

SOUTH DAKOTA BOARD OF REGENTS

Regents' Workshop

REVISED
AGENDA ITEM: 2 – A
DATE: March 27-29, 2018

SUBJECT

University Auxiliary Business Plans

CONTROLLING STATUTE, RULE, OR POLICY

None

BACKGROUND / DISCUSSION

In March of 2017, the university finance vice presidents presented a report to the Board on their Auxiliary System operations. The reports included an executive summary, a narrative overview of each of the operations, past and current financial information, and future plans. The intent was to provide the Board of Regents an opportunity to understand how the auxiliary businesses are performing and what future plans the campuses may have. The report was to include all operations that are considered part of the Auxiliary System plus any housing operations operated outside the System (BHSU – Humbert Hall; DSU – Apartment Complex; SDSMT – Rocker Square 1 & 2; SDSU – State Village).

This year the universities will present information on the Auxiliary System along with other business operations. This would include all bookstores, food service operations, print shops, retail stores, and any other business operations run with the intent of breaking even or making money. The reports will not include any athletic operations or fine arts activities.

IMPACT AND RECOMMENDATIONS

Each campus will have approximately 20 minutes to give an overview of their business operations and to answer questions. Hard copies will be included in the Board mailing and the reports will be available electronically. The presentation schedule is as follows:

SDSM&T	3:10-3:30 p.m.
NSU	3:30-3:50 p.m.
DSU	3:50-4:10 p.m.
BHSU	4:10-4:30 p.m.
USD	4:30-4:50 p.m.
SDSU	4:50-5:10 p.m.

(Continued)

INFORMATIONAL ITEM

ATTACHMENTS

Attachment I – SDSM&T Auxiliary Business Plan

Attachment II – NSU Auxiliary Business Plan

Attachment III – DSU Auxiliary Business Plan

Attachment IV – BHSU Auxiliary Business Plan

Attachment V – USD Auxiliary Business Plan

Attachment VI – SDSU Auxiliary Business Plan

South Dakota School of Mines & Technology
Fiscal Year 2017

Auxiliary Business Plan

SOUTH DAKOTA



SCHOOL OF MINES
& TECHNOLOGY

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EXECUTIVE SUMMARY

Narrative highlights of past year and improvements over last five years

The South Dakota School of Mines and Technology strives to provide students with high quality living and learning environments that meet or exceed their expectations at cost levels representing good value for money and assuring responsible management of resources. The SD Mines auxiliary revenue system includes the Surbeck Center with food service and bookstore components, four owned residence halls (including Placer Hall acquired in January 2018) and the Wellness Center. Residence Life also manages two residence halls leased by the university (until January 2018, Placer Hall was also leased). The leased buildings are not part of the auxiliary revenue system but are an important consideration in our overall direction and management of the auxiliary revenue system.

Taking on the leases for Rocker I in 2013, Rocker II in 2014 and Placer Hall in 2016 (Placer Hall was subsequently purchased in January 2018) nearly doubled the number of beds managed by SD Mines Residence Life. While those beds have been added, the now four owned halls have seen extensive improvements that have focused on enhancing the student experience—including LED lighting, major landscape updates, new carpeting, new furniture, and card access for rooms. Expanding the beds available allowed SD Mines to make a limited number of beds available for upper class students beginning in 2016. We anticipate a growing demand from upper class students as they become more aware of the advantages of remaining in campus housing.

The Wellness center was opened in 2015 and was the result of a student led initiative that has greatly enhanced the student experience. It maintains a full schedule of activities that enhance the wellness of the campus community. It is entirely financed by student fees and has been a welcome addition to the campus. The Surbeck Center serves as a hub for the community with student services and organizational offices, meeting rooms, and busy study lounges along with food service, which is contracted through Aramark, and the SD Mines operated Miner Bookstore.

SD Mines auxiliary system continues to consistently meet or exceed the minimum parity ratios of 1.20 per bond covenants. The fiscal year 2017 financials for each area within the auxiliary system are included below, followed by the past five years and 2018 projected for the system as a whole.

Current Year Detailed Auxiliary System Revenues and Expenditures

South Dakota School of Mines & Technology Auxiliary System Revenue and
Expense Statement Fiscal Year 2017

	Residence Halls	Union	Food Service	Bookstore	Wellness Cntr	Total
Revenue						
General Revenue	\$2,111,752	\$44,905	\$2,690,524	\$1,788,555	\$0	\$6,635,736
Facility Support Fee	\$0	\$0	\$79,733	\$0	\$0	\$79,733
GAF Revenue - Operations	\$0	\$280,103	\$0	\$0	\$198,272	\$478,375
GAF Revenue - Bond Support	\$0	\$999,071	\$0	\$0	\$599,233	\$1,598,304
Interest Earnings	\$68,194	\$30,186	\$2,493	\$0	\$14,308	\$115,181
Capitalized Interest	\$0	\$0	\$0	\$0	\$0	\$0
BAB Revenue	\$125,097	\$41,699	\$0	\$0	\$0	\$166,796
Other Revenue	\$0	\$0	\$121,137	\$0	\$0	\$121,137
Total Revenue	\$2,305,043	\$1,395,964	\$2,893,887	\$1,788,555	\$811,813	\$9,195,262
Expenditures						
Personal Services						
Full Time Staff	\$273,489	\$126,587	\$13,825	\$289,865	\$63,432	\$767,198
Student Labor	\$145,487	\$31,546	\$0	\$6,706	\$32,919	\$216,658
Facilities and Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Operating						
Student Support	\$92,760	\$9,876	\$2,583,544	\$1,206,280	\$57,281	\$3,949,741
Facilities and Maintenance	\$351,857	\$80,003	\$15,348	\$29,861	\$43,380	\$520,449
Utilities	\$197,257	\$60,473	\$65,112	\$8,269	\$17,742	\$348,853
Overhead Paid to University	\$465,000	\$0	\$0	\$0	\$0	\$465,000
Total Expenditures	\$1,525,850	\$308,485	\$2,677,829	\$1,540,981	\$214,754	\$6,267,899
Net Revenue Generated	\$779,193	\$1,087,479	\$216,058	\$247,574	\$597,059	\$2,927,363
Debt Service	\$1,164,605	\$545,652	\$0	\$0	\$464,625	\$2,174,882
Coverage Ratio	0.67	1.99	0.00	0.00	1.29	1.35
Combined Coverage Ratio*		2.84				

*Net Revenues from the Bookstore and Food Service are added to the Union for calculation of the coverage ratio.
All revenue generated in the Surbeck Center are considered part of the Union coverage ratio.

Auxiliary System Five-year History of Revenues and Expenditures and Current Year Projected

South Dakota School of Mines and Technology
Auxiliary System 5 year Comparison of Revenues and Expenditures

	2013	2014	2015	2016	2017	2018
Revenue						
General Revenue	\$6,041,556	\$6,351,962	\$7,194,926	\$6,922,897	\$6,635,736	\$7,171,021
Facility Support Fee	\$0	\$0	\$0	\$73,187	\$79,733	\$79,733
GAF Revenue - Operations	\$241,526	\$299,401	\$180,771	\$486,835	\$478,375	\$460,675
GAF Revenue - Bond Support	\$900,632	\$1,503,710	\$1,655,011	\$1,613,157	\$1,598,304	\$1,660,000
Interest Earnings	\$107,583	\$77,976	\$50,294	\$119,021	\$115,181	\$106,000
Capitalized Interest	\$0	\$70,765	\$155,338	\$0	\$0	\$0
BAB Revenue	\$196,660	\$177,804	\$175,332	\$171,416	\$166,796	\$166,796
Other Revenue	\$0	\$0	\$9,650	\$116,500	\$121,137	\$120,267
Total Revenue	\$7,487,956	\$8,481,618	\$9,421,322	\$9,503,014	\$9,195,262	\$9,764,492
Expenditures						
Personal Services						
Full Time Staff	\$523,599	\$676,812	\$981,736	\$1,197,869	\$767,198	\$796,209
Student Labor	\$243,022	\$104,227	\$101,978	\$137,594	\$216,658	\$232,766
Facilities and Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Operating						
Student Support	\$3,426,168	\$3,772,840	\$4,359,020	\$3,959,714	\$3,949,741	\$3,947,527
Facilities and Maintenance	\$628,700	\$726,179	\$206,030	\$115,485	\$520,449	\$499,434
Utilities	\$381,532	\$332,469	\$319,225	\$378,189	\$348,853	\$351,814
Overhead Paid to University	\$112,143	\$126,791	\$430	\$365,000	\$465,000	\$365,000
Total Expenditures	\$5,315,164	\$5,739,318	\$5,968,419	\$6,153,851	\$6,267,899	\$6,192,750
Net Revenue Generated	\$2,172,792	\$2,742,300	\$3,452,903	\$3,349,163	\$2,927,363	\$3,571,742
Debt Service	\$1,731,435	\$1,802,057	\$2,183,871	\$2,181,749	\$2,174,881	\$2,528,086
Coverage Ratio	1.25	1.52	1.58	1.54	1.35	1.41

Major plans and changes for system

Over the next three summers, Residence Life will be focusing on improved flooring, bathrooms, and showers in the owned residence halls. These updates not only improve the student experience but also greatly improve the efficiency of custodial operations.

Housing occupancy had dipped somewhat for 2016-17 with enrollment flattening after several years of solid growth and the substantial increase in capacity with Placer Hall coming on line. We saw modest improvement in 2017-18 and we anticipate renewed growth of enrollments and increased demand for housing upper class students will return occupancy to our more typically high levels.

Fundraising is underway for substantial renovation and addition to Surbeck Center to meet the needs of a larger student body. We currently are committed to this plan being carried out with private funds rather than seeking any state funds or adding to the current auxiliary system debt.

HOUSING SYSTEM

Narrative overview of past year and improvements over last five years

There are four residence halls in the Auxiliary system – Palmerton Hall, Connolly Hall, Peterson Hall, and Placer Hall. Placer Hall was recently purchased (January 2018) from the SD Mines Foundation and is now operating as part of the auxiliary system.

Palmerton, Connolly, and Peterson buildings primarily serve freshmen students with sophomores occupying portions of Peterson and Connolly. Placer Hall primarily houses sophomore residents. As the University continues to grow, Residence Life will strategically keep sophomores in Placer and move additional sophomores into Rocker Square II. This movement will allow freshmen growth to continue in Palmerton, Connolly, and Peterson; have sophomores housed in Placer and Rocker Square II; and have upper-class students in Rocker Square I.

Improvements

Placer, Palmerton, Connolly, and Peterson are all recently renovated or new builds. No major renovations or remodeling plans are in development. All buildings are in good to excellent physical condition with replacement plans and preventative maintenance plans in place and budgeted for.

Over the past five years, the Residence Life Office has made improvements based on our facility improvement, replacement, and deferred maintenance plan and on student feedback. These improvements include:

- New LVT flooring in Peterson Hall residence rooms (Summer 2017)
- New hot water tanks/boiler systems for Peterson Hall and Surbeck Center (Summer 2017)
- Peterson Hall shower and bathroom updates: Renovated shower rooms, updated toilet flush valves (Summer 2017)
- New carpeting in Palmerton, Connolly, and Peterson common areas
 - o 10-year cycle
- New common area furniture in Palmerton, Connolly, and Peterson
 - o 5-year cycle and based on condition
- New mattresses for Palmerton and Connolly
 - o 10-year cycle and based on condition
- Wireless internet upgrades in Palmerton, Connolly, and Peterson
 - o 6-year cycle
- Internet Switch upgrades in Palmerton, Connolly, and Peterson
 - o 6-year cycle
- Landscape Improvements around Palmerton, Connolly, and Peterson
 - o Covered Bike Shelters
 - o Beautification efforts around buildings
 - o Outdoor recreation/exercise area
 - o Sand volleyball court

- Utility meters for Palmerton, Connolly, and Peterson
- Upgraded LED lighting on the exterior of Peterson Hall
- Upgraded LED lighting in Palmerton and Connolly common areas/hallways
- Renovated mailroom and package storage for residential students
- Peephole installation (ongoing)
- Updates to Live-In Staff Apartments
 - o New flooring
 - o New kitchen
- Connolly Hall foundation repairs
- Peterson Hall retaining wall upgrade/rebuild
- ADA door opener installation on Palmerton, Connolly, and Peterson
- Connolly and Peterson hot water recirculation line replacements
- Palmerton Hall elevator replacement
- Security camera installation in Palmerton, Connolly, and Peterson
- Electronic door handles (using ID cards) installed on resident rooms in Palmerton, Connolly, and Peterson



Over the next five years, Residence Life will continue to make improvements and upgrades based on our facility improvement, replacement, and deferred maintenance plan and student needs. Items over the next five years include:

- Continuation of bathroom/ shower updates and flooring upgrades:
 - o Summer 2018: Connolly Hall shower and bathroom updates and LVT installation
 - o Summer 2019: Peterson Hall suite bathroom updates and LVT installation
 - o Summer 2020: Palmerton Hall shower and bathroom updates and LVT installation
- Continuation of replacement cycles for furnishings, flooring, and IT equipment
- LED lighting upgrades as needs arise

Feedback from residents about residential facilities continues to improve as building upgrades have been made.

Residential Facilities Satisfaction (1-7 scale)			
Answer Options	Fall 2015	Fall 2016	Fall 2017
Laundry room facilities	3.6	4.81	4.86
Study facilities in residence hall	5.11	5.10	5.17
Common rooms/gathering spaces in residence hall	xx	5.20	5.08
Cleanliness of bathroom facilities	5.11	5.17	5.27
Cleanliness of common areas	4.98	5.49	5.49
Timeliness of repairs	4.38	4.13	5.09
Quality compared to other colleges	4.25	4.49	4.83
The overall physical appearance of your residence hall	4.64	4.97	5.19
Comparing cost to quality, rate the overall value	3.65	4.45	4.53

Summary of facilities and operations

SD Mines currently has four residence halls as part of the auxiliary system. In addition to these facilities, two apartment complexes are leased through a private company. The six buildings provide 1,079 bed spaces with a six-year fall occupancy average of 98%.



Housing System Five-year History of Revenues and Expenditures and Current Year Projected

South Dakota School of Mines & Technology Residence Halls

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Estimated FY18
Revenues						
General Revenue	\$2,318,820	\$2,194,160	\$2,405,421	\$2,359,448	\$2,111,752	\$2,796,021
Facility Support Fee	\$0	\$0	\$0	\$0	\$0	\$0
GAF Revenue - Operations	\$0	\$0	\$0	\$0	\$0	\$0
GAF Revenue - Bond Support	\$0	\$0	\$0	\$0	\$0	\$0
Interest Earnings	\$79,089	\$52,096	\$29,128	\$63,841	\$68,194	\$69,000
Capitalized Interest	\$0	\$0	\$0	\$0	\$0	\$0
BAB Revenue	\$147,495	\$133,353	\$131,499	\$128,562	\$125,097	\$125,000
Other	\$0	\$0	\$0		\$0	\$0
Total Revenue	\$2,545,404	\$2,379,609	\$2,566,048	\$2,551,850	\$2,305,042	\$2,990,021
Expenditures						
Personal Services						
Full-Time Staff	\$183,976	\$281,562	\$557,801	\$597,405	\$273,489	\$300,895
Student Labor	\$196,532	\$58,407	\$60,816	\$62,879	\$145,487	\$141,000
Facilities and Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Total Personal Services	\$380,508	\$339,969	\$618,616	\$660,284	\$418,976	\$441,895
Operating						
Student Support	\$262,710	\$174,606	\$442,335	\$92,273	\$92,760	\$93,000
Facilities and Maintenance	\$465,715	\$458,238	\$105,079	\$94,243	\$351,857	\$324,000
Utilities	\$241,039	\$195,932	\$173,582	\$228,497	\$197,257	\$199,000
Overhead Paid to University	\$112,143	\$126,791	\$430	\$365,000	\$465,000	\$365,000
Total Operating	\$1,081,607	\$955,567	\$721,426	\$780,013	\$1,106,874	\$981,000
Total Expenditures	\$1,462,115	\$1,295,536	\$1,340,042	\$1,440,297	\$1,525,850	\$1,422,895
Net Revenue Generated	\$1,083,289	\$1,084,073	\$1,226,006	\$1,111,553	\$779,193	\$1,567,126
Debt Service	\$1,183,068	\$1,181,456	\$1,172,544	\$1,169,080	\$1,164,605	\$1,517,137
Coverage Ratio	0.92	0.92	1.05	0.95	0.67	1.03

— OTHER HOUSING OPERATIONS (LEASED)



Improvements

When the University began leasing Rocker Square I, Aramark built an Einstein's bagel in an empty storefront on the first floor of the building. Beyond this development, no facility improvements have been made. Agreements with the building owners outline that major improvements, repairs, and replacements will be handled by the property owner.

Summary of facilities and operations

Rocker Square I and Rocker Square II are leased to the University over 10 years beginning in FY15. Currently, Rocker I houses upper-class and graduate students exclusively while Rocker Square II houses a mixtures of sophomores, juniors, seniors, and graduate students. As the University continues to grow in accordance with our Strategic Plan, Rocker Square I will continue to provide housing for upper-class and graduate students – providing much-needed and much-desired housing for these students. Rocker Square II will be the “flex” building in the system—housing upper-class students first and then sophomores, as space is needed.

Leased-Housing System Five-Year History of Revenues and Expenditures and Current Year Projected

University Leased Residence Halls

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Estimated FY18
Revenues						
General Revenue	\$221,468	\$1,022,686	\$1,436,178	\$1,520,295	\$2,140,104	\$1,971,378
Facility Support Fee	\$0	\$0	\$0	\$0	\$0	\$0
GAF Revenue - Operations	\$0	\$0	\$0	\$0	\$0	\$0
GAF Revenue - Bond Support	\$0	\$0	\$0	\$0	\$0	\$0
Interest Earnings	\$0	\$0	\$0	\$0	\$0	\$0
Capitalized Interest	\$0	\$0	\$0	\$0	\$0	\$0
BAB Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$221,468	\$1,022,686	\$1,436,178	\$1,520,295	\$2,140,104	\$1,971,378
Expenditures						
Personal Services						
Full-Time Staff	\$23,894	\$0	\$2,477	\$26,201	\$31,765	\$32,000
Student Labor	\$0	\$17,965	\$5,138	\$2,774	\$46,708	\$47,500
Facilities and Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Contracted Facilities and Maintenance	\$0	\$0	\$0	\$0	\$0	0
Total Personal Services	\$23,894	\$17,965	\$7,615	\$28,975	\$78,473	\$79,500
Operating						
Student Support	\$269	\$2,006	\$1,334	\$29,447	\$42,819	\$40,000
Facilities and Maintenance	\$27,690	\$25,686	\$19,485	\$11,186	\$59,205	\$25,000
Utilities	\$51,133	\$55,976	\$157,179	\$174,908	\$256,869	\$257,000
Lease Payments	\$122,000	\$843,100	\$1,227,000	\$1,280,000	\$1,988,263	\$1,678,000
Overhead Paid to University	\$0	\$22,230	\$0	\$0	\$0	\$0
Total Operating	\$201,092	\$948,998	\$1,404,998	\$1,495,542	\$2,347,156	\$2,000,000
Total Expenditures	\$224,986	\$966,963	\$1,412,613	\$1,524,517	\$2,425,629	\$2,079,500
Net Revenue Generated	(3,518)	55,723	23,565	(4,222)	(285,524)	(108,122)

Five-Year History and Projection for Current Year Housing Utilization

	FY13	FY14	FY15	FY16	FY17	FY18
Auxiliary Capacity	631	631	632	632	632	632
Auxiliary Beds Filled	646	657	624	630	554	560
Auxiliary Occupancy %	102.38%	104.12%	98.73%	99.68%	87.66%	88.61%
Leased Capacity	40	180	259	260	447	446
Leased Beds Filled	39	178	258	259	398	434
Leased Occupancy %	97.50%	98.89%	99.61%	99.62%	89.04%	97.31%
Total Capacity	671	811	891	892	1079	1078
Total Beds Filled	685	835	882	889	952	994
Total Occupancy %	102.09%	102.96%	98.99%	99.66%	88.23%	92.21%
Within 1 Year of High School Graduation	396	487	510	449	440	400
Within 2 Years of High School Graduation	213	275	317	363	314	350
Upperclass/Grad	76	73	55	77	198	244
RA/RPM Reduced Rent	29	27	32	32	36	36
Community Coordinator Free Rent	1	0	0	0	0	0
Apartment Manager Free Rent	2	1	0	0	0	0
Scholarships (Resident of the Year) \$1,000/year	1	0	0	0	0	0

UNION

Narrative overview of past year and improvements over last five years

The Surbeck Center at SD Mines serves as the Student Union for campus. It is the center of the university, offering a variety of programs, activities, and service for students, faculty, staff, and the community. The Surbeck Center is GAF funded and generates revenues from room rental and service fees. The set-up fees we added in FY17 have made a significant difference in the unnecessary set-up changes and have helped with the demands on our limited staff.

Surbeck Center has had major renovations in 2004 and 2009, resulting in the building being up to code and in good condition. We are constantly updating flooring, furnishings, etc. on a rotating cycle and we have a preventative maintenance plan in place to ensure the building is kept in good condition.

Over the past five years, the Surbeck Center has made improvements based on our facility improvement, replacement, and deferred maintenance plan and on student needs. These improvements include:

- New carpeting in Surbeck Ballroom and Lobby Spaces
- New tile on the main level walkway and back entrance
- New Furniture in meeting rooms
- Building Utility Meters
- Wireless access point upgrades
- Internet Switch upgrades
- New furniture for lobby spaces
- Security Camera Installation
- ADA Door openers
- New stage flooring
- Renovated Front Desk Area
- New flooring in dining areas
- Installation of back-up generator
- Fire Alarm System upgrades
- LED Lighting in dining areas
- Office technology is updated on a rotating 4-year cycle
- Ceiling replacement in serving area



Summary of facilities and operations

Currently, 48% of the Surbeck Center is student space, building space or GAF supported office space; 14% is meeting room space; 23% is dining space; 7% is bookstore space; and 8% is institutional office space. SD Mines' students have 24-hour access to the student and dining spaces for study or recreational purposes. Surbeck Center hosted 7182 events in FY16 ranging in size from 1 person to over 500 people. In addition to managing the student union, Surbeck Center staff are also responsible for coordinating summer conferencing, campus scheduling and event management. In the summer of 2016, we had over 1,100 guests stay in the dorms and apartments.



Union Five-Year History of Revenues and Expenditures and Current Year Program

South Dakota School of Mines & Technology Surbeck Center

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Estimated FY18
Revenues						
General Revenue	\$72,562	\$50,813	\$97,307	\$96,784	\$44,905	\$46,000
Facility Support Fee	\$0	\$0	\$0	\$0	\$0	\$0
GAF Revenue - Operations	\$241,526	\$234,804	\$180,771	\$287,041	\$280,103	\$262,403
GAF Revenue - Bond Support	\$893,370	\$946,697	\$1,029,937	\$1,001,479	\$999,071	\$1,060,767
Interest Earnings	\$27,360	\$25,150	\$10,513	\$41,935	\$30,186	\$22,692
Capitalized Interest	\$0	\$0	\$0	\$0	\$0	\$0
BAB Revenue	\$49,165	\$44,451	\$43,833	\$42,854	\$41,699	\$41,796
Other	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,283,984	\$1,301,914	\$1,362,360	\$1,470,093	\$1,395,964	\$1,433,658
Expenditures						
Personal Services						
Full-Time Staff	\$139,926	\$160,460	\$136,628	\$227,430	\$126,587	\$130,000
Student Labor	\$25,238	\$26,820	\$28,184	\$37,041	\$31,546	\$30,000
Facilities and Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Total Personal Services	\$165,164	\$187,280	\$164,812	\$264,471	\$158,133	\$160,000
Operating						
Student Support	\$12,021	\$11,765	\$10,998	-\$220	\$9,876	\$10,000
Facilities and Maintenance	\$116,892	\$135,732	\$21,061	\$6,254	\$80,003	\$78,054
Utilities	\$63,675	\$69,047	\$67,370	\$65,101	\$60,473	\$61,960
Overhead Paid to University	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating	\$192,589	\$216,544	\$99,430	\$71,136	\$150,352	\$150,014
Total Expenditures	\$357,753	\$403,824	\$264,242	\$335,607	\$308,485	\$310,014
Net Revenue Generated	\$926,231	\$898,090	\$1,098,118	\$1,134,486	\$1,087,479	\$1,123,644
Debt Service	\$548,367	\$549,837	\$545,407	\$546,644	\$545,652	\$546,324
Coverage Ratio	1.69	1.63	2.01	2.08	1.99	2.06

*Net Revenues from the Bookstore and Food Service are added to the Union for calculation of the coverage ratio. All revenues generated in Surbeck Center are considered part of the Union coverage ratio.

Major Plans And Changes

Over the next five years, Surbeck Center will continue to make improvements and upgrades based on our facility improvement, replacement, and deferred maintenance plan and student needs. Items over the next five years include:

- Lighting upgrades to main entrance and lobby area
- Lighting upgrades to Grubby Game Room
- Continuation of replacement cycles for furnishings, flooring, and IT equipment
- Replacement of flushing valves in all toilets
- Rebalance/Control Upgrade
- Skylight repair/replacement
- HVAC Vent Repair
- Freight Elevator
- Stage Renovation

SD Mines is currently fundraising for an addition to Surbeck Center. Surbeck Center currently only has space for 248 students in the dining hall, while we have 900 students on our meal plans. Additional space for students, the bookstore and meeting rooms is also included in the addition plans. The Surbeck expansion will add 18,000 square feet of studying, dining and meeting space. The primary funding source for the expansion will be through private fundraising with \$2.5 million raised to date. We are currently working with the architect on creating schematic designs for a better cost estimate and additional fundraising.



BOOKSTORE




Narrative overview of past year and improvements over last five years

The Rocker Shop at the South Dakota School of Mines & Technology is a one-stop shopping destination serving the everyday needs of the University, its students, alumni and various other stakeholders. The Rocker Shop is self-supporting and its earnings are used for improvements within the University.



Total revenue generated for FY17 was over \$1.79 million. And net income of \$247,574 was contributed to the University's Auxiliary Services fund. The increase in net income from FY16 to FY17 was due to sales of inventory paid for in FY16. This lowered the cost of goods sold (COGS) for FY17. Store revenue was down slightly from FY16. This can be attributed to factors including a smaller freshman class in FY17 as well as increasing competition in the course materials marketplace. The Rocker Shop continues to inform customers through its "Every Cent" campaign that money spent at the campus store stays on campus.



**Available in store
and online through
Tuesday
January 16, 2018!**

University payment terms apply.
See store for details.
Payment or payment arrangements
due to Cashier's Office by January 18, 2018.

The EZ Charge program initiated in Fall 2013 has helped the store remain the #1 choice of students for their course material purchases. Over 40% of course material purchases from the Rocker Shop are made via this method.

The Rocker Shop website continues to be a major contributor to store revenue. Recently the website was updated to a more mobile-friendly template. This allows ease of use on all platforms. Approximately 20% of store sales are from www.hardrockershop.com. The store processes nearly 2,000 internet orders per year. Recently, free residence hall delivery was added to enhance service to our students.

Get the **RIGHT** Course Materials for Your Classes!

The Rocker Shop's most important job
is to ensure students have the right
course materials for their first day of classes!

Let us show you how we compare with our
COMPARISON SHOPPING TOOL
Buy from us or our competitors on our website!



TEXTBOOKS

RENT
SAVE UP TO
**40% OFF NEW
BOOK PRICE**



**DIGITAL
TEXTBOOKS**



**ACCESS
CODES**

ROCKER SHOP
YOUR OFFICIAL UNIVERSITY OWNED STORE
www.hardrockershop.com

The Rocker Shop

605-394-2374 Store Hours / Contact Us

ROCKER SHOP
YOUR OFFICIAL UNIVERSITY OWNED STORE

Textbooks ▾ Merchandise ▾ Store ▾

Search

You are not signed in
Sign in

0 items

**10% OFF DIPLOMA
FRAMES**

NOVEMBER 2-4, 2017
ONLINE CODE: FALLGRAD17

10% off diploma frames valid in store and online November 2-4, 2017. Cannot be combined with any other offer.

**SD MINES
HARDROCKERS HATS
SHOP NOW**

**EVERY CENT
STAYS ON CAMPUS**
Your purchases help fund
campus improvements.
Thank You!
ROCKER SHOP

**SHOP
DIPLOMA
FRAMES**
ROCKER SHOP



To improve relationships with other campus entities, the Rocker Shop promoted Veteran's Day awareness with a window display sponsored by the Vet's Club. The Rocker Shop partnered with the SD Mines AISES Chapter and Weather Club for their respective fundraisers. In addition, the Rocker Shop works with the Alumni Association to promote good relations between the campus store and the alumni.

New retail fixtures were installed in 2014. Graphics reflecting the new mascot change have been incorporated into the store design, branding, and merchandise. The store strives to have a modern appearance while being very cost conscience when making updates.

A well operated institutionally-owned college store should meet the needs of its customers with its products and services while enhancing the "feel" and the "spirit" of the University it serves. The Rocker Shop strives to meet this goal. On any given day store activities can range from hosting student families, selling merchandise at a home football game, assisting with commencement, ordering merchandise from vendors, helping students achieve their academic goals, visiting with alumni, building displays, etc.



Summary of facilities and operations

- The Rocker Shop is in the upper level of the Surbeck Center Student Union.
- The Rocker Shop was added onto the Surbeck Center Student Union in 1970.
- 3800 sq. ft. is devoted to the retail sales floor and cash wrap counter.
- 250 sq. ft. is devoted to office space.
- The store's storage area is in the lower level of the student union and is approximately 600 sq. ft.
- The store's 200 sq. ft. receiving area is located next to the building's freight elevator. However, there is no loading dock directly adjacent to the store's receiving area.
- The Rocker Shop staff is comprised of the Director, Purchasing/ Property Management Officer, Information Specialist, Supply/ Electronics Buyer, and the Apparel/ Insignia Buyer. Temporary employees are used during peak business times at the beginning of the semester and 2-3 students are employed during the academic year.
- Store hours during the academic year are M-F 7:30 a.m. - 4:30 p.m. and Saturdays from 10:30 a.m. - 1:00 p.m. on non-holiday weekends. Summer hours are M-F 7:30 a.m. - 4:00 p.m. The store is also open special hours for campus events including orientation, Visit Mines, etc.
- The Rocker Shop is a member of the National Association of College Stores (NACS), Rocky Mountain Skyline Bookstore Association (RMSBA), and the New England Buying Consortium (NEBC).





Major plans and changes

- As part of the pending Surbeck Center expansion, the Rucker Shop will consolidate retail, office, receiving, and storage areas on Surbeck Center's main level. The storage area will increase approximately 33%. This will enable the store to increase its retail sales area by 500 square feet to enhance customer service.
- Purchasing or leasing state of the art printing and binding equipment that would serve the University and the student body's needs for printing and binding reports, digital content, etc. on demand.
- Coordinating with other University departments to increase the use of direct-billed course materials. The first direct bill course materials class was piloted Fall 2017. The steps needed to facilitate the process are now in place. The store looks forward to faculty using this option more in FY19. The store continues to offer course materials in multiple platforms to meet students' needs.
- Raising \$1,000 annually for the SD Mines general scholarship fund through the sales of a limited-edition scholarship t-shirt.
- The store continues to evaluate options for a new integrated point-of-Sale, store management and e-commerce software. The current software provider, Nebraska Book Company, is experiencing financial challenges and their future is uncertain. The goal of a modern and seamless in-store shopping experience as well as a more dynamic website and online presence may require investing in software and hardware upgrades.
- Expanding the store's convenience store operation by renovating the area that currently serves as the store's receiving area once the Surbeck Center expansion is completed.
- Install new flooring in conjunction with the Surbeck Center expansion.
- Install a new HVAC system for cooling the store. The current system is nearly 50 years old and there are times during the hot summer that the system does not cool the store properly.

Bookstore Five-Year History of Revenues and Expenditures and Current Year Projected

South Dakota School of Mines & Technology Rockershop

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Estimated FY18
Revenues						
General Revenue	\$1,718,361	\$1,922,866	\$2,045,380	\$1,928,050	\$1,788,555	\$1,729,000
Facility Support Fee	\$0	\$0	\$0	\$0	\$0	\$0
GAF Revenue - Operations	\$0	\$0	\$0	\$0	\$0	\$0
GAF Revenue - Bond Support	\$0	\$0	\$0	\$0	\$0	\$0
Interest Earnings	\$0	\$0	\$0	\$0	\$0	\$0
Capitalized Interest	\$0	\$0	\$0	\$0	\$0	\$0
BAB Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,718,361	\$1,922,866	\$2,045,380	\$1,928,050	\$1,788,555	\$1,729,000
Expenditures						
Personal Services						
Full-Time Staff	\$198,921	\$229,379	\$263,895	\$269,355	\$289,865	\$288,057
Student Labor	\$21,252	\$19,000	\$12,978	\$11,565	\$6,706	\$28,847
Facilities and Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Total Personal Services	\$220,172	\$248,379	\$276,873	\$280,920	\$296,571	\$316,904
Operating						
Student Support	\$1,314,801	\$1,511,028	\$1,524,757	\$1,414,761	\$1,206,280	\$1,200,000
Facilities and Maintenance	\$28,665	\$30,931	\$40,993	\$5,031	\$29,861	\$29,000
Utilities	\$7,588	\$8,071	\$8,886	\$7,922	\$8,269	\$8,000
Overhead Paid to University	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating	\$1,351,054	\$1,550,029	\$1,574,636	\$1,427,714	\$1,244,410	\$1,237,000
Total Expenditures	\$1,571,226	\$1,798,408	\$1,851,509	\$1,708,633	\$1,540,981	\$1,553,904
Net Revenue Generated	\$147,135	\$124,457	\$193,871	\$219,417	\$247,574	\$175,096
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0
Coverage Ratio*	0.00	0.00	0.00	0.00	0.00	0.00

*Net revenues added to the Union for calculation of Coverage Ratio. All revenues generated in Surbeck Center are considered part of the Union coverage ratio.

DINING

Narrative overview of past year and improvements over last five years

There have been several customer driven projects in Dining operations (Mines Dining) at the South Dakota School of Mines & Technology (SD Mines) in the last five years. These projects range from minimal day-to-day operation changes, to major renovations and additions.

Current Year:

- Sponsored a new program “Wellness Wednesdays” - developed by the Student Affairs nutrition sub-committee - provide samples and tips on healthy snacking
- Introduced Fruit Frenzy Fridays (smoothies every Friday at lunch) in response to guest demand
- Focus operational decisions on the Consumer Framework: Quality, Health, Convenience and Value
- Additional lighting was added throughout the serving area of the Hardrock Cafe for better lighting at the stations
- Spring 2018, three-in-counter induction cooktops will be replaced at the “Action” station
- Coffee program at Einstein Bros Bagels transitioned to Caribou Coffee
- Introduced Craveworthy Cookies in retail and catering (no artificial flavor or color, no trans-fat, no high fructose corn syrup)
- Catered four major events for Black Hills Corporation grand opening of Horizon Point



QUALITY

- #1 Taste and consistency
- #2 Freshness



HEALTH

- #1 Transparency and trust
- #2 Choice



CONVENIENCE

- #1 Speed of service
- #2 Availability

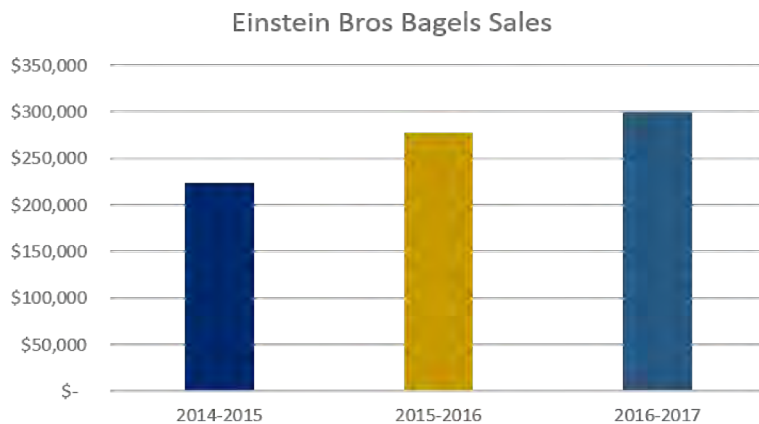


VALUE

- #1 Variety and choice
- #2 Customization and control

Previous Five years:

- The Student Association worked with SD Mines and Aramark to purchase and install a soft serve ice cream machine in the Hardrocker Café in the Spring of 2015. It remains a major point of interest during every campus tour and is a great example of the Student Association understanding a universal desire and working through the process to bring the project to fruition.
- Beginning in the Fall 2013, Continuous Dining was introduced in the Hardrocker Café. This provided hours of service from 7:00am until 7:45pm, Monday through Friday, to provide services to students who are managing varied class times. The Reusable To-Go Program was also introduced at the same time to assist the customers who did not have time to sit in the dining room to eat while also promoting sustainability. After introducing continuous dining, the meal plans were analyzed and adjusted to coincide with the new dining options.
- The addition of Einstein Bros Bagels and removal of Java City was key to customer satisfaction as it provided a more extensive food program, along with specialty beverages. Since its Fall 2014 opening, Einstein Bros Bagels continues to grow in popularity with students, faculty, staff and community visitors, and its hours of service are adjusted each year to align with the campus population demands. This location is open during the summer to serve the campus population as well as visitors.

**Customer Counts:**

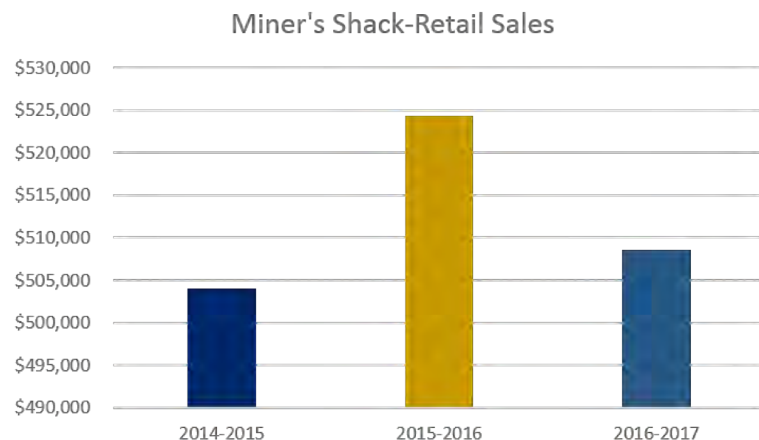
2016-2017: 47,123

2015-2016: 44,990

2014-2015: 37,534

(July 1st-June 30th)

- The renovating of the Miner's Shack in Spring 2015 to a campus convenience store was a part of a strategic plan to expand the different styles of service needed to meet the needs of the campus community. It continues to provide a variety of options to grab quick snacks for class or studying, or full meal options to take on the go or make in their dorm room.

**Customer Counts:**

2016-2017: 79,406

2015-2016: 86,272

2014-2015: 79,703

(July 1st-June 30th)

- In the Fall of 2014, SD Mines began contracting with Aramark to operate the concession stands at both the King Center and O'Harra Stadium. This has provided a standardized approach to all events and fundraising opportunities for the athletic department, as well as the utilization of meal plan flex, Grubby Gold and credit cards for students, faculty and staff.
- In 2014, the university replaced the dishwasher in the Hardrocker Café. The new machine was sized for current operational needs as well as future growth. In 2016, dining worked with the local maintenance provider to begin a preventative maintenance plan to better manage the current equipment to extend the life preventing unexpected breakdown of equipment and purchases.
- In 2016, the carpet in the Hardrocker Café seating area was replaced with vinyl flooring for better maintenance.
- Mines Catering takes care of all catering needs on campus as well as assists in connecting SD Mines with the community by catering at events within the community. In 2013, Canyon Lake Chophouse merged their business with Aramark and catering revenue increased significantly. After one year, Canyon Lake Chophouse decided to close and therefore ended the contract with Aramark. Aramark participates in activities within the community to drive the catering business and growth for SD Mines. One of these events includes the Annual Bridal Showcase where they engage with brides, grooms and other businesses to educate them on our catering program and the depth of offerings to campus as well as the community. Aramark has proudly represented SD Mines at the Sturgis Rally as the VIP Hospitality caterers in 2016 & 2017.

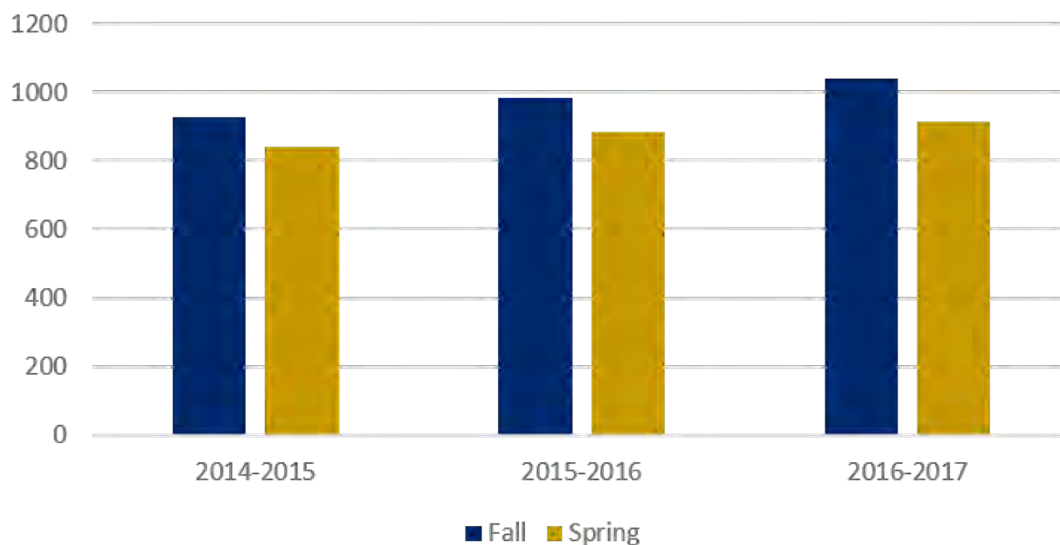


Summary of facilities and operations

Mines Dining's mission is to deliver experiences that enrich and nourish lives. We accomplish that through our values: Sell and Serve with Passion, Front Line First, Set Goals. Act. Win. and Integrity and Respect Always. Each location has its purpose for serving the campus population.

The Hardrock Café is the all-you-care-to-eat location that offers a variety of menu styles that expands the palates of the customers. A four-week cycle menu is run that is adjusted every semester. The menu is developed with recipes from a variety of cultures as well as local favorites and adjusts to align with current trends. SD Mines empowers the customers to make better food choices by incorporating a variety of fruits, vegetables and whole grains within the cycle menu as well as providing nutrition information via our online menu as well as station cards. SD Mines works with customers on an individual basis on any dietary accommodations to ensure they are receiving the nutrition they need. We have limited time offers twice a semester and specialty themed meals two to three times a month. Some of these themes are passive with a change to the menu for that theme and some are interactive and encourages participation from our guests. One of the favorites is the President's Holiday Meal. In 2017, the theme was Star Wars and this theme was really "sweet."

Meal Plan Sales

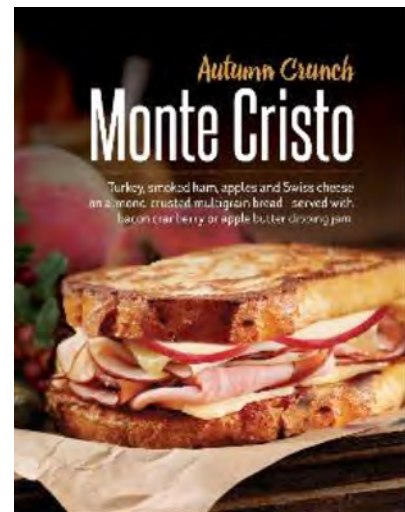
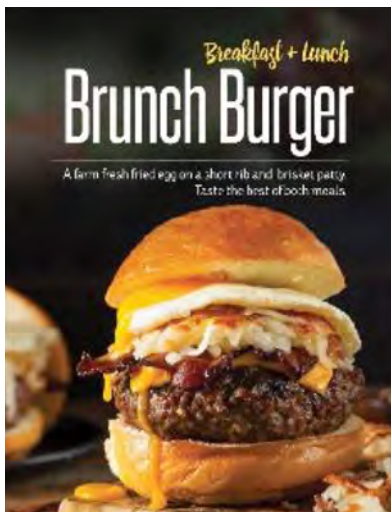


Einstein Bros Bagels is the newest location with Mines Dining and continues to be a favorite spot for the customers. This national franchise offers a variety of specialty drinks as well as a full line of food options that appeals to customers who want breakfast all day or a unique deli option. There are quarterly "limited time offer" promotions that highlight new products that have the potential of being added to the standard menu.

Catering is the "cherry on top" of the Mines Dining services. While it is not the main focus of the dining operations, it can be one of the most impactful. Whether it is simple sweets and beverages during long meetings, or a served meal during a candidate interview, food and service is a common factor. The catering staff takes care of all the details from the planning stage, to the delivering of the services. They also have the opportunity to provide the same level of service to off campus customers all while being able to promote SD Mines within the community.

The Concessions Program is essential to events on campus as it helps the campus support the athletic programs. SD Mines is unique by allowing meal plan flex to be used at concession events as a convenience for the students on meal plans to have a meal or snacks while cheering on the Hardrockers. Aramark adjusts the menu each year to align the right menu while keeping waste minimization and profitability for the Athletic Program in mind.

The Miner's Shack is the retail food court with integrated convenience store. Papa Johns and Grille Works are the main food components within this location, and it is complimented with the Einstein Bros Bagels Grab and Go Program, as well as an in-house grab and go program and a daily homemade soup. The convenience portion offers quick snacks or "stock your room" items that are easily accessible for the students and can be purchased with their meal plan flex. The products are reviewed as needed and new products are added throughout the year to keep with the purchasing trends of the customers. There is a "limited time offer" each month at this location that features a new innovative entrée. The favorite in 2017 was the Brunch Burger.



The marketing strategy supports each location via online, print and in person techniques. The Dining website, <http://www.minesdining.com> has general information on all of the services as well as an interactive menu for the Hardrocker Café that displays three weeks of planned menus with links to the nutritional information. There is an app, Campusdish, which the customers may download to have the menu and nutritional information at their fingertips. There is awareness signage provided for the various programs in print posted in the Dining locations as well as on digital boards throughout the Surbeck Center. Mines Dining also participates in various campus driven events as well as co-sponsor events with other departments that have a guest impact as well as community. We have an active role on the Student Association's Food Service Committee as well as an open-door policy with the director. Our Voice of the Consumer program offers immediate feedback via a short online survey where guests can participate anonymously or leave contact information for follow up. We also have an annual DiningStyles survey to capture feedback in a more detailed survey and comparison year over year on standard categories. We utilize the insight received through these programs to adjust our services. The Aramark corporate office implemented @hearmearmark to give voice to the consumer on Twitter.

Health and wellness continues to be a focus and promoted every year adjusting to trends. There is a Healthy for Life station within Hardrock Café that provides educational materials. The menu and nutrition information are found online, at the stations and even at the fingertips of the customers when using the Campusdish app. There is also a continued growth in working with students and dietary restrictions. The Chef works with an average of 20 students each year to ensure they are eating properly while on campus. Aramark's "Feed Your Potential" campaign includes a semester focus on healthy choices including "Take Your Health to Heart" and "Apple a Day". The www.fyp365.com website features recipes, tips on healthy eating and how to stay fit. This program is what is being featured during the Wellness Wednesdays that was initiated Fall 2017.

Employee Advocacy remains an important aspect for Mines Dining. They have an employee engagement program that focuses on customer service to empower all our staff to create a welcoming experience for our guests. WEST = Welcome, Eye Contact, Smile, Thank, and is discussed with the staff on a regular basis. In 2016, a WEST Star of the Month program was started. There are 24 staff members that have been recognized for their engagement in the WEST service model. One staff member was recently recognized by the Men's Basketball team with five other faculty and staff members. It was a large honor for Mines Dining to be represented. Additionally, the Jim Clark WEST Star of the Year has been awarded since 2016. Aramark celebrates annually an Employee Appreciation Day across the globe. As part of the celebration, there is a contest for a variety of categories and Mines Dining submits a parody video every year. After several Honorable Mentions, they finally received the trophy in 2017.

Aramark Building Community is an initiative that is important to Mines Dining. There are three main events that Mines Dining is involved in that builds a connection between SD Mines and the Rapid City community. Big Brothers Big Sisters has a mentor program called Campus Kids that eat most Tuesday nights during the school year. Mines Dining has had two teams participate in their annual "Bowl for Kids Sake." It is a great cause, fun night of bowling and dressing in theme. Jennifer Hauf, Food Service Director, is the Lead Coordinator of the Empty Bowls event held on campus since 2015. This annual fundraiser for the Feeding South Dakota's Backpack Program has been the largest one-time fundraiser in the state of South Dakota for the Backpack Program. Mines Dining provides varied items, in-kind, to support the event. Every March, SD Mines is flooded with Boy Scouts as they come to campus to earn various merit badges. Not only does Mines Dining ensure they eat a lunch in accordance with what they learn when taking the Cooking Merit Badge, but they assist in coordinating student groups to teach merit badges respective to their majors or interest groups. Mines Dining has also provided the Christmas meal for the Cornerstone Mission. Through these various efforts, Jennifer Hauf was recognized by the Aramark Corporate Office, and received a 2017 Aramark Service Star Volunteer Award Certificate of Excellence.

Dining Five-Year History of Revenues and Expenditures and Current Year Projected

South Dakota School of Mines & Technology Dining Services

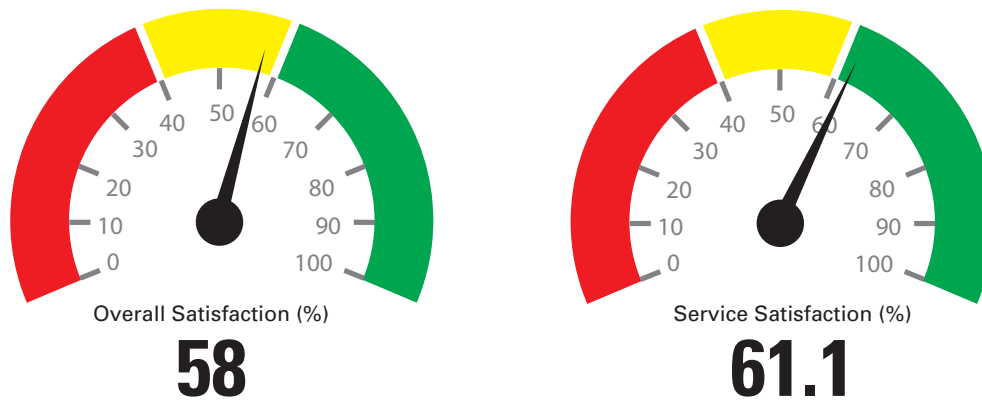
	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Estimated FY18
Revenues						
General Revenue	\$1,931,812	\$2,184,123	\$2,646,818	\$2,538,615	\$2,690,524	\$2,600,000
Facility Support Fee	\$0	\$0	\$0	\$73,187	\$79,733	\$79,733
GAF Revenue - Operations	\$0	\$0	\$0	\$0	\$0	\$0
GAF Revenue - Bond Support	\$7,262	\$0	\$0	\$0	\$0	\$0
Interest Earnings	\$1,134	\$730	\$5,166	\$758	\$2,493	\$0
Capitalized Interest	\$0	\$0	\$0	\$0	\$0	\$0
BAB Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$116,500	\$121,137	\$120,267
Total Revenue	\$1,940,208	\$2,184,853	\$2,651,984	\$2,729,060	\$2,893,887	\$2,800,000
Expenditures						
Personal Services						
Full-Time Staff	\$776	\$5,411	\$6,189	\$13,143	\$13,825	\$13,825
Student Labor	\$0	\$0	\$0	\$0	\$0	\$0
Facilities and Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Total Personal Services	\$776	\$5,411	\$6,189	\$13,143	\$13,825	\$13,825
Operating						
Student Support	\$1,836,636	\$2,075,441	\$2,360,622	\$2,423,889	\$2,583,544	\$2,587,246
Facilities and Maintenance	\$17,428	\$36,681	\$37,547	\$13,317	\$15,348	\$25,000
Utilities	\$69,230	\$59,419	\$69,304	\$65,594	\$65,112	\$65,112
Overhead Paid to University	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating	\$1,923,294	\$2,171,541	\$2,467,473	\$2,502,800	\$2,664,004	\$2,677,358
Total Expenditures	\$1,924,070	\$2,176,952	\$2,473,662	\$2,515,943	\$2,677,829	\$2,691,183
Net Revenue Generated	\$16,138	\$7,901	\$178,322	\$226,260	\$216,058	\$108,817
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0
Coverage Ratio*	0.00	0.00	0.00	0.00	0.00	0.00

*Net revenues added to Union for calculation of Coverage Ratio. All revenues generated in Surbeck Center are considered part of Union Coverage Ratio.

Major plans and changes

The focus for the future in operation is to always stay ahead of the trends and to understand the needs of the campus population in relation to dining. The encouragement of customer feedback continues to be a driving force for these operations. There is an annual comprehensive survey conducted each fall and an ongoing instant feedback system called "Your Dining Voice." Results from both survey services assist in making future operational adjustments whether immediate, or in the next year.

Fiscal Year '17 Survey Results:



The main major plan for SD Mines Dining is the planning of an expansion to Surbeck Center, the student union. The expansion will include adding extra seating in the Dining Hall and Miner's Shack area which will double its current capacity, adding 300 more seats. As SD Mines continues to drive enrollment, it is a priority to provide appropriate space for the expected number of students to eat. Dining is currently seeing the need for expanded seating and has remained utilizing Continuous Dining and the Reusable To Go Program to assist in balancing the need for seating throughout the day.

WELLNESS CENTER

Narrative overview of past year and improvements over last five years

The SD Mines Wellness & Recreation Center offers students 34,000 square feet of new or remodeled space to enjoy. Spearheaded by a grassroots student initiative, the Stephen D. Newlin Family Student Wellness & Recreation Center was made possible by \$6.7 million raised through a student-led activity fee increase and a generous \$2 million gift from alumnus Stephen D. Newlin, for whom the facility is named. The two-court Harvey Fraser Gym is named for former Mines President Harvey Fraser. Generous gifts from Mines alumni Bill Brodsky, Larry Pearson, and Doug Beck and their spouses, Judy Brodsky, Linda Pearson, and Leah Beck, combined with more than 400 contributors, completed the \$1 million gymnasium naming project.

The old student wellness center became the Stephen D. Newlin Family Student Wellness & Recreation Center after 2 years of construction on the King Center Facility and officially opened in August of 2015. The facility saw many changes in procedures in accessing the new amenities and will continue to evolve its programming in fitness and recreation to accommodate the near 3,000 students, faculty, and staff enrollment at SD Mines.



Summary of facilities and operations

The Stephen D. Newlin Family Student Wellness & Recreation Center encompasses a weight-room outfitted with 38 pieces of cardio equipment, assorted circuit training equipment, four half racks, and free weight equipment. The facility also includes a group exercise room, bouldering room, two racquetball courts, one squash court, and the Fraser Gymnasium which includes one mondo/sport court and one wood floored court. The group exercise room is scheduled to provide multiple live and virtual classes to our SD Mines students, faculty, and staff throughout the year. The Fraser Gymnasium plays host to intramural sports leagues, career fairs, and athletic camps throughout the year.

The facility is run by the Wellness Center Coordinator and Assistant Coordinator along with 22 work study/student employees covering 192 hours of facility operations per week.



Wellness Center Five-Year History of Revenues and Expenditures and Current Year Projected

South Dakota School of Mines & Technology Wellness Center

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Estimated FY18
Revenues						
General Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Facility Support Fee	\$0	\$0	\$0	\$0	\$0	\$0
GAF Revenue - Operations	\$0	\$64,597	\$0	\$199,794	\$198,272	\$198,272
GAF Revenue - Bond Support	\$0	\$557,013	\$625,073	\$539,036	\$599,233	\$599,233
Interest Earnings	\$0	\$0	\$5,487	\$12,488	\$14,308	\$14,308
Capitalized Interest	\$0	\$70,765	\$155,338	\$0	\$0	\$0
BAB Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$9,650	\$0	\$0	\$0
Total Revenue	\$0	\$692,375	\$795,548	\$751,318	\$811,813	\$811,813
Expenditures						
Personal Services						
Full-Time Staff	\$0	\$0	\$17,223	\$90,536	\$63,432	\$63,432
Student Labor	\$0	\$0	\$0	\$26,109	\$32,919	\$32,919
Facilities and Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Total Personal Services	\$0	\$0	\$17,223	\$116,645	\$96,351	\$96,351
Operating						
Student Support	\$0	\$0	\$20,308	\$29,011	\$57,281	\$57,281
Facilities and Maintenance	\$0	\$64,597	\$1,350	\$9,783	\$43,380	\$43,380
Utilities	\$0	\$0	\$83	\$11,075	\$17,742	\$17,742
Overhead Paid to University	\$0	\$0	\$0	\$0	\$0	0
Total Operating	\$0	\$64,597	\$21,741	\$49,869	\$118,403	\$118,403
Total Expenditures	\$0	\$64,597	\$38,964	\$166,514	\$214,754	\$214,754
Net Revenue Generated	\$0	\$627,778	\$756,584	\$584,804	\$597,059	\$597,059
Debt Service	\$0	\$70,764	\$465,920	\$466,025	\$464,624	\$464,625
Coverage Ratio*		8.87	1.62	1.25	1.29	1.29

Major plans and changes

Our current, main focus is to continue to diversify and develop our group and alternative fitness classes on campus. Since our facility is quite new, our Wellness Center Staff will continue to work with the Student Association Senate on campus to collect input from its guests to provide a quality fitness and recreational experience for all SD Mines students, faculty, and staff to enjoy.





2017 NORTHERN STATE UNIVERSITY AUXILIARY SERVICES REPORT



northern.edu

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EXECUTIVE SUMMARY

NSU auxiliary system provides academic support, access to services, a safe place to call home

Northern State University's auxiliary system includes six residence halls, the Wolf Shoppe, dining services provided by Aramark, and the Student Center. This is a transformational time for the NSU auxiliary system with Wolves Memorial Suites opening in fall 2017 and two new residence halls under construction and slated to open when classes begin in fall 2018. Lindberg Hall was demolished in summer 2017 and Jerde Hall will be demolished in fall 2018. More than 50 percent of NSU's residence hall beds will be brand new upon the completion of these projects. The Student Center is home to the Wolf Shoppe, dining services, Einstein Bros. Bagels, the Admissions Office, the NSU Counseling Center, Health Services and many meeting rooms. The Wolf Shoppe carries a full line of textbooks for students to rent or buy, a variety of NSU logo items, and various classroom and office supplies. The number of students living in the residence halls and purchasing meal plans both increased in 2017-18 compared to 2016-17. Aramark strives to offer meals and snacks that meet the needs of busy students and those with special dietary needs. The company listens to students and keeps pace with national trends in order to provide a variety of healthy food options. NSU's auxiliary system is financially healthy. Revenues have consistently outpaced expenses and debt service requirements resulting in coverage rates that exceed the required ratio of 1.2. It is anticipated that this trend will continue as students are attracted to campus due to the vast improvements in living accommodations. NSU strives to provide students with the services they desire in a safe environment they want to call "home."

EXECUTIVE SUMMARY

NSU Auxiliary System Revenue and Expense Statement For Fiscal Year 2017

	Residence Halls	Student Union	Food Service	Bookstore	Total
Revenue					
General Revenue	\$2,196,578	\$1,030	\$1,909,239	\$1,064,901	\$5,171,748
GAF Revenue - Operations	\$0	\$228,878	\$0	\$0	\$228,878
GAF Revenue - Bond Support	\$0	\$445,000	\$0	\$0	\$445,000
Interest Earnings	\$44,398	\$0	\$0	\$3,981	\$48,379
Capitalized Interest	\$79,917	\$0	\$0	\$0	\$79,917
BAB Revenue	\$21,893	\$0	\$0	\$0	\$21,893
Other Revenue - Bond Support	\$0	\$0	\$150,000	\$0	\$150,000
Total Revenue	\$2,342,786	\$674,908	\$2,059,239	\$1,068,882	\$6,145,815
Expenditures					
Personnel Services					
Full Time Staff	\$274,247	\$28,542	\$46,959	\$267,343	\$617,091
Student Labor	\$11,305	\$10,280	\$0	\$4,050	\$25,635
Facilities and Maintenance	\$393,496	\$117,020	\$0	\$0	\$510,516
Operating					
Student Support	\$258,893	\$8,375	\$1,745,189	\$743,241	\$2,755,788
Facilities and Maintenance	\$151,493	\$45,709	\$24,226	\$190	\$221,618
Utilities	\$149,267	\$90,140	\$0	\$2,838	\$242,245
Total Expenditures	\$1,238,791	\$300,066	\$1,816,374	\$1,017,662	\$4,372,893
Net Revenue Generated	\$1,103,995	\$374,842	\$242,865	\$51,220	\$1,772,922
Debt Service	\$484,916	\$541,967			\$1,026,883
Coverage Ratio*	2.28	1.23			1.73
Net Income After Debt Service	\$619,079	\$126,960			\$746,039

NOTE: The Student Union coverage ratio is the sum of net revenue from the Student Union, Food Service and Bookstore divided by the debt service under the Student Union.

EXECUTIVE SUMMARY

NSU Auxiliary System Five-Year History of Revenues and Expenditures and Current Year Projected

	2013	2014	2015	2016	2017	Estimated 2018
Revenue						
General Revenue	\$5,311,585	\$5,655,428	\$5,602,438	\$5,171,506	\$5,171,748	\$5,700,290
GAF Revenue - Operations	\$196,125	\$183,060	\$217,316	\$249,916	\$228,878	\$220,000
GAF Revenue - Bond Support	\$465,000	\$465,000	\$465,000	\$465,000	\$445,000	\$445,000
Interest Earnings	\$134,716	\$68,140	\$43,581	\$52,322	\$48,379	\$44,398
Capitalized Interest	\$128,084	\$0	\$0	\$0	\$79,917	\$0
BAB Revenue	\$25,850	\$23,392	\$23,040	\$22,504	\$21,893	\$20,757
Other Revenue - Bond Support	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Total Revenue	\$6,411,360	\$6,545,020	\$6,501,375	\$6,111,248	\$6,145,815	\$6,580,445
Expenditures						
Personnel Services						
Full Time Staff	\$617,190	\$631,587	\$612,214	\$598,743	\$617,091	\$627,770
Student Labor	\$42,900	\$33,383	\$19,418	\$20,402	\$25,635	\$33,807
Facilities and Maintenance	\$447,695	\$475,100	\$485,162	\$495,593	\$510,516	\$551,936
Operating						
Student Support	\$3,139,752	\$3,367,820	\$3,180,234	\$2,870,480	\$2,755,788	\$2,852,532
Facilities and Maintenance	\$195,172	\$227,558	\$243,799	\$232,204	\$221,618	\$233,704
Utilities	\$245,828	\$307,574	\$314,051	\$265,037	\$242,245	\$278,868
Total Expenditures	\$4,688,537	\$5,043,022	\$4,854,878	\$4,482,949	\$4,372,893	\$4,578,617
Net Revenue Generated	\$1,722,923	\$1,501,998	\$1,646,497	\$1,628,299	\$1,772,922	\$2,001,827
Debt Service	\$1,048,995	\$1,044,798	\$954,524	\$951,466	\$1,026,883	\$1,417,981
Coverage Ratio	1.64	1.44	1.72	1.71	1.73	1.41
Net Income After Debt Service	\$673,828	\$457,200	\$691,973	\$676,833	\$746,039	\$583,847

HOUSING SYSTEM

By fall 2018, more than half of residence hall occupants will live in new facilities

Occupancy rates in fall 2017 increased for the first time in six years. Demand for housing had decreased in each of the previous six years for a variety of reasons, including a decline in the number of both international students and traditional students. Also, older housing options were less attractive to prospective students, creating recruitment challenges. Finally, there was a limited amount of housing options that appealed to upperclassmen, which affected housing retention.

Wolves Memorial Suites opened in August 2017, making it Northern's first brand new residence hall since fall 1969. In addition, construction began on two more halls, which are scheduled to open in fall 2018. These new buildings, as well as new programmatic strategies, have been implemented to recruit students not only regionally but nationally. As a result, the number of students living on campus increased in fall 2017, and continued growth is anticipated in the future. The residence hall projects will provide a great incentive for students to choose Northern State and to choose to continue residing on campus.

The construction of the two additional residence halls that began in early 2017 will provide 299 new beds. The total project cost of \$22,986,000 is made possible by a private gift of \$22,725,000. Additional funding is provided by Aramark and auxiliary system reserves.

One of the halls will provide a "pod" style design, with seven to eight traditional double rooms situated around a common living space and community bathroom. This type of arrangement is ideal for traditional freshman students as it fosters community growth and living. This space also provides Residence Life a better opportunity to create living/learning communities that support the academic mission of the university.

The other hall, which will be built where Lindberg Hall previously sat, will be designed with a series of semi-suites and suites offering both double and single rooms. This will foster and encourage our students to transition from the "pod" style housing

HOUSING SYSTEM

as freshmen into double semi-suites during their sophomore year, and then into suite-style living in either double or single rooms during their last years on campus. This design will not only help our students develop living skills that will assist them well past graduation, but also foster a community that will continue to grow and encourage upperclassmen living on campus.

The first floor of each building will include a lounge, game room, meeting room and office space. Laundry facilities will be provided on the first floor of the east building and on each floor of the west building. Smaller lounges and study areas will be included on each floor of both buildings. The west building will include a game cleaning room which will double as a multi-purpose activity room. The east building will include a small convenience store and a Papa John's Pizza.

The buildings will be fully air conditioned and wireless network access will be provided

throughout. Each room will be furnished with a bed, dresser, desk and chair. Appropriate furnishings will also be provided in the living areas of the suites as well as in the common lounge and study areas throughout the buildings. Residence hall activities will be managed by a hall director residing in a furnished apartment in the east building. A graduate assistant will be housed in a furnished apartment in the west building and provide additional management oversight. Lindberg Hall was demolished in summer 2017 to make space for the west building and Jerde Hall will be demolished in early fall 2018.

Once these buildings are completed, they along with three of our older buildings (Kramer, McArthur-Welsh and Steele halls) will comprise a residential quad in the heart of campus that will accommodate nearly three quarters of our on-campus housing. This residential quad will provide the Office of Residential Life outdoor space to increase programmatic efforts for our students.



HOUSING SYSTEM

EXISTING RESIDENCE HALL FACILITIES



BRISCOE HALL

- Year Built: 1958
- Traditional rooms
- Community bathrooms
- No air conditioning
- Community area on each floor
- Fine Arts focus
- Accommodates 82 coed residents



JERDE HALL

- Year Built: 1968
- Traditional rooms
- Community bathrooms
- No air conditioning
- Community lobby space on each floor
- Accommodates 353 coed residents
- Scheduled for demolition in 2018



KRAMER HALL

- Year Built: 1962
- Renovated: 2009
- Suite-style rooms
- Air conditioned
- Community areas on each floor
- Accommodates 88 residents

HOUSING SYSTEM

EXISTING RESIDENCE HALL FACILITIES



MCARTHUR-WELSH HALL

- Year Built: 1966
- Traditional rooms
- Community bathrooms
- No air conditioning
- Community area on each floor
- Accommodates 174 coed residents



STEELE HALL

- Year Built: 1961
- Renovated: 2005
- Suite-style rooms
- Air conditioned
- Community area on each floor
- Accommodates 66 coed residents



WOLVES MEMORIAL SUITES

- Year Built: 2017
- Suite-style rooms
- Air conditioned
- Community area on each floor
- Accommodates 144 coed residents

HOUSING SYSTEM

5 Year History of Residence Hall Utilization

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017
Actual Fall Census Totals	764	681	634	606	650
Designed Capacity	834	824	824	826	907
Utilization	91.6%	82.6%	76.9%	73.4%	71.7%

Fall 2017 Capacity and Utilization by Hall

Name of Building	Capacity	Occupancy	Utilization
Briscoe Hall	82	60	73.2%
Jerde Hall	353	195	55.2%
Kramer Hall	88	76	86.4%
McArthur-Welsh Hall	174	130	74.7%
Steele Hall	66	59	89.4%
Wolves Memorial Suites	144	130	90.3%
Total Capacity	907	650	71.7%

Fall 2017 Residence Hall Population Break Down by Student Classification

	Fall 2017
Required by Policy	
Freshman	330
Sophomore	127
Total	457
Not Required by Policy	
Freshman	19
Sophomore	20
Junior	31
Senior	40
Non-Deg Seeking	81
Graduate Deg Seeking	2
Total Not Required	193
Total Fall 2017 Occupancy	650

Students Counted in Utilization at Zero or Reduced Cost

Resident Assistants	29
Graduate Assistants	2
Residence Hall Directors	1
TRIO Mentors	4
Housing Scholarship Students	21

HOUSING SYSTEM

Residence Hall Statement of Revenue and Expenses

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18
Revenues						
General Revenue	\$2,075,334	\$2,258,700	\$2,266,114	\$2,111,229	\$2,196,578	\$2,679,844
GAF Revenue - Bond Support	\$0	\$0	\$0	\$0	\$0	\$0
Interest Earnings	\$30,240	\$14,204	\$40,180	\$48,541	\$44,398	\$44,398
Capitalized Interest	\$0	\$0	\$0	\$0	\$79,917	\$0
BAB Revenue	\$25,850	\$23,392	\$23,040	\$22,504	\$21,893	\$20,757
Total Revenue	\$2,134,424	\$2,296,296	\$2,329,334	\$2,182,274	\$2,342,786	\$2,744,999
Expenditures						
Personnel Services						
Full Time Staff	\$266,962	\$266,359	\$269,441	\$280,968	\$274,247	\$304,084
Student Labor	\$27,373	\$17,732	\$1,457	\$1,287	\$11,305	\$19,381
Facilities and Maintenance	\$344,301	\$39,994	\$381,237	\$377,356	\$393,496	\$434,132
Total Personnel Services	\$638,636	\$654,085	\$652,135	\$659,611	\$679,048	\$757,598
Operating						
Student Support	\$287,744	\$450,421	\$294,858	\$261,613	\$258,983	\$295,718
Facilities and Maintenance	\$153,268	\$167,454	\$174,653	\$168,655	\$151,493	\$162,508
Utilities	\$186,146	\$233,919	\$194,403	\$167,779	\$149,267	\$185,267
Total Operating	\$627,158	\$851,794	\$663,914	\$598,047	\$559,743	\$643,493
Total Expenditures	\$1,265,794	\$1,505,879	\$1,316,049	\$1,257,658	\$1,238,791	\$1,401,091
Net Revenue Generated	\$865,630	\$790,417	\$1,013,285	\$924,616	\$1,103,995	\$1,343,908

FACILITY UPDATES

FY18 Planned			FY17 Completed Projects		
Jerde Hall	Asbestos Abatement	\$160,000	Briscoe Hall	Replace Roof	\$29,136
Student Union	Chiller Replacement	\$205,000	Briscoe Hall	Fire Alarm Replacement	\$713
Student Union	Dining Area Flooring	\$10,000			
FY16 Completed Projects			FY15 Completed Projects		
Jerde Hall	Maintenance/Furniture	\$21,277	Briscoe Hall	Boilers/Electrical	\$265,830
Kramer Hall	Replace Roof	\$93,088	Jerde Hall	High-efficiency boilers	\$341,311
Steele Hall	Replace Water Line	\$10,776	Kramer Hall	Roof Repair	\$12,390
Lindberg Hall	Replace Roof	\$72,558	McWelsh Hall	Maintenance	\$2,000
			Lindberg Hall	Transformer	\$92,509
FY14 Completed Projects			FY13 Completed Projects		
Briscoe Hall	Carpet/Furniture	\$52,023	Jerde Hall	Metering/Furniture	\$200,135
Jerde Hall	Maintenance	\$18,097	Kramer Hall	Maintenance/Furniture	\$21,615
Kramer Hall	Maintenance	\$4,320	McWelsh Hall	Metering/Maintenance	\$39,513
McWelsh Hall	Maintenance/Furniture	\$42,764	Steele Hall	Replace Carpet	\$8,700
Steele Hall	Carpet/Maintenance	\$26,888			
Lindberg Hall	Transformer	\$7,137			

STUDENT CENTER

Facility serves as hub of activity and student services



The Student Center at Northern State University serves as an event center for small and large gatherings throughout the year. On- and off-campus constituents value the versatility of the venue and the willingness of the staff to accommodate the many requests to utilize the space. Over the course of a year, numerous student organizations such as Student Association, Campus Activities Board, Native American Student Association and Campus Crusade for Christ hold their regular weekly meetings in the Student Center. The English Club, Korean Student Association and AWAREWolves have held events such as Sweets and Stories, New Year Celebration, and “mocktail” events to educate about alcohol use. Campus departments including but not limited to the Foundation, Athletics, Honors Program and Student Involvement and Leadership use the space for banquets, while other departments hold staff trainings and candidate interviews in the meeting rooms.

Off-campus groups that use the facility consist of the South Dakota Department of Education, Dacotah Bank, South Dakota Board of Regents, Boys State and Upward Bound. Meetings, staff trainings, information tables and summer conferences are the types of events the aforementioned groups host at the Student Center. Additional events held in the facility are Rushmore Music Camp, NSU Honors Program’s annual student vs. staff quiz bowl, Cracker Barrels, the annual student pancake feed, Admissions’ Northern Bound Days – and the list goes on. This is only a snapshot of the groups and type of events held in the center that make the campus a vibrant and active place to be throughout the year.

The Student Association has implemented a chalk wall in the lower level of the building. Students are able to advertise programs sponsored by student organizations or leave a positive message for their fellow Wolves. Carpeting was removed from the main dining area of the cafeteria and replaced

STUDENT CENTER

with more functional flooring. A swipe card reader has been installed on the east entryway, which will assist with summer staffing of the building and increase security. The updated room reservation system has been implemented

and staff members continue to instruct users about its functionality. The only additional changes for the year may include replacing and upgrading some of the furniture used for events.

Student Union Statement of Revenues and Expenses

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18
Revenues						
General Revenue	\$2,004	\$6,888	\$2,178	\$1,691	\$1,030	\$1,030
GAF Revenue - Operations	\$196,125	\$183,060	\$217,316	\$249,916	\$228,878	\$220,000
GAF Revenue - Bond Support	\$465,000	\$465,000	\$465,000	\$465,000	\$445,000	\$445,000
Interest Earnings	\$93,543	\$48,511	\$0	\$0	\$0	\$0
Capitalized Interest	\$128,084	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$884,856	\$703,459	\$684,494	\$716,607	\$674,908	\$666,030
Expenditures						
Personnel Services						
Full Time Staff	\$55,970	\$30,240	\$27,580	\$26,482	\$28,542	\$28,733
Student Labor	\$9,824	\$10,908	\$13,375	\$13,663	\$10,280	\$10,329
Facilities and Maintenance	\$103,394	\$105,106	\$103,925	\$118,237	\$117,020	\$117,804
Total Personnel Services	\$169,188	\$146,254	\$144,880	\$158,382	\$155,842	\$156,886
Operating						
Student Support	\$26,318	\$4,945	\$35,609	\$5,410	\$8,375	\$8,431
Facilities and Maintenance	\$32,084	\$35,392	\$32,841	\$36,736	\$45,709	\$46,015
Utilities	\$56,532	\$70,951	\$116,767	\$94,332	\$90,140	\$90,744
Total Operating	\$114,754	\$111,288	\$185,217	\$136,478	\$144,224	\$145,190
Total Expenditures	\$283,942	\$257,542	\$330,097	\$294,860	\$300,066	\$302,076
Net Revenue Generated	\$600,914	\$445,917	\$354,397	\$421,747	\$374,842	\$363,954

WOLF SHOPPE

NSU's bookstore supports education, promotes pride



"The first place I visit, when on a strange campus, is the bookstore. It tells me all I need to know about the quality and commitment of the institution."

Daniel J. Boorstin

Former Librarian of Congress

What does someone entering the NSU Wolf Shoppe think? Our hope is when they enter our doors they find a friendly, helpful, organized and attractive store proudly representing Northern State University and all of its traditions and history. From text and trade books to quality clothing and giftware, the mission of the Wolf Shoppe is to provide a merchandise mix that meets the educational needs of the NSU community as well as fulfilling a sense of pride in the institution.

The largest, continuing challenge at the Wolf Shoppe is textbook sales. As is true for most college stores, textbooks remain the Wolf Shoppe's main source of revenue. Today we offer more choices to students than ever when it comes to textbooks: new and used textbooks, bundled textbooks with digital components, new and used rental textbooks, and e-textbooks. The latest movement of our state toward direct billing (Inclusive Access or IA) and Open Educational Resources (OER) has the potential to greatly change not only the delivery method of course materials, but the main revenue source for the state's bookstores.

While IA and OER will negatively impact bookstore sales, they will have the opposite effect on students. IA offers a definite advantage in that students have first-day access to textbook information (coupled with reduced prices). OER is attractive because it is "free." However, OER lacks a comprehensive resource catalog, which is currently preventing faculty from steering toward this option. As IA and OER systems continue to mature and evolve, however, more faculty are sure to explore one or the other option.

In preparation for IA textbook adoptions at NSU, the Wolf Shoppe will be incorporating new software called Verba Connect, which provides IA management applications. While the Wolf Shoppe won't be selling IA items, it will be responsible for managing the program. Also, VitalSource will be added as a

WOLF SHOPPE

vendor for e-textbooks on the Wolf Shoppe website. This will provide a link for students to purchase e-textbooks from publishers where state contracts are not in place.

Beyond textbooks, an additional challenge this past year has been adjusting our general merchandise to fit new NSU licensing guidelines. Also, work continues on Payment Card Industry (PCI) compliance as we move to EMV. And, as the primary receiver of deliveries for campus, we are currently working on a campus-wide electronic package tracking system to improve efficiencies in receiving, deliveries and notifications.

College bookstores continue to evolve right along with higher education. Hopefully it is recognized that the value of a college store encompasses more than the bottom line. It's the support provided to faculty as they make decisions about learning materials for students. It's the assistance provided to apprehensive new students and parents as they look for course materials. It's about saving time for a secretary who needs supplies today—not tomorrow. It's about providing donations and support for campus events and programs. And mostly, it's about being a valued resource for students, faculty, staff, parents and alumni.

Wolf Shoppe Statement of Revenues and Expenses

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18
Revenues						
General Revenue	\$1,348,343	\$1,179,505	\$1,305,756	\$1,658,581	\$1,064,901	\$1,050,036
Interest Earnings	\$10,833	\$5,425	\$3,401	\$3,781	\$3,981	\$0
Total Revenue	\$1,359,176	\$1,184,930	\$1,309,157	\$1,172,362	\$1,068,882	\$1,050,036
Expenditures						
Personnel Services						
Full Time Staff	\$294,258	\$291,621	\$295,775	\$248,074	\$267,343	\$246,514
Student Labor	\$5,703	\$4,743	\$4,586	\$5,452	\$4,050	\$4,077
Total Personnel Services	\$299,961	\$296,364	\$300,361	\$253,526	\$271,393	\$250,591
Operating						
Student Support	\$1,051,876	\$899,289	\$993,684	\$868,211	\$743,241	\$748,221
Facilities and Maintenance	\$299	\$2,136	\$10,943	\$725	\$190	\$191
Utilities	\$3,330	\$2,704	\$2,881	\$2,926	\$2,838	\$2,857
Total Operating	\$1,055,505	\$904,129	\$1,007,508	\$871,862	\$746,269	\$751,269
Total Expenditures	\$1,355,466	\$1,200,493	\$1,307,869	\$1,125,388	\$1,017,662	\$1,001,860
Net Revenue Generated	\$3,710	(\$15,563)	\$1,288	\$46,974	\$51,200	\$48,176

DINING SERVICES

NSU Dining has history of service, is evolving to meet future needs



Aramark has a long history of serving the Northern State University community and continues to evolve to meet the needs of the students. The partnership between Aramark and NSU began in 1979 and was most recently renewed in 2017. Aramark operates one residential location, one retail location, Einstein Bros. Bagels and one convenience store location in Jerde Hall.

The Wolves Den, NSU's residential restaurant, is an all-you-care-to-eat facility that features full access for breakfast, lunch and dinner. Weekly transactions range from 3,000 to 4,000 customers. Each semester, there is a refreshed, four-week cycle menu that is customized for our location. Dining continues to offer specialty themed meals throughout the year that range from station-specific, limited-time offers to full events featuring activities that are coordinated with other campus departments including Residence Life and Student Activities.

NSU Dining Services also operates catering services exclusively on the NSU campus. Off-campus catering continues to trend upward as we work with many different local businesses and off-campus organizations to provide customized catering events ranging from casual to formal.

There have been several customer-driven initiatives added to the dining operation within the last five years. In fall 2012, the newly renovated Wolves Den opened its doors. In addition to the Wolves Den revamp, Einstein Bros. Bagels was added, which was key to customer satisfaction, as it provided a more extensive food program along with specialty beverages.

Since its fall 2012 opening, Einstein Bros. Bagels (EBB) continues to grow in popularity with student, faculty, staff and community visitors. Its hours of service are adjusted each year to align with the campus demand.

The solicitation of customer feedback continues to be a driving force for dining services. There is an annual comprehensive survey conducted each fall as well as an ongoing instant feedback platform, Your Voice Counts, which encourages customers to participate during each visit to a dining location. Results from both surveys, as well as focus groups, assist in making operational adjustments whether they be immediate or future-facing.

DINING SERVICES

Health and wellness continues to be a focus and are promoted every year by adjusting to nationwide trends. There is a “Healthy for Life” station within the NSU Student Center that provides educational materials and contact information for an Aramark nutritionist. Empowering our customers to make better food choices is the common goal of Aramark’s partnership with the American Heart Association called “Healthy for Life 20 by 20.” In year two of the partnership, we have decreased the amount of calories, saturated fat and sodium on our menus by an average of 13 percent. At the same time, our increased focus on plant-forward choices has resulted in 30 percent of our menus becoming vegetarian or vegan friendly. We continue to develop menu items that appeal to our ever-changing customer base.

NSU Dining Services currently employs 14 full-time employees and 48 student part-time workers; 42 of whom are international students. NSU Dining Services also partners with the School for Blind and Visually Impaired, Aspire South Dakota and Project Skills to employ individuals with special needs.

A new convenience store and Papa John’s retail location will be located in the east residence hall currently under construction and scheduled to open in August 2018. A newly expanded and branded Provisions on Demand P.O.D. convenience store, paired with the brand loyalty associated with Papa John’s, will allow for enhanced customer flow and increased variety while resulting in top-line revenue increases.

We will continue to create a compelling mix of residential and retail dining offerings while aligning our meal plans with the current and future goals of Northern State University.

2016-17 MILESTONES

- NSU Dining is focused on continuing to increase student engagement through

monthly events and special menu features, and limited-time offers such as holiday meals, wing night, Constitution Day, Culturefest activities and the Relaxology event with the Campus Activities Board.

- Improvements have been made to allergen and nutrition reporting. All locations have nutrition information readily available. Aramark has pre-populated our residential menus in the MyFitnessPal app and simplified our nutrition reporting on our CampusDish website.
- During the 2016-17 academic year, 56 percent of our Your Voice Counts participants provided exceptional service comments. This year, more than 45 people commented via our newly launched Your Voice Counts for catering program.
- Maintained partnership to focus on recruitment, retention and student success with other university departments and student organizations.

FORWARD LOOK

- Open a new Provisions on Demand Market and Papa John’s in conjunction with the new residence hall opening in fall 2018.
- Continue to grow off-campus catering by partnering with local business and the Aberdeen Area Chamber of Commerce.
- Offer innovative menu items at the Wolves Den with the implementation of Delicious Destinations.
- Continue to promote sustainability on campus by promoting trayless dining, conducting sustainability assessments in all locations, relaunching a reusable to-go container program, and working with on-campus organizations to educate students on environmental sustainability.
- Continue to drive revenue at EBB through brand-approved promotions, weekly deals and discounts.

DINING SERVICES

- Increase meal plan sales by utilizing the latest technology to ease the path to purchase for commuter students, faculty/staff and mandatory students. Aramark has refreshed the app dedicated to helping customers identify and purchase their ideal meal plan. As an added bonus: all purchasers receive additional give-away items.

Dining Services Statement of Revenues and Expenses

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18
Revenues						
General Revenue	\$1,885,904	\$2,210,335	\$2,028,390	\$1,890,005	\$1,909,239	\$1,969,380
Other-Bond Support	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Total Revenue	\$2,035,904	\$2,360,335	\$2,178,390	\$2,040,005	\$2,059,239	\$2,119,380
Expenditures						
Personnel Services						
Full Time Staff	\$0	\$43,367	\$19,418	\$43,219	\$46,959	\$48,438
Total Personnel Services	\$0	\$43,367	\$19,418	\$43,219	\$46,959	\$48,438
Operating						
Student Support	\$1,773,814	\$2,013,165	\$1,856,083	\$1,735,246	\$1,745,189	\$1,800,162
Facilities and Maintenance	\$9,521	\$22,576	\$25,362	\$26,578	\$24,226	\$24,989
Total Operating	\$1,783,335	\$2,035,741	\$1,881,445	\$1,761,824	\$1,769,415	\$1,825,152
Total Expenditures	\$1,783,335	\$2,079,108	\$1,900,863	\$1,805,043	\$1,816,374	\$1,873,590
Net Revenue Generated	\$252,569	\$281,227	\$277,527	\$234,962	\$242,865	\$245,790

PRINT SHOP

Print Shop provides printing services for all university departments

The Print Shop is not part of the NSU Auxiliary System. Historically, revenues have exceeded expenditures. However, going forward it is anticipated that the demand for printed materials will likely decrease. Any resulting shortfall will be funded with an increase in user fees, a budget allocation of university funds or a combination of both.

The Northern State University Print Shop is tucked away in a quiet corner of campus – the basement of Graham Hall – but it can sometimes be one of the university's busiest

locations. It's especially busy whenever there is a musical or theater production.

The NSU Print Shop provides printing services for all NSU departments, as well as some off-campus jobs. It also provides folding, cutting, three-hole punch work, and plastic binding and saddle stitching of books. Equipment used include copiers, a paper cutter, folders, a plastic binder, three-hole punch and saddle stitcher. New to the Print Shop in recent years are copiers that include a booklet finisher and cover inserter, which save time on preparing books.

“My goal is to be efficient and get jobs done in a timely manner.”

– Clyde Hieb, NSU's reproduction services supervisor

Print Shop

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18
Revenues						
Print Shop Services	\$145,440	\$141,473	\$126,239	\$119,711	\$120,154	\$134,459
Total Revenue	\$145,440	\$141,473	\$126,239	\$119,711	\$120,154	\$134,459
Expenditures						
Personnel Services						
Full Time Staff	\$44,377	\$46,637	\$47,031	\$46,703	\$50,626	\$51,250
Operating						
Supplies & Materials	\$16,870	\$31,250	\$4,979	\$23,675	\$15,915	\$16,022
Leased Equipment	\$42,046	\$41,577	\$51,163	\$55,612	\$57,368	\$51,454
Transfer Out	\$20,000	\$0	\$0	\$0	\$0	\$0
Total Operating	\$78,916	\$72,827	\$56,142	\$79,287	\$73,283	\$67,476
Total Expenditures	\$123,293	\$119,464	\$103,173	\$125,990	\$123,909	\$118,726
Net Revenue Generated	\$22,147	\$22,009	\$23,156	(\$6,279)	(\$3,755)	\$15,733



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2017 AUXILIARY SERVICES REPORT

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DAKOTA STATE UNIVERSITY

FY17 Auxiliary Business Plan

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Executive Summary

Narrative highlights of past year and improvements over the last five years

The Dakota State University auxiliary revenue system currently includes the Trojan Center Student Union, dining services, and four residence halls. Independent of this system are the 8-plex apartment units, which DSU leases from the Madison Housing and Redevelopment Commission. The residence halls are traditional double loaded corridor room environments with community restrooms, kitchen, and lounge space amenities.

There were a couple of major renovations and additions to the auxiliary system this past year. DSU completed an \$8.3 million renovation to the Trojan Center Student Union. The renovation included two additions to the building including, a new kitchen and serving area for dining services, which has enhanced the dining experience for students by providing more space and better equipment for Sodexo, DSU's dining services vendor. The second addition on the southwest corner of the facility added new lounge space for students to gather in a living room environment. This has been a very popular area that students use for studying, group projects, and socializing. Other highlights of the renovation include upgraded conference rooms, a new retail corridor that includes Einstein's Bros. Bagels, Convenient Store, and Trojan Zone Bookstore all in one central location.

DSU also completed the renovation of the former Madison Hospital building. The upper level of the facility is now the home of The Courtyard, which is a new 107 bed residence hall. This modern facility has significantly improved the room capacity stock as well as provided additional amenities desired by today's college student. These amenities are detailed later in the document.

DSU independently operates the campus bookstore, while Sodexo Corporation manages dining service operations.

The financial position of DSU's auxiliary system is healthy and meeting the required minimum coverage ratio of 1.20 per the bond covenants. The coverage ratio for FY17 was 1.99 for the entire auxiliary system. Breaking down this into Residence Halls and the Student Union, the ratios were 2.59 and 1.47 respectively. With strong enrollment, revenue is projected to cover increased expenses and debt of the recently completed projects for an estimated coverage ratio of 1.40 in FY18.

Current year auxiliary system revenue and expense statement

Dakota State University Auxiliary System Revenues and Expenses for FY2017

	Residence Halls	Union	Total
Revenue			
Fee & Other Revenue	1,859,904	2,133,594	3,993,498
GAF	0	614,048	614,048
Interest	9,250	0	9,250
Total Revenue	1,869,154	2,747,642	4,616,796
Expenditures			
Personal Services	359,703	188,523	548,226
Operating Expenses	437,906	1,862,354	2,300,260
Total Expenses	797,609	2,050,878	2,848,487
Net Revenue	1,071,545	696,764	1,768,309
Debt Service	413,807	474,840	888,648
Coverage Ratio	2.59	1.47	1.99

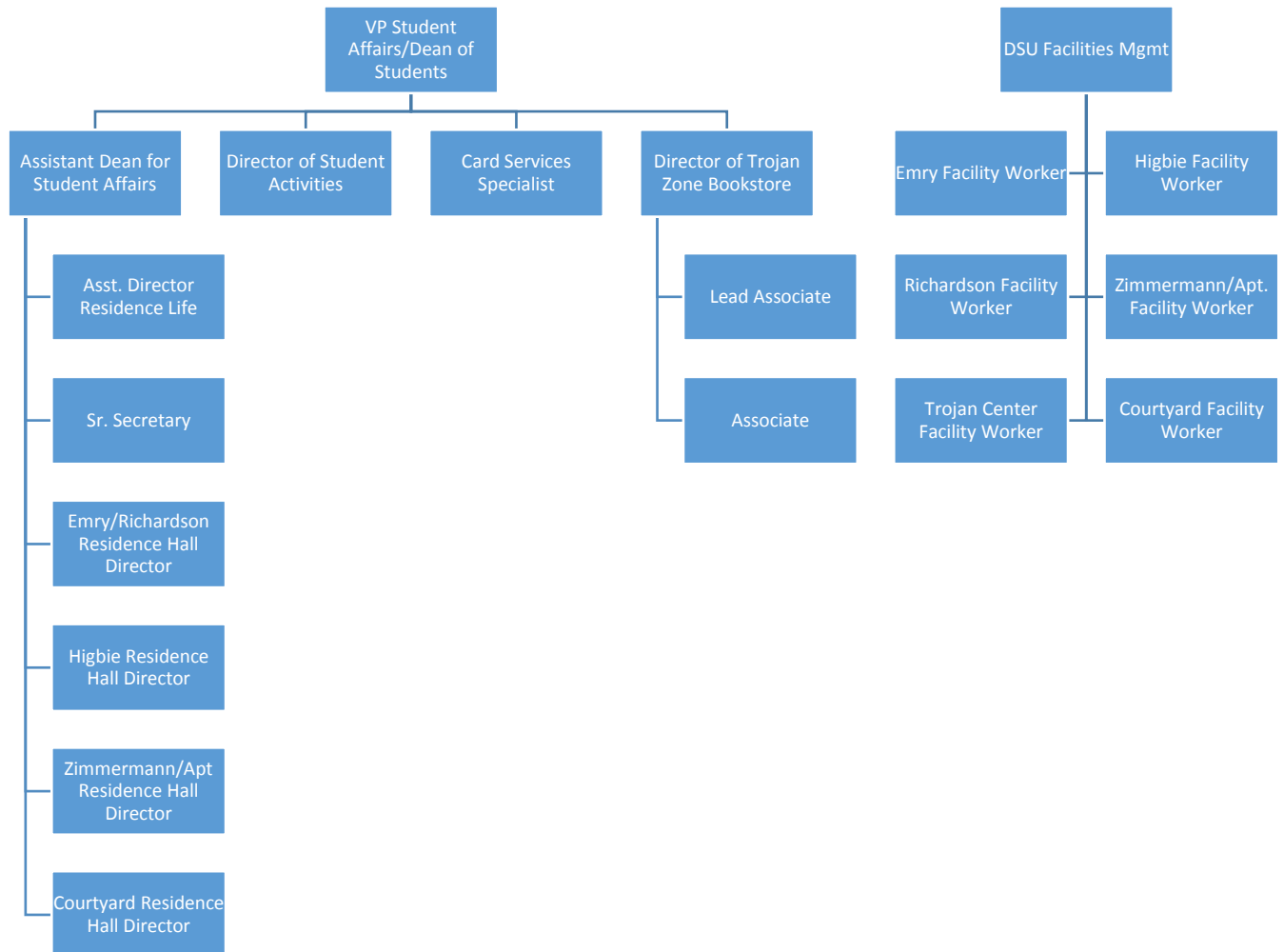
Five-year history and projection for current year

Dakota State University Auxiliary System History and Projection

	FY13	FY14	FY15	FY16	FY17	Projected FY18
Revenue						
Fee & Other Revenue	2,982,328	3,326,528	3,313,553	3,573,135	3,993,498	4,512,000
GAF	251,148	277,522	282,908	451,965	614,048	629,000
Interest	10,295	7,551	5,803	2,688	9,250	7,600
Total Revenue	3,243,770	3,611,601	3,602,264	4,027,788	4,616,796	5,148,600
Expenditures						
Personal Services	449,663	556,209	561,094	503,724	548,226	610,000
Operating Expenses	1,921,177	1,905,746	2,073,906	2,411,130	2,300,260	2,627,500
Total Expenses	2,370,840	2,461,955	2,635,000	2,914,854	2,848,487	3,237,500
Net Revenue	872,929	1,149,646	967,263	1,112,934	1,768,309	1,911,100
Debt Service	633,432	629,878	570,949	626,029	888,648	1,369,266
Coverage Ratio	1.38	1.83	1.69	1.78	1.99	1.40

Organizational chart

The following organizational chart provides an overview of the positions funded within the Auxiliary System. Some positions are partially funded with other university dollars (not Auxiliary System funds).



Housing System

Narrative overview of past year and improvements over the last five years

DSU's goal is to provide a clean, well maintained, safe and comfortable living and learning environment for residential students. The Director of Residence Life collaborates with representatives of the Facilities Management staff annually to forecast and plan for routine and deferred maintenance projects. Budget planners also set aside funds for those unexpected repairs that will arise. This work is done while keeping in mind long term planning for maintenance and repair reserve funds and maintaining the cash flow necessary to meet project bonding requirements. The emphasis over the last five years has focused primarily on replacement of equipment at the end of its life cycle. DSU has also improved service features for the students by relocating laundry facilities, renovating floor kitchens, and adding additional kitchen facilities where it could be done without significantly compromising capacity.

The following facilities upgrades are planned for Fiscal Year 2018:

Fiscal Year 2018

Facility	Project Name
The Courtyard	Installation of main entrance sliding doors
Zimmermann Hall	Installation of main entrance sliding doors
Zimmermann Hall	Laundry relocated to 1st floor main lounge area
Zimmermann Hall	Remodel of 1st floor area to create a student lounge
Higbie Hall	Mattress replacement
Richardson Hall	Desk chair replacement
Richardson Hall	Compressor replacement
Emry Hall	Pipe insulation repair (one floor)

The following charts summarize major improvements to University Housing over the previous four years:

Fiscal Year 2017

Facility	Project Name
Trojan Center	Major Renovation and Addition, including new kitchen and serving area
The Courtyard Residence Hall/Learning Engagement Center	Renovation of former Madison Community Hospital into new residence hall and Learning Engagement Center
Emry Hall	One floor pipe insulation
Emry Hall	Entryway roof repair
The Courtyard	Asbestos testing and removal
Richardson Hall	Pump bearing assembly replacement
Richardson Hall	Steam valve replacement
Richardson Hall	Heat exchanger replacement

Fiscal Year 2016

Facility	Project Name
Richardson Hall	Laundry relocation
Richardson Hall	Common area painting
Richardson Hall	Chiller coil
Zimmermann Hall	New mattresses
8-plex apartments	New mattresses
Higbie Hall	Resident rooms entrance door replacement
Zimmermann Hall	Bottle filler water fountains
Emry Hall	One floor pipe insulation
Emry Hall	Roof replacement

Fiscal Year 2015

Facility	Project Name
Richardson Hall	Kitchen remodels
Emry Hall	Mattress replacement
Higbie Hall	Hall director kitchen remodel
Higbie Hall	Condensate pump replacement
Higbie Hall	Restroom tile
8-plex apartments	Metering upgrade

Fiscal Year 2014

Facility	Project Name
Richardson Hall	Exterior entrance repair
Richardson Hall	Kitchen remodel
Higbie Hall	Rooms remodel
Higbie Hall	Thermostat replacement
Zimmermann Hall	Water heater replacement
Richardson Hall	Sewer pipe cleaning
All Halls	Lounge furniture upholstery replacement

Summary of facilities and operations in revenue system

Residence Hall Facility Inventory			
Name of Building	Year Built	Type of Space	Capacity
Emry Hall	1968	Traditional	139
Higbie Hall	1965	Traditional	146
Richardson Hall	1970	Traditional	176
Zimmermann Hall	1964	Traditional	122
Apartments*	2000	Apartment	72
The Courtyard**		Traditional/Suites	107
Total Capacity			762

*Not part of the DSU Auxiliary System but included for informational purposes.

**Built in 1961, Acquired and Renovated in 2017

Housing system revenue and expense statement

Dakota State University Residence Halls						
	FY13	FY14	FY15	FY16	FY17	Projected FY18
Revenue						
Fee & Other Revenue	1,347,784	1,515,534	1,581,949	1,695,500	1,859,904	2,200,000
GAF	-	-	-	-	-	-
Interest	10,295	7,551	5,803	2,688	9,250	7,600
Total Revenue	1,358,079	1,523,085	1,587,752	1,698,188	1,869,154	2,207,600
Expenditures						
Personal Services	302,980	375,756	373,496	316,305	359,703	421,000
Operating Expenses	414,463	455,182	443,948	477,804	437,906	488,000
Total Expenses	717,443	830,938	817,444	794,109	797,609	909,000
Net Revenue	640,635	692,148	770,308	904,079	1,071,545	1,298,600
Debt Service	429,630	426,552	415,817	412,328	413,807	893,986
Coverage Ratio	1.49	1.62	1.85	2.19	2.59	1.45

Housing System Fall Census, Capacity, & Utilization

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017
Actual Fall Census Totals	566	594	565	613	665	718
Designed Capacity	659	657	655	655	655	762
Utilization	85.89%	90.41%	86.26%	93.59%	101.53%	94.22%

Apartments are in the total, but are not part of the DSU Auxiliary System.

Detailed housing utilization

Capacity and utilization by housing unit

Fall 2017 Capacity and Utilization by Hall			
Name of Building	Capacity	Occupancy	Utilization
Emry Hall	139	133	95.68%
Higbie Hall	146	136	93.15%
Richardson Hall	176	167	94.89%
Zimmermann Hall	122	114	93.44%
Apartments*	72	66	91.67%
The Courtyard	107	102	95.33%
Total	762	718	94.23%

*Not part of the DSU Auxiliary System but included for informational purposes.

Student class level standing and numbers being housed

Fall 2017 Residence Hall Population

Breakdown by Student Classification Required by Policy:

Freshman	393
Sophomore	137
Junior	0
Senior	0
Total	530

Not Required by Policy:

Freshman	22
Sophomore	49
Junior	83
Senior	33
Non-Degree Seeking	1
Undergraduate Total	188
Graduate Degree Seeking	0
Graduate Non-Degree Seeking	0
Undergraduate Total	0
Total Fall 2017 Occupancy	718

Numbers of students counted in utilization at no or reduced costs

Resident Assistants	22
Residence Hall Directors	0
Housing Scholarship Students	63

Major plans and changes for housing system

DSU is fortunate to continue benefiting from the hall renovation projects of the summers of 2008 and 2009. All four of the halls were upgraded at that time.

In Fall 2017 the university brought a new residence hall online that was created by the renovation of the former Madison Regional Hospital building. The infusion of new space increased the designed residence capacity from 655 to 762. These numbers include a designed capacity of 72 in the 8-plex apartments which are leased from the Madison Housing and Redevelopment Commission. The infusion of the new beds provides flexibility to better meet expectations of today's student body and address modern trends in residence hall living and learning environments. These offerings include: single rooms to address desired living styles of current students; medical singles; theme/special interest/living-learning community space allocations. The new hall provides excellent collaboration space, which is something not currently available in the other halls.

The renovations to the Trojan Center Student Union allowed Residence Life to return the first-floor space in Zimmermann Hall back into the main casual and collaboration lounge for the residents of this community. This renovation also allowed DSU to relocate laundry room facilities currently located in the basement of Zimmermann Hall and create a more suitable location for the hall director's office.

Union

Narrative overview of past year and improvements over the last five years

Highlights of improvements over the last five years includes:

- Direct digital temperature controls
- New lounge and meeting room seating in various locations
- Compressor replacement
- Water bottle fill fountains
- Relocation of the Trojan Zone (bookstore)
- Relocation of the food preparation and serving area
- Addition of a new game room space
- Addition of a new student lounge space
- Remodel of dining services seating area
- Relocation of Einstein Brother's Bagels
- Relocation of the campus convenience store
- Creation of additional high-tech meeting rooms
- Remodel of existing meeting rooms including upgrades to technology
- Relocated and upgraded professional office space
- Roof replacement
- Creation of additional restroom space
- Upgraded entry and egress access points
- Upgraded security technology features

Summary of facilities and operations

The student union staff consists of a full-time director, one full time facilities worker, one half-time facilities worker, four night and weekend student labor employees, and one custodial student work-study position. Campus facilities management staff provide routine and preventative maintenance service for all areas within the union including dining services and bookstore operations. Auxiliary budgets pay for labor and materials associated with these services. The facility is open seven days a week until 1:00am daily.

Revenue and expense statement

Dakota State University Union						
	FY13	FY14	FY15	FY16	FY17	Projected FY18
Revenue						
Fee & Other Revenue	1,634,544	1,810,994	1,731,604	1,877,635	2,133,594	2,312,000
GAF	251,148	277,522	282,908	451,965	614,048	629,000
Interest	-	-	-	-	-	-
Total Revenue	1,885,691	2,088,516	2,014,512	2,329,600	2,747,642	2,941,000
Expenditures						
Personal Services	146,684	180,453	187,598	187,418	188,523	189,000
Operating Expenses	1,506,714	1,450,565	1,629,958	1,933,327	1,862,354	2,139,500
Total Expenses	1,653,397	1,631,018	1,817,556	2,120,745	2,050,878	2,328,500
Net Revenue	232,294	457,498	196,955	208,855	696,764	612,500
Debt Service	203,801	203,325	155,133	213,700	474,840	475,280
Coverage Ratio	1.14	2.25	1.27	0.98	1.47	1.29

Five-year history and projection for current year

The following chart provides the five-year history of the total meal plans sold along with the projected FY18 plans.

	FY13	FY14	FY15	FY16	FY17	FY18*
Total Meal Plans	685	635	703	735	791	810

*Projected meal plans for FY18

During FY17 DSU worked closely with the dining services partner Sodexo to restructure meal plan options. This process included opportunities for students to provide feedback to the previous meal plan structure, as well as new proposals brought forward by Sodexo. The previous options, which had been in place for almost a decade were not in-line with current student needs.

All first-year students who are required to live in the residence halls by policy have the option of three meal plans; The Big Blue (unlimited meals), Dakota 225 (225 meals per semester), and Dakota 145 (145 meals per semester) plans. Second year students can select from the Trojan Basic Plan (95 meals per semester) in addition to the previously mentioned plans. Third year students also have the additional option of the Trojan Upper-Class Plans (50 meals per semester). Students who reside in the 8-Plex apartments have the availability of the Little Blue Plan, which is an all flex dollar plan.

Major plans and changes

FY17 was a year of transition for the Trojan Center Union as the facility underwent an \$8.3 million renovation and addition to the upper floor. As mentioned previously, one of the two new additions was a new dining services facility. The additional square footage was added to provide more food preparation and new equipment which has allowed Sodexo to expand its food offerings as well as increase efficiency. The new serving area is more spacious and has created better flow for students to make their way through this area.

Other additions to the Trojan Center renovation include a new game room, student lounge, and casual gathering locations. The remainder of the renovation was dedicated to the Trojan Zone Bookstore, Einstein Bros. Bagels, a convenience store, Student Services Center office suites, and student organization offices. Significant upgrades to the building envelope infrastructure were also included in the project, including HVAC systems and a new roof.

Trojan Zone Store Summary

The Trojan Center Bookstore, located in the Student Union, moved to its current location in August 2017 on the east side of the renovated facility. The new location provides a street front presence and is part of the new retail corridor. Along with the move, the store was rebranded to the Trojan Zone, which provides a new marketing image. The store has 2536 square feet of retail space, custom storage, and a shipping and receiving workroom area.

The Trojan Zone bookstore personnel includes the Director, Lead Associate, and Associate. A few student workers also assist in operations of the Trojan Zone.

The Trojan Zone partners with the faculty in each of the University's four colleges to ensure that course textbooks and materials are current and accurate for the success of the students. The Trojan Zone offers several options for students when purchasing textbooks. These options include new and used textbooks, e- textbooks, and book rental, which provide affordable option for students. An Inclusive Access purchasing program is being established for the fall semester. A daily wholesale textbook buy back is also offered to the students.

The Trojan Zone is the official Logo Licensing Department for the campus. The store provides a collegiate line of imprinted clothing and general merchandise items, which meet the needs of all customers including; students, alumni, faculty/staff, and the Madison community. The online store is being updated and will be launched in the very near future. This new online presence, along with an increased social media presence will be a significant impact on expanding the current customer base.

DSU Production Center

The Dakota State University Production Center is not part of the DSU Auxiliary System. The Production Center does provide services to DSU Campus on a fee for service approach. Services offered include copying/printing, mail/shipping service, and assistance with graphic design/set-up. These services are provided to students for a fee. On-campus departments and student organizations are billed directly for services.

The Production Center also manages the DSU Print Management initiative. All printers and copiers are managed centrally by the Production Center. Costs are billed out to the various colleges and departments based on usage.

Graphic Design services are provided to departments and colleges through the Production Center but are not charged back (with some exceptions). These are considered general marketing services provided through the Center. The Production Center works closely with other Marketing Office staff in development of various print and electronic publications.

All incoming and outgoing mail is handled through the Production Center. US Postal Service, UPS, and FedEx packages are all available through the Production Center. In addition, the Production Center coordinates all inter-campus mail for students, faculty, and staff.

FY18 AUXILIARY BUSINESS PLAN



Where *Anything* is Possible

EXECUTIVE SUMMARY

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Black Hills State University's auxiliary system includes the following facilities and departments:

- » Housing System (from oldest to newest)
 - » Wenona Cook Hall
 - » Humbert Hall (not part of the revenue system)
 - » Heidepriem Hall
 - » Thomas Hall
 - » Yellow Jacket Apartments
 - » Bordeaux Hall
- » Student Union
- » Dining Services (revenues support the Student Union)
- » Bookstore (revenues support the Student Union)
- » Parking
- » Print Shop (not part of revenue system)
- » Little Jackets Learning Center (not part of revenue system)

The housing system includes 4 traditional style halls, 1 suite style hall, and 8 campus apartment buildings, which provide a total of 863 beds. Bordeaux Hall, our newest residence hall with suite style living, opened in the Fall of 2015 with a capacity of nearly 200 beds. A residence hall master plan was completed in 2011 and continues to guide our project planning. Major plans and changes for the housing system include a multi-year renovation of the campus apartments and a feasibility mechanical study of Heidepriem, Thomas, Wenona Cook, and Humbert for a fire suppression system and air conditioning.

The David B. Miller Yellow Jacket Student Union encompasses over 80,000 gross square feet including two additions to the original building with the most recent completed in 2009. Services housed in the Union include: Admissions Welcome Center, BHSU Bookstore, Dining Services, student union administration, Buzz Card production, Student Engagement & Leadership Center, meeting rooms, multi-purpose room, the Ruddell Gallery, KBHU-FM Radio Station, Club Buzz activity area, the Veterans Center, a game room, mail services, central receiving and Student Health and Counseling Services. Recent projects include the addition of the Admissions Welcome Center, Veterans Center, central receiving, and mail services in 2016. The most recent renovation occurred with a complete overhaul of the University Bookstore. The new store opened in the Fall of 2017.

The health of BHSU's auxiliary system remains strong as evidenced by the consistent coverage ratio that exceeds the 1.20 minimum requirement per bond covenants. All revenues in the BHSU system are pledged for support of the system bond requirements. A five-year history and projection for FY18 is provided below, followed by 2017 financial data for each of the departments within the auxiliary system.

TOTAL AUXILIARY SYSTEM REVENUE AND EXPENSES STATEMENT
5-YEAR HISTORY AND 1-YEAR PROJECTION
FOR FISCAL YEARS 2013-2018

		Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Projected 2018
Revenue							
	General Revenue	\$6,743,458	\$6,901,293	\$6,465,313	\$6,422,344	\$6,763,281	\$6,959,448
	GAF Revenue - Operations	\$501,137	\$501,726	\$541,184	\$520,127	\$522,118	\$569,856
	GAF Revenue - Bond Support	\$529,500	\$529,500	\$467,080	\$428,400	\$430,000	\$430,000
	Interest Earnings	\$49,509	\$49,130	\$28,977	\$63,244	\$36,441	\$38,933
	Capitalized Interest	\$55	\$81	\$0	\$0	\$0	\$0
	Other Revenue	\$0	\$98,240	\$494,784	\$95,484	\$0	\$0
Total Revenue		\$7,823,659	\$8,079,969	\$7,997,338	\$7,529,599	\$7,751,840	\$7,998,237
Expenditures							
	Personal Services						
	Full Time Staff	\$1,464,700	\$1,407,846	\$950,065	\$1,023,188	\$1,076,692	\$1,096,894
	Student Labor	\$245,245	\$248,949	\$202,700	\$144,792	\$169,640	\$176,193
	Operating						
	Student Support	\$3,319,679	\$3,270,203	\$2,853,617	\$3,122,089	\$2,922,829	\$3,032,395
	Facilities and Maintenance	\$295,169	\$241,622	\$707,227	\$477,646	\$542,500	\$563,604
	Utilities	\$405,776	\$436,379	\$474,353	\$463,728	\$458,889	\$477,993
	Overhead Paid to University	\$1,784	\$4,793	\$3,568	\$0	\$0	\$0
Total Expenditures		\$5,732,352	\$5,609,792	\$5,191,531	\$5,231,444	\$5,170,550	\$5,347,079
Net Revenue Generated		\$2,091,307	\$2,470,178	\$2,805,807	\$2,298,154	\$2,581,290	\$2,651,158
Debt Service		\$1,329,916	\$1,379,469	\$1,738,573	\$1,739,066	\$1,742,841	\$1,748,834
Coverage Ratio		1.57	1.79	1.61	1.32	1.48	1.52
Net Income After Debt Service		\$761,391	\$1,090,708	\$1,067,235	\$559,088	\$838,449	\$902,324

AUXILIARY SYSTEM REVENUE AND EXPENSE STATEMENT

FISCAL YEAR 2017 BY DEPARTMENT

		Housing	Student Union	Dining Services	Bookstore	Parking	Total
Revenue							
	General Revenue	\$2,820,339	\$41,749	\$2,020,878	\$1,708,903	\$171,412	\$6,763,281
	GAF Revenue - Operations	\$0	\$522,118	\$0	\$0	\$0	\$522,118
	GAF Revenue - Bond Support	\$0	\$430,000	\$0	\$0	\$0	\$430,000
	Interest Earnings	\$12,134	\$16,208	\$0	\$907	\$7,192	\$36,441
Total Revenue		\$2,832,473	\$1,010,075	\$2,020,878	\$1,709,810	\$178,604	\$7,751,840
Expenditures							
	Personal Services						
	Full Time Staff	\$404,016	\$194,312	\$8,819	\$464,414	\$5,132	\$1,076,692
	Student Labor	\$75,668	\$37,718	\$10,276	\$41,731	\$4,247	\$169,640
	Operating						
	Student Support	\$149,557	\$52,091	\$1,630,826	\$1,070,480	\$19,874	\$2,922,828
	Facilities and Maintenance	\$328,328	\$162,884	\$13,472	\$34,642	\$3,174	\$542,500
	Utilites	\$320,282	\$130,181	\$2,843	\$3,068	\$2,515	\$458,889
Total Expenditures		\$1,277,851	\$577,187	\$1,666,236	\$1,614,335	\$34,942	\$5,170,550
Net Revenue Generated		\$1,554,622	\$432,888	\$354,642	\$95,475	\$143,662	\$2,581,290
Debt Service		\$863,425	\$430,218	\$233,342	\$120,280	\$95,576	\$1,742,841
Coverage Ratio		1.80	1.01	1.52	0.79	1.50	1.48
Net Income After Debt Service		\$691,197	\$2,670	\$121,300	(\$24,805)	\$48,086	\$838,449

HOUSING SYSTEM

BALANCE. CREATE. IMPROVE.



HOUSING SYSTEM

The vision of Residence Life at BHSU is to create a vibrant student community that celebrates the distinctiveness of the Black Hills, promotes academic success and provides a sustainable living environment.

Guiding principles of residence life include:

- » Balance affordability with the need to add value to the student experience
- » Create a setting that enhances the sense of home and community for all residents
- » Make conscientious decisions that will create an environmentally responsible and sustainable living environment
- » Continually improve the halls to enhance attraction of first year students and retaining of returning students

The BHSU housing master plan was approved by the Board of Regents at the June 2011 meeting. The plan provides an overall perspective of needs in the housing system. Significant renewal and maintenance occurs on a regular basis, including restroom renovations, mechanical system replacements, electrical upgrades, and wireless technology.

The most recent new construction was for Bordeaux Hall, a 196-bed suite style hall that opened in the Fall of 2015. Prior to that, the last construction of a traditional residence hall at BHSU occurred in 1966. The apartments were constructed in 1993.

The Peaks is the three building complex of Heidepriem Hall, Thomas Hall, and Bordeaux Hall. The three residence halls are joined together by the Lookout Lodge room. All residence rooms at BHSU contain their own sink, adding a unique amenity to typical residence hall rooms. Each room also includes high-speed wireless Internet access, cable TV, dressers, twin beds, desks, chairs, and a wardrobe or closet.



The following table provides a summary of all facilities in the BHSU Housing System. Pangburn Hall was demolished in 2016. Humbert Hall was removed from the Auxiliary Revenue System in FY16. Utilization data is from Fall 2017.

SUMMARY OF FACILITIES & OPERATIONS IN HOUSING SYSTEM

Name of Building	Year	Type of Space	Capacity	Occupancy	Utilization
Wenona Cook Hall	1899	Traditional	140	123	87.86%
Pangburn Hall	1952	Demolished	NA	NA	NA
Humbert Hall	1958	Traditional	85	78	91.76%
Heidepriem Hall	1964	Traditional	160	152	95.00%
Thomas Hall	1966	Traditional	156	150	96.15%
Yellow Jacket Apartments	1993	Apartments	126	115	91.27%
Bordeaux Hall	2015	Suite Style	196	188	95.92%
Total Capacity			863	806	93.40%

UTILIZATION BY STUDENT CLASSIFICATION FALL 2017

	Fall 2016	Fall 2017
Freshman	501	511
Sophomore	161	203
Junior	49	53
Senior	21	34
Non-degree Seeking	9	5
Total Undergraduates	741	806
Graduate	0	0
Total	741	806

UTILIZATION AT REDUCED COST FALL 2017

	Fall 2016	Fall 2017
Resident Assistants	28	28
Residence Hall Directors	7	7
Room Scholarship	41	60
Graduate Assistants	2	0
Other	0	1
Total at Reduced Rate	78	96

HOUSING SYSTEM UTILIZATION HISTORY FY13 - FY18

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017
Occupancy	792	787	709	660	676	728
Capacity	792	792	793	785	772	774
Utilization	92.93%	99.37%	89.41%	84.08%	87.56%	94.06%

5-YEAR HISTORY AND 1-YEAR PROJECTION FISCAL YEARS 2013-2018

		Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Estimated 2018
Revenues							
	General Revenue	\$2,407,413	\$2,580,203	\$2,549,193	\$2,445,400	\$2,820,339	\$2,999,275
	GAF Revenue - Operations	\$0	\$0	\$62,730	\$0	\$0	\$0
	Interest Earnings	\$29,421	\$17,413	\$9,671	\$43,207	\$12,134	\$12,964
	Capitalized Interest	\$55	\$81	\$0	\$0	\$0	\$0
	Other	\$0	\$98,240	\$480,284	\$95,000	\$0	\$0
Total Revenue		\$2,436,889	\$2,695,937	\$3,101,877	\$2,583,607	\$2,832,473	\$3,012,239
Expenditures							
	Personal Services						
	Full-Time Staff	\$767,511	\$666,164	\$379,816	\$370,723	\$404,016	\$424,217
	Student Labor	\$122,835	\$140,568	\$104,325	\$75,907	\$75,668	\$79,451
	Total Personal Services	\$890,346	\$806,732	\$484,141	\$446,630	\$479,684	\$503,668
	Operating						
	Student Support	\$91,653	\$203,674	\$97,169	\$99,891	\$149,557	\$157,035
	Facilities and Maintenance	\$147,890	\$133,225	\$423,439	\$273,090	\$328,328	\$344,744
	Utilities	\$298,875	\$323,530	\$278,282	\$332,837	\$320,282	\$336,296
	Overhead Paid to University	\$0	\$3,009	\$1,784	\$0	\$0	\$0
	Total Operating	\$538,418	\$663,438	\$800,674	\$705,818	\$798,167	\$838,075
Total Expenditures		\$1,428,764	\$1,470,170	\$1,284,815	\$1,152,448	\$1,277,851	\$1,341,743
Net Revenue Generated		\$1,008,125	\$1,225,767	\$1,817,063	\$1,431,159	\$1,554,622	\$1,670,496
Debt Service		\$260,530	\$365,323	\$861,825	\$859,825	\$863,425	\$861,225
Coverage Ratio		3.87	3.36	2.11	1.66	1.80	1.94



WENONA COOK HALL

Wenona Cook Hall or “Dub-C” is BHSU’s oldest residence hall. The hall is named after the wife of BHSU’s first President and emphasizes the historic beauty of our campus. Wenona Cook Hall overlooks Lyle Hare Stadium and Lookout Mountain. The building is a three-story wood frame with stone exterior. It was built in 1899 with 23,820 gross square feet at a cost of \$659,979. Its current replacement value is \$7,402,601.

Planned Investments

- » New carpet and paint
- » Boiler replacement
- » New windows in north stairwell
- » Improvements to HVAC system

Improvements over Last Five Years

- » Domestic hot water heaters replaced
- » Increased Internet speed/digital TV capability
- » Added new bike racks
- » New entrance doors with contactless readers
- » Paint on exterior entrances
- » Moved mail to Student Union
- » New contactless laundry readers



HUMBERT HALL

Humbert Hall is located across the street from the Student Union with the capacity to house 85 students. It contains laundry, a kitchen and a TV/movie lounge area. The Mt. Rushmore Battalion of ROTC is located on the first floor with a separate entrance. Many ROTC students and scholarship students reside in Humbert. The building is a two-story 10,936 gross square foot brick facility built in 1958 at a cost of \$286,431. Its current replacement value is \$3,902,895.

Planned Investments

- » New carpet and paint
- » Fire safety upgrade
- » New vestibule doors

Improvements over Last Five Years

- » Increased Internet speed/digital TV capability
- » Front entrance doors with contactless card readers
- » Laundry room renovation with new front loading washer/dryers
- » Contactless laundry readers
- » Kitchen remodel
- » Remodel bathroom and showers
- » LED Lighting on exterior and stairwells
- » Paint rooms
- » Moved mail services to Student Union



THOMAS HALL

Thomas Hall, or “T-Hall” as it is commonly referred to, is one of the larger co-ed residence halls with capacity for 152 residents. It contains a large recreation lounge, study lounge, and TV/movie lounge. Thomas Hall is a three-story 18,047 gross square foot brick building built in 1966 at a cost of \$485,225. Its current replacement value is \$7,802,927.

Planned Investments

- » Fire safety upgrade
- » New vestibule doors
- » Window replacement

Improvements over Last Five Years

- » Elevator access
- » Shared lobby and kitchen
- » Removed fuel oil tank and converted it to natural gas
- » Increased internet speed/digital tv capability
- » Window replacement
- » Replaced boiler
- » Replaced domestic hot water heaters
- » New carpet & paint
- » Laundry room upgrade with new washers/dryers and contactless card readers
- » Contactless card readers on main entrance
- » New carpet and paint
- » Lobby window A/C replacement
- » Removal of underground fuel storage tank
- » Fiber optic update
- » WIFI access points added
- » Kitchen renovation
- » Stucco under windows
- » LED Lighting on exterior and stairwells
- » Moved mail service to Student Union



HEIDIPRIEM HALL

Heidepriem Hall, or “Heide” as it is commonly known, is the second largest co-ed residence hall on the BHSU campus with 154 residents. Heide holds many amenities like the cooking area on the second floor, and the TV lounge and ping-pong table on the first floor. Heide is comprised of 2 male wings and 4 female wings, all of which conveniently house their own washer and dryers. Living in Heide also give easy access to the Disc Golf course, the campus green, and beautiful scenery. Heidi is a three-story 22,032 gross square foot brick building built in 1964 at a cost of \$435,995. Its current replacement value is \$7,654,485.

Planned Investments

- » Fire safety upgrade
- » New vestibule doors

Improvements over Last Five Years

- » Elevator access
- » Shared lobby and kitchen
- » Increased internet speed/digital TV capability
- » New carpet & paint
- » Boiler replacement
- » Controls upgrade
- » Domestic water heater replacement
- » Laundry room renovation with new washers/dryers with contactless laundry readers
- » New paint and carpet
- » Contactless card readers on main entrance
- » Lobby window A/C replacement
- » 25% of windows replaced
- » Removal of underground fuel storage tank
- » Renovate boiler room
- » Fiber optic update
- » WIFI access points
- » Water fountains replaced with bottle fillers
- » Kitchen renovation
- » Stucco under windows
- » LED Lighting on exterior and stairwells
- » Moved mail services to Student Union



YELLOW JACKET APARTMENTS

The Yellow Jacket Apartments are available to any student over 19 years of age who would like a little more privacy but still wants to stay connected to the campus environment. The complex includes 8 buildings, each comprised of 8 units with two bedrooms, a private bathroom, a kitchen, and a living room. Every suite is set-up to house three students: one in a single bedroom and two in a double bedroom. The living room and kitchen are open to each other giving a spacious feel to the living space. There is a laundry facility in each building. All suites are furnished with a couch, beds, dressers, air-conditioner, and a full kitchen.

Each suite has 790 square feet of living space and is heated with thermostatic controlled hot water heat. Rooms are carpeted, except for the kitchen and bathroom. The community garden is located just outside the apartments and promotes the strong sustainability programming at the complex. The apartments contain 57,608 gross square feet and were built in 1993 at a cost of \$3,427,309. Current replacement value is \$10,341,792.

Planned Investments

- » Remodel Apartments C & F - Includes carpet, paint, windows, appliances, plumbing fixtures, lighting, air conditioners

Improvements over Last Five Years

- » Remodel Apartments A, E, & B – Includes carpet, paint, windows, appliances, plumbing fixtures, lighting, air conditioners
- » Contactless readers on main entrances
- » Contactless laundry readers
- » Increased internet speed/digital tv capability
- » Boiler low water cutoff upgrade
- » LED lighting on exterior green area



BORDEAUX HALL

Bordeaux Hall is the newest residence hall on campus. The 50,462 square foot residence hall connects two existing halls, Heidepriem and Thomas, with a central living area that is the resident life hub for all three buildings. It includes a two-story great room, residential kitchen for student use, fireplace, a snack area and multi-media study rooms.

Residence halls are crucial to carrying out the student-centered focus on undergraduate education, which is both the heritage and the future of BHSU. This facility houses a mixture of freshmen and sophomores, but provide an alternative housing configuration than offered by existing facilities. The design allows for greater community development, improved social and educational interactions, and increased occupant satisfaction.

Crow Peak Hall opened in the Fall of 2015, renamed Bordeaux Hall in the Fall of 2017, and has a current replacement value of \$11,233,260.

Planned Investments

- » Rooftop solar
- » Fire Safety Upgrade
- » New vestibule doors

Improvements over Last Five Years

- » Front entrance doors
- » Increased Internet speed/digital TV capability
- » Contactless laundry readers

STUDENT UNION

The David B. Miller Yellow Jacket Student Union encompasses over 80,000 square feet including two additions to the original building with the most recent completed in 2009.





DAVID B. MILLER YELLOW JACKET STUDENT UNION

Services housed in the Union include: Admissions Welcome Center, BHSU Bookstore, Dining Services, Student Union administration, Buzz Card production, Student Engagement & Leadership Center, meeting rooms, multi-purpose room, the Ruddell Gallery, KBHU-FM Radio Station, Club Buzz activity area, the Veterans Center, a game room, mail services, central receiving and Student Health and Counseling Services. Recent projects include the addition of the Admissions Welcome Center, Veterans' Center, central receiving, and mail services in 2016. The most recent renovation occurred with a complete overhaul of the University Bookstore. The new store opened in the Fall of 2017. Current replacement value is \$17,739,493.

Planned Investments

- » Fire safety upgrade
- » New vestibule doors

Improvements over Last Five Years

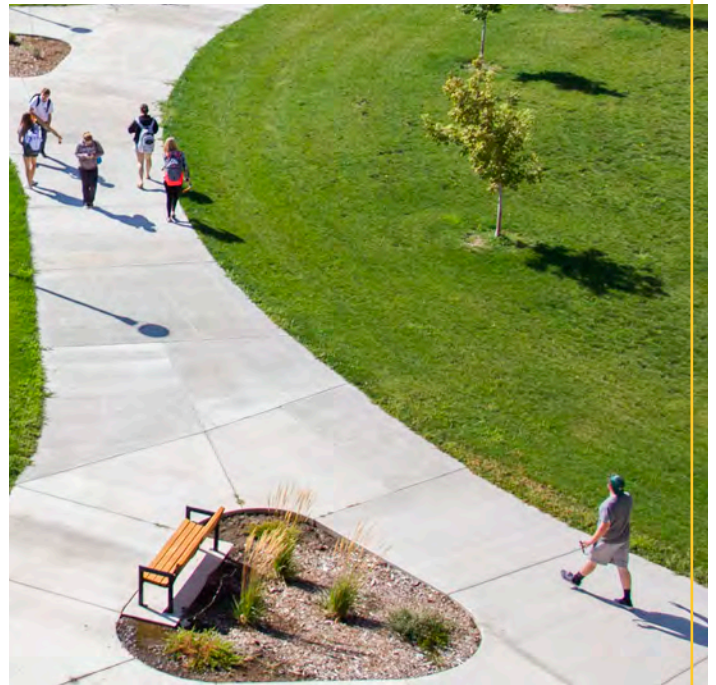
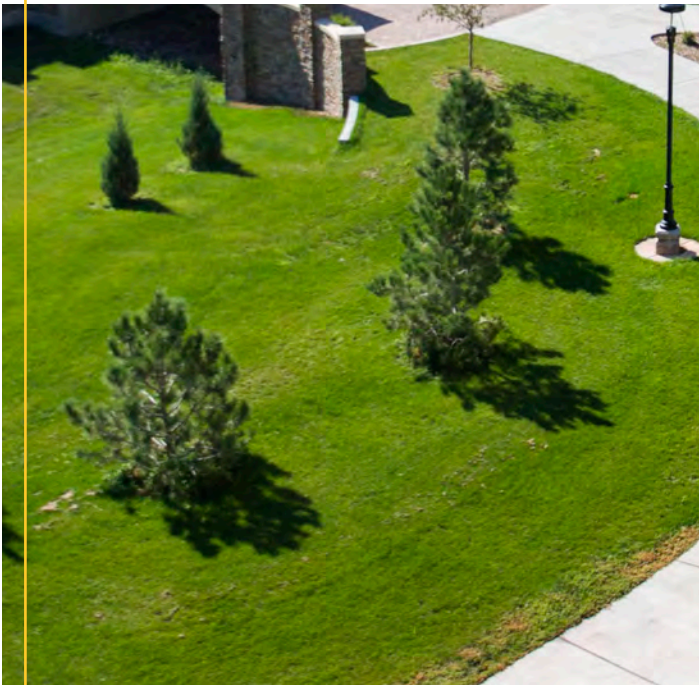
- » Front entrance doors
- » Increased internet speed/digital TV capability
- » Remodel bathroom and showers
- » Kitchen remodel
- » LED Lighting on exterior and stairwells
- » Moved mail services to Student Union
- » Paint rooms

5-YEAR HISTORY AND 1-YEAR PROJECTION FISCAL YEARS 2013-2018

		Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Projected 2018
Revenues							
	General Revenue	\$35,418	\$44,764	\$41,162	\$17,840	\$41,749	\$5,700
	Facility Support Fee	\$0	\$0	\$0	\$0	\$0	\$0
	GAF Revenue - Operations	\$501,137	\$501,726	\$478,454	\$520,127	\$522,118	\$569,856
	GAF Revenue - Bond Support	\$529,500	\$529,500	\$467,080	\$428,400	\$430,000	\$430,000
	Interest Earnings	\$3,371	\$17,067	\$9,281	\$3,015	\$16,208	\$17,317
	Other	\$0	\$0	\$0	\$484	\$0	\$0
Total Revenue		\$1,069,426	\$1,093,057	\$995,977	\$969,866	\$1,010,075	\$1,022,873
Expenditures							
	Personal Services						
	Full-Time Staff	\$287,285	\$300,198	\$170,493	\$208,723	\$194,312	\$194,312
	Student Labor	\$43,951	\$47,133	\$37,162	\$0	\$37,718	\$38,509
	Total Personal Services	\$331,235	\$347,331	\$207,655	\$208,723	\$232,030	\$232,821
	Operating						
	Student Support	\$34,835	\$73,590	\$73,825	\$36,865	\$52,091	\$53,183
	Facilities and Maintenance	\$29,977	\$15,807	\$158,921	\$137,480	\$162,884	\$166,298
	Utilities	\$97,920	\$103,098	\$186,979	\$121,308	\$130,181	\$132,911
	Total Operating	\$162,732	\$192,495	\$419,725	\$295,652	\$345,156	\$352,392
Total Expenditures		\$493,967	\$539,826	\$627,380	\$504,375	\$577,186	\$585,213
Net Revenue Generated		\$575,459	\$553,231	\$368,597	\$465,491	\$432,889	\$437,660
Debt Service		\$575,260	\$540,903	\$394,530	\$428,244	\$430,967	\$434,767
Coverage ratio		1.00	1.02	0.93	1.09	1.00	1.01

PARKING SYSTEM

The BHSU Parking system contains 10 parking lots
and 1,904 total spaces.





PARKING SYSTEM

The BHSU Parking system contains 10 parking lots and 1,904 total spaces.

Planned Investments

- » Grasscrete for Lyle Hare Stadium Lot
- » Additional security cameras

Improvements over Last Five Years

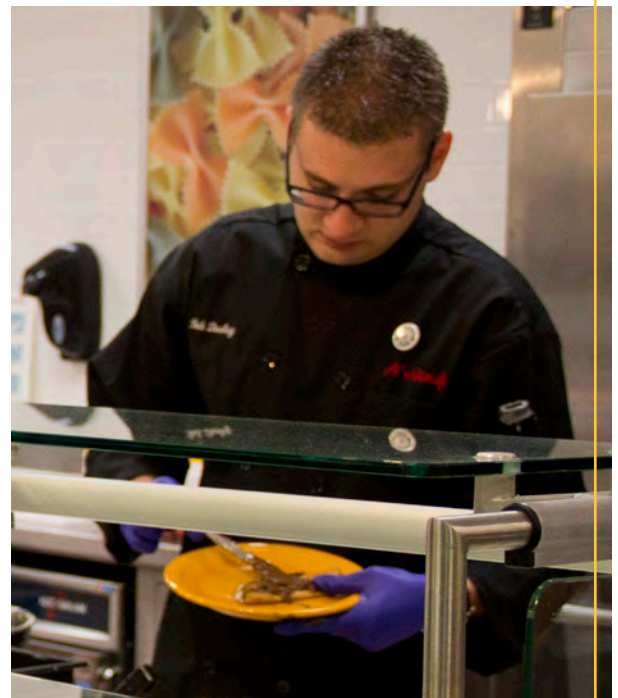
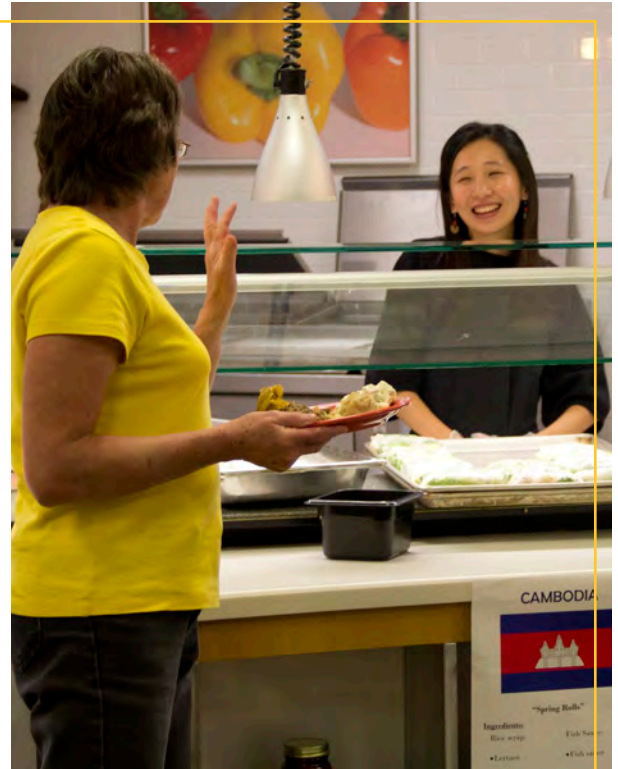
- » LED parking lot lights for the faculty/staff parking lot
- » LED parking lot lights for the Peaks lot
- » Added 90 parking spaces for Bordeaux Hall
- » LED parking lot lights for the Student Union and Young Center lots
- » Regular striping and repairs
- » Security cameras
- » Parking lot entrance lighting improvement at Yellow Jacket Apartments

5-YEAR HISTORY AND 1-YEAR PROJECTION FISCAL YEARS 2013-2018

		Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Projected 2018
Revenues							
	General Revenue	\$169,088	\$188,207	\$167,123	\$174,495	\$171,412	\$176,000
	Interest Earnings	\$5,243	\$2,940	\$2,198	\$1,072	\$7,192	\$7,683
Total Revenue		\$174,331	\$191,147	\$169,321	\$175,567	\$178,604	\$183,683
Expenditures							
	Personal Services						
	Full-Time Staff	\$3,350	\$4,503	\$4,276	\$4,521	\$5,132	\$5,132
	Student Labor	\$31,827	\$16,079	\$9,407	\$5,702	\$4,247	\$4,460
	Total Personal Services	\$35,177	\$20,582	\$13,683	\$10,223	\$9,379	\$9,592
	Operating						
	Student Support	\$11,953	\$7,988	\$12,142	\$13,899	\$19,874	\$20,868
	Facilities and Maintenance	\$19,482	\$20,046	\$19,428	\$2,254	\$3,174	\$2,332
	Utilities	\$2,780	\$2,623	\$2,221	\$2,969	\$2,515	\$2,641
	Total Operating	\$34,216	\$30,656	\$33,791	\$19,122	\$25,563	\$25,841
Total Expenditures		\$69,393	\$51,238	\$47,474	\$29,345	\$34,942	\$35,433
Net Revenue Generated		\$104,938	\$139,909	\$121,846	\$146,223	\$143,662	\$148,250
Debt Service		\$94,984	\$97,828	\$95,476	\$98,124	\$95,576	\$98,028
Coverage Ratio		1.10	1.43	1.28	1.49	1.50	1.51

DINING SERVICES

BHSU operates several dining outlets on campus for students, faculty, staff, and community members.





DINING SERVICES

The Hive offers seven different stations including: PAO, our Mongolian BBQ; The Grille, traditional grilled items; Bravo, hearth-fired, house-made pizzas; Market Place, Midwestern home-style comfort food; Sweet Peppers Deli, made to order sandwiches and wraps; Field of Greens, classic salads and a variety of fresh food offerings; and the Bakery, a variety of sweet treats and ice cream.

The Buzz Shack, located in the Student Union, offers locally roasted Dark Canyon coffee, lattes, cappuccinos, smoothies, Italian sodas, fresh fruit, pastries, breakfast burritos, wraps, hoagies, salads, and soups.

Einstein’s Bros. Bagels, located in the E. Y. Berry Library-Learning Center, offers a variety of bagels and schmear, salads, sandwiches, and wraps for breakfast, lunch, and dinner. They also serve coffee, specialty coffee drinks, and frozen smoothies.

Planned Investments

- » Carpet replacement
- » New salad bar
- » Upgrade Somat system for re-purposing food waste

Improvements over Last Five Years

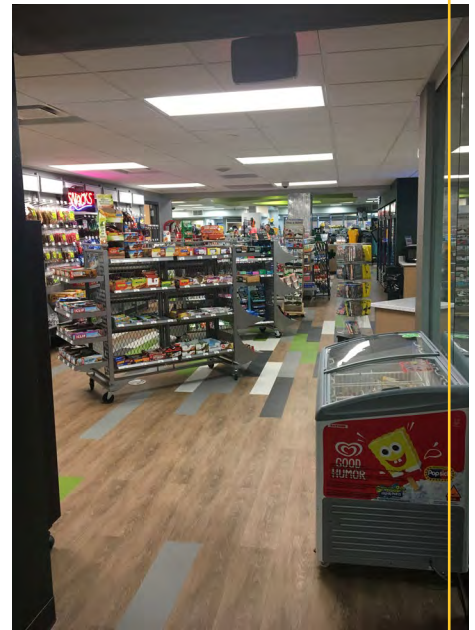
- » Removal of Mongolian Grill top to make the space more versatile for various types of cuisine
- » New kictchen floor
- » Einstein’s Bros. Bagels added in Library
- » Stage added in cafeteria
- » New convection over, grill, steam convection oven
- » Refrigeration updates and repairs
- » Smallwares investments
- » Addition of digital menu boards

5-YEAR HISTORY AND 1-YEAR PROJECTION FISCAL YEARS 2013-2018

		Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Projected 2018
Revenues							
	General Revenue	\$1,688,742	\$2,024,339	\$1,663,512	\$1,806,015	\$2,020,878	\$2,078,473
	Interest Earnings	\$1,240	\$2,970	\$3,754	\$8,848	\$0	\$0
	Other	\$0	\$0	\$14,500	\$0	\$0	\$0
Total Revenue		\$1,689,983	\$2,027,310	\$1,681,767	\$1,814,863	\$2,020,878	\$2,078,473
Expenditures							
	Personal Services						
	Full-Time Staff	\$0	\$12,118	\$10,669	\$16,780	\$8,819	\$8,819
	Student Labor	\$1,781	\$3,395	\$8,933	\$8,915	\$10,276	\$10,790
	Total Personal Services	\$1,781	\$15,513	\$19,602	\$25,695	\$19,095	\$19,609
	Operating						
	Student Support	\$1,270,216	\$1,497,382	\$1,279,000	\$1,474,131	\$1,630,826	\$1,677,305
	Facilities and Maintenance	\$47,998	\$17,207	\$12,317	\$35,767	\$13,472	\$13,856
	Utilities	\$2,822	\$3,579	\$3,452	\$3,391	\$2,843	\$2,924
	Overhead Paid to University	\$1,784	\$1,784	\$1,784	\$0	\$0	\$0
	Total Operating	\$1,322,820	\$1,519,952	\$1,296,553	\$1,513,289	\$1,647,141	\$1,694,085
Total Expenditures		\$1,324,601	\$1,535,465	\$1,316,155	\$1,538,984	\$1,666,236	\$1,713,694
Net Revenue Generated		\$365,382	\$491,844	\$365,612	\$275,879	\$354,642	\$364,779
Debt Service		\$263,425	\$247,723	\$255,197	\$232,916	\$233,342	\$231,343
Coverage Ratio		1.39	1.99	1.43	1.18	1.52	1.58

BHSU BOOKSTORE

The BHSU Bookstore supplies the academic community
with textbooks, supplies and tools for the mind.





BHSU BOOKSTORE

The BHSU Bookstore supplies the academic community with textbooks, supplies and tools for the mind. They adhere closely to their mission of providing goods and services at the lowest possible prices consistent with sound business practices. They have a diverse selection of books, collegiate clothing and supplies that reflect the wide variety of backgrounds and interests of our students, faculty, and alumni.

Planned Investments

- » New business model

Improvements over Last Five Years

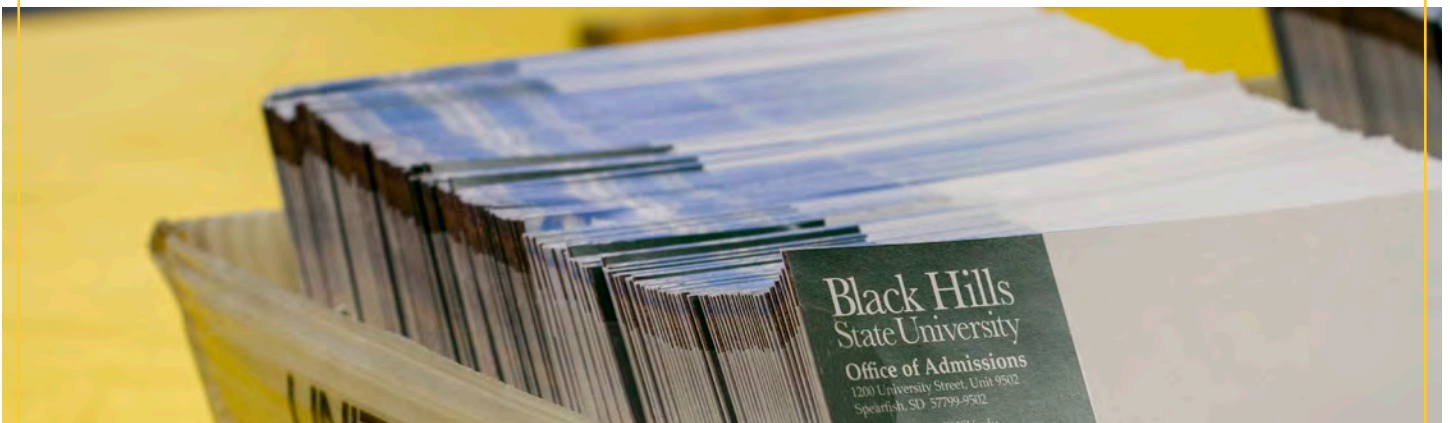
- » Complete renovation of store
- » Storage area redefined

5-YEAR HISTORY AND 1-YEAR PROJECTION
FISCAL YEARS 2013-2018

		Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Projected 2018
Revenues							
	General Revenue	\$2,442,798	\$2,063,778	\$2,044,323	\$1,978,594	\$1,708,903	\$1,700,000
	Interest Earnings	\$10,234	\$8,740	\$4,073	\$7,102	\$907	\$969
Total Revenue		\$2,453,031	\$2,072,519	\$2,048,396	\$1,985,696	\$1,709,810	\$1,700,969
Expenditures							
	Personal Services						
	Full-Time Staff	\$406,554	\$424,862	\$384,812	\$422,442	\$464,414	\$464,414
	Student Labor	\$44,851	\$41,776	\$42,873	\$54,268	\$41,731	\$42,983
Total Personal Services		\$451,406	\$466,638	\$427,685	\$476,710	\$506,145	\$507,397
	Operating						
	Student Support	\$1,911,022	\$1,487,569	\$1,391,481	\$1,497,303	\$1,070,480	\$1,124,004
	Facilities and Maintenance	\$49,821	\$55,336	\$93,123	\$29,056	\$34,413	\$36,374
	Utilities	\$3,378	\$3,549	\$3,419	\$3,224	\$3,160	\$3,221
Total Operating		\$1,964,222	\$1,546,455	\$1,488,022	\$1,529,583	\$1,108,053	\$1,163,599
Total Expenditures		\$2,415,628	\$2,013,093	\$1,915,707	\$2,006,293	\$1,614,198	\$1,670,996
Net Revenue Generated		\$37,404	\$59,426	\$132,689	-\$20,597	\$95,612	\$29,973
Debt Service		\$135,786	\$127,692	\$131,545	\$119,957	\$120,280	\$123,471
Coverage Ratio		0.28	0.47	1.01	-0.17	0.79	0.24

PRINTING CENTER

The University Printing Center offers printing, mailing, and associated services to Black Hills State University departments, students and employees.





PRINTING CENTER

The University Printing Center offers printing, mailing, and associated services to Black Hills State University departments, students and employees. The Printing Center also occasionally does printing work for community business and organizations seeking options that are not offered by commercial printers in the area. Recent projects have included upgrades to equipment across campus for efficiency and cost-saving purposes.

Planned Investments

- » Digital multimedia envelope printer
- » Folding and perforating improvements
- » Coil Binder option
- » Inserter

Improvements over Last Five Years

- » Black-and-white digital enhancement
- » Color digital option
- » Copier replacement across campus
- » Cutter and Laminator
- » Large format printing

5-YEAR HISTORY AND 1-YEAR PROJECTION FISCAL YEARS 2013-2018

		Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Projected 2018
Revenues							
	General Revenue	\$394,713	\$361,496	\$330,391	\$336,832	\$252,790	\$331,775
Total Revenue		\$394,713	\$361,496	\$330,391	\$336,832	\$252,790	\$331,775
Expenditures							
	Personal Services						
	Full-Time Staff	\$107,887	\$112,597	\$106,033	\$103,584	\$97,062	\$98,000
	Student Labor	\$2,260	\$897	\$461	\$646	\$1,667	\$1,700
	Total Personal Services	\$110,147	\$113,494	\$106,494	\$104,230	\$98,729	\$99,700
	Operating						
	Facilities and Maintenance	\$170,355	\$154,769	\$145,213	\$126,469	\$114,255	\$112,748
	Utilities	\$705	\$648	\$530	\$615	\$570	\$562
	Operational Expenses	\$80,594	\$71,569	\$71,112	\$136,788	\$96,755	\$95,479
	Total Operating	\$251,654	\$226,986	\$216,855	\$263,872	\$211,580	\$208,789
Total Expenditures		\$361,801	\$340,480	\$323,349	\$368,102	\$310,309	\$308,489
Net Revenue Generated		\$32,912	\$21,016	\$7,042	-\$31,270	-\$57,519	\$23,286

LITTLE JACKETS LEARNING CENTER

The primary objective of The Learning Center is to provide a fun, safe, and stimulating environment for the children we serve.





LITTLE JACKETS LEARNING CENTER

Black Hills State University's Little Jackets Learning Center is a facility for the children of BHSU students, faculty, and staff. The primary objective of The Learning Center is to provide a fun, safe, and stimulating environment for the children we serve, providing opportunities and activities that enhance social, emotional, physical, and intellectual development.

BHSU Little Jackets Learning Center is licensed yearly through the South Dakota Department of Social Services. All requirements are met including an environmental Health Survey and Fire Inspection.

The Learning Center is licensed for sixty children, serving the needs of children ages four weeks through twelve years of age. Current replacement value is \$1,060,800.

Planned Investments

- » Fire suppression system

Improvements over Last Five Years

- » New water heater
- » Interior paint
- » Wood mulch on playground
- » Electronic door entry
- » New time keeping system for parents

5-YEAR HISTORY AND 1-YEAR PROJECTION FISCAL YEARS 2013-2018

LJLC		Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Projected 2018
Revenues							
	General Revenue	\$200,257	\$184,088	\$198,362	\$220,260	\$247,387	\$224,303
	GAF Revenue - Operations	\$0	\$1,688	\$1,963	\$877	\$0	\$0
Total Revenue		\$200,257	\$185,776	\$200,325	\$221,137	\$247,387	\$224,303
Expenditures							
	Personal Services						
	Full-Time Staff	\$122,431	\$131,942	\$133,652	\$130,719	\$134,082	\$135,000
	Student Labor	\$27,458	\$21,233	\$32,108	\$40,185	\$45,655	\$46,000
	Total Personal Services	\$149,889	\$153,175	\$165,760	\$170,904	\$179,737	\$181,000
	Operating						
	Facilities and Maintenance	\$4,246	\$2,479	\$3,571	\$5,466	\$3,609	\$3,269
	Utilities	\$7,635	\$7,824	\$7,098	\$7,328	\$7,020	\$6,359
	Operational Expenses	\$24,795	\$11,776	\$5,181	\$4,168	\$41,572	\$37,659
	Total Operating	\$36,676	\$22,079	\$15,850	\$16,962	\$52,201	\$47,287
Total Expenditures		\$186,565	\$175,254	\$181,610	\$187,866	\$231,938	\$228,287
Net Revenue Generated		\$13,692	\$10,522	\$18,715	\$33,271	\$15,449	-\$3,984



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University of South Dakota Fiscal Year 2017

Auxiliary Business Plan



UNIVERSITY OF
SOUTH DAKOTA

UNIVERSITY OF SOUTH DAKOTA

FISCAL YEAR 2017 AUXILIARY BUSINESS PLAN

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EXECUTIVE SUMMARY

Narrative highlights of past year and improvements over last five years

The University of South Dakota is committed to meeting and exceeding the desires of our current and future students by providing high quality living and learning environments. The USD auxiliary revenue system includes the Muenster University Center (MUC), the Wellness Center, nine residence halls, consisting of one apartment complex, a 550-bed apartment and suite-style facility, seven traditional-style residence halls and two owned houses that are leased through a local property management company.

Housing continues to provide a safe environment where students can enjoy personal and social growth. The MUC serves as the hub for community engagement and houses our food services contracted through Aramark and the bookstore contracted through Barnes & Noble College.

Our Wellness Center educates and enhances lifelong wellness by offering quality diverse programming that fosters social engagement, personal satisfaction and healthy behaviors for its campus and community members.

USD's auxiliary system is in good financial condition as demonstrated by the parity ratio exceeding the 1.20 requirement for bond covenants. The fiscal year 2017 financials for each area within the auxiliary system are included below, followed by the past five years and 2018 projected for the system as a whole. USD's parking services operations, marketing retail operations and other auxiliary business services are not part of the auxiliary revenue system, however have been included as part of the FY17 business plan.

Current year auxiliary system revenue and expense statement

University of South Dakota Auxiliary System Revenue and Expense Statement for Fiscal Year 2017

	Residence Halls	Union	Wellness Center	Revenue System Total	Parking	Marketing Retail	Other Auxiliary Operations	Total
REVENUE								
General Revenue	\$9,590,323	\$7,553,828	\$366,684	\$17,510,835	\$609,125	\$401,469	\$1,480,019	\$20,001,448
Facility Support Fee	\$0	\$369,267	\$0	\$369,267	\$0	\$0	\$0	\$369,267
GAF Revenue – Operations	\$0	\$856,004	\$1,007,449	\$1,863,453	\$0	\$0	\$0	\$1,863,453
GAF Revenue – Bond Support	\$0	\$752,593	\$864,008	\$1,616,601	\$0	\$0	\$0	\$1,616,601
Interest Earnings	\$41,460	\$2,521	\$20,954	\$64,935	\$0	\$0	\$0	\$64,935
BAB Revenue	\$536,351	\$0	\$209,071	\$745,422	\$0	\$0	\$0	\$745,422
Other Revenue	\$0	\$0	\$0	\$0	\$0	\$184,754	\$226,591	\$411,345
Total Revenue	\$10,168,134	\$9,534,214	\$2,468,165	\$22,170,514	\$609,125	\$586,224	\$1,706,610	\$25,072,472
EXPENDITURES								
Personal Services								
Full Time Staff	\$818,745	\$305,536	\$214,758	\$1,339,039	\$306,064	\$115,376	\$345,014	\$2,105,493
Student Labor	\$244,698	\$44,374	\$377,554	\$666,626	\$7,584	\$23,213	\$0	\$697,422
Facilities and Maintenance	\$0	\$0	\$85,377	\$85,377	\$0	\$0	\$0	\$85,377
Contracted Facilities & Maintenance	\$985,376	\$291,206	\$14,475	\$1,291,057	\$0	\$0	\$0	\$1,291,057
Operating								
Student Support	\$937,709	\$6,524,251	\$128,299	\$7,590,259	\$0	\$388,549	\$873,440	\$8,852,248
Facilities and Maintenance	\$376,584	\$158,595	\$17,615	\$552,795	\$247,892	\$53,387	\$90,474	\$944,548
Utilities	\$543,249	\$236,550	\$45,880	\$825,679	\$4,805	\$2,957	\$0	\$833,441
Overhead Paid to University	\$810,134	\$728,321	\$151,761	\$1,690,216	\$0	\$0	\$0	\$1,690,216
Total Expenditures	\$4,716,496	\$8,288,833	\$1,035,720	\$14,041,048	\$566,345	\$583,481	\$1,308,928	\$16,499,803
Net Revenue Generated	\$5,451,638	\$1,245,381	\$1,432,446	\$8,129,465	\$42,780	\$2,742	\$397,682	\$8,572,669
Debt Service	\$3,570,442	\$848,327	\$1,071,325	\$5,490,094	\$0	\$0	\$0	\$5,490,094
Coverage Ratio*	1.53	1.47	1.34	1.48	—	—	—	—
Net Income After Debt Service	\$1,881,196	\$397,054	\$361,121	\$2,639,371	\$42,780	\$2,742	\$397,682	\$3,082,576

* to calculate the student union coverage you have to combine the revenues from Union, Food Service, and Bookstore and then divide by the union debt service amount

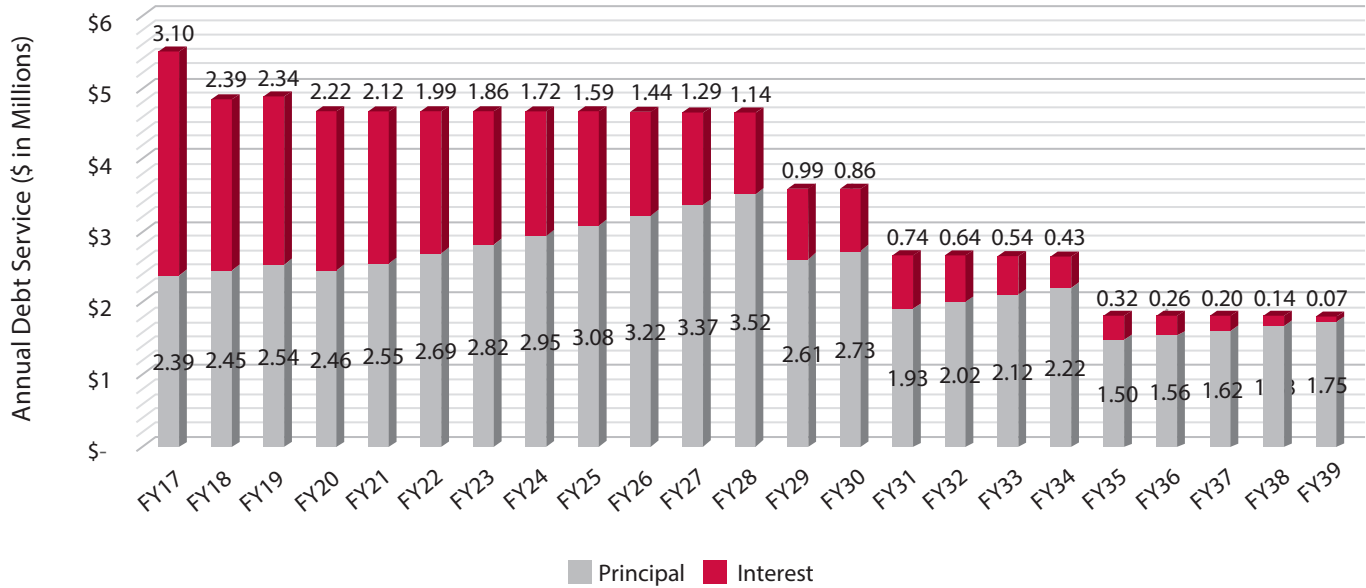
Five-year history and projection for current year

5 Year History of Revenues and Expenditures & Current Year Projected (Revenue System Only)

	2013	2014	2015	2016	2017	2018
REVENUE						
General Revenue	\$15,437,386	\$16,076,796	\$16,964,649	\$17,478,637	\$17,510,835	\$17,784,062
Facility Support Fee	\$316,203	\$330,655	\$339,797	\$358,756	\$369,267	\$384,638
GAF Revenue – Operations	\$1,684,804	\$1,735,846	\$1,795,229	\$1,905,088	\$1,863,453	\$1,881,398
GAF Revenue – Bond Support	\$1,591,938	\$1,634,795	\$1,614,032	\$1,632,390	\$1,616,601	\$1,627,026
Interest Earnings	\$111,697	\$87,564	\$59,526	\$41,461	\$64,935	\$63,901
BAB Revenue	\$861,157	\$781,621	\$774,326	\$761,096	\$745,422	\$704,095
Total Revenue	\$20,003,184	\$20,647,277	\$22,547,559	\$22,177,428	\$22,170,514	\$22,445,121
EXPENDITURES						
Personal Services						
Full-Time Staff	\$1,161,006	\$1,235,329	\$1,303,876	\$1,232,956	\$1,339,039	\$1,416,837
Student Labor	\$446,081	\$475,669	\$522,432	\$607,441	\$666,626	\$681,503
Facilities and Maintenance	\$67,294	\$67,304	\$77,125	\$72,745	\$85,377	\$85,377
Contracted Facilities and Maintenance	\$1,069,666	\$1,107,433	\$1,248,906	\$1,241,139	\$1,291,057	\$1,276,709
Operating						
Student Support	\$6,375,902	\$6,538,456	\$6,973,310	\$7,445,672	\$7,590,259	\$8,294,586
Facilities and Maintenance	\$385,651	\$555,193	\$408,845	\$573,351	\$552,795	\$566,278
Utilities	\$900,045	\$1,004,902	\$917,305	\$851,687	\$825,679	\$893,376
Overhead Paid to University	\$986,206	\$1,027,827	\$995,545	\$1,694,652	\$1,690,216	\$1,712,696
Total Expenditures	\$11,391,853	\$12,012,113	\$12,447,345	\$13,719,643	\$14,041,048	\$14,926,937
Net Revenue Generated	\$8,611,331	\$8,635,163	\$9,100,214	\$8,457,785	\$8,129,465	\$7,518,183
Debt Service	\$5,638,480	\$5,543,485	\$5,522,319	\$5,281,711	\$5,490,094	\$4,840,604
Coverage Ratio	1.53	1.56	1.65	1.60	1.48	1.55
Net Income After Debt Service	\$2,972,851	\$3,091,678	\$3,577,895	\$3,176,074	\$2,639,371	\$2,677,580

Revenue System Debt Service

Auxiliary Revenue System Debt Service Outstanding



Auxiliary System Component

Principal & Interest

Residence Halls	\$ 56,958,690
Student Union/Campus Dining	\$ 11,868,726
Wellness Center	\$ 15,277,270

Total Debt Service Outstanding

\$ 84,104,685

The above chart provides a summary of the total annual debt service outstanding for the Auxiliary Revenue System. Amounts include the 2017 Series bonds, which provide for the refinancing of the 2009 Series bonds. Each of the bond series will have the outstanding debt satisfied in the

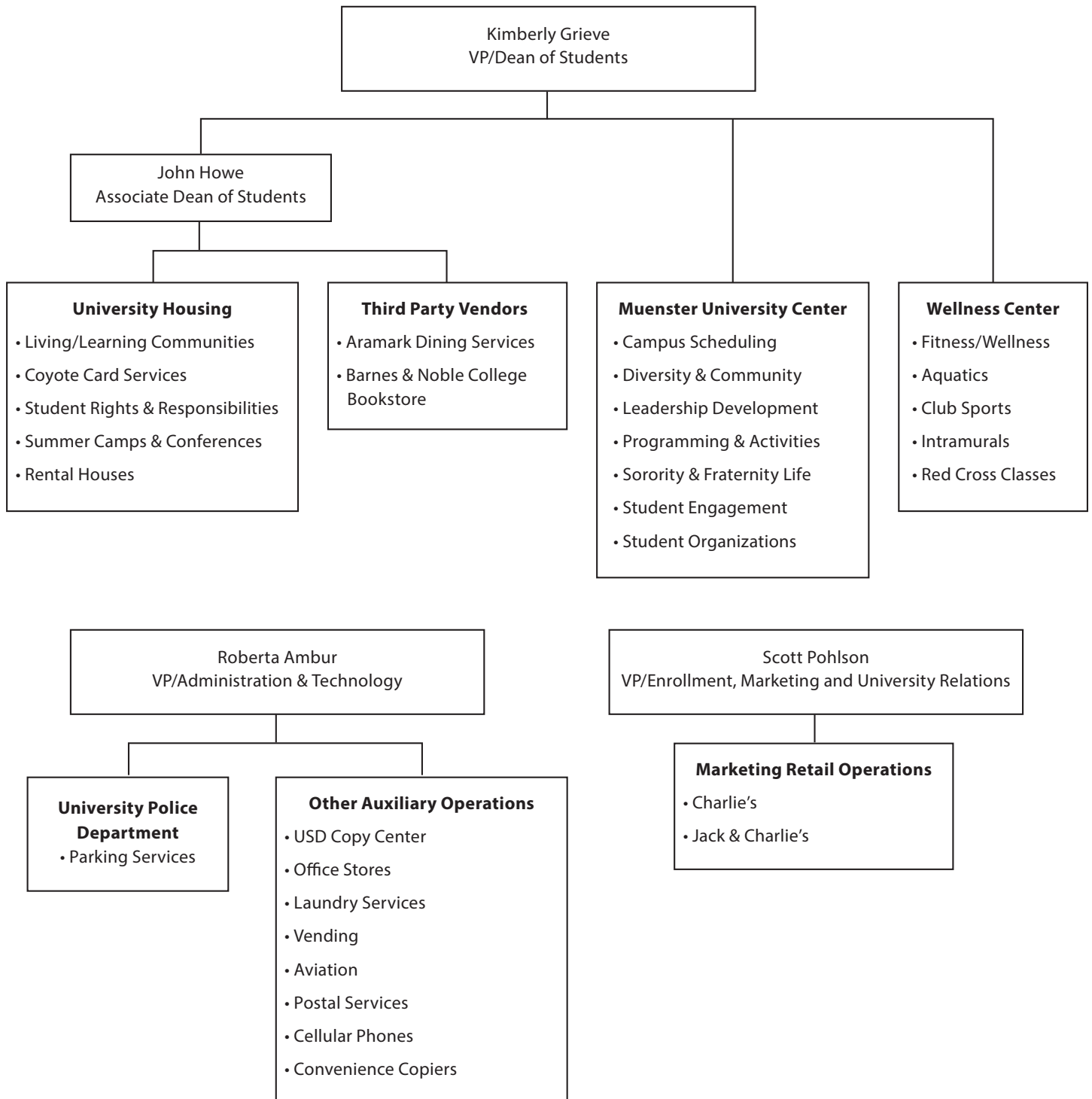
following fiscal years: Series 2013A debt will be paid in full in FY28, the Series 2015 debt in FY30, the portion of the Wellness Center included in the Series 2017 debt in FY34 and the portion of Coyote Village included in the Series 2017 debt will be satisfied in FY39.

Organizational Chart

The following organizational chart provides an overview of the services provided and funded within the Auxiliary System. University housing employs 16.1 FTE and 6.6 Graduate Assistants. The Muenster University Center employs 5.7 FTE and 2.4 graduate assistants. The Wellness Center has 7.0 FTE and 4 graduate assistants. Two of the seven FTE within the Wellness Center include facility workers, whereas the custodial and maintenance staff for Housing and the MUC contract services with Facilities

Management through a service level agreement. In addition, all areas utilize student labor to help support the day-to-day operations. In FY17, the revenue system employed 255 students.

Parking services are not pledged under the revenue system, however, they act as a self-supporting operation to maintain and enforce campus parking operations. Parking services employs 5.2 FTE and had 12 student workers in FY17.



Major plans and changes for system

At the August 2017 board meeting, a resolution was approved to remove the USD Commons from the Auxiliary Facilities System. As the Commons is no longer producing revenue, or suitable space within the revenue system, it was converted to academic space. It will be renovated to suitable space for academic support areas.

With a slight increase in housing occupancy from fall 2016, the revenue from housing has continued to be stable over the last several years. The USD strategic plan calls for an increase in enrollment for the next five years. During this same period, the capital projects for housing include major renovations for McFadden, Burgess and Norton Halls. By focusing on one hall each summer, planned projects can be worked on without interfering with students, summer camps and conferences. We are also exploring options for

Phase III of the card access project to extend to the residence hall room level.

USD recommends demolition of Julian and Brookman halls. Julian addition was removed from the revenue system at the May 2011 Board of Regents meeting. Brookman Hall continues to operate as one of our nine residence halls and as of fall 2017 census, has an occupancy rate of 100%. Due to the required renovations, replacement of this residence hall is the desired direction. The timing of this next phase will be dependent on student enrollment.

In the next five years USD would like to expand the Wellness Center. Phase II and Phase III of the initial design include additional basketball courts, fitness studios, additional open space for cardio and weights, and indoor pool.



HOUSING SYSTEM

Narrative overview of past year and improvements over last five years

The University of South Dakota revenue system has a long history of fiscal stewardship and strong financial performance. Much of that success can be attributed to the attentiveness to student desires and demands while remaining conscious of financial realities. The University of South Dakota strives to utilize M&R and RRR funded projects that address not only aspects of building integrity, but couple these essential maintenance projects with upgrades that more directly enhance the living experience of students. For instance, students may not fully appreciate the building and utility efficiencies found in a window replacement project, but they identify and appreciate the installation of new window shades. When these

items are installed in tandem, structures are revitalized and the student experience is improved through the enhanced aesthetics of their living environment.

USD recently completed the first stage of a multi-stage process toward card access for University Housing facilities as a means to improve security. In this first phase, all exterior doors to residence halls are now accessible to students via their student ID card. In the North Complex (Richardson, Olson, Mickelson, & Beede Halls) and Burgess/Norton Halls, card access continues to the floor level. The next stages (card access to student room level) of this long-term project continues to be explored.

The following facilities upgrades are currently planned for Fiscal Year 2018:

Facility	Project Name
Brookman Hall	Interior/exterior lighting upgrades
Brookman Hall	Floor abatement and carpeting
Coyote Village	Security camera replacement
McFadden Hall	Exterior improvements
Burgess Hall	Replace front desk
Burgess Hall	Tuckpoint and caulk
Burgess Hall	Upgrade mechanical systems
Burgess Hall	Lobby window replacement
Burgess Hall	Apartment sewer
Burgess Hall	Upgrade restrooms
Burgess Hall	Interior/exterior lighting upgrade
Burgess Hall	Room door replacement
Burgess Hall	Replace roof
Burgess Hall	Replace security cameras
Norton Hall	Replace roof
Norton Hall	Replace water heaters
North Complex	Upgrade exterior pole lights
Richardson Hall	New flooring basement lobby
Richardson Hall	Front desk replacement

The following chart summarizes major improvements to University Housing over the previous five years:

Fiscal Year 2017

Facility	Project Name
Brookman Hall	Steam water heater
Burgess/Norton Halls	Water main repairs
Burgess Hall	Transformer
Campus – Housing	Replace desk chairs in student rooms
Coyote Village	Laundry/electrical room renovation
Coyote Village	Lightning strike repairs
Coyote Village	Replace water heaters (A Wing)
Coyote Village	Flooring replacement – Phase 1
McFadden Hall	Interior renovations
Richardson/Olson Halls	Replace generator
Beede/Mickelson Halls	Upgrade mechanical systems
Beede/Mickelson Halls	Hot water converter

Fiscal Year 2016

Facility	Project Name
Beede Hall	Beede Bump (Convenience Store)
Campus – Housing	FM equipment replacement
Campus – Housing	Laundry blackboard upgrade
Campus - Housing	Fiber run
McFadden Hall	IT closet
Olson Hall	Replace window treatments
Olson Hall	Replace windows
Olson Hall	Upgrade staff kitchen and bathroom
McFadden Hall	Floor replacement in bathrooms
McFadden Hall	Common room repair
North Complex	North Complex security cameras
North Complex, Burgess and Norton Halls	Paint common areas
Norton Hall	Upgrade staff apartment bathroom and kitchen
Richardson Hall	Replace window treatments
Richardson Hall	Replace windows
Richardson Hall	Upgrade staff kitchen and bathroom
Richardson Hall	Replace windows
Richardson/Olson Halls	Upgrade mechanical systems
Richardson/Olson Halls	Repair roof
Richardson/Olson Halls	Replace HVAC chiller

Fiscal Year 2015

Facility	Project Name
Beede Hall	Beede Bump (Convenience Store)
Campus – Housing	FM equipment replacement
Campus – Housing	Laundry blackboard upgrade
Campus – Housing	Fiber run
McFadden Hall	IT closet
Olson Hall	Replace window treatments
Olson Hall	Replace windows
Olson Hall	Upgrade staff kitchen and bathroom

Fiscal Year 2014

Facility	Project Name
Beede Hall	Beede Bump – 2A1415
Beede/Mickelson Halls	Upgrade mechanical systems – Beede and Mickelson
Campus – Housing	Housing office furniture
Campus – Housing	FM equipment replacement
McFadden Hall	Replace roof
Mickelson Hall	Replace window treatments
Mickelson Hall	Mattress replacement
Mickelson Hall	Replace windows
Mickelson Hall	Room door replacement
Mickelson Hall	Upgrade door access – hall and rooms
Mickelson Hall	Upgrade staff kitchen and bathroom

Fiscal Year 2013

Facility	Project Name
Beede/Mickelson Halls	Replace Roofs – Beede/Mickelson
Beede/Mickelson Halls	Beede/Mickelson – Tuck-point and caulk
Beede Hall	Beede Hall – replace windows
Beede Hall	Beede Hall – Replace Window Treatments
Beede Hall	Beede Hall – Room door replacement
Campus - Housing	Evacuation signage
McFadden Hall	Upgrade fire alarm system – Output devices in bedrooms
McFadden Hall	McFadden – Replacement windows
McFadden Hall	McFadden – Replace window treatments
McFadden Hall	McFadden – Carpet replacement
Norton Hall	Basement – upgrade ventilation system
Richardson/Olson Halls	Tuck-point and caulk – Richardson/Olson
Richardson/Olson Halls	Chiller replacement

In addition to the above listed projects, Cypress and Redwood Courts were removed from the revenue system in August 2010 followed by demolition in the summer of 2012.

M & R Spending

Building Values					
Residence Halls	2014	2015	2016	2017	2018
Beede	\$8,201,578	\$8,423,021	\$8,667,288	\$8,667,288	\$8,667,288
Brookman	\$6,087,113	\$6,251,465	\$6,432,757	\$6,432,757	\$6,432,757
Burgess	\$4,933,049	\$5,066,242	\$5,213,163	\$5,213,163	\$5,213,163
Coyote Village	\$22,486,990	\$28,867,673	\$29,704,835	\$29,704,835	\$29,704,835
McFadden	\$8,618,723	\$8,851,428	\$9,108,120	\$9,108,120	\$9,108,120
Mickelson	\$15,472,084	\$15,889,831	\$16,350,636	\$16,350,636	\$16,350,636
Norton	\$6,588,777	\$6,766,674	\$6,962,907	\$6,962,907	\$6,962,907
Olson	\$12,231,040	\$12,561,278	\$12,925,556	\$12,925,556	\$12,925,556
Richardson	\$11,386,849	\$11,694,294	\$12,033,429	\$12,033,429	\$12,033,429
Total Replacement Cost	\$96,006,203	\$104,371,906	\$107,398,691	\$107,398,691	\$107,398,691
Average (4yr)	\$103,793,873				
2% of Building Replacement Value	2.00%				
Spending Goal	\$2,075,877				
Average (5yr)	\$104,514,836				
2% of Building Replacement Value	2.00%				
Spending Goal	\$2,090,297				
	M & R Spending	% of BRV			
FY17	\$1,318,926	1.23%			
FY16	\$2,498,569	2.33%			
FY15	\$1,921,736	1.84%			
FY14	\$1,489,858	1.55%			
Total 4-Year M&R Spending	\$7,229,089				
Average (4yr) M&R Spending	\$1,807,272	1.74%			
Projected FY18	\$2,846,700	2.65%			
Average (5yr) M&R Spending	\$2,015,158	1.93%			

Summary of facilities and operations in revenue system

Residence Hall Facility Inventory			
Name of Building	Year Built	Type of Space	Capacity
Beede Hall	1966	Traditional	283
Brookman Hall	1963	Traditional	98
Burgess Hall	1960	Traditional	154
Coyote Village	2010	Apartment/Suite	548
McFadden Hall	1991	Apartment	100
Mickelson Hall	1966	Traditional	289
Norton Hall	1964	Traditional	180
Olson Hall	1968	Traditional	289
Richardson Hall	1968	Traditional	283
Total Capacity			2,224

Facilities Management (FM) provides operations and maintenance, custodial, landscape and grounds staff to the Auxiliary System through a service level agreement. Operations and Maintenance uses 3.5 FTE to perform periodic preventive maintenance in University Housing across campus, excluding Coyote Village. University Housing custodians are staffed at 16.50 FTE. Landscape and Grounds uses 0.75 FTE to cover snow removal and mowing.

Coyote Village

Through the service level agreement, FM provides two building maintenance FTE for Coyote Village. Routine maintenance services including kitchen and bathroom maintenance, electrical service that does not require electrical license and changing light bulbs. Any service work that can be performed without modifying or demolishing existing structures and any cleaning of HVAC units, filters and thermostats are covered by these two FTE. Additional maintenance and ground services are provided by FM to the Auxiliary System on a contracted, as-needed basis.



Housing system revenue and expense statement

University of South Dakota Residence Halls

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Estimated FY18
REVENUES						
General Revenue	\$8,914,027	\$9,214,074	\$9,628,933	\$9,731,613	\$9,590,323	\$9,657,181
Interest Earnings	\$76,791	\$36,680	\$36,680	\$34,470	\$41,460	\$43,100
BAB Revenue	\$616,551	\$555,702	\$555,702	\$45,721	\$536,351	\$510,003
Total Revenue	\$9,607,369	\$9,806,455	\$10,224,002	\$10,311,804	\$10,168,134	\$10,210,284
EXPENDITURES						
Personal Services						
Full Time Staff	\$696,597	\$676,407	\$698,756	\$726,330	\$818,745	\$858,950
Student Labor	\$198,304	\$192,009	\$209,239	\$217,964	\$244,698	\$273,355
Contracted Facilities and Maintenance	\$852,685	\$886,551	\$924,274	\$930,021	\$985,376	\$979,874
Operating						
Student Support	\$803,685	\$739,670	\$776,324	\$883,690	\$937,709	\$1,130,670
Facilities and Maintenance	\$260,350	\$287,505	\$259,441	\$359,427	\$376,584	\$389,378
Utilities	\$598,477	\$671,542	\$615,251	\$549,394	\$543,249	\$592,906
Overhead Paid to University	\$469,285	\$488,386	\$508,891	\$822,187	\$810,134	\$813,375
Total Expenditures	\$3,879,383	\$3,942,071	\$3,992,175	\$4,489,012	\$4,716,496	\$5,038,508
Net Revenue Generated	\$5,727,986	\$5,864,384	\$6,231,827	\$5,822,792	\$5,451,638	\$5,171,775
Debt Service	\$3,691,757	\$3,600,901	\$3,590,742	\$3,562,154	\$3,570,442	\$3,103,224
Coverage Ratio	1.55	1.63	1.74	1.63	1.53	1.67

Five-year history and projection for current year for housing system

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017
Actual Fall Census Totals	2,202	2,182	2,178	2,189	2,105	2,151
Designed Capacity	2,204	2,204	2,204	2,224*	2,224*	2,224*
Utilization	99.9%	99.0%	98.8%	98.4%	94.6%	96.7%

*Occupancy increased with reclassification of 16 double rooms as triples (16 spaces) and adding one apartment (four spaces).

Detailed housing utilization

Capacity and utilization by housing unit

Fall 2017 Capacity and Utilization by Hall			
Name of Building	Capacity	Occupancy	Utilization
Beede Hall	283	282	99.6%
Brookman Hall	98	98	100.0%
Burgess Hall	154	145	94.2%
Coyote Village	548	539	98.4%
McFadden Hall	100	99	99.0%
Mickelson Hall	289	287	99.3%
Norton Hall	180	148	82.2%
Olson Hall	289	285	98.6%
Richardson	283	268	94.7%
Total Capacity	2,224	2,151	96.7%

Student class level standing and numbers being housed

Fall 2017 Residence Hall Population

Break Down by Student Classification Required by Policy

Freshman	1,288
Sophomore	470
Junior	38
Senior	1
Total	1,797

Not Required by Policy

Freshman	40
Sophomore	87
Junior	123
Senior	84
Non-Deg Seeking	0
Undergraduate Total	334

Graduate Deg-Seeking	20
Grad Non-Deg Seeking	0
Graduate Total	20

Total Fall 2017 Occupancy	2,151
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Identify numbers of students counted in utilization at no or reduced cost

Resident Assistants	61
Graduate Assistants	2
Residence Hall Directors	5
Housing Scholarship Students	305

Major plans and changes for housing system

In continuing our institutional efforts to meet and exceed the expectations of our current and future University of South Dakota students, University Housing has worked closely with the Departments of Facilities Management and Planning and Construction in order to maintain and improve residential options for students.

To assure safe and secure living environments, USD is continuing to explore avenues to move toward card access for University Housing facilities to the student room level. USD is also continuing to explore planning and proposing a new 300–450 bed residence facility to replace Brookman Hall as a means to meet projected enrollment increases. USD has been focused on maintaining costs at an affordable level while still providing attractive and well-maintained housing options for current and future students. This proposed new residential offering is consistent with USD's Strategic Plan of increasing enrollment and aiding the creation and development of a vibrant campus that engages students and fosters ongoing connection to the campus community.





UNION & CAMPUS DINING

Narrative overview of past year and improvements over last five years



In 2009, the Muenster University Center (MUC) opened to become the community hub where many facets of student life exist, including food service, bookstore, the Center for Diversity and Community, Student Government Association and Student Services offices. Additionally, the MUC houses a number of conference rooms and a large ballroom which hosts many campus and external events and programs.

As the university continued to grow, so did the Muenster University Center. A major renovation was completed, and the building expansion opened in January 2014. More than 30,000 square feet was added which included expanded seating, new dining areas, and three national brand restaurants: Chick-fil-A, Qdoba and Einstein Bros. Bagels. This expanded dining and seating area replaced the Commons located in the North Complex. The additional square footage cost \$11.6 million and was funded by the students of the university with the assistance of a grant from the J.B. and M.K. Pritzker Family Foundation. In July 2014, the first floor of the MUC received a facelift to match the expansion. All of the carpet was replaced and furniture recovered to make the building even more aesthetically pleasing.

One of the most popular areas of the MUC is the East Wing, home to the MUC's media wall. The media wall consists of 16 60" televisions and hosts many programming events including MUC Bingo and the campus-wide Super Bowl party. The media wall is the

place to watch a football game (or four) on Saturdays and Sundays or when any of the Coyotes athletic teams are on the road.

The MUC Pit Lounge is a very popular gathering space for students, faculty, staff, alumni and guests. It is located next to Einstein Bros. Bagels and the U.Brew coffee shop. Some of the extremely popular Student Services programs such as Mocktails and Canvas and Pinterest in the Pit are hosted here. The weekly free root beer floats, dubbed "Yote Floats," can be found in the Pit every Tuesday at 3 p.m. The Pit is also home to many campus fairs including a study abroad fair, work study and part time job fair, and the Office of Admissions' academic fairs during their visit days.

The MUC main hallway is home to the daily tabling where student organizations and university departments can advertise for an event, sell merchandise and recruit individuals to join their respective organizations. Sometimes outside vendors will table and sell products from their local businesses. Tabling is just one way to advertise in the MUC. Other advertising options include posters, banners, napkin holder inserts and the Four Winds digital displays.

Some of the additions over the last two years have been the implementation of mtvU and three Kwikboost freestanding mobile phone charging stations, upgraded technology in the Ballroom and the purchase of campus labs CollegiateLink Co-Curricular software. For the safety of the community more

cameras have been added as well as card access door locks to the MUC main doors.

The Muenster University Center screams school pride, especially on Fridays. Fridays in the MUC there is a DJ playing music, everyone wears red Coyote gear, and Student Services provides free popcorn. Every day, especially Friday, is a great day to be a Coyote.

USD partners with Aramark, a national third party food service vendor, for institutional dining and catering services. This strategic partnership allows USD to offer traditional residential dining and catering options to the campus and surrounding community, but also provide national brands such as Einstein Bros. Bagels, Chick-fil-A, Qdoba and Papa John's for additional selection. This past year a new online ordering service (Tapingo) was released for many dining areas. This mobile application allows students

to order and pay for their meals online and bypass any lines by collecting their food or drink from their selected vendors. This app has proven to be helpful for students with limited time between classes.

The expanded dining options located in the recently renovated and expanded Muenster University Center have enhanced overall dining satisfaction and increased the sense of community throughout the USD campus. The results from the fall 2017 administration of Aramark's dining survey (presented below) demonstrate that the level of satisfaction in USD respondents' perception of overall experience, cleanliness, freshness of food, food quality, affordability, food variety, welcoming/friendly dining staff and availability of nutrition information had increased from the fall 2016 survey administration.

2017 Aramark Dining Survey – University of South Dakota

	2017 Mean* (n=1044)	2016 Mean* (n=952)	% Responding Excellent (6 or 7) in 2017
Overall experience	5.76	5.69	63%
Cleanliness	5.82	5.72	66%
Freshness of food	5.55	5.49	57%
Food quality	5.65	5.53	58%
Comfortable and fun dining atmosphere	5.27	5.40	49%
Availability of health options	5.13	5.13	43%
Organic / sustainably sourced products	4.50	n/a	29%
Availability of nutrition information	5.42	5.31	52%
Availability of vegetarian / vegan options	4.91	5.0	43%
Convenience	5.80	5.75	65%
Speed of service	5.51	5.43	56%
Hours of operation	5.0	4.82	43%
Place to socialize	5.06	5.27	46%
Affordability	4.82	4.63	36%
Food variety	4.94	4.82	36%
Price / value	4.67	4.49	31%
Welcoming / friendly dining staff	5.70	5.66	62%
Knowledgeable / helpful dining staff	5.51	5.48	55%

*Likert scale of 1 (poor) to 7 (excellent) utilized for responses

USD partners with Barnes & Noble College, a national book retailer that serves students and faculty members at 770 campus stores nationwide. Through partnering with a national retailer, USD students are provided with a host of options to meet textbook needs ranging from the purchase of new, used or electronic formats as well as the option to rent many texts. This array of options and a recently implemented price matching policy allows students further avenues for savings. In a survey administered by Barnes & Noble College in February 2017 yielded the following results (n=320):

- 71% were extremely (23%) or very (48%) satisfied with customer service;
- 76% were extremely (23%) or very (53%) satisfied with the check-out process;
- 87% were extremely (30%) or very (57%) satisfied with the store appearance;
- 78% were extremely (23%) or very (55%) satisfied with the organization of the store.

Summary of facilities and operations

Similar to the residence life operations, FM provides operations and maintenance, custodial, landscape and grounds staff for the student union through a service level agreement. Operations and Maintenance at the MUC uses .5 FTE to perform maintenance services

and preventive maintenance services within the areas that are not occupied by Aramark or Barnes & Noble College within the Muenster University Center. Custodial is staffed with 7.5 FTE. Grounds and landscape will perform snow removal and mowing as needed.



Union revenue and expense statement

University of South Dakota Student Union

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Estimated FY18
REVENUES						
General Revenue	\$ 6,129,938	\$6,441,982	\$6,880,434	\$7,369,839	\$7,553,828	\$7,781,463
Facility Support Fee	\$316,203	\$330,655	\$339,797	\$358,756	\$369,267	\$384,638
GAF Revenue – Operations	\$761,477	\$785,999	\$811,331	\$859,913	\$856,004	\$858,626
GAF Revenue – Bond Support	\$742,611	\$762,587	\$752,780	\$767,552	\$752,593	\$756,000
Interest Earnings	—	\$23,837	\$5,368	\$1,414	\$2,521	\$841
Total Revenue	\$7,950,229	\$7,950,229	\$8,345,060	\$9,357,280	\$9,534,214	\$9,781,568
EXPENDITURES						
Personal Services						
Full Time Staff	\$252,231	\$ 315,718	\$308,769	\$302,233	\$305,536	\$332,310
Student Labor	\$61,245	\$51,963	\$52,796	\$48,361	\$44,374	\$68,863
Contracted Facilities and Maintenance	\$192,204	\$197,736	\$295,514	\$291,206	\$291,206	\$281,575
Operating						
Student Support	\$5,444,992	\$5,643,315	\$6,054,450	\$6,406,462	\$ 6,524,251	\$6,928,642
Facilities and Maintenance	\$110,090	\$103,166	\$127,536	\$201,843	\$158,595	\$159,658
Utilities	\$225,838	\$246,383	\$235,443	\$53,695	\$236,550	\$253,449
Overhead Paid to University	\$397,333	\$416,057	\$405,003	\$715,090	\$728,321	\$748,244
Total Expenditures	\$6,683,932	\$6,974,336	\$7,479,511	\$8,218,889	\$8,288,833	\$8,772,741
Net Revenue Generated	\$1,266,297	\$1,371,421	\$1,310,466	\$1,138,585	\$1,245,381	\$1,008,827
Debt Service	\$852,848	\$851,563	\$849,727	\$639,107	\$848,327	\$844,012
Coverage Ratio	1.48	1.61	1.54	1.78	1.47	1.20

Five-year history and projection for current year

All first year students required by board policy to reside in USD residence halls must select from a menu of board plans (Yote Pack 70, Yote Pack 120, Coyote 10, or Coyote 70 meal plans). Second year, upper class, and graduate students have an expanded selection of meal plan options based on their housing assignment. Upon meeting their residency requirements, students residing in university apartments are not required to have a meal plan. The following chart provides the five year history of the total meal plans sold along with the projected FY18 plans.

	2013	2014	2015	2016	2017	2018*
Total Meal Plans	4,331	4,442	4,434	4,580	4,579	4,625

*Budgeted meal plans for FY18

Major plans and changes

The Muenster University Center has been established and has evolved over the past five years. As we look forward to the next five years of the MUC, we do not see any major changes. A major recent project included water softener system replacement. Kitchen equipment was inventoried and replacement schedules for large scale kitchen equipment are being prepared. We will continue to maintain the building's aesthetics to provide everyone an amazing experience. We will also continue to strive to be the premier gathering space for students, faculty, staff, alumni, and guests to gather and build a sense of community. This year, per the request of the Student Government Association, changing tables, a room for nursing moms and two gender inclusive restrooms were added.



WELLNESS CENTER

Narrative overview of past year and improvements over last five years

The Wellness Center is a state-of the-art facility opened in February 2011 that provides activities to assist the community in developing healthy lifelong habits and making good choices, which contributes to one's overall well-being.

In the past year USD was able to make significant improvements to the Wellness Center for the safety and enjoyment of its members.

For the safety of the community, risk management was increased in all areas. For example, the number of employee drills and training around safety increased including CPR, first aid and AED training. The field conditions at the softball complex have been improved. Radios and medical health kits are issued to each part-time employee while on duty to make sure there is quick communication between employees and emergency medical personal. The medical health kits enable student employees to carry a mini first aid package for minor injury and issues. Additionally, the

rock wall manager was certified, and increased safety protocols on the climbing wall were put in place. The wall was also inspected for safety by Eldorado Climbing Walls.

For increased satisfaction of members during the last year, we have increased our specialty programming and added more community themed events. Programming continues to be enhanced based on survey and focus group feedback. We replaced fans in all three studios, tinted the south windows of the gymnasium and refinished all the wood floors in the facility.

The Wellness Center is available to all students. In addition the membership at the Wellness Center continues to hold steady with approximately 750 active memberships, including 300 faculty/staff and 450 community members. On average 6,000 card swipes for entrance are logged per week, oftentimes leaving the Wellness Center very crowded.

Summary of facilities and operations

Operations and Maintenance does repairs and maintenance on a contracted, as-needed basis. Custodial is staffed at two FTE. Grounds and landscape will perform snow removal and mowing on a contracted, as-needed basis.



Wellness Center revenue and expense statement

University of South Dakota Wellness Center

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Estimated FY18
REVENUES						
General Revenue	\$393,421	\$420,606	\$455,282	\$377,185	\$366,684	\$345,418
GAF Revenue – Operations	\$923,327	\$949,847	\$983,898	\$1,045,175	\$1,007,449	\$1,194,522
GAF Revenue – Bond Support	\$849,326	\$872,208	\$861,252	\$864,838	\$864,008	\$699,275
Interest Earning	\$34,905	\$26,349	\$14,022	\$6,055	\$20,954	\$19,960
BAB Revenue	\$244,606	\$225,919	\$219,127	\$215,375	\$209,071	\$194,093
Total Revenue	\$2,445,586	\$2,495,064	\$2,533,580	\$2,508,628	\$2,468,165	\$2,453,269
EXPENDITURES						
Personal Services						
Full Time Staff	\$212,178	\$243,204	\$296,351	\$204,393	\$214,758	\$225,578
Student Labor	\$186,533	\$231,697	\$260,397	\$341,117	\$377,554	\$339,285
Facilities and Maintenance	\$67,294	\$67,304	\$77,125	\$72,745	\$85,377	\$85,377
Contracted Facilities and Maintenance	\$24,777	\$23,146	\$29,118	\$19,912	\$14,475	\$15,260
Operating						
Student Support	\$127,226	\$155,471	\$142,537	\$155,521	\$128,299	\$235,274
Facilities and Maintenance	\$15,212	\$20,483	\$21,869	\$12,081	\$17,615	\$17,242
Utilities	\$75,730	\$81,930	\$66,611	\$48,598	\$45,880	\$47,021
Overhead Paid to University	\$119,588	\$123,383	\$81,652	\$157,375	\$151,761	\$150,652
Total Expenditures	\$828,538	\$946,619	\$975,659	\$1,011,741	\$1,035,720	\$1,115,688
Net Revenue Generated	\$1,617,048	\$1,548,445	\$1,557,921	\$1,496,886	\$1,432,446	\$1,337,581
Debt Service	\$1,093,875	\$1,091,531	\$1,081,850	\$1,080,450	\$1,071,325	\$893,368
Coverage Ratio	1.48	1.42	1.44	1.39	1.34	1.50

Five-year history and projection for current year

During its five-year history the Wellness Center has grown to capacity. From the original design, 15–20 pieces of equipment have been added, a software system to manage day-to-day operations has been implemented, two full-time staff members have been added, fitness programs have been refined and new popular classes like Body Pump and Hot Yoga have been added. Risk management programs have been instituted for all areas. Intramural and club sports offerings have increased each year with more participants, teams and games played.

The Wellness Center plans to keep the membership level at 750 active cards each week, support student staff and continue to provide ongoing training for them, supply risk management scenarios to staff to keep them prepared in case of an emergency. The Wellness Center will continue to offer the best programs for the group fitness classes, intramurals, climbing wall and personal training. We will also promote and market the Wellness Center to the surrounding community. In 2017, we have added strength equipment (both free weights and machines along with dumbbells), contactless readers and replaced ceiling fans in studios.

Major plans and changes

We plan to convert one racquetball court into a functional training room in the summer of 2018. In the current year we are replacing 75% of our strength equipment with the newest equipment from three different vendors that will meet the members' needs in the ever changing strength and functional training world. In the next five years, pending student growth, USD would like to expand the Wellness Center. The Wellness Center was constructed with the intent to grow the facility with two additional phases. Phase II would add basketball courts, fitness studios and more open space for cardio and weights, while Phase III includes an L-shaped pool for open swim and competition along with a steam room, Jacuzzi and sauna.



PARKING SERVICES

Summary of facilities and operations

Facilities Management and the University Police Department work very closely together to coordinate maintenance, improvements, replacement and snow removal of 38 parking lots on the campus of the University of South Dakota. The University Police Department monitors all campus parking enforcement, designations of lots, event set up and monitoring.

The University Police Department uses officers and security guards to enforce campus parking. During the academic year student employees are utilized to monitor parking enforcement, although it is typically hard to maintain student help throughout the school year, due to competing priorities for students.

New parking management software allows the online purchase of parking permits and payment of parking violation fines. All permit sales and payment of parking violations are handled through the campus Business Office. A parking committee was established and is used to determine lot designations and hear campus requests. Parking rules and regulations are established and posted the university's website.

Annual maintenance and improvements to parking lots are completed to ensure safety and security. The major improvements/changes to campus parking lots over the past five years and proposed improvements up to summer of 2018 are presented below.

Revenue and expense statement

University of South Dakota Parking						
	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Estimated FY18
REVENUES						
General Revenue	\$554,230	\$560,777	\$574,427	\$626,315	\$609,125	\$716,792
Total Revenue	\$554,230	\$560,777	\$574,427	\$626,315	\$609,125	\$716,792
EXPENDITURES						
Personal Services						
Full Time Staff	\$205,541	\$295,616	\$290,929	\$272,010	\$306,064	\$339,555
Student Labor	\$16,426	\$16,346	\$7,063	\$6,653	\$7,584	\$7,230
Operating						
Facilities and Maintenance	\$297,496	\$144,040	\$179,647	\$338,125	\$247,892	\$298,382
Utilities	\$5,005	\$5,047	\$5,001	\$4,012	\$4,805	\$4,949
Total Expenditures	\$524,468	\$461,049	\$482,640	\$620,800	\$566,345	\$650,116
Net Revenue Generated	\$29,762	\$99,728	\$91,787	\$5,515	\$42,780	\$66,676
Debt Service	—	—	—	—	—	—

Major Improvements/Changes to the Parking System

Fiscal Year 2013

Facility	Project Name
Lot 1 – Neuharth North	Asphalt patch
Lot 4 – Delzell East	Asphalt patch
Lot 5 – Burgess North	Asphalt overlay
Lot 7 – Julian East	Restriping
Lot 8 – Akeley East	Asphalt patch
Lot 17 – Fine Arts North	Restriping
Lot 31 – Vucurevich	Asphalt patch
Campus	Handicap spaces, crosswalks and curbs

Fiscal Year 2014

Facility	Project Name
Lot 8 – Akeley East	Restriping
Lot 23 – Brookman East	Restriping
Lot 29 – Burgess/Norton East	Restriping
Lot 31 – Vucurevich	Restriping
Lot 33 – McFadden	Restriping
Campus	Handicap spaces, crosswalks and curbs

Fiscal Year 2015

Facility	Project Name
Lot 8 – Akeley East	Mill and Overlay
Lot 20 C, E, & F Dakota Dome	New Construction – lost 202 spaces
Campus	Handicap spaces, crosswalks and curbs

Fiscal Year 2016

Facility	Project Name
Lot 38 – Track/Soccer	New Construction – 58 spaces added
Lot 1 – Neuharth North	Restriping
Lot 3 – Muenster West	Restriping
Lot 11 – Slagle	Restriping
Lot 18 – National Music Museum East	Restriping
Lot 22 – Delzell South	Restriping
Lot 27 – Lee Medical East	Restriping
Lot 29 – Burgess/Norton East	Restriping
Lot 37 – Wellness North	Restriping
Campus	Handicap spaces, crosswalks and curbs

Major Improvements/Changes to the Parking System (cont.)

Fiscal Year 2017

Facility	Project Name
Lot 2 – I.D. Weeks West	Restriping
Lot 4 – Delzell East	Restriping
Lot 6 – Akeley North	Restriping
Lot 6A – Neuharth North	Restriping
Lot 7 – Julian East	Restriping
Lot 11 – Slagle	Restriping
Lot 14 – Fine Arts South	Restriping
Lot 18 – National Music Museum East	Restriping
Lot 19 – Service Center East	Restriping
Campus	Handicap spaces, crosswalks and curbs

Fiscal Year 2018 – Projected







Facility	Project Name
Lot 4 – Delzell East	Asphalt resurface
Campus	Handicap spaces, crosswalks and curbs



PARKING MAP

UNIVERSITY OF
SOUTH DAKOTA

PARKING LOT DESIGNATIONS



-  A PERMIT OFF CAMPUS
-  B PERMIT ON CAMPUS
-  L PERMIT LAMBDA CHI
-  R RESTRICTED PARKING
-  VISITOR PARKING
-  ALL PERMITS

**NO PARKING 2AM TO 6AM IN LOTS:
1, 6, 6A, 9A, 12, 14, 18, 26, AND THE 'A'
PERMIT PARKING AREAS IN LOT 8.**

METER PARKING AVAILABLE IN LOTS:
3, 7, 16, 18, 20D, 22, 30

**MOTORCYCLE PARKING AVAILABLE
IN LOTS:**
2, 4, 6A, 8, 12, 13, 15, 16, 20D, 35, 37

FOR MORE INFORMATION:
www.usd.edu/administration/university-police/parking.cfm

-  EMERGENCY CALL STATION
-  FOOD/DINING

OTHER AUXILIARY SERVICES

Summary of facilities and operations

The Auxiliary Services business operations consist of a number of service centers that support university departments as well as students. In general, the net revenue generated from these operations support student scholarships. Each individual business operation is described below.

Office Stores

USD operates a central store for the sale of office supplies to university departments. Office Stores is located in the Service Center and is scheduled to move to the renovated Commons area in 2018. Office Stores includes one FTE. Revenue generated through sales at Office Stores is used to cover operational costs and to support student scholarships.

USD Copy Center

USD operates a copy center to provide printing services to faculty, staff and students. The copy center is located in the Center for Continuing Education building and is scheduled to move to the renovated Commons area in 2018. The copy center includes two FTE. Equipment located in the center includes a high production digital color copier which was replaced in 2017 and a high production B&W digital copier which will be replaced in 2018. Other equipment includes; folders, cutters, inserters, binders, etc. Revenue generated from printing jobs is used to cover operational costs and to support student scholarships.

Convenience Copiers

75 copiers are located in nearly every building on campus for departments to use for copying, printing and scanning. Copiers are leased on a three-year program through the state of South Dakota. Most of the copiers will be replaced in 2018. Revenue generated from sales is used to cover operational costs and to support student scholarships.

Aviation Services

USD leases a 1990 Beechcraft King Air 90 airplane from the USD Foundation to transport faculty and staff from USD, BOR, BOR institutions and state agencies to various meetings and events. The airplane was purchased by the Foundation in 2011 and was updated with new paint and interior at that time. USD also leases a hangar from the USD Foundation which is located at the Harold Davidson Field in Vermillion. Revenue generated from flights and allocated

funds are used to cover operational costs, to plan for major upgrades in the future as required by the FAA and to cover the cost of the lease for the airplane and hangar.

Laundry Services

USD provides laundry equipment in all student housing areas for student use. USD currently has 112 machines and all have been converted to card access only. Forty-seven of the machines were replaced in 2017, and 65 were replaced in 2015. Revenue generated from sales is used to cover operational costs and to support student scholarships.

Vending

USD contracts with Linpepco out of Lincoln, NE to provide soda, juice and candy machines across campus. Currently 80 machines are located on campus. The contract with Linpepco began in 2014. Revenue generated from sales is used to support student scholarships.

Postal Services

USD operates a mail center located the Temporary Student Center and includes two FTE. This operation is scheduled to move to the renovated Commons area in 2018. Incoming departmental mail is sorted and delivered to departments on campus. Outgoing mail is collected, metered and deposited with the USPS. Incoming student mail is not handled by Postal Services. The postage machine was replaced in 2017. The postage cost for mailings is passed on to the departments through a monthly billing process. Allocated funds are used to cover operational costs.

Cellular Phones

USD currently has 81 cell phones distributed to faculty and staff to be used for business purposes. Departments are billed for the actual phone charges on a monthly basis. Phones are upgraded when necessary.

The financial statements for the above operations have been combined and are included on the following page.



Revenue and expense statement

University of South Dakota Other Auxiliary Operations

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Estimated FY18
REVENUES						
General Revenue	\$1,756,768	\$1,739,411	\$1,659,845	\$1,532,934	\$1,480,019	\$1,475,000
Other	\$303,651	\$309,115	\$326,659	\$322,048	\$226,591	\$311,103
Total Revenue	\$2,060,419	\$2,048,526	\$1,986,504	\$1,854,982	\$1,706,610	\$1,786,103
EXPENDITURES						
Personal Services						
Full Time Staff	\$360,537	\$366,316	\$374,335	\$376,816	\$345,014	\$392,906
Operating						
Student Support	\$1,190,076	\$1,149,904	\$1,045,065	\$990,453	\$873,440	\$905,500
Facilities and Maintenance	\$100,263	\$118,218	\$89,951	\$103,976	\$90,474	\$91,000
Total Expenditures	\$1,650,876	\$1,634,438	\$1,509,351	\$1,471,245	\$1,308,928	\$1,389,406
Net Revenue Generated	\$409,543	\$414,088	\$477,153	\$383,737	\$397,682	\$396,697
Debt Service	—	—	—	—	—	—

MARKETING RETAIL OPERATIONS

Narrative overview of past year and improvements over last five years

USD's Department of Marketing & University Relations has been working since 2013 to increase sales of USD logo merchandise for one main reason: advertising. Every red T-shirt worn by a USD fan is like a walking billboard for the university. After moving to NCAA Division I in 2012, USD needed to increase its visibility and provide a better selection of Coyote merchandise for fans. The sales of USD logo items were far below those of other universities in our athletic conferences.

USD's campus bookstore is leased by Barnes & Noble College and provides books and a selection of merchandise to students through a retail outlet inside the Muenster University Center. However, that store serves mainly customers on campus, not USD friends, fans and the general public. USD needed to expand availability beyond the campus in order to recruit new students and build Coyote pride.

Marketing diverted some advertising funds to hire an experienced buyer of collegiate merchandise to work on increasing availability of Coyote gear in retail stores. She contacted manufacturers and encouraged them to produce as many USD products as possible. USD also helped local retailers stock USD goods and visited regional merchants like Scheel's and Hy-Vee and asked them to carry Coyote gear in their retail stores.

The USD Alumni Association was interested in providing more merchandise geared at alumni, so Marketing worked with them to offer a selection of merchandise for the whole family at tailgating and online. The success of that venture led to more customer demand for a broader selection including home décor, pet supplies and holiday gifts.

By 2016 the USD Alumni Association terminated its merchandise sales. At that point the USD Marketing Department expanded its merchandise operation in three ways:

1. USD partnered with the bookstore at South Dakota State University to open Jack & Charlie's, a year-round collegiate store in the Empire Mall featuring logo wear from both schools.

2. USD Marketing opened a retail store called Charlie's in downtown Vermillion to continue offering a broader selection of logo merchandise to fans and visitors.

3. USD Marketing also purchased a vending trailer to offer Coyote merchandise during tailgating at the DakotaDome. The trailer is staffed on football game days through a partnership with students in a business school fraternity, Delta Sigma Pi.

While the mall store received good publicity and was popular with fans, sales were not high enough to meet profit goals. USD and SDSU mutually agreed to close Jack & Charlie's by early 2018. However, the USD Marketing outreach to alums and fans outside Vermillion will continue through an online Charlie's store launched toward the end of 2017. The online store uses the same inventory as the Vermillion Charlie's store, and orders are fulfilled by store employees.

In 2017 the Vermillion Chamber and Development Company purchased the historic building housing the Charlie's store and is remodeling the space to include a permanent home for the store. The building also will provide collaborative working space for economic development and will house VCDC offices on the second floor. During the remodel Charlie's has relocated to another location on Vermillion's Main Street, but it plans to occupy the remodeled space in the first half of 2018.

The success of the retail development effort is evidenced by the increased logo revenue for all sales of Coyote merchandise. Ten percent of the product cost is remitted by the manufacturer to pay the logo royalty. Royalty receipts have grown from \$58,298 in 2012 to an estimated \$132,403 in 2017. The logo royalties, along with a share of profits from the Charlie's store, go to support student scholarships.

Revenue and expense statement

University of South Dakota Marketing Retail Operations

	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Estimated FY18
REVENUES					
General Revenue	\$60,148	\$90,299	\$111,719	\$401,469	\$350,000
Other	\$0	\$135,753	\$106,759	\$184,754	\$184,664
Total Revenue	\$60,148	\$226,053	\$218,478	\$586,224	\$534,664
EXPENDITURES					
Personal Services					
Full Time Staff	\$6,158	\$54,398	\$54,145	\$115,376	\$79,788
Student Labor	\$0	\$3,562	\$3,592	\$23,213	\$40,300
Operating					
Student Support	\$98,919	\$74,606	\$165,357	\$388,549	\$291,778
Facilities and Maintenance	\$26,308	\$22,201	\$27,098	\$53,387	\$26,050
Utilities	\$0	\$0	\$0	\$2,957	\$5,100
Total Expenditures	\$131,384	\$154,766	\$250,191	\$583,481	\$443,016
Net Revenue Generated	-\$71,236	\$71,287	-\$31,714	\$2,742	\$91,648
Debt Service	—	—	—	—	—





South Dakota State University • Fiscal 2017
AUXILIARY BUSINESS PLAN





EXECUTIVE SUMMARY

It has been a year of intense activity within the South Dakota State University (SDSU) auxiliary system. Four major auxiliary system projects -- the Wellness Center expansion, the Residential Life apartment complex; a potential Union renovation; and Parking System lot expansion -- each described in last year's plan continue to move forward. Brief updates on the status of these major projects are provided below.

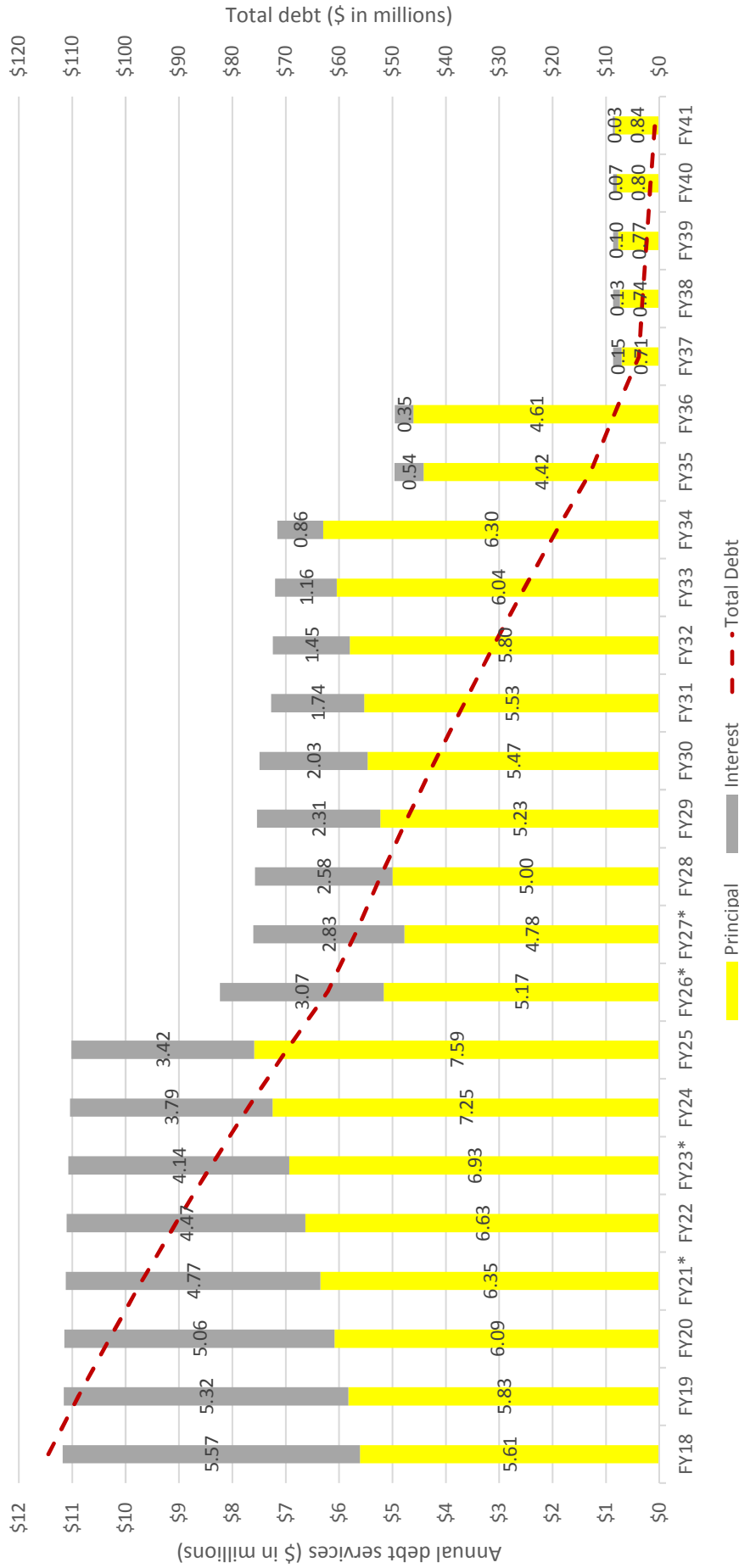
- The Wellness Center a \$14 million expansion (34,000 sq. ft.) and renovation (9,000 sq. ft.) project began construction in August 2017 and is slated to open in early 2019. At the time of compiling this report the structure is at 50% completion and remains on schedule and on budget. The Wellness Center expansion is student fee funded through the General Activity Fee.
- The Residential Life department realized plans to upgrade apartment housing availability for Juniors, Seniors and graduate students on campus. Obsolete and undersized apartment units on the southeast corner of campus will be razed to create space for a contemporary apartment complex with student-preferred amenities. Bonds for this apartment project have been issued and a design firm selected partnering with Architecture Incorporated from Sioux Falls. The Building Committee also selected Journey Group, based in Sioux Falls to serve as the construction-manager-at risk.
- The Union conducted a space study during fall semester in anticipation of a reconfiguring existing office and meeting rooms to create an updated Multicultural Center responding to SDSU's increasingly diverse student population. If approved, current plans indicate this renovation would take place entirely within the building's existing footprint and be student fee funded.

- The Parking System continues to plan for an additional commuter lot proximate to the expanded Performing Arts Center and Frost Arena. This lot will provide 300 additional spaces for students and University guests attending events at these major public venues. Intramural fields previously occupying this space have already been relocated anticipating a construction start in spring 2018.

Another important accomplishment for the SDSU auxiliary revenue system is approval of the 2% M&R Plan at the October 2107 BOR meeting. This plan assures 2% of building valuations will be expended annually to avoid an expensive back-log of deferred maintenance. With input from BOR staff, SDSU crafted a plan which allocates the Brown Hall renovation, targeted staff reductions and planned occupancy management potentially coupled with modest rate increases not to exceed 1.5% which taken together produce compliance with the BOR's maintenance and repair requirements.

The financial performance of the auxiliary system has permitted the institution to consistently meet or exceeded parity metrics as required by the Board of Regents. Chart 1 on the following page illustrates SDSU's auxiliary system debt amortization schedule. Total debt includes the recent sale of bonds to finance the construction of the apartment project referenced above. Even with this inclusion of \$18 million in debt the SDSU Auxiliary System total debt owed shows a strong downward trajectory and realizes a substantial decrease by fiscal year 2026, fiscal year 2035 and fiscal year 2037 as several outstanding bonds are paid in full at each of these junctures. Additionally Table 1 (on page 4) provides a record of the SDSU Auxiliary System component performance in the current fiscal year and evidences the overall system compliance with required coverage ratios. Table 2 (on page 4) provides aggregate numbers for the entire system and a five-year historical record.

CHART 1: AUXILIARY PROGRAM DEBT SERVICE OUTSTANDING



	RES LIFE**	FOOD SERVICE / STUDENT UNION	WELLNESS***	PARKING	TOTAL
Debt(Principal)**	\$81,814,672	\$12,630,407	\$15,309,527	\$4,700,394	\$114,455,000
Replacement Value***	\$224,701,021	\$54,405,981	\$31,400,000	\$21,976,250	\$332,483,252

* Refinancing of debt opportunity via the "call" privilege

**Reflects the construction of 8 new residence halls totaling 1,902 beds constructed or renovated between 2005-2016

***Includes wellness center project to be constructed via bonds issued in Dec 2016

TABLE 1: AUXILIARY SYSTEM REVENUE AND EXPENSE STATEMENT (FY18)

	RESIDENCE HALLS	UNION	FOOD SERVICE	WELLNESS CNTR	PARKING	BOOKSTORE	TOTAL
REVENUE							
General Revenue	\$18,216,355	\$90,286	\$12,278,875	\$624,477	\$1,650,000	\$7,000,000	\$39,859,992
Facility Support Fee	\$0	\$0	\$1,524,661	\$0	\$0	\$0	\$1,524,661
GAF Revenue - Operations	\$0	\$0	\$0	\$292,985	\$0	\$0	\$292,985
GAF Revenue - Bond Support	\$0	\$692,533	\$284,475	\$1,810,591	\$0	\$0	\$2,787,599
Interest Earnings	\$155,897	\$35,803	\$41,637	\$1,744	\$28,229	\$10,484	\$273,793
Capitalized Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BAB Revenue	\$316,467	\$0	\$135,105	\$0	\$25,248	\$0	\$476,821
Other Revenue	\$0	\$0	\$0	\$0	\$10,000	\$410,000	\$420,000
TOTAL REVENUE	\$18,688,719	\$818,621	\$14,264,753	\$2,729,797	\$1,713,477	\$7,420,484	\$45,635,850
EXPENDITURES							
PERSONAL SERVICES							
Full Time Staff	\$2,571,271	\$2,249	\$116,594	\$411,368	\$157,000	\$675,000	\$3,933,482
Student Labor	\$621,655	\$170,595	\$0	\$327,918	\$45,000	\$155,000	\$1,320,168
Facilities and Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contracted Facilities and Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OPERATING							
Student Support	\$2,744,533	(\$168,214)	\$11,223,079	\$340,946	\$40,000	\$5,814,200	\$19,994,543
Facilities and Maintenance	\$661,528	\$1,050	\$121,030	\$23,253	\$225,000	\$7,500	\$1,039,361
Utilities	\$1,189,396	\$34,328	\$257,552	\$66,725	\$6,000	\$9,500	\$1,563,501
Overhead Paid to University	\$603,456	\$0	\$61,390	\$0	\$0	\$597,000	\$1,261,846
TOTAL EXPENDITURES	\$8,391,838	\$40,008	\$11,779,645	\$1,170,210	\$473,000	\$7,258,200	\$29,112,901
NET REVENUE GENERATED	\$10,296,881	\$778,613	\$2,485,108	\$1,559,587	\$1,240,477	\$162,284	\$16,522,949
DEBT SERVICE	\$7,333,744	\$431,933	\$1,440,252	\$1,213,608	\$548,667	\$0	\$10,968,204
COVERAGE RATIO	140.40%	180.26%	172.55%	128.51%	226.09%		150.64%
NET INCOME AFTER DEBT SERVICE	\$2,963,137	\$346,680	\$1,044,856	\$345,979	\$691,810	\$162,284	\$5,554,745

TABLE 2: AUXILIARY SYSTEM REVENUE AND EXPENSE STATEMENT (FY13-FY18)

	2013	2014	2015	2016	2017	PROJECTED 2018
REVENUE						
General Revenue	\$31,593,784	\$35,283,522	\$36,930,786	\$37,590,446	\$39,394,497	\$39,859,992
Facility Support Fee	\$1,168,899	\$1,349,659	\$1,416,203	\$1,440,727	\$1,524,661	\$1,524,661
GAF Revenue - Operations	\$0	\$0	\$219,545	\$317,400	\$292,985	\$292,985
GAF Revenue - Bond Support	\$1,812,800	\$1,930,447	\$1,970,153	\$1,779,826	\$1,958,753	\$2,787,599
Interest Earnings	\$337,673	\$207,097	\$155,965	\$224,609	\$258,206	\$273,793
Capitalized Interest	\$1,251,524	\$0	\$0	\$0	\$0	\$0
BAB Revenue	\$615,458	\$558,083	\$549,893	\$537,283	\$524,107	\$476,821
Other Revenue	\$431,599	\$424,047	\$421,847	\$421,809	\$426,878	\$420,000
TOTAL REVENUE	\$37,211,736	\$39,752,855	\$41,664,392	\$42,312,100	\$44,380,087	\$45,635,850
EXPENDITURES						
PERSONAL SERVICES						
Full Time Staff	\$3,432,138	\$3,901,812	\$3,729,904	\$3,654,335	\$3,848,439	\$3,933,482
Student Labor	\$859,270	\$1,119,404	\$1,103,374	\$1,018,609	\$1,305,001	\$1,320,168
Facilities and Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Contracted Facilities and Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
OPERATING						
Student Support	\$17,140,971	\$18,394,902	\$18,564,842	\$19,025,293	\$19,642,583	\$19,994,543
Facilities and Maintenance	\$1,617,619	\$1,021,404	\$1,370,813	\$1,183,226	\$1,097,823	\$1,039,361
Utilities	\$1,413,932	\$1,649,037	\$1,621,407	\$1,540,017	\$1,547,495	\$1,563,501
Overhead Paid to University	\$1,156,887	\$1,209,546	\$1,142,434	\$1,077,045	\$1,261,862	\$1,261,846
TOTAL EXPENDITURES	\$25,620,817	\$27,296,104	\$27,532,773	\$27,498,525	\$28,703,204	\$29,112,901
NET REVENUE GENERATED	\$11,590,919	\$12,456,751	\$14,131,618	\$14,813,576	\$15,676,883	\$16,522,949
DEBT SERVICE	\$8,636,024	\$9,946,261	\$10,133,043	\$10,243,182	\$10,489,364	\$10,968,204
COVERAGE RATIO	134.22%	125.24%	139.46%	144.62%	149.46%	150.64%
NET INCOME AFTER DEBT SERVICE	\$2,954,895	\$2,510,490	\$3,998,575	\$4,570,394	\$5,187,519	\$5,554,745

ORGANIZATIONAL CHART

Two vice presidents share the oversight of the administrative units which comprise the Auxiliary System. Administrative units with substantial student contact such as Dining Services, Housing and Residential Life, the Union and the Wellness Center report through the Vice President for Student Affairs. Other business-oriented units such as the Bookstore and Parking Services components report through the Vice President for Business and Finance. Taken together, these auxiliary system components employ 108 FTE in Student Affairs, (note Student Affairs provides custodial and maintenance services for all residence halls, the Union and the Wellness Center), and 14.7 FTE in Business and Finance. An additional 395 employees (120 FTE, 275 students) are on the Dining Services payroll, but these positions are the financial responsibility of the food service provider, Aramark. The organization charts on page 6 detail the configuration of these auxiliary system components.

MAJOR PLANS AND CHANGES FOR THE SYSTEM

The Wellness Center is essentially at the half-way point in the construction of the 34,000 square foot expansion project and was fully enclosed by December 2017. The construction continues to progress smoothly and remains on schedule for the projected January 2019 completion date. The project also includes a 9,000 square foot remodel to the Student Health and Counseling Clinics. These renovations will move the pharmacy to the building's central corridor, and provide students increased access to behavioral health counselors and medical providers. Some phases of new construction such as additional fitness space are now available to students and staff as of January 2018.

Also poised for a potential renovation is the Union facility. An architecture firm completed a space study to determine the most effective configuration of offices, meeting rooms and service spaces within the existing footprint of the facility. Dining Services space in the Hansen Hall lobby also completed an upgrade to respond to student demand for a more varied menu including hot food options from the current location. Larson Commons received a new air conditioning system at the start of fall semester and a new commercial dishwasher was installed in January 2018.

An important accomplishment for the Housing and Residential Life system has been the approval of the 2% M&R plan for the has removed of nine of the ten apartment structures comprising the former State Village complex. Removal of the last structures is expected to complete in March 2108. The former State Village buildings have been repurposed to storage facilities at the campus perimeter. This "building-level" recycling saved the institution \$30,000 in demolition and disposal costs. The State Village site is undergoing final preparation for the construction of a new Greek chapter house. Chapter houses are funded by the housing corporations of the respective Greek organizations and do not rely on state or university funds.



Vice President for Student Affairs

Dr. Michaela L. Willis

Associate Vice President

Dr. Douglas R. Wermedal

Wellness Center

- Club Sports
- Counseling Center
- Fitness Program
- Health Clinic/Pharmacy
- Intramurals
- Wellness Facility Management

Residential Life

- Student Development
- Living/Learning Communities
- Residential Halls
- Facility Management
- Meet State
- Campus/Conferences

The Union

- Student Engagement (UPC, Greek Life, Career Center, Student Organizations)
- Union Facility Management
- New Student Orientation
- Student Media (KSDJ, The Collegian)
- Event Services

Dining Services

- Contract Management

Vice President for Business & Finance

Wesley Tschetter

Director for Business and Auxiliary Operations

Derek Peterson

- Parking Services/Enforcement

- University Bookstore



HOUSING SYSTEM

FACILITY IMPROVEMENTS DURING THE LAST FIVE YEARS

As the initial Auxiliary Business Plan filed last year established a baseline of projects completed within the last five years, this year’s report will delete the projects completed in 2012 and add the anticipated projects for 2018. An overarching theme in facility planning for SDSU will be to replicate the modernization of Brown Hall completed last year in the remaining traditional halls of Binnewies, Hansen, Pierson, and Young. This effort will bring

energy efficient air conditioning, reduce life cycle maintenance costs and eliminate the use of window units throughout the residence system. Initial steps creating HVAC chiller lines to the traditional halls will be part of the planned projects this summer with Pierson Hall scheduled to receive an air conditioning upgrade in FY 19. Table 3 below and on the following pages details additional projects. While Table 4 (on page 9) provides construction and occupancy data for each of the facilities in the residence hall system.

TABLE 3: MAJOR IMPROVEMENTS TO UNIVERSITY HOUSING (FY13-FY18)

FISCAL YEAR 2018	
FACILITY	PROJECT
Binnewies Hall.....	Replace domestic water heater convertor
Binnewies Hall.....	Ceiling replacement
Hansen Hall.....	Move desk, mailroom and hall director office
Hansen Hall.....	Foundation repair
Meadows South	Replace domestic hot water heater
Meadows South	Carpet replacement
Pierson Hall.....	Chiller line connection

FISCAL YEAR 2017

FACILITY	PROJECT
Brown Hall	Relocation of Veterans' Services
Hansen Hall.....	Classroom and office relocation
Meadows North.....	Window replacement
Meadows South	Re-carpet apartments and hallways
Meadows South	Interior sewer main replacement
Meadows North.....	Interior sewer main replacement
Pierson Hall.....	Hobo Hangout remodel
All Halls	Conversion to sustainable materials

FISCAL YEAR 2016

FACILITY	PROJECT
Ben Reifel Hall	Constructed Cottonwood Coffee Shop
Brown Hall	Phase II – renovation of common area
Jackrabbit Village.....	Shower waterproofing project

FISCAL YEAR 2015

FACILITY	PROJECT
Brown Hall	Phase I – renovation of restrooms
Caldwell Hall.....	Central offices remodel
Caldwell Hall.....	Conversion to trash compactor collection site
Hansen Hall.....	Conversion to trash compactor collection site
Hansen Hall.....	C-store and food service venue
Hansen Hall.....	Water heater relocation
Hansen Hall.....	Water softener relocation
Larson Commons/Binnewies/Young.....	Conversion to trash compactor collection site
Meadows North.....	Roof replacement
Meadows South	Carpet replacement
Meadows South	Roof replacement
Meadows South	Window Replacement
University Housing	Shop relocation and remodel

FISCAL YEAR 2014

FACILITY	PROJECT
Binnewies, Brown, Hansen, Mathews, Pierson, Waneta Halls	Addition of window air conditioning units
Hansen Hall.....	Kitchen remodel
Jackrabbit Grove	Completion of 800-bed construction
Larson Commons.....	Project Search and Labor Dept. Offices

FISCAL YEAR 2013

FACILITY

PROJECT

Jackrabbit Grove	Continuation of 800-bed construction
State Court and Village.....	Apartment remodels (10)
Waneta Hall	Desk, kitchen and laundry remodel

TABLE 4: SUMMARY OF FACILITIES AND OPERATIONS IN REVENUE SYSTEM

CONSTRUCTED	HALL /APTS	DESIGN CAPACITY
1949	Waneta Annex ¹	77
1959	Brown	390
1959	Waneta	264
1959	State Court Apartments ²	48
1962	Mathews	358
1964	Pierson	446
1967	Hansen	436
1969	Binnewies	496
1969	Young	488
1971	State Village Apartments ³	40
1996	Meadows North	160
1996	Meadows South	160
2005	Caldwell	300
2010	Abbott	148
2010	Spencer	148
2010	Thorne	116
2013	Ben Reifel	256
2013	Hyde	190
2013	Schultz	156
2013	Honors	198

¹Removed from Revenue and Capacity calculations in FY 2015.

²Structures currently being relocated to clear site for Greek Village Phase II.

³Structures will be razed for construction of Southeast Apartment Project.



Data presented in the following tables (Table 5 – Table 10) report financial performance and occupancy data for the various buildings which comprise the SDSU housing system. Tables 5 and 6 demonstrate the historical (Table 5) and projected (Table 6) performance of the residence hall system relative to the required 1.2 parity test. A range of historical parity results are indicated with the

best historical ratio achieved in the most recently completed fiscal year with a 1.57 mark. Projections for the next four year period are all above this FY17 mark with a top projection of 1.76 occurring during FY22. Table 7 presents a five-year record of all available housing including off campus apartment managed by SDSU.

TABLE 5: FIVE-YEAR RESIDENTIAL LIFE REVENUE AND EXPENSES (FY13-FY18)

	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15	ACTUAL FY16	ACTUAL FY17	ESTIMATED FY18
REVENUES						
General Revenue	\$12,866,920	\$15,935,101	\$16,687,396	\$16,775,919	\$18,095,117	\$18,216,355
Facility Support Fee	\$0	\$0	\$0	\$0	\$0	\$0
GAF Revenue - Operations	\$0	\$0	\$0	\$0	\$0	\$0
GAF Revenue - Bond Support	\$0	\$0	\$0	\$0	\$0	\$0
Interest Earnings	\$162,185	\$90,337	\$67,547	\$127,200	\$154,859	\$155,897
Capitalized Interest	\$1,094,257	\$0	\$0	\$0	\$0	\$0
BAB Revenue	\$431,124	\$356,359	\$350,950	\$342,293	\$332,150	\$316,467
Other	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$14,554,486	\$16,381,797	\$17,105,894	\$17,245,412	\$18,582,127	\$18,688,719
EXPENDITURES						
PERSONAL SERVICES						
Full-Time Staff	\$2,395,733	\$2,670,935	\$2,529,596	\$2,416,784	\$2,554,158	\$2,571,271
Student Labor	\$297,529	\$441,256	\$442,407	\$411,818	\$617,518	\$621,655
Facilities and Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Contracted Facilities and Maintenance*	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL PERSONAL SERVICES	\$2,693,262	\$3,112,191	\$2,972,003	\$2,828,601	\$3,171,675	\$3,192,926
OPERATING						
Student Support	\$2,317,078	\$2,998,195	\$2,848,281	\$2,524,583	\$2,726,267	\$2,744,533
Facilities and Maintenance	\$913,261	\$617,444	\$651,535	\$701,236	\$657,125	\$661,528
Utilities	\$1,055,827	\$1,346,511	\$1,282,913	\$1,196,068	\$1,181,480	\$1,189,396
Overhead Paid to University	\$311,774	\$257,223	\$274,884	\$0	\$301,728	\$603,456
TOTAL OPERATING	\$4,597,940	\$5,219,373	\$5,057,613	\$4,421,887	\$4,866,600	\$5,198,912
TOTAL EXPENDITURES	\$7,291,202	\$8,331,564	\$8,029,616	\$7,250,489	\$8,038,275	\$8,391,838
NET REVENUE GENERATED	\$7,263,284	\$8,050,233	\$9,076,278	\$9,994,924	\$10,543,852	\$10,296,881
DEBT SERVICE (PULL FROM DEBT SERVICE PAGE)	\$5,767,645	\$6,784,627	\$7,181,004	\$7,262,663	\$7,351,666	\$7,333,744
COVERAGE RATIO	1.26	1.19	1.26	1.38	1.43	1.40

TABLE 6: PROJECTED RESIDENTIAL LIFE REVENUE AND EXPENSE (FY19-FY22)

	PROJECTED FY19	PROJECTED FY20	PROJECTED FY21	PROJECTED FY22
REVENUES				
General Revenue	\$18,817,494	\$19,438,472	\$20,079,941	\$20,742,579
Facility Support Fee	\$0	\$0	\$0	\$0
GAF Revenue - Operations	\$0	\$0	\$0	\$0
GAF Revenue - Bond Support	\$0	\$0	\$0	\$0
Interest Earnings	\$161,042	\$166,356	\$169,683	\$173,077
Capitalized Interest	\$0	\$0	\$0	\$0
BAB Revenue	\$303,500	\$289,749	\$275,530	\$261,311
Other	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$19,282,036	\$19,894,577	\$20,525,155	\$21,176,967
EXPENDITURES				
PERSONAL SERVICES				
Full-Time Staff	\$2,571,271	\$2,622,696	\$2,675,150	\$2,728,653
Student Labor	\$635,953	\$650,580	\$663,592	\$676,863
Facilities and Maintenance	\$0	\$0	\$0	\$0
Contracted Facilities and Maintenance*	\$0	\$0	\$0	\$0
TOTAL PERSONAL SERVICES	\$3,207,224	\$3,273,276	\$3,338,742	\$3,405,516
OPERATING				
Student Support	\$2,835,102	\$2,928,661	\$2,987,234	\$3,046,979
Facilities and Maintenance	\$683,358	\$705,909	\$720,027	\$734,428
Utilities	\$1,228,646	\$1,269,191	\$1,294,575	\$1,320,467
Overhead Paid to University	\$603,456	\$603,456	\$603,456	\$603,456
TOTAL OPERATING	\$5,350,563	\$5,507,217	\$5,605,292	\$5,705,329
TOTAL EXPENDITURES	\$8,557,786	\$8,780,493	\$8,944,034	\$9,110,845
NET REVENUE GENERATED	\$10,724,250	\$11,114,084	\$11,581,121	\$12,066,122
DEBT SERVICE (PULL FROM DEBT SERVICE PAGE)	\$8,312,555	\$8,173,292	\$8,167,668	\$8,169,246
COVERAGE RATIO	1.29	1.36	1.42	1.48

TABLE 7: FIVE-YEAR HISTORY AND PROJECTION FOR HOUSING SYSTEM UTILIZATION(FY13-FY17)

	FALL 2013	FALL 2014	FALL 2015	FALL 2016	FALL 2017
FALL CENSUS	4,356	4,131 ¹	4,023 ^{1,2}	4,153 ²	4,126
DESIGN CAPACITY	4,453	4,329	4,359	4,359	4,459
Traditional	3,510	3,293	3,137	3,368	3,313
Suite-Style	482	453	415	421	411
Apartments	352	379	377	364	402
Leased Property	0	0	0	0	0
Overflow	12	6	94	0	0
UTILIZATION	97.8%	95.4%	92.3%	95.3%	92.5%

¹Capacity varied due to reconfiguration of rooms in Hansen and Waneta Halls as single occupancy, and discontinued use of the Waneta Annex.

²Staff rooms previously reported as doubles reflected as single occupancy.

Table 8 below breaks down the housing capacity and utilization by individual building. This includes only on-campus facilities. Off-campus properties are reported in Other Housing section on this report which is detailed on page 13.

TABLE 8: CAPACITY AND UTILIZATION BY HOUSING UNIT (FALL 2017)

BUILDING	CAPACITY	OCCUPANCY	UTILIZATION
Abbott Hall	148	139	93.9
Ben Reifel Hall	248	237	95.6
Binnewies Hall	480	468	97.5
Brown Hall	374	313	83.7
Caldwell Hall	294	261	88.8
Hansen Hall	270	251	92.9
Honors Hall	194	177	91.2
Hyde Hall	184	173	94.0
Mathews Hall	346	317	91.6
Pierson Hall	434	409	94.2
Schultz Hall	152	145	95.4
Spencer Hall	148	142	95.9
Thorne Hall	115	103	89.6
Waneta Hall	132	125	94.7
Young Hall	480	464	96.7
Meadows North	160	143	89.4
Meadows South	160	147	91.9
State Court ¹	46	42	91.3
Total Capacity	4,365	4,056	92.9

¹State Village structures were removed from the site, and re-allocated to storage. State Court structures will be razed for the new apartment project in July 2018.



**TABLE 9: STUDENT UTILIZATION
FALL 2017**

CLASSIFICATION	CAPACITY
Freshman	2103
Sophomore	1589
Junior.....	349
Senior	0
Graduate	43 ¹
Community Assistants.....	146 ²
Total Students.....	4,084 ³

¹Includes two Graduate Assistants employed by Residential Life.

²Included in Classification breakdown.

³Includes student living in Huggins, and Skylight apartments.

**TABLE 10: OTHER UTILIZATION
FALL 2017**

CLASSIFICATION	CAPACITY
No or Reduced Cost.....	11 ¹
Housing Scholarship	77 ^{1, 2}
Non-Students	0
Hall Directors.....	10
Other Faculty/Staff	11 ³
Family Members	44 ⁴

¹Included in Table 9.

²Does not include Community Assistants.

³Temporarily rented unused RHD apartments.

⁴RHD and Family Housing family members.

Tables 9 and 10 above report occupancy by class standing and includes two apartment complexes (Huggins and Skylight apartments) because of the exclusively student occupants in these facilities.

MAJOR PLANS AND CHANGES FOR HOUSING SYSTEM (FY18-FY19)

- Larson Commons
 - HVAC
 - Commercial dishwasher installation
- Dining Hall service line cabinet repair/reface.
- Pierson Hall windows.
- Hansen Hall classrooms, office relocation, and food service expansion project.
- Binnewies and Young Halls domestic hot water and heater convertor replacement.
- Permanent shop construction and relocation.
- Refine marketing approach to encapsulate traditional “required to live-on” students, traditional “non-required” students, additional housing opportunities for faculty/staff/graduate students, summer operations, and employment opportunities for student and non-student staff.
 - Recruit a full-time marketing professional
 - Enhance information available on the HRL website
 - Improve communication regarding the process for requesting approval to have an emotional assistance/support animal on the HRL website
- Develop a damage deposit, including parameters for returning it partially or in full, for residence hall students.
- Propose a buy-out clause to terminate a campus residence hall agreement.
- Propose a fee for students who petition to be exempt from the BOR residency requirement.
- Begin to convert traditional halls to campus central air conditioning system beginning with chiller line installs in 2018, followed by building conversion in Pierson in 2019, and Binnewies/Young in 2020.
- Explore cost benefits of converting some or all of Hansen Hall to efficiency apartments or “hostel” type units used for visiting scholars, post-doctoral students, other campus guests, short-term ESL students, and emergency housing (e.g. weather related).
- Consider the repurposing of Waneta Hall to academic and/or administrative support space.
- Re-develop a rate friendly housing community conducive to families and other adult students on the west campus.
- Construction of the Southeast housing project.
- Development of Greek Village Phase II with initial chapter house construction.



One of ten former State Village apartment units is moved to a new location on campus to serve as storage and create a site for Greek Village Phase II.

OTHER HOUSING OPERATIONS

SDSU currently manages four properties immediately adjacent to campus: Garden Square Townhouses, Hugghins Apartments, Skylight Apartments , and the Sundal Apartments. Capacity for these properties are aggregated and reported in Table 8 on page 9 under Other Apartments. These properties were initially purchased using Foundation funds and then deeded to the University. The Hugghins, Skylight and Sundal units are used primarily to house upper division and graduate students with two units rented to housing staff who have specific job responsibilities that necessitate their immediate access to campus. Garden Square is a complex of two and three bedroom townhomes that are individually owned. SDSU currently owns 12 of the 25 units with plans to continue purchasing properties as owners opt to sell. Table 11 below provides an overview of occupancy.

TABLE 11: OTHER HOUSING CAPACITY AND UTILIZATION

BUILDING	UNITS	UNITS OCCUPIED
Garden Square ¹	12	23
Hugghins ²	7	11
Skylight ²	9	13
Sundal ²	5	3

¹ Reflects the acquisition of five additional units during the last year. An additional 12 units are non-University owned in this complex.

² Occupancy of these units varies throughout the academic and fiscal year.

TABLE 12: APARTMENT HOUSING IMPROVEMENT PROJECTS FY17

BUILDING	CONDITION	PROJECTS NEEDED
Garden Square	Good	Two units completely remodeled; one unit with a new kitchen; one unit with a water heater replacement new flooring and interior paint in all 12 units.
Hugghins South	Fair	Carpet replacement in all units.
Skylight Apartments	Fair	Carpet replacement and painting in all units.
Sundal Apartments	Poor	Two units off line for repair.



THE UNION

SUMMARY OF FACILITIES AND OPERATIONS

The Union serves the campus community as event space, and the Event Services Office supports these events with room reservations, catering services, and technical reinforcement. The Volstorff Ballroom hosts approximately of 200 “special” events which often require advanced planning services and 500-1,200 event attendees. About 140 student organization reservations in the facility populate more than 2,300 bookings annually, and 75 department-driven events populate more than 1,800 bookings annually. SDSU’s New Student Orientation program utilizes the entire facility during the month of June, and other additional dates that are registration related, and this comprises over 1,200 bookings.

Just under five years ago, the Hobo Day Committee leadership and The Union staff developed a pop-up shop for Hobo Day retail to boost the committee’s awareness building efforts and school spirit raising activities. The SDSU Foundation reported to the staff following the first year’s operation that their weekend’s financial commitment soared that year by gifts from Hobo-proud alums. Named “The Hobo Shoppe,” this 750 square foot space, staffed by students and several staff for a brief window annually preceding the Hobo Week, creates a magnificent buzz around campus, oftentimes creating a standing-room-only environment while students and staff line up to purchase the year’s official buttons, t-shirt, and unique Hobo Day accoutrements.

The Main Street is the clearstory enclosed central artery that offers a thoroughfare of tabling available to student organizations and efforts of which they sponsor. Campus departmental efforts are also showcased in this space, and offers a number of opportunities for students to get connected to campus. This area is web friendly and often hosts presentations, and event details.

The Dining Services team (Aramark) and the event services staff of The Union partner in a variety of programmatic efforts throughout the academic year to increase students’ satisfaction and overall use of the spaces. Co-hosting the “Cereal Bowl” and a variety of creative multicultural menus, (e.g. Soul Food Day during Black History Month) as well as hosting specials and offering themed event menus are among some of the educational efforts occurring through the dining services space in the Union.

FIVE-YEAR HISTORY AND PROJECTION FOR CURRENT YEAR

In the past calendar year, 1,682,105 people passed through the doors of the University Student Union (The Union). This facility is home to administrative offices (Dining Services, Card Services, Career Development, Center for Student Engagement, Disability Services, Multicultural Center, Union Event Services, University Bookstore, and Student Media), student organization space, dining destinations, and space for events, study, social interaction and conference needs. The Union has expanded three times since its original structure was built in 1973. It has grown in size and scope, growing to 160,000 square feet, and welcoming up to 9,000 visitors to the building daily, and serving as the hosting site for approximately 5,500 events annually. This facility provides employment and leadership opportunities for students at SDSU, and 60+ student employment positions provide excellent skill set development for students and support the overall operation of this active facility.

National brands such as Chick-fil-A, Extreme Pita, Papa Johns, Einstein Bros. Bagels and Panda Express, are among the many dining options available to students who frequent the building. In addition, a campus-branded “Weary Wil’s Sports Grille” and “The Market” offer a wide range of unique menu items ranging from

appetizer menu to health conscious menus. Each dining venue offers some degree of lounge space that doubles as “study space” for students.

In addition, in the past several years, the phased completion of the Hobo Day Plaza on the north side of The Union offers premiere event space with a homecoming-alumni flair, and a glass encased 1912 Model T Ford alongside a library of archived photographs from Hobo Days and committee accomplishments of the past and present. SDSU donors have gifted the space with memorabilia from their SDSU and Hobo Day experiences with considerable generosity and campus pride.

The building hosts a variety of student tenants in a more permanent office setting. These student organizations plan events, produce media (newspaper and radio), and host student participation at a variety of engaging Main Street and university programs.

MAJOR PLANS AND CHANGES

The University Student Union has embarked on a comprehensive space study which will provide support for any facility changes to be implemented in the coming year. The study will also help to articulate additional needs that may be implemented in the five

years to come that will continue to enrich to the student experience and provide convenient services to the campus community.

The study engaged key user groups, reviewed the current space usage and provided potential solutions. The end goal of the study was to determine the feasibility of relocating various programmatic elements, provide concept blocking diagrams, and preliminary orders of magnitude cost projections and phasing plans. The study further determined that the scope of work will be limited to the existing footprint of the building. Conceptual cost opinions were derived from anticipated quality and scope of work needed. The highest priority determined was a more prominent location for the Office of Multicultural Affairs and the student services linked with this office. Subsequent priorities include adjacencies for student engagement, event services, dining services, card services and career development. Collaborative, visible, and integrated service spaces were also identified in the study for further consideration and development. Finally, the study reviewed current ballroom capacity and amenities as well as industry standard aesthetics for multipurpose spaces such as this. Enhancements to the building will be phased optimally to minimize intrusion to the student experience, and may be tied to other needed and scheduled M&R projects.

**TABLE 13: FIVE-YEAR HISTORICAL STUDENT UNION
REVENUE AND EXPENSES (FY13-FY18)**

	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15	ACTUAL FY16	ACTUAL FY17	PROJECTED FY18
REVENUES						
General Revenue	\$77,273	\$94,630	\$106,222	\$232,797	\$89,685	\$90,286
Facility Support Fee	\$0	\$0	\$0	\$0	\$0	\$0
GAF Revenue - Operations	\$0	\$0	\$0	\$0	\$0	\$0
GAF Revenue - Bond Support	\$772,500	\$629,994	\$847,970	\$672,625	\$692,533	\$692,533
Interest Earnings	\$67,598	\$48,222	\$34,851	\$36,308	\$35,564	\$35,803
Capitalized Interest	\$0	\$0	\$0	\$0	\$0	\$0
BAB Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$917,370	\$772,846	\$989,043	\$941,730	\$817,782	\$818,621
EXPENDITURES						
PERSONAL SERVICES						
Full-Time Staff	\$7,303	\$2,610	\$3,554	\$2,582	\$2,234	\$2,249
Student Labor	\$40,454	\$150,169	\$153,007	\$130,652	\$169,460	\$170,595
Facilities and Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Contracted Facilities and Maintenance*	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL PERSONAL SERVICES	\$47,758	\$152,779	\$156,561	\$133,234	\$171,694	\$172,844
OPERATING						
Student Support	-\$57,967	-\$45,791	\$30,069	-\$178,313	-\$167,095	-\$168,214
Facilities and Maintenance	\$17,398	\$20,821	\$2,708	\$4,469	\$1,043	\$1,050
Utilities	\$50	\$30	\$12,212	\$22,234	\$34,099	\$34,328
Overhead Paid to University	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OPERATING	-\$40,518	-\$24,940	\$44,990	-\$151,610	-\$131,952	-\$132,836
TOTAL EXPENDITURES	\$7,239	\$127,839	\$201,550	-\$18,376	\$39,741	\$40,008
NET REVENUE GENERATED	\$910,131	\$645,007	\$787,493	\$960,106	\$778,041	\$778,613
DEBT SERVICE (PULL FROM DEBT SERVICE PAGE)	\$461,025	\$378,406	\$387,762	\$421,180	\$432,431	\$431,933
COVERAGE RATIO	1.97	1.70	2.03	2.28	1.80	1.80



**TABLE 14: PROJECTED STUDENT UNION
REVENUE AND EXPENSE (FY19-FY22)**

	PROJECTED FY19	PROJECTED FY20	PROJECTED FY21	PROJECTED FY22
REVENUES				
General Revenue	\$91,911	\$93,749	\$95,624	\$97,536
Facility Support Fee	\$0	\$0	\$0	\$0
GAF Revenue - Operations	\$0	\$0	\$0	\$0
GAF Revenue - Bond Support	\$692,533	\$692,533	\$692,533	\$692,533
Interest Earnings	\$36,447	\$37,176	\$37,920	\$38,678
Capitalized Interest	\$0	\$0	\$0	\$0
BAB Revenue	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$820,891	\$823,458	\$826,076	\$828,747
EXPENDITURES				
PERSONAL SERVICES				
Full-Time Staff	\$2,249	\$2,294	\$2,340	\$2,386
Student Labor	\$174,519	\$178,533	\$182,104	\$185,746
Facilities and Maintenance	\$0	\$0	\$0	\$0
Contracted Facilities and Maintenance*	\$0	\$0	\$0	\$0
TOTAL PERSONAL SERVICES	\$176,768	\$180,827	\$184,443	\$188,132
OPERATING				
Student Support	-\$171,242	-\$174,667	-\$178,160	-\$181,724
Facilities and Maintenance	\$1,069	\$1,090	\$1,112	\$1,135
Utilities	\$34,946	\$35,645	\$36,358	\$37,085
Overhead Paid to University	\$0	\$0	\$0	\$0
TOTAL OPERATING	-\$135,227	-\$137,932	-\$140,691	-\$143,504
TOTAL EXPENDITURES	\$41,540	\$42,895	\$43,753	\$44,628
NET REVENUE GENERATED	\$779,350	\$780,563	\$782,324	\$784,120
DEBT SERVICE (PULL FROM DEBT SERVICE PAGE)	\$431,001	\$432,742	\$432,275	\$433,363
COVERAGE RATIO	1.81	1.80	1.81	1.81



New Hansen Hall food service site provides sandwich, menu, soup and home-style foods.

DINING SERVICES

INNOVATION AND IMPROVEMENTS SINCE PREVIOUS REPORT

Dining services at South Dakota State University are operated by Aramark Higher Education Services. Aramark provides service at twenty-two sites throughout campus including two athletic locations; nine national franchise locations; six proprietary brands; two c-store sites; the Dairy Bar; and one traditional residential cafeteria in Larson Commons. National franchises operated by Aramark include Chick-fil-A, Einstein Bros Bagels, Erberts & Gerberts, Java City, Panda Express, Starbucks, and X-treme Pita.

Contemporary students expect variety and innovation in their food service offerings. To be responsive this aspect of student life without heavy investments in signage, cabinetry, and equipment, SDSU has devised a method to provide “pop-up” restaurants in two campus venues, one in The Union and another in the newly upgraded site at Hansen Hall. The concept is straight forward; for two weeks each month the regular home-style “meat and potatoes” menu is offered and for two weeks a student-selected “pop-up” menu is provided. The first rotation implemented was Barbecue District which featured Kansas City, St. Louis and other regional barbecue flavors. Other rotations include Taco Del Seoul

(Korean/Mexican fusion) and an Asian Zing which features offers a vegetable-focused menu. In each of the fall semester rotations the “pop-up” menu out-sold the traditional offerings.

Plans to improve daily food offerings to west-side residence hall facilities were realized with the installation of hot food options in the Hansen Hall lobby. An Erbert’s & Gerbert’s sandwich shop was upgraded and an entire hot food option was added. This remodel opened in January 2018 and has been well received by residents and faculty who have offices in the area.

The Larson Commons dining area remodel completed in 2013 did not address back-of-house equipment needs. Replacement and installation of a new commercial quality dishwasher was completed during the semester break and was operational as students returned for spring semester. Purchase and installation of the machine was performed by in-house Residential Life maintenance personnel and totalled about \$320,000. Also replaced this summer was the HVAC system serving the dining room, C-store and offices in Larson Commons. This work was completed in August 2017 and its cost of \$950,000 will be part of the annual contribution to the \$4.5 M&R requirement.

6.7% growth in year-over-year sales when rates only increase 4.59 percent.

Projected revenue and expenses show the Dining Services unit continuing to exceed the required coverage ratio, at an average of 1.45 during the five-year projection. Table 17 below details the anticipated financial performance of the Dining Services unit and assumes an annual increase of 2.95 percent in meal plan rates and an 3.0% in expenses.

MAJOR PLANS AND CHANGES

Growth of catering demands and increased catering venues with in the Stadium, McCrory Gardens and the new Alumni/Foundation building have pushed the capacity of the current catering kitchen which also serves The Union Market, to capacity. The next most compelling need for the Dining Services operation will be to develop a catering location on campus which serves these need without a cost-prohibitive investment. Alternative locations where kitchen facilities already exist, but are under-utilized may provide answers to this growing need. Another future consideration will be what type of dining service (if any) will be offered associated with the new apartment site being developed on the southeast corner of campus. Potential for a food site on this major campus thoroughfare should be examined as part of the developing design work which will be finalizes in the spring 2018 semester.



Installation of the \$150,000 commercial grade dishwasher in Larson Commons replaced original 1965 equipment.

FIVE-YEAR HISTORY AND PROJECTION FOR CURRENT YEAR

Approximately 9,500 meals are prepared and delivered through these various sites each day. Resulting in gross sales averaging \$12,577,320 across the last five years. Approximately 4,000 students are on required meal plans annually with the balance of revenue from catering and cash sales to faculty, staff and campus visitors. The success of Dining Services is demonstrated by general revenue increase noted in Table 15 below with an increase of \$874,371 or

TABLE 15: FIVE-YEAR HISTORICAL DINING SERVICES REVENUE AND EXPENSES (FY13-FY18)

	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15	ACTUAL FY16	ACTUAL FY17	ESTIMATED FY18
REVENUES						
General Revenue	\$9,216,577	\$10,158,556	\$11,079,553	\$11,157,060	\$11,936,303	\$12,278,875
Facility Support Fee	\$1,168,899	\$1,349,659	\$1,416,203	\$1,440,727	\$1,524,661	\$1,524,661
GAF Revenue - Operations	\$0	\$0	\$0	\$0	\$0	\$0
GAF Revenue - Bond Support	\$257,500	\$278,144	\$274,005	\$276,801	\$284,475	\$284,475
Interest Earnings	\$61,817	\$41,164	\$27,069	\$34,806	\$41,360	\$41,637
Capitalized Interest	\$157,267	\$0	\$0	\$0	\$0	\$0
BAB Revenue	\$128,917	\$147,034	\$145,417	\$142,828	\$139,795	\$135,105
Other	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$10,990,978	\$11,974,558	\$12,942,247	\$13,052,223	\$13,926,594	\$14,264,753
EXPENDITURES						
PERSONAL SERVICES						
Full-Time Staff	\$100,945	\$107,094	\$111,081	\$113,219	\$113,199	\$116,594
Student Labor	\$0	\$0	\$0	\$1,363	\$0	\$0
Facilities and Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Contracted Facilities and Maintenance*	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL PERSONAL SERVICES	\$100,945	\$107,094	\$111,081	\$114,583	\$113,199	\$116,594
OPERATING						
Student Support	\$8,336,951	\$9,201,450	\$10,190,141	\$10,337,048	\$10,896,193	\$11,223,079
Facilities and Maintenance	\$100,898	\$128,347	\$141,789	\$183,316	\$117,505	\$121,030
Utilities	\$321,599	\$264,892	\$245,046	\$237,033	\$250,050	\$257,552
Overhead Paid to University	\$0	\$0	\$0	\$283,131	\$363,118	\$61,390
TOTAL OPERATING	\$8,759,448	\$9,594,689	\$10,576,976	\$11,040,528	\$11,626,866	\$11,663,051
TOTAL EXPENDITURES	\$8,860,393	\$9,701,784	\$10,688,057	\$11,155,111	\$11,740,065	\$11,779,645
NET REVENUE GENERATED	\$2,130,585	\$2,272,774	\$2,254,190	\$1,897,112	\$2,186,529	\$2,485,108
DEBT SERVICE (PULL FROM DEBT SERVICE PAGE)	\$1,544,491	\$1,830,928	\$1,612,256	\$1,608,574	\$1,604,982	\$1,440,252
COVERAGE RATIO	1.38	1.24	1.40	1.18	1.36	1.73

TABLE 16: FIVE-YEAR PROJECTED DINING SERVICES REVENUE AND EXPENSES (FY19-FY22)

	PROJECTED FY19	PROJECTED FY20	PROJECTED FY21	PROJECTED FY22
REVENUES				
General Revenue	\$12,628,823	\$12,988,744	\$13,358,924	\$13,739,653
Facility Support Fee	\$1,524,661	\$1,524,661	\$1,524,661	\$1,524,661
GAF Revenue - Operations	\$0	\$0	\$0	\$0
GAF Revenue - Bond Support	\$284,475	\$284,475	\$284,475	\$284,475
Interest Earnings	\$42,886	\$44,173	\$45,498	\$46,863
Capitalized Interest	\$0	\$0	\$0	\$0
BAB Revenue	\$131,228	\$127,116	\$122,864	\$118,612
Other	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$14,612,073	\$14,969,169	\$15,336,422	\$15,714,264
EXPENDITURES				
PERSONAL SERVICES				
Full-Time Staff	\$120,092	\$123,695	\$127,406	\$131,228
Student Labor	\$0	\$0	\$0	\$0
Facilities and Maintenance	\$0	\$0	\$0	\$0
Contracted Facilities and Maintenance*	\$0	\$0	\$0	\$0
TOTAL PERSONAL SERVICES	\$120,092	\$123,695	\$127,406	\$131,228
OPERATING				
Student Support	\$11,559,771	\$11,906,564	\$12,263,761	\$12,631,674
Facilities and Maintenance	\$124,661	\$128,401	\$132,253	\$136,221
Utilities	\$265,278	\$273,237	\$281,434	\$289,877
Overhead Paid to University	\$61,390	\$61,390	\$61,390	\$61,390
TOTAL OPERATING	\$12,011,101	\$12,369,592	\$12,738,838	\$13,119,161
TOTAL EXPENDITURES	\$12,131,193	\$12,493,287	\$12,866,244	\$13,250,390
NET REVENUE GENERATED	\$2,480,880	\$2,475,882	\$2,470,178	\$2,463,874
DEBT SERVICE (PULL FROM DEBT SERVICE PAGE)	\$1,412,419	\$1,372,318	\$1,371,762	\$1,371,566
COVERAGE RATIO	1.76	1.80	1.80	1.80





Architect's rendering of the new northeast entrance for the Wellness Center.

WELLNESS CENTER

WELLNESS CENTER EXPANSION PROJECT DETAILS

The Wellness Center expansion and renovation project broke ground in August 2017. This ambitious project essentially doubles the fitness and recreation space available to students and community members (34,000 sq. ft.). Additionally the project remodels 9,000 sq. ft. of the Student Health and Counseling Clinic. Specific spaces included in this remodel are:

- Additional courts space, e.g. Multi-Activity Court, basketball court, racquetball courts (2)
- Outdoor Activity Center e.g. camping, hiking, skiing fishing, rock climbing
- Additional studio for fitness classes and other instruction
- Expanded fitness space for individual and equipment-based activity

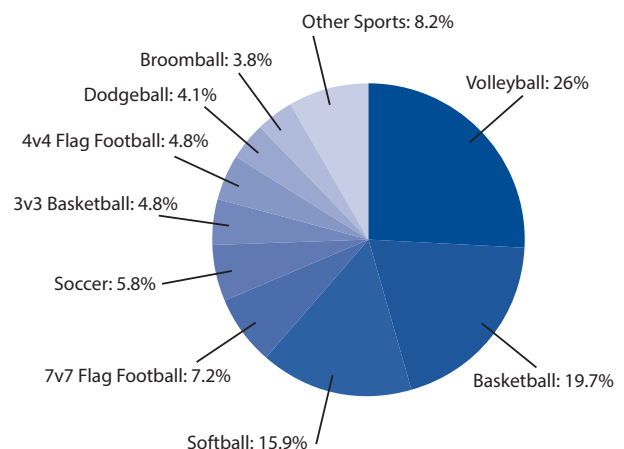
Construction is at mid-point with the building being fully enclosed. Interior HVAC, electrical and plumbing installation is the current focal point of construction efforts. Remodel work has also begun in the Student Health and Counseling Clinic. Clinic operations will continue throughout construction, but administrative functions, reception and pharmacy operations have been relocated to allow for remodeling efforts.

PROGRAM OFFERINGS AND CAMPUS UTILIZATION

The Wellness Center is a vital retention asset for students and the university community. Services provided by the Wellness Center help students maintain optimal physical and behavioral health even

as they respond to the demands of college life. The opportunity to socialize and exercise provides a venue to build connections between students which is amongst of the most powerful drivers of student success. One method the Wellness Center is employs to achieve this connectivity is offering fitness and nutrition instruction, along with intramural activities. The Wellness Center provides 55 fitness classes per week, 17 sports clubs (e.g. rugby, cricket and hockey) and its 50 intramural sports with 2,513 games have 8,238 annual participants. Chart 2 below shows participation in the various intramural offerings.

CHART 2: PARTICIPATION BREAKDOWN IN INTRAMURAL ACTIVITIES FY17



**TABLE 17: FIVE YEAR HISTORICAL WELLNESS CENTER
REVENUE AND EXPENSES (FY13-FY18)**

	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15	ACTUAL FY16	ACTUAL FY17	ESTIMATED FY18
REVENUES						
General Revenue	\$526,004	\$570,685	\$555,572	\$575,930	\$620,320	\$624,477
Facility Support Fee	\$0	\$0	\$0	\$0	\$0	\$0
GAF Revenue - Operations			\$219,545	\$317,400	\$292,985	\$292,985
GAF Revenue - Bond Support	\$782,800	\$1,022,309	\$848,178	\$830,400	\$981,745	\$1,810,591
Interest Earnings	\$6,410	\$2,575	\$1,450	\$1,852	\$1,733	\$1,744
Capitalized Interest	\$0	\$0	\$0	\$0	\$0	\$0
BAB Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$1,315,214	\$1,595,569	\$1,624,745	\$1,725,582	\$1,896,783	\$2,729,797
EXPENDITURES						
PERSONAL SERVICES						
Full-Time Staff	\$320,776	\$428,391	\$419,742	\$395,756	\$408,630	\$411,368
Student Labor	\$329,773	\$362,649	\$347,470	\$323,901	\$325,735	\$327,918
Facilities and Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Contracted Facilities and Maintenance*	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL PERSONAL SERVICES	\$650,549	\$791,040	\$767,212	\$719,657	\$734,366	\$739,286
OPERATING						
Student Support	\$207,451	\$243,736	\$285,254	\$340,006	\$338,676	\$340,946
Facilities and Maintenance	\$35,363	\$17,566	\$31,118	\$50,196	\$23,098	\$23,253
Utilities	\$23,741	\$23,717	\$68,654	\$69,890	\$66,281	\$66,725
Overhead Paid to University	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OPERATING	\$266,556	\$285,019	\$385,026	\$460,092	\$428,056	\$430,924
TOTAL EXPENDITURES	\$917,105	\$1,076,059	\$1,152,238	\$1,179,749	\$1,162,422	\$1,170,210
NET REVENUE GENERATED	\$398,110	\$519,510	\$472,507	\$545,833	\$734,361	\$1,559,587
DEBT SERVICE (PULL FROM DEBT SERVICE PAGE)	\$457,893	\$459,205	\$460,055	\$460,444	\$600,325	\$1,213,608
COVERAGE RATIO	0.87	1.13	1.03	1.19	1.22	1.29

TABLE 18: PROJECTED WELLNESS CENTER REVENUE AND EXPENSE (FY19-FY22)

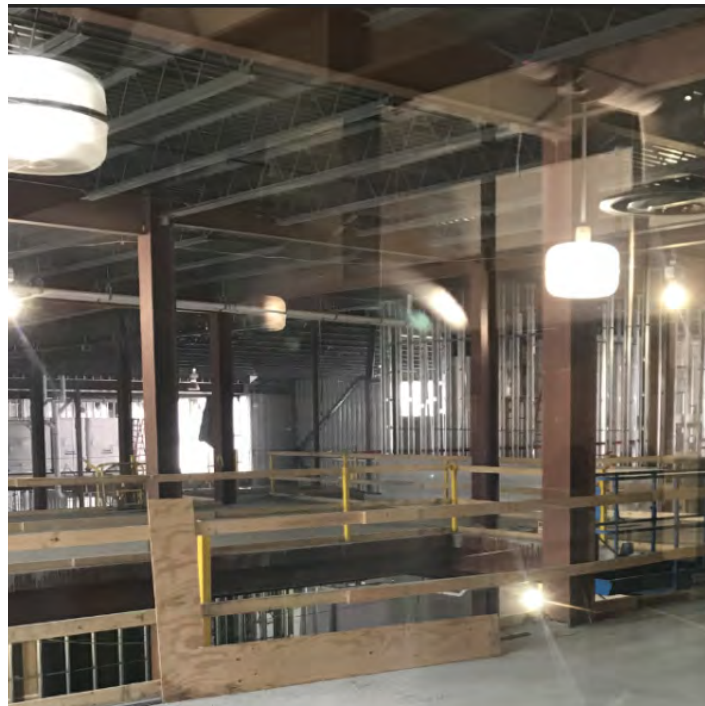
	PROJECTED FY19	PROJECTED FY20	PROJECTED FY21	PROJECTED FY22
REVENUES				
General Revenue	\$635,717	\$648,431	\$661,400	\$674,628
Facility Support Fee	\$0	\$0	\$0	\$0
GAF Revenue - Operations	\$569,785	\$569,785	\$569,785	\$569,785
GAF Revenue - Bond Support	\$1,810,591	\$1,810,591	\$1,810,591	\$1,810,591
Interest Earnings	\$1,776	\$1,811	\$1,847	\$1,884
Capitalized Interest	\$0	\$0	\$0	\$0
BAB Revenue	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$3,017,869	\$3,030,618	\$3,043,623	\$3,056,888
EXPENDITURES				
PERSONAL SERVICES				
Full-Time Staff	\$499,252	\$509,237	\$519,421	\$529,810
Student Labor	\$405,515	\$414,842	\$423,139	\$431,601
Facilities and Maintenance	\$0	\$0	\$0	\$0
Contracted Facilities and Maintenance*	\$0	\$0	\$0	\$0
TOTAL PERSONAL SERVICES	\$904,767	\$924,079	\$942,560	\$961,411
OPERATING				
Student Support	\$419,921	\$428,319	\$436,886	\$445,624
Facilities and Maintenance	\$28,639	\$29,212	\$29,796	\$30,392
Utilities	\$82,182	\$83,825	\$85,502	\$87,212
Overhead Paid to University	\$0	\$0	\$0	\$0
TOTAL OPERATING	\$530,742	\$541,357	\$552,184	\$563,228
TOTAL EXPENDITURES	\$1,435,509	\$1,465,435	\$1,494,744	\$1,524,639
NET REVENUE GENERATED	\$1,582,360	\$1,565,183	\$1,548,879	\$1,532,249
DEBT SERVICE (PULL FROM DEBT SERVICE PAGE)	\$1,215,944	\$1,218,503	\$1,216,247	\$1,218,562
COVERAGE RATIO	1.30	1.28	1.27	1.26

STUDENT HEALTH AND COUNSELING CLINIC OPERATIONS

The Student Health Clinic schedules more than 1,645 distinct students annually in 5,204 appointments. Behavioral Health services (e.g. personal counseling, substance abuse prevention) are provided to 725 distinct students through 5,204 individual appointments annually at the Counseling Center. Outreach presentations to academic classes and residence halls were delivered to 1,320 students and faculty/staff by the counseling staff and health promotion program. New in January 2018 will be tobacco cessation counseling offered at no cost to students and SDSU staff as part of the institution's tobacco-free campus policy. Two certified tobacco cessation counselors are available to provide personal support to individuals wanting to quit their tobacco use. No new FTE were added to provide tobacco cessation counseling, rather existing staff wanting to provide the service sought the training provided by Mayo Health Systems.

Tables 17 and 18 demonstrate the historical (Table 17) and projected (Table 18) performance of the Wellness Center relative to the 1.2 parity test. A range of historical parity results are indicated with the best ratio achieved in the most recently completed fiscal year with a 1.22 mark.

Tables 19 demonstrates the robust usage of the Wellness Center since its inception up 14%, or 38,684 customer visits in the last five years. There has been an anticipated modest downturn in facility usage during construction.



Above: Second floor interior construction showing fitness space, atrium and instruction studio at rear.

Above right: North-looking, aerial view of distinct program spaces in Wellness Center expansion.

Right: SDSU operates a pharmacy in its student clinic which provides prescription and OTC service.

**TABLE 19: ANNUAL VISITS FOR
FITNESS AND RECREATION (FY12-FY17)**

	STUDENTS	MEMBERS	TOTAL
FY12	198,165	77,129	275,294
FY13	225,854	85,840	311,694
FY14	239,989	81,995	321,984
FY15	247,978	80,239	328,307
FY16	249,138	87,285	336,423
FY17	234,983	78,959	313,942

Table 20 below reports clinic usage and shows essentially steady usage since FY14 fluctuating roughly with enrollment changes.

**TABLE 20: ANNUAL VISITS FOR CLINIC
AND COUNSELING (FY14-FY17)**

	CLINIC*	FAMILY PLANNING	COUNSELING**	TOTAL
FY14	5,724	1,703	4,415	11,842
FY15	6,553	1,651	3,761	11,965
FY16	5,980	1,657	4,210	11,847
FY17	5,204	1,398	4,521	11,123

*Clinic includes Nutrition appointments

**Counseling includes Alcohol/Chemical Dependency appointments





PARKING SERVICES

SUMMARY OF OPERATIONS AND FACILITIES

The Department of Parking Services serves the campus community by providing parking for students, faculty, staff and visitors to campus. The department reports to the Vice President of Finance and Business. Parking Services is a self-funded auxiliary enterprise collecting monies through permit sales, gate fees, and citation fines to fund the cost of operations and maintenance of the University's parking facilities.

Parking Services is responsible for managing parking and traffic demand of 66 parking lots encompassing approximately 79.4 acres of asphalt and 4.12 miles of streets on campus, customer service functions focusing on permit sales, parking enforcement and event parking operations. The office works closely with the University Administration and the University Parking and Traffic Committee to make decisions based on four goals, which support the Campus Master Plan:

- Sustainability
- Communication and Education
- Operations and Costs
- Safety and Security

SUMMARY FOR LAST YEAR AND PROJECTION FOR CURRENT YEAR

Fiscal year 2017 ended with the campus moving to a 12-month permitting and enforcement period from the previous nine-month model. In fiscal year 2018, the campus completed maintenance and repair projects on seven parking lots, upgraded two lots from gravel to asphalt and resurfaced one campus road. These improvements impacted 3,340 spaces to the benefit of both resident and commuting students and staff. Parking Services continues to work closely with Facilities and Services with the logistics of building projects and their impact to campus parking. This year saw the start of two

major construction projects, Performing Arts Center phase II and the Stanley J. Marshall athletic facility phase I. These two projects removed 413 parking spaces, which will be replaced with a newly constructed lot located at the intersection of Jackrabbit Avenue and University Drive, scheduled to be completed August 2018. This new lot will not only provide parking for commuting students and staff, but will create a centralized parking area to support the many campus visitors and guests attending events in the Performing Arts Center, Frost Arena and Dykhouse Stadium.

MAJOR PLANS AND CHANGES

Administratively, the Office of Parking Services will be combined with the SDSU Motor Pool to create a new Office of Transportation Services. This move will allow SDSU to gain efficiencies in staffing and support dollars while providing a one-stop shop for all transactions related to vehicles and transportation. The office will be located in the current Motor Pool building with an expected operational date of July 1, 2018.

Projects for maintenance and repair will on going with annualized budgeted expenditures of \$300,000 to ensure the quality of the parking assets. Construction will begin in April 2018 on the new parking facility at the intersection of Jackrabbit Avenue and University Drive, with completion scheduled prior to classes starting in August 2018. Planning and design will continue in regards to the parking relocation needed for the Animal Disease and Diagnostic Research Laboratory and Precision Agriculture Building pending approval in this year's Legislative Session.

Utilizing data from the 2016 Parking Master Plan Update, the office will gather input from campus constituent groups in evaluating the feasibility of adding one additional gated control lot to the campus system. This lot would be operated in the same manner as the current lot east of the Student Union, allowing for students and staff with permits, guest with event access privileges and pay-by-hour patrons.

**TABLE 21: THE FOLLOWING CHART SUMMARIZES MAJOR IMPROVEMENTS/
CHANGES TO THE PARKING SYSTEM DURING THE LAST FIVE YEARS:**

FISCAL YEAR 2018

FACILITY

PROJECT

Lot 106 East McFadden	Mill & Overlay Complete Lot – 6 spaces
Lot 115 West Ag Museum	Mill & Overlay Complete Lot – 132 spaces
Lot 117 West Remote	Mill & Overlay Complete Lot – 147 spaces
Lot 126 North Scobey	Mill & Overlay Complete Lot – 15 spaces
Lot 137 East Pugsley Hall	Mill & Overlay Complete Lot – 15 spaces
Lot 139 North Pugsley Hall	Mill & Overlay Complete Lot – 57 spaces
Lot 141, North Harding Hall	Removed from system – 17 spaces
Lot 142 South Harding Hall	Removed from system – 30 spaces
Lot 151 East Frost Arena	Mill & Overlay Drop Off Lane
Lot 158 South East Resident General Parking	Overlay Complete Lot – 2,540 spaces
Lot 152 South HPER	Frost Arena Bldg. Project – 195 spaces removed
Lot 155 State Village	Removed from system – 61 spaces
Lot 161 East Performing Arts Center	PACII Bldg. Project – 176 spaces removed
Lot 170 North Central Remote - North	Asphalt Surfaced – 209 spaces
Lot 164 North Performing Arts Center	PACII Bldg. Project – 42 spaces removed
Lot 173 West Motor Pool Bldg.	Asphalt Surfaced – 192 spaces
Lot 174 Plant Science Bldg.	New Construction – 27 spaces
13th Street - Hansen Hall to 6th Street	Mill & Overlay

FISCAL YEAR 2017

Lot 131 North Yeager Hall	Mill & Overlay Complete Lot- 64 spaces
Lot 164 North Briggs Library	Mill & Overlay Complete Lot – 226 spaces
Lot 166 168, 169 Dykhouse Stadium West	Reconstruction – 85 spaces removed

FISCAL 2016

Lot 101 North Animal Science	North Chill Plant Bldg. Project – 25 spaces removed
Lot 103 West ADRDL	Mill & Overlay Complete Lot – 26 spaces
Lot 127 South Scobey Hall	President's Home/Alumni Bldg. Project – 96 spaces removed
Lot 128 Testing Center	President's Home/Alumni Bldg. Project – 54 spaces removed
Lot 167 SJAC East	Asphalt Surfaced – 104 spaces
Lot 173 North Motor Pool	New Construction – 160 spaces
North Campus Dr. – Stadium Dr. to Jackrabbit Ave	Mill & Overlay

FISCAL 2015

Lot 172 Dykhouse Stadium East	New Construction – 227 spaces
Jackrabbit Ave - 8th Street to North Campus Drive	Mill & Overlay

FISCAL 2014

Lot 135 North AMEAME Bldg. Project – 51 spaces removed
 Lot 136 Admin LaneRemoved from system – 123 spaces

FISCAL 2013

Lot 21 Grove HallRemoved from system – 41 spaces
 Lot 145 Ben Reifel Hall.....Reconstruction – 78 spaces
 Lot 147 Hyde HallReconstruction – 226 spaces
 Lot 150 Student Union East.....Reconstruction – 6 spaces
 Lot 150 Student Union East.....Installation of Revenue Control Gates
 Lot 176 9th St. & 13 Ave. New Construction – 19 spaces

**TABLE 22: FIVE-YEAR HISTORICAL PARKING SERVICES
REVENUE AND EXPENSES (FY13-FY18)**

	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15	ACTUAL FY16	ACTUAL FY17	ESTIMATED FY18
REVENUES						
General Revenue	\$1,128,458	\$1,393,355	\$1,390,943	\$1,500,709	\$1,609,064	\$1,650,000
Facility Support Fee	\$0	\$0	\$0	\$0	\$0	\$0
GAF Revenue - Operations	\$0	\$0	\$0	\$0	\$0	\$0
GAF Revenue - Bond Support	\$0	\$0	\$0	\$0	\$0	\$0
Interest Earnings	\$6,368	\$4,500	\$7,081	\$11,550	\$11,722	\$28,229
Capitalized Interest	\$44,989	\$0	\$0	\$0	\$0	\$0
BAB Revenue	\$57,969	\$55,417	\$54,690	\$53,526	\$52,162	\$25,248
Other	\$2,055	\$2,043	\$1,688	\$7,710	\$6,335	\$10,000
TOTAL REVENUE	\$1,239,840	\$1,455,315	\$1,454,402	\$1,573,495	\$1,679,283	\$1,713,477
EXPENDITURES						
PERSONAL SERVICES						
Full-Time Staff	\$118	\$95,581	\$114,524	\$133,174	\$154,228	\$157,000
Student/Temp Labor	\$16,349	\$29,915	\$11,013	\$12,533	\$33,455	\$45,000
Facilities and Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Contracted Facilities and Maintenance*	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL PERSONAL SERVICES	\$16,467	\$125,496	\$125,537	\$145,707	\$187,683	\$202,000
OPERATING						
Unit Operations	-\$92,633	\$24,032	\$7,954	\$59,295	\$36,665	\$40,000
Facilities and Maintenance	\$604,646	\$543,472	\$205,559	\$538,144	\$227,995	\$225,000
Utilities	\$1,940	\$3,415	\$3,080	\$4,003	\$5,745	\$6,000
Overhead Paid to University	\$20,101	\$0	\$0	\$0	\$0	\$0
TOTAL OPERATING	\$534,054	\$570,919	\$216,592	\$601,443	\$270,405	\$271,000
TOTAL EXPENDITURES	\$550,521	\$696,415	\$342,129	\$747,149	\$458,088	\$473,000
NET REVENUE GENERATED	\$689,319	\$758,900	\$1,112,273	\$826,346	\$1,221,195	\$1,240,477
DEBT SERVICE (PULL FROM DEBT SERVICE PAGE)	\$404,969	\$493,095	\$491,966	\$490,321	\$499,960	\$548,667
COVERAGE RATIO	1.70	1.54	2.26	1.69	2.44	2.26



**TABLE 23: PROJECTED PARKING SERVICES REVENUE
AND EXPENSE (FY19-FY22)**

	PROJECTED FY19	PROJECTED FY20	PROJECTED FY21	PROJECTED FY22
REVENUES				
General Revenue	\$1,650,000	\$1,674,750	\$1,699,871	\$1,725,369
Facility Support Fee	\$0	\$0	\$0	\$0
GAF Revenue - Operations	\$0	\$0	\$0	\$0
GAF Revenue - Bond Support	\$0	\$0	\$0	\$0
Interest Earnings	\$28,737	\$29,168	\$29,605	\$30,049
Capitalized Interest	\$0	\$0	\$0	\$0
BAB Revenue	\$25,248	\$25,248	\$25,248	\$25,248
Other	\$10,000	\$10,000	\$10,000	\$10,000
TOTAL REVENUE	\$1,713,985	\$1,739,166	\$1,764,725	\$1,790,667
EXPENDITURES				
PERSONAL SERVICES				
Full-Time Staff	\$160,140	\$164,944	\$169,893	\$174,989
Student/Temp Labor	\$45,900	\$47,277	\$48,695	\$50,156
Facilities and Maintenance	\$0	\$0	\$0	\$0
Contracted Facilities and Maintenance*	\$0	\$0	\$0	\$0
TOTAL PERSONAL SERVICES	\$206,040	\$212,221	\$218,588	\$225,145
OPERATING				
Unit Operations	\$41,200	\$42,436	\$43,709	\$45,020
Facilities and Maintenance	\$451,750	\$245,303	\$252,662	\$260,241
Utilities	\$6,180	\$6,365	\$6,556	\$6,753
Overhead Paid to University	\$0	\$0	\$0	\$0
TOTAL OPERATING	\$499,130	\$294,104	\$302,927	\$312,015
TOTAL EXPENDITURES	\$705,170	\$506,325	\$521,515	\$537,160
NET REVENUE GENERATED	\$1,008,815	\$1,232,841	\$1,243,210	\$1,253,506
DEBT SERVICE (PULL FROM DEBT SERVICE PAGE)	\$543,929	\$528,950	\$528,813	\$528,599
COVERAGE RATIO	1.85	2.33	2.35	2.37



UNIVERSITY BOOKSTORE

SUMMARY OF FACILITIES AND OPERATIONS

The University Bookstore diligently works to serve the campus community by providing students, faculty, staff, alumni and the public with timely and convenient access to official course materials, trade books, academic supplies and licensed South Dakota State University merchandise and gifts in professional and customer-friendly retail environments. The University Bookstore operates as a self-supporting auxiliary of South Dakota State University, reporting to the Vice President of Finance and Business.

At the beginning fiscal year 2018, operations were conducted in five retail locations with three stores in Brookings, one in Rapid City and one in Sioux Falls. The largest store, located on the main concourse of the SDSU Student Union, is comprised of 9,600 square feet of retail space with an additional 5,600 square feet of office and storage space. The retail space was remodeled in FY12 with the office space being relocated during the Student Union project in FY14. Many of the store's vendor representatives have commented on the store's appearance and layout as being a leader in the collegiate retail market in the Upper Midwest. Beyond the physical retail space, the University Bookstore operates a robust online store front through two URLs, www.sdstatebookstore.com and www.jackrabbitcentral.com. Through these two portals, the University Bookstore is able to sell a majority of its items located in the Union location to customers throughout the country and the world. Staffing in fiscal year 2017 for the University Bookstore was provided by 9.4 permanent FTE and 7.0 FTE of student and temporary labor. Gross revenue for fiscal year 2017 totaled \$6,636,443.

The second retail location on the campus of South Dakota State University is the Jackrabbit Central Stadium Store housed in the Dana J. Dykhouse Stadium. This store consists of 1,625 square feet of retail space and first opened in August 2017 after being completed in the latter part of calendar year 2016. The stadium store operates during home football games each fall and is utilized for special event sales throughout the year. In its first year of operations, the

store generated \$88,269 in sales from 2,002 customer transactions, during eight home events. When comparing sales at the main location from the previous year's home football events, these sales were additional and did not reduce the Union store's market share. Staffing for the Stadium Store is provided by one full-time Union store employee with support from three students.

Jackrabbit Central located at 416 Main Ave, has been in operation since August 2009. This store was originally established in an effort to provide continued access to merchandise for the community, alumni and fans when the store was isolated due to the large scale construction efforts taking place with the Student Union expansion project. Now in its ninth year the store still provides opportunities for the campus to showcase campus-created products like SDSU-authored books, SDSU ice cream, SDSU beef sticks and SDSU licensed merchandise. Additionally this location appeals to individuals due to its ease of access. Sales over the last five fiscal years average \$193,340 while serving 4,339 customers annually. Staffing for Jackrabbit Central is provided by three, forty-percent time employees.

Jackets and Jacks is a retail location in Rapid City that is a cooperative venture with Black Hills State University. Now in its third year, this location is managed and staffed by employees from Black Hills State University. SDSU's only role with this operation is supplying licensed merchandise. Sales for the first two years averaged \$22,400.

Jack and Charlie's was a cooperative retail project between South Dakota State University and the University of South Dakota located in the Sioux Empire Mall in Sioux Falls. The 3,300 square feet store opened in August 2016, and offered licensed merchandise at a convenient location for SDSU's largest population of alumni and fans. All expenses of operation were split 50/50 with SDSU managing the human resources and USD overseeing operational controls and expenses. The store closed January 14, 2018 due to revenues not meeting expectations. Revenue through the seventeen months grossed \$321,800, with the major item effecting profitability

being location. The north entrance of the Dick's Sporting Goods wing did not produce the necessary traffic counts to general sales. At this location, the store was limited to being a destination for consumers, resulting in the loss of impulse sales that would be present for locations on the main east to west corridor. The store was staffed with one-full time FTE and 1.0 FTE of student and temporary employees.

MAJOR PLANS AND CHANGES

The fall of 2018 was the initial roll out of First Day Access program, an inclusive access e-text program that offers students enrolled in participating class sections volume discount on electronic textbooks. During the fall 2018 semester, SDSU had seventeen sections with an enrollment of 2,624 students and a 94.9%

participation rate. Moving into spring 2019 the number of sections has grown to fifty-six sections containing 4,603 students with a participation rate of 97.2%. The margin obtained by the store on these units averaged 12% down from the traditional 20% on new and 33% on used books.

Looking forward, to fiscal year 2019, the Bookstore will continue its work in providing cost effective solutions for students' required educational content. First through expansion of the First Day Access program offerings by working to including additional publishers. Second, educating SDSU faculty of importance and ease of use of the First Day Access program, and third, working with the campus open educational resources work group to host an inclusive access and open educational resources workshop to SDSU faculty in May 2018.

**TABLE 24: FIVE-YEAR HISTORICAL UNIVERSITY BOOKSTORE
REVENUE AND EXPENSES (FY13-FY18)**

	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15	ACTUAL FY16	ACTUAL FY17	ESTIMATED FY18
REVENUES						
General Revenue	\$7,513,655	\$7,133,607	\$7,001,334	\$7,239,676	\$7,044,008	\$7,000,000
Facility Support Fee	\$0	\$0	\$0	\$0	\$0	\$0
GAF Revenue - Operations	\$0	\$0	\$0	\$0	\$0	\$0
GAF Revenue - Bond Support	\$0	\$0	\$0	\$0	\$0	\$0
Interest Earnings	\$35,162	\$17,717	\$13,497	\$12,721	\$12,968	\$10,484
Capitalized Interest	\$0	\$0	\$0	\$0	\$0	\$0
BAB Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$48,422	\$47,038	\$57,441	\$51,590	\$50,745	\$50,000
Sales Tax Collected	\$381,135	\$375,321	\$356,696	\$362,509	\$369,797	\$360,000
TOTAL REVENUE	\$7,978,373	\$7,573,683	\$7,428,968	\$7,666,496	\$7,477,518	\$7,420,484
COST OF GOODS SOLD						
Merchandise Purchases	\$5,421,779	\$4,994,992	\$4,391,195	\$5,290,651	\$5,382,890	\$5,000,000
Freight/Shipping	\$70,384	\$64,274	\$73,701	\$66,930	\$79,741	\$73,000
Change in Inventory	-\$89,987	-\$210,124	\$10,177	\$107,440	\$402,982	\$0
TOTAL COST OF GOODS SOLD	\$5,582,150	\$5,269,390	\$4,454,719	\$5,250,140	\$5,059,649	\$5,073,000
GROSS INCOME FROM SALES	\$2,396,224	\$2,304,293	\$2,974,249	\$2,416,355	\$2,417,869	\$2,347,484
EXPENDITURES						
PERSONAL SERVICES						
Full-Time Staff	\$511,800	\$578,258	\$532,757	\$571,766	\$615,990	\$675,000
Student Labor	\$161,599	\$154,317	\$147,959	\$117,419	\$158,834	\$155,000
Facilities and Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Contracted Facilities and Maintenance*	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL PERSONAL SERVICES	\$673,398	\$732,575	\$680,715	\$689,185	\$774,824	\$830,000
OPERATING						
Facilities and Maintenance	\$7,227	\$31,666	\$5,520	\$16,015	\$71,056	\$7,500
Utilities	\$9,300	\$10,807	\$8,576	\$9,046	\$9,840	\$9,500
Advertising	\$71,769	\$46,865	\$73,459	\$48,825	\$69,196	\$65,000
Credit Card Fees	\$88,871	\$90,604	\$77,982	\$85,733	\$84,885	\$82,000
Retail Software Lease	\$25,226	\$23,042	\$49,002	\$10,430	\$32,424	\$32,000
Rent Student Union	\$52,959	\$54,017	\$55,087	\$52,670	\$59,713	\$59,700
Rent Offcampus Retail Space	\$6,720	\$6,724	\$7,856	\$9,358	\$48,560	\$42,500
Sales Tax Remitted	\$380,861	\$374,325	\$351,112	\$358,157	\$370,427	\$360,000
Unit Operations	\$104,870	\$124,391	\$82,585	\$149,991	\$87,022	\$100,000
TOTAL OPERATING	\$747,803	\$762,440	\$711,179	\$740,224	\$833,123	\$758,200
TOTAL EXPENDITURES	\$1,421,201	\$1,495,015	\$1,391,895	\$1,429,409	\$1,607,947	\$1,588,200
NET INCOME BEFORE CONTRIBUTIONS	\$975,022	\$809,277	\$1,582,354	\$986,946	\$809,921	\$759,284
OVERHEAD PAID TO UNIVERSITY	\$845,112	\$952,323	\$867,550	\$793,914	\$597,016	\$597,000
NET REVENUE (LOSS) AFTER CONTRIBUTIONS	\$129,910	-\$143,046	\$714,804	\$193,032	\$212,906	\$162,284
DEBT SERVICE (PULL FROM DEBT SERVICE PAGE)	\$0	\$0	\$0	\$0	\$0	\$0
COVERAGE RATIO	N/A	N/A	N/A	N/A	N/A	N/A



**TABLE 25: PROJECTED UNIVERSITY BOOKSTORE
REVENUE AND EXPENSE (FY19-FY22)**

	PROJECTED FY19	PROJECTED FY20	PROJECTED FY21	PROJECTED FY22
REVENUES				
General Revenue	\$6,650,000	\$6,317,500	\$6,001,625	\$5,701,544
Facility Support Fee	\$0	\$0	\$0	\$0
GAF Revenue - Operations	\$0	\$0	\$0	\$0
GAF Revenue - Bond Support	\$0	\$0	\$0	\$0
Interest Earnings	\$10,641	\$10,801	\$11,017	\$11,182
Capitalized Interest	\$0	\$0	\$0	\$0
BAB Revenue	\$0	\$0	\$0	\$0
Other	\$47,500	\$45,125	\$42,869	\$40,725
Sales Tax Collected	\$342,000	\$324,900	\$308,655	\$293,222
TOTAL REVENUE	\$7,050,141	\$6,698,326	\$6,364,165	\$6,046,673
COST OF GOODS SOLD				
Merchandise Purchases	\$4,750,000	\$4,512,500	\$4,286,875	\$4,072,531
Freight/Shipping	\$69,350	\$65,883	\$62,588	\$59,459
Change in Inventory	\$0	\$0	\$0	\$0
TOTAL COST OF GOODS SOLD	\$4,819,350	\$4,578,383	\$4,349,463	\$4,131,990
GROSS INCOME FROM SALES	\$2,230,791	\$2,119,943	\$2,014,702	\$1,914,683
EXPENDITURES				
PERSONAL SERVICES				
Full-Time Staff	\$651,000	\$670,530	\$690,646	\$711,365
Student Labor	\$140,500	\$144,715	\$149,056	\$153,528
Facilities and Maintenance	\$0	\$0	\$0	\$0
Contracted Facilities and Maintenance*	\$0	\$0	\$0	\$0
TOTAL PERSONAL SERVICES	\$791,500	\$815,245	\$839,702	\$864,893
OPERATING				
Facilities and Maintenance	\$7,725	\$7,957	\$8,195	\$8,441
Utilities	\$9,785	\$10,079	\$10,381	\$10,692
Advertising	\$65,000	\$65,000	\$65,000	\$65,000
Credit Card Fees	\$77,900	\$74,005	\$70,305	\$66,790
Retail Software Lease	\$32,960	\$33,949	\$34,967	\$36,016
Rent Student Union	\$61,491	\$63,336	\$65,236	\$67,193
Rent Offcampus Retail Space	\$9,500	\$9,500	\$9,500	\$9,500
Sales Tax Remitted	\$342,000	\$324,900	\$308,655	\$293,222
Unit Operations	\$103,000	\$106,090	\$109,273	\$112,551
TOTAL OPERATING	\$709,361	\$694,815	\$681,512	\$669,405
TOTAL EXPENDITURES	\$1,500,861	\$1,510,060	\$1,521,214	\$1,534,299
NET INCOME BEFORE CONTRIBUTIONS	\$729,930	\$609,883	\$493,488	\$380,384
OVERHEAD PAID TO UNIVERSITY	\$542,000	\$487,000	\$432,000	\$377,000
NET REVENUE (LOSS) AFTER CONTRIBUTIONS	\$187,930	\$122,883	\$61,488	\$3,384
DEBT SERVICE (PULL FROM DEBT SERVICE PAGE)	\$0	\$0	\$0	\$0
COVERAGE RATIO	N/A	N/A	N/A	N/A

