing community participation.

- Number of students who participated in at least one service project in 2010 – 7,566. This is up from 4,738 in 2009.
- Number of hours given back to the community by BSU students in the fiscal year 2009-2010 was 128,490. This is up from 67,769 in the 2008-2009 fiscal year.
- Of the 128,490 hours completed, 88,708 were completed as part of a course that required service to be completed.
- 21 of the 44 academic departments reported having at lease one course with a service-learning component (this is up from 15 academic departments in 2009).

"The Departments which offered a course with a service-learning component included: Elementary Education, Art, Theatre and Dance, Music, Chemistry, Computer Science, Counseling, Criminal Justice, English, Geography, Journalism, Landscape Architecture, Modern Languages, Music, Natural Resources and Environmental Management, Physical Education, Health Science, Philosophy, Social Work, and Special Education" (Smith, K).

society









Community Volunteer Hours

# Connecting with You

## Greetings

Parents, Family members, and Friends of the fraternity and sorority members at Ball State University,

The members of the Greek Connections Team, the public relations committee for the Ball State Greek community, is happy to present you with the first edition of the new parent newsletter. The newsletter was created in order to keep you connected with the experiences of your Greek student. The newsletter will be published once per semester.

We hope this issue of *Connection* will keep you informed and up-todate. We are dedicated to making this your personal newsletter with articles you find interesting and informative. Your comments and feedback are welcomed and encouraged. We also encourage you to send stories of your experiences as a family member of a Greek student. Please email these to cwluyster@bsu.edu.

Sincerely,

The Greek Connections Team

# Giving back

Greeks contributed 4,735 community service hours, donated \$92,379.85



Ashley Budde / Alpha Xi Delta

Students paint a fence as part of the Greek Alternative Spring Break service project. The students traveled to the Land Between the Lakes in Kentucky to assist the US Forest Service.

#### By Carson Lance, FIJI

The fall 2008 semester proved to be a great year for Ball State University's Greek Life. The entire Greek system provided the Muncie area with a total of 4,735 community service hours. All fraternities and sororities contributed by volunteering at several local organizations. College Mentors for Kids, Habitat for Humanity, Minnetrista, and the Muncie Children's Museum were some of the organizations utilized by the Greek community this semester. Theta Chi, Phi Gamma Delta, and Sigma

Phi Epsilon provided the most amount of hours for fraternities. Pi Beta Phi, Delta Zeta, and Chi Omega provided the most hours for sororities respectively. According to the most recent data available, an hour of community service was valued at \$19.51. Based upon this finding, fraternity and sorority members contributed \$92,379.85 worth of community service to Ball State, Muncie, and surrounding areas.

In addition to community service hours, the Ball State University Greek community participated in many philanthropic events throughout the fall 2008 semester. The semester held events such as Theta Chi's "Waterdaze", Alpha Chi Omega/Delta Tau Delta's "Watermelon Bust", and Chi Omega's "Yippie-Chi-O".

Sigma Chi, Delta Tau Delta, and Sigma Phi Epsilon donated the most money to charities for fraternities. Chi Omega, Delta Zeta, and Alpha Chi Omega donated the most money to charities for sororities. The grand total for the Greek Life community this fall 2008 semester was \$43,500.88.

#### 1 Connection: July 2009

"Parents Newsletter Final." Connection: A Newsletter for Parents and Family Members of Greek Students at Ball State. Ball State University, 2009. PDF file.

#### society



White, Gwendolen. "Volunteer Locations." 2010. JPEG file.

#### **Student Organizations**

13 student organizations reported a total of 39,782 hours for 2010 representing an increase of the 16,260 hours reported by 9 organizations in 2009.

Those organizations reporting hours included Student Voluntary Services, Latino Student Union, Beta Alpha Psi, Student Action Team, College Mentors for Kids, Epsilon Sigma Alpha, Campus Crusade for Christ, The Revolution, Catholic Student Union, CommonWay, and Greek Life.

## University Wellness

...student, staff, faculty, and family participation in a coordinated wellness program...

Assessing Wellness as a University Priority

As part of its strategic plan, Ball State has included in its objectives to increase student, staff, faculty, and family participation in a coordinated wellness program. The specific goals include:

- By 2010, achieve 70 percent faculty and staff participation in the wellness program.
- By 2010, complete construction of recreation and wellness facility.
- Engage the campus community in a comprehensive discussion about conversion to a tobacco-free campus.

Ball State has achieved these goals as following

- Achieved 81 percent faculty and staff participation in the wellness program in 2009-2010.
- Completed Construction of the recreation and wellness facility in September 2010.
- Engaged the campus community in a comprehensive discussion about becoming a tobacco-free campus, 2007, 2008, 2009 and is now a tobacco free campus.

STARS: ER Credit 6 ER Credit 7 ER Credit 8 ER Credit 11

GRI: SO 1

#### **Professional Development**

The goal of the Building Better Communities (BBC) program is to provide experiences for students to put their knowledge and skills into practice in a real-life situation. Funded in part by the Lilly Endowment, the BBC fellows program aims to help keep BSU graduates choosing jobs within the state of Indiana (Building Better Communities).

- Faculty mentors lead an interdisciplinary team of students that work together on projects
- Students work with community partners to solve a problem
- Students receive real life experience and business contacts
- Community partners benefit from the student's projects from a social and economic standpoint
- The program fosters a learning environment where the students take initiative and responsibility for what they learn (Building Better Communities)

This GRI report is produced by students participating in the BBC fellows program and has benefitted these students by increasing their understanding of the GRI standards as well as fostering an ability to network and function within a group.

#### Academic Options in Sustainability

Ball State has incorporated several classes which focus on sustainability, including classes in Landscape Architecture, Urban Planning, Architecture, Political Science, Business, Geology, Sociology, Philosophy, History, Anthropology and Natural Resources. Currently, there are 18 classes focused on sustainability and 65 classes with sustainabilityrelated content. Additionally, 22 courses are offered with assignments focused on sustainability and 17 sustainability-related courses that can be taken for credit as part of a major or minor (Bogue). The university offers four tracks in its award-winning, disciplinary-focused Clustered Minors in Environmentally Sustainable Practices and this fall approved a new interdisciplinary Sustainability Minor for students campus-wide. According to Dr. Gwendolen White, Ball State is working towards providing a graduate Certificate of Sustainability through the Business school, which they hope to implement in the Summer of 2011 (White). The University has also established an Academy for Sustainability which provides a place for research, education and volunteer service to further sustainability efforts (Academy for Sustainability).

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White, Gwendolen. Personal Interview. 10 November 2010. 10 Nov 2010.

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Winger, J. . "GRI information request." Message to Vivian Bogue. 11 November 2010. E-mail.

#### university wellness



White, Gwendolen. "University Equipment." 2010. JPEG file. GRI 2010: 47 A 2010 Global Reporting Initiative (GRI) Sustainability Report for Ball State University

#### society



White, Gwendolen. "Rock Wall." 2010. JPEG file.

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### Concluding Comments

As evidenced by the university's economic, environmental, and social efforts, Ball State has clearly committed itself to a sustainable future. The guiding principles as set forth by the Global Reporting Initiative (GRI) have allowed the authors to report to the university stakeholders, for the first time, the many significant contributions towards its sustainability. Additionally, the framework provides a baseline for all successive GRI reports, noting progress and achievements through this type of benchmarking system. The University already participates in the Sustainability Tracking Assessment and Rating System (STARS®), which has specific goals and comparability for institutions within higher education. However, the GRI maintains a more global commitment and obligation to society, and provides an additional detailed, qualitative and quantitative data set for the substantiation of organizational success. This GRI report is intended to supplement that of the Stars Report and attract a global audience.

The GRI guidelines allow reporting institutions to indicate their level of application based on the amount and type of information reported upon. Because this is the first GRI report for Ball State University, we have self-declared a "C" based on the content provided. Level "C" refers to reporting on some specific organizational profile disclosures and a minimum of 10 performance indicators with one from at least each of the three dimensions of sustainability - social, economic and environment. The information has not been evaluated or audited by an external source. There is great optimism that future reports will provide additional detailed, accurate, and reliable information that can be more thoroughly validated. We hope that further disclosures will be made available in areas related to financial investments, and that the usability of these reports will establish purpose in completing them. Further, we believe that the University's use of global reporting will not only allow recognition for accomplishments, but offer a point of reference for tracking successes and acknowledging potential opportunities.

#### conclusion



White, Gwendolen. "Beneficence Statue." 2010. JPEG file.

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## Appendices

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appendix 1

#### **GRI-STARS Index**

Page	GRI		STARS Equivalent
		Direct economic value generated and distributed,	
		including revenues, operating costs, employee	
		compensation, donations and other community	
		investments, retained earnings, and payments to	
29-31	EC 1	capital providers and governments	DAE Cradit 11: Sustainable Companyation
		Significant financial assistance received from	PAE Credit 11. Sustainable Compensation
29, 31	EC 4	government	
		Range of ratios of standard entry level wage	
		compared to local minimum wage at significant	
30	EC 5	locations of operation	
			ER Credit 2: Student Sustainability Outreach
-		Direct energy consumption by primary energy	Campaign
/	EN 3	source	OP Credit 7: Building Energy Consumption
7		energy based products and convises, and	OB Cradit & Banawahla Energy
/, 0-10		energy based products and services, and	OP Credit 8: Renewable Energy
15-17	EN 6	these initiatives	OP Cledit 14. Campus Fleet
19 17	EN 8	Total water withdrawal by source	OP Credit 22: Water Consumption
15		Water sources significantly affected by withdrawal	or credit 22. Water consumption
19	EN 9	of water	OP Credit 22: Water Consumption
		Location and size of land owned, leased, managed	
		in, or adjacent to, protected areas and areas of	
23-26	EN 11	high biodiversity value outside protected areas.	
		Description of significant impacts of activities,	
		products, and services on biodiversity in protected	
		areas and areas of high biodiversity value outside	
23-26	EN 12	protected areas	
23-26	EN 13	Habitats protected or restored.	
		Strategies, current actions, and future plans for	
23-26	EN 14	managing impacts on biodiversity	
		Total direct and indirect greenhouse gas (GHG)	OP Credit 4: GHG Emissions Inventory
21-22	EN 16	emissions by weight	,
21-22	EN 17	Other relevant indirect GHG emissions by weight	OP Credit 4: GHG Emissions Inventory
9-10, 12		Initiatives to reduce GHG emissions and	OP Credit 5: GHG Emissions Reduction
15-17	FN 18	reductions achieved	OP Credit 8: Renewable Energy
	211 10		
		Nature, scope, and effectiveness of any programs	ER Credit 6 Sustainability-Focused Courses
		and practices that assess and manage the impacts	ER Credit 7 Sustainability-Related Courses
35,		of operations on communities, including entering,	ER Credit 8 Sustainability Courses by Dept.
45-46	SO 1	operating, and exiting	ER Credit 11 Grad. Program in Sustainability
			PAE Credit 6 Diversity & Equity Coordination
			PAE Credit 7 Measuring Campus Diversity
		Composition of governance bodies and breakdown	Culture
35,		of employees per category according to gender,	PAE Credit 22 Community Service
37,		age group, minority group membership, and other	Participation
41	LA 13	indicators of diversity	PAE Credit 23 Community Service Hours

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2010 Building Better Communities Team:

Huffer, John. "Team Photo." 2010. JPEG file.

Front Row (left to right): Amy Sperback, Dr. Gwendolen White, Jodi Winger Back Row (left to right): Alissa Kreger, Kris Shroyer, Abigail Shemoel, Nicholas Reuscher